



**Think Fresh.
Act Fresh.
Make Fresh.**



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This Corporate Social Responsibility (CSR) report is a publication of Plukon Food Group and includes reporting on the sustainability performance of the company, covering the period from 1st Jan to 31st of Dec 2023 and was published on the 10th of October 2024.



Our focus

The challenges of 2023, including rising inflation, geopolitical tensions, and their economic repercussions, led us to focus on strategic pricing adjustments while maintaining growth in key markets. Through careful planning and execution, we ensured robust performance and favourable market volumes.

Preparing for the upcoming Corporate Sustainability Reporting Directive (CSRD) has been integral to our strategy. We have diligently navigated these regulatory requirements, ensuring our reporting and strategies uphold standards of transparency and accountability.

Foreword

Continued commitment to sustainability

Plukon Food Group is dedicated to providing millions of European consumers with healthy, accessible, affordable and varied food products. Our mission to offer responsibly sourced food remains unwavering, as we prioritise the long-term needs of animals, the environment, and people.

We are pleased to present the 2023 sustainability report, offering insights into our journey over the past year towards innovative food products, creating fresh, healthy, and convenient products. This report marks another step in our ongoing efforts to embed sustainability into every facet of our operations.

Expanding our market presence

In January, we expanded our presence by acquiring Ter Maten Holding B.V., a move that aligns seamlessly with our ambition to fortify our position in the European market and enhance the poultry processing value chain. Throughout the beginning of 2024, our growth ambitions continued with strategic acquisitions in Spain and Poland.

New leadership and head office

Internally, 2023 marked significant milestones. Leadership transitions, including the departure of Peter Poortinga after his impactful 22-year tenure, paved the way for new perspectives. We welcomed Johan Roijmans as CFO and initiated construction on our energy-efficient head office in Wezep, incorporating sustainable practices like reusing materials and utilising residual heat from production.

Sustainable highlights

In 2023, we finalised the rollout of a higher animal welfare supply system, ATLAS, at our Blokker site in the Netherlands. The permit for capacity expansion in Dedemsvaart (the Netherlands) was also approved. In 2024, we will therefore start construction

work and in 2025, all our Dutch slaughterhouses will have implemented this higher animal welfare system. Securing a sustainability-linked loan highlighted our commitment to integrating sustainability into financial strategies, complemented by the appointment of a dedicated external Sustainability Coordinator to oversee our progress.

Looking ahead

As we anticipate the next three to five years, our focus remains on reducing our environmental footprint and contributing to a sustainable future. We aim to enhance food safety, improve energy efficiency, reduce water consumption, and prioritise the well-being of our workforce. These initiatives are pivotal to achieving a fully sustainable production chain aligned with our long-term goals.

In closing, we extend our gratitude to our stakeholders for their continued support as we advance our sustainability journey. Together, we strive to make a positive impact on society and the environment, guided by our commitment to responsible business practices. With our poultry, our alternative proteins and our vegetable meal products, we aim to make this world more sustainable and to support daily food consumption for a growing world population.

Kees Kraijenoord
CEO Plukon Food Group

1. ABOUT PLUKON FOOD GROUP

The Plukon Food Group is an innovative player in the European food business, delivering poultry products, meals, salads, meal components, and alternative proteins to prominent food partners across Europe. Through operating on 30 sites in six countries and employing approximately 9,000 individuals, we lead internationally by transforming customer requirements into innovative products, formats, and agricultural solutions. Plukon provides healthy and diverse food options that are affordable, accessible, and convenient for millions of European consumers. Our motto is 'Think Fresh. Act Fresh. Make Fresh.'

Mission

To provide responsible food across Europe, with sustainably produced ingredients and our emphasis placed upon the long-term needs of animals, the environment, and, of course, people.

Vision

As a producer of fresh food, Plukon is at the heart of society. We understand that we owe the success of our company to that same society, and that awareness is deeply rooted in everything we do. We take our responsibilities towards people, animals, and the environment seriously. This is also in our own interest, because when we work in a socially responsible way, we can ensure the success of our company.

Core values

Innovation

If we are to maintain our success in the future, innovation is vital. We want to lead the way in sustainability, animal welfare, product development, processes and packaging. That is why we cooperate with a large number of institutions and innovators.

Realism

The world of food is changing rapidly. The world's population is growing, natural resources are under pressure, energy and production costs are rising. But Europeans also want to continue eating delicious, healthy and affordable food. All these desires, however sometimes contrary, determine how we work now - and what plans we make for the future.

Responsibility

Being a leading player in the European food market also brings responsibilities. Contributing to a responsible diet is one of them. We want all Europeans to be able to choose a healthy, varied and tasty menu. We also want to ensure that all ingredients and meals are produced responsibly, with respect for people, animals and the environment.

Company profile and key figures 2023

4 concepts
Poultry, meals and salads, meal components and alternative proteins



490 tons
of vegetables per week

We provide work for **9,288** FTE and 6,272 FTE without temporary workers)

30 sites across **6** countries



442 tons
of meals & salads per week

Approximately **9 million** broilers are supplied and slaughtered per week

8.7 tons
of alternative proteins per week

Equity **484 million**

Turnover **3 billion**

Products and concepts

Plukon processes a wide range of fresh, frozen, and processed chicken products, catering to both retail and food service markets. Additionally, the company supplies various turkey products to the retail market. Plukon's product range also includes three other categories: meals and salads, meal components, and alternative proteins.

Net turnover segmented by geographical area

(in 1,000 euros)	2023	2022
The Netherlands	862,916	758,056
Germany	677,625	588,008
France	587,372	527,670
Belgium	286,982	266,595
United Kingdom (UK)	234,436	253,503
Poland	152,634	103,488
Spain	140,671	132,224
Other EU countries	123,404	137,574
Other countries	23,587	6,067
Total	3,089,627	2,773,186

Sites of Plukon Food Group 2023

The Netherlands

1. Plukon Wezep - Head office
2. Plukon Goor
3. Plukon Blokker
4. Plukon Dedemsvaart
5. Plukon Ommel/Plukon Processing Ommel
6. Plukon Convenience Dronten
7. Plukon CFG Nijkerk
8. J.A. Ter Maten
9. J.A. Ter Maten

Germany

10. Plukon Visbek
11. Plukon Brenz
12. Plukon Gudensberg
13. Plukon Döbeln
14. Plukon Storkow
15. Optibrut

Belgium

16. Plukon Maasmechelen
17. Plukon Mouscron
18. Plukon Convenience Olen

France

19. DUC Chailley
20. DUC Saint-Bauzély
21. DUC Gouaix
22. Voléfi Riec sur Belon
23. DUC Montmeyran
24. DUC Charolles
25. DUC Crest

Poland

26. Plukon Sieradz

Spain

27. Disavasa
28. Ibergallus
29. Veravic, Cuacos de Yuste
30. Veravic, Casatejada

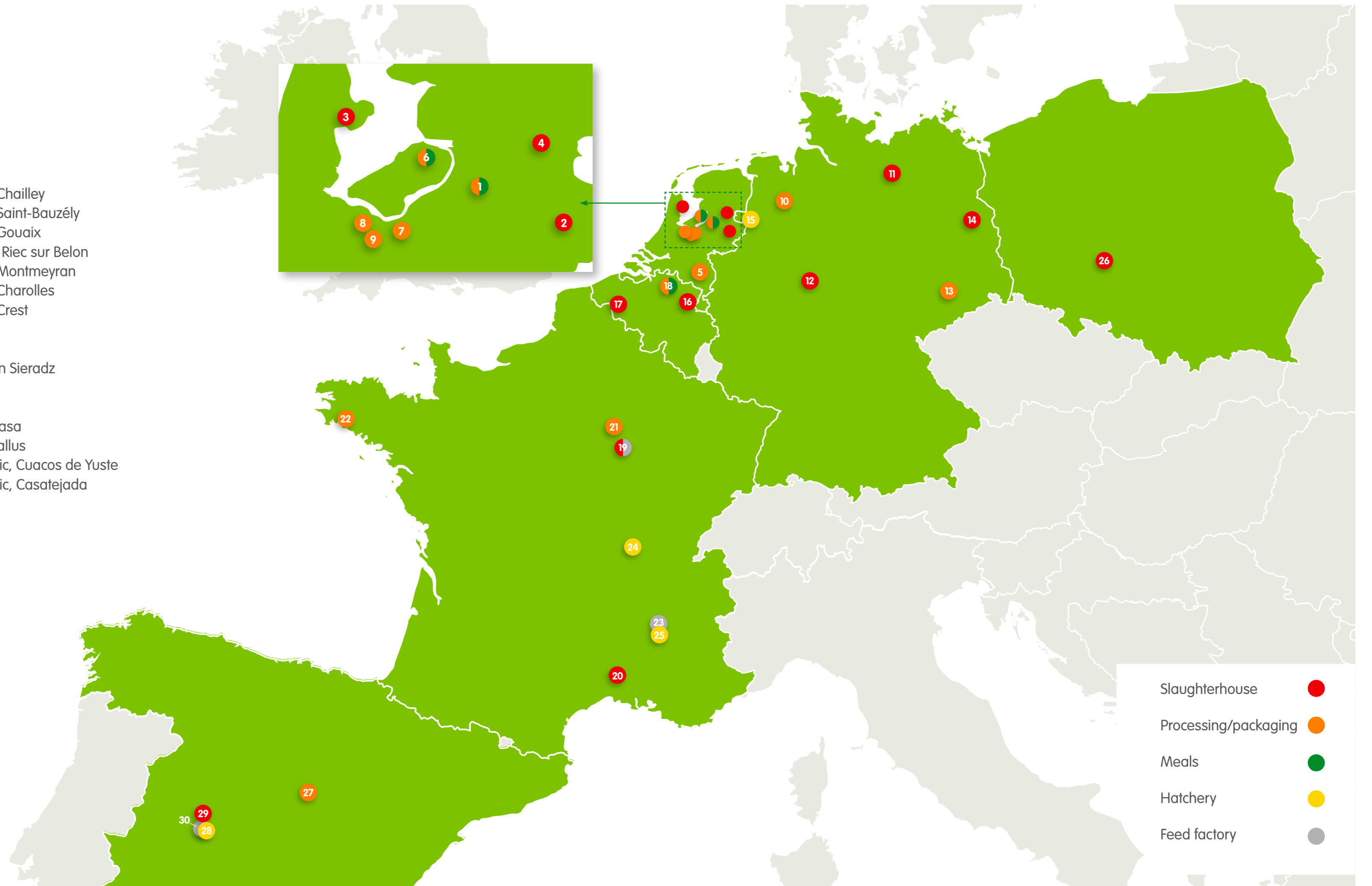




Image: Feed mill
Montmeyran

Developments at Plukon

Acquisition: J.A. ter Maten Holding B.V.

In February 2023, Plukon Food Group announced that it had acquired 51% of the shares of J.A. ter Maten Holding B.V. Founded in 1978, J.A. ter Maten is a family business specialising in processing poultry raw materials into high-quality products for further processing into food or pet food products. The company operates two production facilities in Bunschoten, the Netherlands, and a smaller production site in Belgium. In addition to its sales within Europe, Ter Maten is a strong and experienced player in exports outside Europe, with a global reach. Ter Maten's activities reinforce those undertaken by Plukon, aligning seamlessly with Plukon's ambition to valorize all parts of the chicken within our own processes and further strengthen its European market position in the poultry processing value chain.

Feed mill renovation in France

In 2023, we began renovating the existing feed mill in Montmeyran, France, for the South-French integration of DUC, offering several benefits. Improved storage of raw materials and better processing methods enhance biosecurity and food safety. The factory will also produce feed of more consistent quality and offers more opportunities for adjusting the

feed composition, which benefits animal health. By investing in the new feed factory, Plukon demonstrates its long-term confidence in this region, which positively impacts the poultry farmers in the integration.

New office for our headquarters

August 2023 marked the beginning of constructing a new office for the headquarters in Wezep. The new office is expected to open by the end of 2024.

Acquisitions 2024

In 2024, Plukon Food Group initiated several acquisitions, expanding its presence across multiple countries including the Netherlands, Germany, Spain, and Poland. In January, an agreement was reached for the 100% acquisition of Redondo, an integrated poultry company based in the Madrid region, Spain.

In April 2024, Plukon acquired 100% of the shares of Sambau, a distributor and processor of chicken products located in Madrid. During the same month, an agreement in principle was reached with the shareholders of Algas SP Sp. z o.o. (Algas) in Poland, aiming to acquire 100% of their slaughtering and processing operations.



Organisation

Plukon Food Group has been part of Bankiva B.V. since 2015 as a top holding company, which also includes the Executive Board.

Plukon Food Group has a two-tier board. The Executive Board is responsible for the day-to-day operations of the company. A separate Supervisory Board oversees the management board.

After leading the company for 22 years, Peter Poortinga stepped down as CEO on 31 March 2023. As of April 1, 2023, Plukon Food Group's **Executive Board** consists of four Executive Directors: CEO Kees Kraijenoord, CPO Arie Endendijk, CCO Niels van Gestel, and CFO Johan Roijmans (effective from July 1, 2023).

The Supervisory Board of Plukon Food Group is responsible for supervising the management and general affairs of the company. It consists of five members and is chaired by Jürgen Steinemann (see page 9).

The **Executive Committee** of Plukon Food Group is responsible for the implementation of the business strategy. The committee consists of the Executive Board, a delegation of the Managing Directors of different countries, the Business Unit Directors, the CFO Belgium, France and Spain, the Director of Organization Effectiveness and Development and the Director of Production Policy and Allocation.

Remuneration and sustainability

As of 2023, sustainability performance goals are included in the incentive schemes of the members of the Executive Committee.

PROgress

As part of the strategic building block Operational Excellence, the PROgress programme has been rolled out to 17 sites, covering 6 countries, supporting a 'One way of working' within the Plukon Food Group (PFG). Progress is strongly contributing to building a culture of continuous improvement in PFG. This means that we all strive to perform today better than yesterday and tomorrow better than today.

A standard way of reporting and communicating is implemented, which is part of the yearly budget cycle and on the agenda of management meetings to keep the 'One way of working' sustainable. An additional Continuous Improvement structure at group-, country- and plant level has been implemented to execute audits a few times a year to challenge and support the sites and drive sustainability at the same time.

To continue the success of the PROgress programme, a similar approach has been started as a pilot with focus on the supply chain (planning, procurement and transport) in our plant in Dronten.

People skills are improving, more effective management, transparency, communication, and an action driven organisation secures the success and continuity and competitiveness of the Plukon Food Group.

Supervisory Board (SvB)



Roles & responsibilities

Mr. J.B. Steinemann (1958)

Appointed on 16-2-2017, re-elected in 2021 as Chairman of the SvB of Bankiva.

- CEO of JBS Holding GmbH
- Chairman of the SvB of Metro AG (since 2017), Germany
- Chairman of the SvB of Solynta, Wageningen, NL
- Chairman of the SvB of Barentz International BV, Hoofddorp, NL
- Board of Directors of Lonza Group AG, Basel, Switzerland
- Chairman of the SvB of Big Dutchman

Mr P. Poortinga (1961)

Appointed on 1-4-2023 as SvB member of Bankiva.

- Till 31-3-2023 CEO of Bankiva, the NL
- Member of the Wageningen Ambassadors
- Chairman of the SvB of Solynta (Potato Genetic Com) as of 2021 to 14 September 2023, the NL
- As of 14 September 2023; CEO of Solynta, the NL
- Member of the SvB of AVEBE (till December 2023), the NL
- Member of the SvB of Big Dutchman (GE)

Mr E. Wesjohann (1945)

Appointed on 28-5-2015, re-elected in 2020 as SvB member of Bankiva.

- Erich Wesjohann is president of EW Group, an international holding with subsidiaries in breeding (poultry, fish and plants), diagnostics, nutrition and health.

P. Doodeman (1956)

Appointed on 1-7-2020, stepped down on 31-3-2023 as SvB member of Bankiva

- SvB member Royal Ahrend and signature Foods
- Member of the management advisory board Towerbrook
- Board member Royal Douwe Egberts
- Member of the Advisory Board of Agrocare

Mr C. van Rijn (1947)

Appointed on 28-5-2019, re-elected in 2020 and stepped down in 31-3-2023, afterwards, appointed as advisor until 31-12-2023 as SvB member of Bankiva.

- Chairman of the SvB of Plukon Nederland b.v.
- Chairman of the SvB of Detailresult Groep N.V.
- Member of the SvB of EQI (till 2023)

H. Brenninkmeijer (1974)

Appointed on 16-8-2021 as SvB member of Bankiva

- Global Head Corporate Development at Heineken company, the NL
- Non Executive Director By-Bar, the NL



Agenda

- CEO and CFO on highlights, risks and opportunities
- Agri
- Sales
- Operations and investments
- Finance & Control
- HR
- Governance/legal
- Reflection Audit Committee
- Reflection Remuneration Committee
- Strategy



Gender
100% Male



Frequency
5 times per year

Audit Committee



Roles & responsibilities

Chairman:

Cees van Rijn

- Till 31-12-2023

Member:

Hein Brenninkmeijer



Agenda

- **March:** annual figures, results, auditor matters, risks, improvements
- **May:** audit plan, results, auditor matters, risks, improvements
- **September:** timing hard closure annual figures, budget, results, auditor matters, risks, improvements
- **December/January:** management letter, budget, results, auditor matters, risks, improvements



Gender
100% Male



Frequency
4 regular meetings per year

Remuneration Committee



Roles & responsibilities

Chairman:

Peter Doodeman

Member:

Jürgen Steinemann

Erich Wesjohann



Agenda

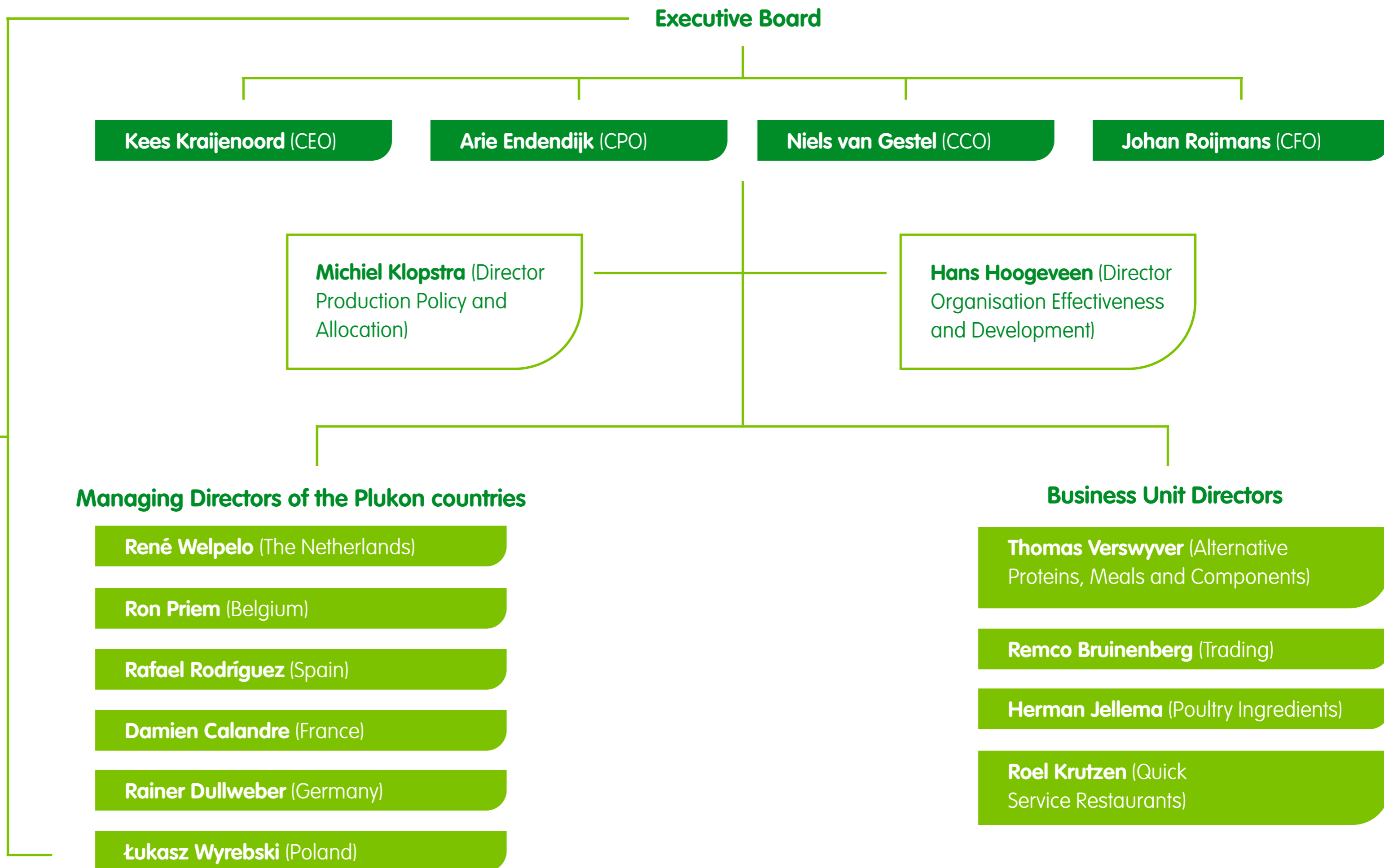
- **General:** Vacancies, position changes, collective labour agreements, salary developments, organisation development, talent review, planning of succession, sick leave development.
- **March:** HR agenda, settlement bonus
- **August/September:** update annual reviews EB/EC members, mid-year review bonus targets EB & EC
- **November:** bonus schedule next year, KPIs next year, remuneration EB members



Gender
100% Male



Frequency
3 regular meetings per year

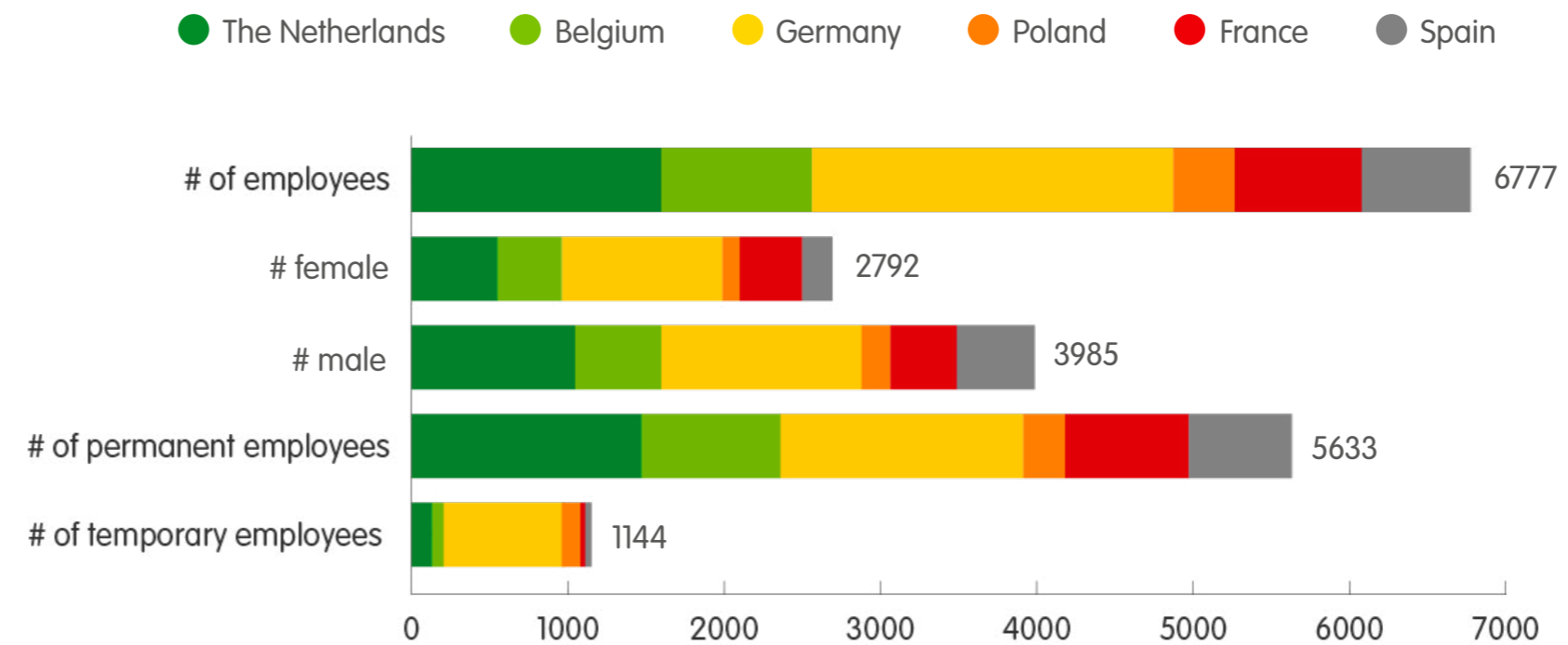




Employees

Our employees are at the heart of the success of Plukon Food Group. We attach great importance to being an attractive employer. We also consider honesty and transparency important. We offer employees the opportunity to develop in an open and informal corporate culture. Our aim is to fill at least 75% of the management positions with internal candidates.

Employees (headcount) of Plukon Food Group by gender and region (on 31/12/2023)



Percentages of total employees covered by collective bargaining agreements are in all countries 100% except Poland.

Summary

Employees



41%
female

59%
male

Contracts

83%
permanent

17%
temporary

In FTEs	NL	BE	GE	PL	FR	SP	Total
# employees	1,393	799	2,198	388	803	690	6,272
# of workers on a basis other than an employment contract	1,652	376	0	575	353	60	3,016
Total FTE	3,045	1,175	2,198	963	1,156	750	9,288.53

Farming concepts

For many years, Plukon Food Group has prioritised the development and continuation of customer-specific concepts, emphasising efficient production, animal health, and welfare. Plukon works closely with the poultry farmers who supply to the

company, recognizing that the success of these individual farms is crucial to the overall supply chain's success and continuity. Together with these farmers, we continuously work on innovations to enhance animal welfare and health.

Our main farming concepts are:

Conventional farming (represents 50% of our total volumes)

- Performs excellently on food safety, affordability, and ecological sustainability.

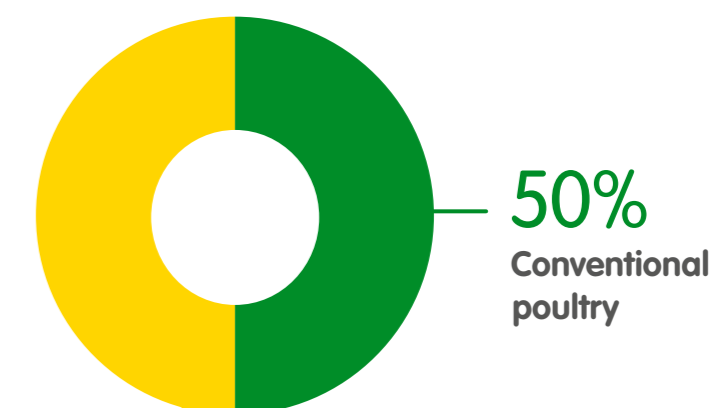
Improved animal welfare farming (represents 50% of our total volumes)

- **Conventional poultry with higher welfare standards:** This category includes conventional chicken breeds raised under enhanced welfare conditions, which go beyond legal requirements. These improvements include lower stocking density, additional enrichment, and regular drinking water quality checks. The welfare standards are often adapted to meet specific client demands for heightened animal welfare.
- **Concepts following the European Chicken Commitment (ECC) criteria:** These include

slow-growing breeds and features such as more living space (lower stocking density), natural light, and enrichment.

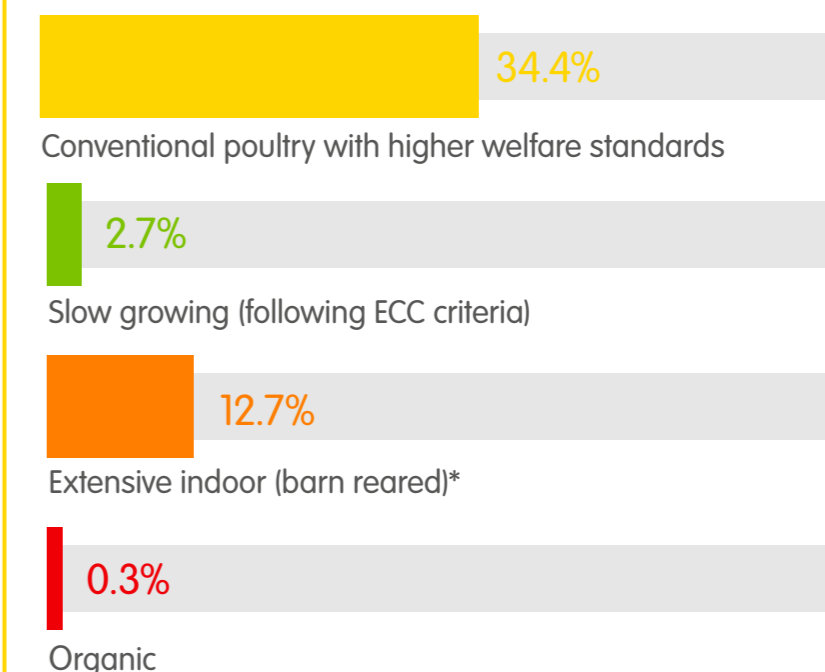
- **Extensive indoor (barn reared):** This involves a slower-growing chicken breed with a lower stocking density, raised in a broiler house with a covered outdoor area that constitutes around 25% of the total surface. The houses provide natural light, and enrichment materials are available for the chickens. Quality labels compatible with this farming system include:
 - Better Life label 1 star: A Dutch label for improved animal welfare endorsed by the Dutch Society for the Protection of Animals (SPA).
 - Haltungsform 3 (FairMast): Animal-friendly chicken products for the German retail market carrying the Deutsche Tierschutzbund label.
- **Organic:** Chicken that meets the strict requirements for organic poultry farming, fed exclusively with organic feed and with access to a free outdoor range.

Volume poultry slaughtered per farming concepts



50%

Concepts with higher welfare standards:



*Better Life label 1 star and Haltungsform 3 (FairMast)

Not including the 0.3% Good Brood Chicken (phased-out in the Netherlands and replaced by Better Life label 1 star).

Brands of Plukon

Plukon's poultry products are often sold under retailers' private labels. In addition, Plukon markets a number of strong international brands.

The meals and salads, meal components, and alternative proteins are all sold under retailers private labels.



One of the most widely known brands for food companies and the hospitality industry.



Ready-to-heat meals, sauces and products based on poultry, meat and fish.



Fresh and frozen poultry for the German retail and food service market.



Animal-friendly chicken products for the German retail market with a label from the Deutsche Tierschutzbund.



Varied chicken and turkey product range for the French retail market.



Premium assortment of fresh chicken products for local retail, wholesale and food service markets in Spain.



Frozen chicken products, mainly for food service, food industry and export.



Refrigerated ready-to-eat and ready-to-heat chicken products.



More focus on convenience meals and alternative proteins

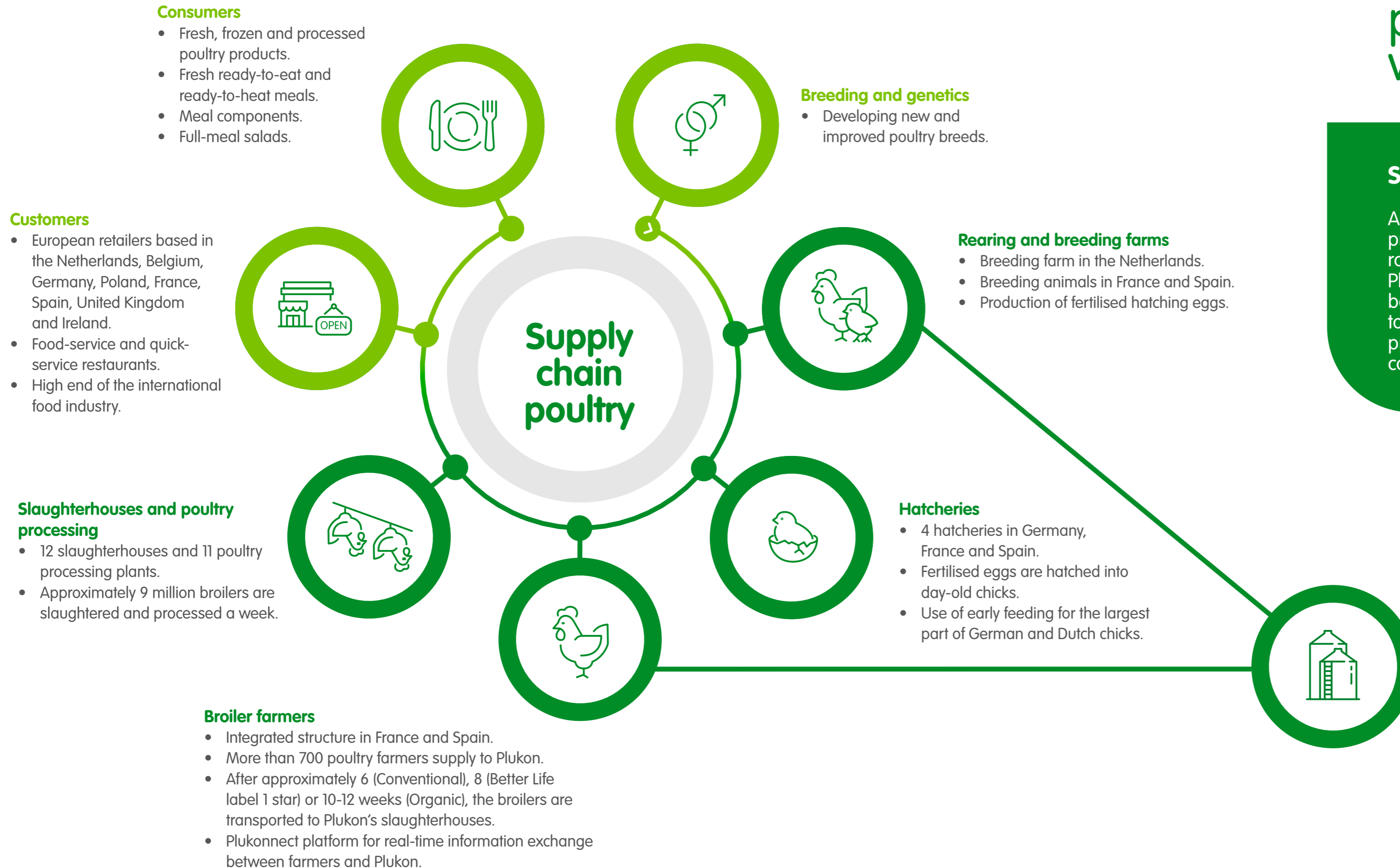
In October 2023, Plukon expanded the Executive Committee and added a new Business Unit Director Alternative Proteins, Meals & Components to the team. This business unit aims to better market the developed Alternative Proteins products in the (retail) market. Thomas Verswyver was appointed as the director of the business unit.

Our meals, salads and components have grown in 2023 compared to 2022, which is driven by strong commercial growth with a selection of key customers. The alternative proteins have decreased the past year due to changes at one of our customers.

Growth in 2023 compared to 2022

Per week	2023	2022
Meal components	249 tons	165 tons
Alternative proteins	8.7 tons	9.2 tons
Meals and salads	442 tons	405 tons

Supply chains poultry and vegetables



Supply chain poultry

A chain of companies is involved in poultry production, each with its own specialised role, fostering cooperation and innovation. Plukon's impact and influence extend beyond its own organisation, contributing to the improvement of sustainable practices throughout the supply chain by collaborating with all partners involved.

Supply chain vegetables

Plukon began producing meals with vegetable components in 1999, and since then, the daily amount of processed vegetables has increased significantly. After a fire in 2017, the production facility in Wezep was rebuilt and further equipped for vegetable cutting and processing. In 2020, Plukon acquired Fresh Care Convenience in Dronten, a facility specialised in vegetable processing. In the coming years, Plukon will focus on further organising the vegetable supply chains.

● Company owned or managed by Plukon.

● Supply chain partners.



Figure 2 Stakeholder engagement Plukon Food Group 2023



Stakeholder engagement

Stakeholder engagement enables Plukon Food Group to proactively address the needs and desires of everyone with a vested interest in our organisation. By sharing information, gaining insights, and increasing support, we can make better decisions and achieve better project outcomes that benefit both Plukon and our stakeholders. It helps build connections, trust, confidence, and support for our key initiatives.

Plukon has identified specific external and internal stakeholders and engages with each group in a targeted manner (see Figure 2). The outcomes of the stakeholder engagement process are used to refine and enhance our business strategy.

- Type of engagement
- Outcome and topic of engagement
- Affected or user of sustainability information

2. SUSTAINABLE HIGHLIGHTS 2023



Healthy and responsibly produced products

- Plukon Convenience Dronten is category winner 2023 European Private Label Awards.
- Introduction of new products based on Mycoproteins.



Food safety and transparency

- Appointment of Juliette Zamparini Espitalié as the new Corporate Quality Manager for Plukon Food Group.
- Juliette initiated a two-day meeting with the quality Managers of all Plukon locations to share knowledge and to define a common quality management strategy.



Animal health and welfare

- Start with organic production (first farms) in the Netherlands.
- More retailers in Belgium started with 'Belgisch Beter Leven' chicken.
- Finalised the roll-out of the ATLAS system at our Blokker site.



Circularity and climate

- Plukon Food Group publishes its SBTi commitment.
- Start of carbon footprint calculation project (baseline study).
- Installation of heat pumps in Blokker, Goor and Dedemsvaart (NL).
- Installation of biological water purification and filtering installation at Plukon Sieradz (PL).



People and society

- Start of 'Young Plukon' in the Netherlands.
- Launch of new website 'Working at Plukon'.
- The Plukon Academy starts with the first professional programme: a leadership summer course.
- Start of the 'Happy2Hire' referral programme.

3. SUSTAINABILITY

Plukon Food Group is deeply committed to conducting business in a responsible and sustainable manner. Our dedication lies in promoting the well-being of both people and animals, protecting their future. CSR is fundamentally integrated into Plukon Food Group's business strategy.



Material topics

In CSR reporting, a material topic refers to issues that reflect the organisation’s most substantial impacts on the environment, governance and people, including impacts on their human rights. A material topic is deemed significant or relevant to both the organisation and its stakeholders. For this report on 2023, we have relied on the outcomes of the single materiality analysis (impact) conducted in 2022. The eleven material topics were identified through a materiality assessment, which involved evaluating the impact of Plukon Food Group on various economic, environmental, and social factors.

See Appendix 1 for a more in-depth overview of the process of the materiality analysis and the materiality matrix.

The structure of this report aligns with the pillar framework of our CSR strategy and covers all eleven material topics. In preparation for the Corporate Sustainability Reporting Directive (CSRD), we commenced the process of determining Plukon Food Group’s double materiality in early 2024. This process will be completed by the end of 2024, enabling us to report in accordance with the reporting guidelines (ESRS) starting from the first mandatory reporting year (financial year 2025). In the 2024 CSR report, we will disclose the findings of the double materiality analysis. The report structure will then be adjusted to focus on environmental (E), social (S), and governance (G) aspects.

The focus of the five sustainability pillars and the corresponding material topics

Healthy and responsibly produced products

<p>Focus</p> <p>We continually strive to innovate with healthy and sustainable products. To achieve this goal, we increasingly prioritise responsibly sourced raw materials. Additionally, we consider the Nutri-Score in the development of our products.</p>	<p>Material topics</p> <ul style="list-style-type: none"> Contribute to a healthy diet and food security. Using responsibly produced raw materials.
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Food safety and transparency

<p>Focus</p> <p>We aim to provide safe food. To achieve this, we are persistently working to prevent contamination from Campylobacter, Listeria, and Salmonella, while enhancing traceability and gaining deeper insights into the production chain.</p>	<p>Material topics</p> <ul style="list-style-type: none"> Food safety. Supply chain traceability.
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Animal health and welfare

<p>Focus</p> <p>The well-being of our poultry is paramount. That is why we focus on providing excellent nutrition, ensuring the health of our chickens, and creating living environments that support natural behaviours. Collaborating with our poultry farmers and other stakeholders, we are actively reducing antibiotic usage.</p>	<p>Material topics</p> <ul style="list-style-type: none"> Animal health and welfare. Green innovations and innovative farming concepts. Responsible use of veterinary antibiotics.
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Circularity and climate

<p>Focus</p> <p>We are increasingly opting for renewable energy and regional resources. We recycle water and utilise recyclable plastics, contributing to the closure of our loops and fostering a circular approach to our operations.</p>	<p>Material topics</p> <ul style="list-style-type: none"> Direct and indirect emissions of greenhouse gases. Emissions of greenhouse gases in the value chain.
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People and society

<p>Focus</p> <p>We provide all our employees with a healthy and safe work environment, along with ample opportunities for personal development, fostering a sense of perspective. We take great pride in this achievement.</p>	<p>Material topics</p> <ul style="list-style-type: none"> Training and career development. Employment practices including occupational health and safety.
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Our CSR strategy

Sustainability brings forth fresh opportunities and challenges for all stakeholders in the food and poultry supply chain. Plukon urges its supply chain partners to proactively address market trends and collaborate on fostering a healthy poultry supply chain and responsibly produced food.

Plukon Food Group has defined five core pillars for our CSR strategy: Healthy and responsibly produced products, Food safety and transparency, Animal health and welfare, Circularity and climate, and People and society (see Table 3). These pillars guide our efforts to enhance and expand our leadership in sustainable production.

The eleven material topics are clustered into five pillars, each aimed at increasing the positive impact or reducing the negative impact on people, the environment, and good governance at Plukon Food Group.

In early 2024, Plukon Food Group opted for a sustainability-linked loan to refinance its operations. By incorporating specific Key Performance Indicators (KPIs) related to sustainability objectives into the facility, Plukon enhances its sustainability goals. This initiative underscores Plukon’s dedication to sustainability in its operations and its efforts to amplify positive impact. Details regarding the structure of this loan will be elaborated in the 2024 report.

Governance of sustainability

Plukon Food Group integrates its sustainability agenda into the operational activities of various departments, including Purchasing, Logistics, Human Resources, Quality, Business Managers across different countries, and Plant Managers. In early 2023, a dedicated Manager Corporate Sustainability was appointed, and February 2024, a Sustainability Specialist was added to the team. The Manager Corporate Sustainability reports directly to the CEO of Plukon Food Group. Their main task is coordinating the implementation of the CSR strategy, in close collaboration with the members of the Executive Committee.

The Executive Committee oversees the development and implementation of the sustainability policy. All policies related to sustainability goals are submitted to the Board for approval. The Board holds ultimate responsibility for sustainability and managing the organisation's impacts on the economy, environment, and people. The Board has delegated the responsibility for implementing the policy to the respective members of the Executive Committee.

Twice a year, sustainability is on the agenda of the international management meeting. The Board ensures coordination of both strategic decisions and day-to-day operations, striking a balance between public needs, environmental concerns, and profitability.

During the 2023 mid-year management meeting, which included around 70 managers from all our operating countries, sustainability was a key topic. Together with an external expert, we conducted a workshop on sustainability at Plukon Food Group. This workshop significantly raised awareness of sustainability issues among our international management.



Principles of sustainability reporting

Since 2022, Plukon Food Group publishes an annual CSR report to track its progress. The data presented in this sustainability report is accumulated on Group level, unless mentioned otherwise. Three KPIs of three material topics (Climate, Animal health and welfare and Gender Diversity) are audited for limited assurance by the accountant.

Our sustainability statement covers Plukon Food Group. However, we do differentiate between the different operating countries and Plukon entities. In France and Spain, Plukon operates from an integrated upstream value chain leading to a direct influence upstream. In addition, we differentiate between the poultry and vegetable value chains.

In 2023, the CSR report 2022 was presented to different stakeholders of Plukon: Central Works Council, European Works Council, audit committee, executive committee and banks. The report has also been presented during the Annual Quality meeting and to the different national management teams.

Whistleblowing policy

The whistleblowing (grievance mechanism) policy was implemented by Plukon Food Group in the Netherlands in 2016. Over subsequent years, it was extended to all countries where Plukon operates. This scheme allows individuals to report malpractices or irresponsible business conduct, including violations of laws or regulations that endanger staff or third parties. Examples include food fraud, embezzlement, corruption, and illegal price fixing.

The primary goal of the whistleblowing policy is to ensure that Plukon Food Group's management becomes aware of dangerous or illegal activities that threaten the company, employees, the environment, or society. Employees and external partners within the chain are encouraged to report responsibly, without fear of reprisal.

The policy is largely consistent across different countries where Plukon operates, although there may be some variations due to differences in national laws. The whistleblowing regulations are available on all language versions of our [website](#) and on the company's intranet. Additionally, flyers detailing the whistleblowing regulations are posted at each Plukon Food Group location. In 2023, three reports were filed and processed.

Confidential counsellors

In all business units of Plukon Food Group, confidential counsellors are appointed to serve as points of contact for individuals who have experienced unwanted behaviour or unequal treatment in their work environment.

Policy commitments

Starting in 2024, we will formulate and implement a due diligence policy across our value chains. We will engage potentially affected stakeholders in both the creation of this policy and in addressing any identified negative impacts. Plukon already adheres to the ETI Base Code, which aligns with the standards of the International Labour Organization (ILO) and serves as an internationally recognized framework for labour practices.

Code of Conduct

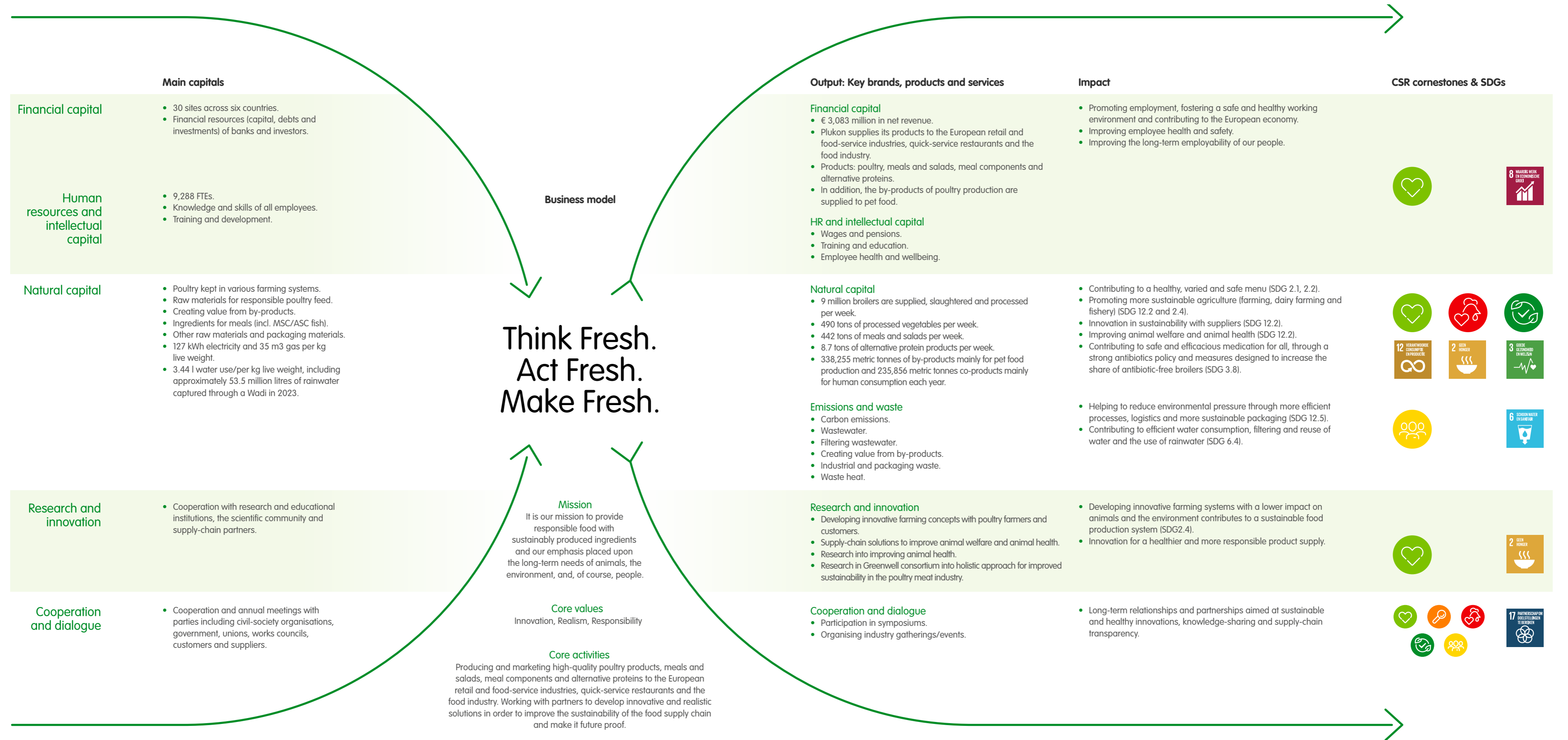
In 2023, Plukon Food Group developed a Code of Conduct, which will be published in 2024. This Code of Conduct outlines the ethical principles, values, and expected standards of behaviour for all employees, subsidiaries, controlled companies, suppliers, and business partners (including their respective upstream partners) affiliated with Plukon. It consists of 6 principles and serves as a compass for maintaining integrity, fairness, and responsible practices across all operations and interactions.

This code applies to employees (all individuals employed by Plukon, including full-time, part-time, temporary, and contract workers) and business partners (any entity or individual providing goods, services, or conducting business with Plukon). Employees and business partners are informed about and reminded of the principles outlined in the Code of Conduct. Failure to comply with these standards may lead to termination of employment or cooperation.

We expect all individuals associated with Plukon to comply with applicable laws and regulations in their respective operational areas. Additionally, adherence to the minimum standards outlined in the Code of Conduct of Plukon Food Group is mandatory.

Plukon France (DUC) has a separate Code of Conduct specifically addressing anti-corruption measures.

Value creation model



4. CSR PILLARS



Healthy and responsibly produced products

Fresh, healthy and easy-to-prepare food is key to promoting a healthy diet for consumers. Our poultry and vegetables play a great part in this. Unprocessed poultry is low in fat and rich in protein. Vegetables are low-calorie and a good source of vitamins, minerals and dietary fibres. We constantly improve our recipes of poultry products and meals and salads concepts to make better choices, the easy choice for consumers. We choose responsibly sourced raw materials without compromising on our quality.



Healthy and responsibly produced products

Contribute to a healthy diet

Nutri-Score

To keep improving the content of our products and meal concepts, Plukon uses Nutri-Score. This European front-of-pack nutritional label shows a colour scale combined with a letter from A to E. A product with an A contains a number of favourable properties (e.g., protein, fibres), and few negative properties (e.g., salt, saturated fat).

We have decided not to set a specific goal on this topic; however, we aim to achieve the highest possible score in a way that encourages healthy choices for consumers. We are actively involved with Nutri-Score in the Plukon countries where it is available, and we continue to monitor the interest in Nutri-Score in the Plukon countries where it is not yet available.



Using responsibly produced raw materials

Responsible produced poultry feed

High-quality, safe feed that perfectly meets the nutritional needs of poultry at each stage of life contributes significantly to animal health. Broilers receive a mix of maize, soy, wheat, various vitamins, oils, fats, and other ingredients. Soybean meal, one of the richest protein sources in animal feed, is easily digested by poultry. On average, broiler feed consists of 20 to 25% soy pellets and other residual streams from the food industry.

Plukon collaborates with supply chain partners and the animal feed industry to make poultry feed ingredients more sustainable. Soy production for animal feed is often linked to deforestation, land conversion, and soil degradation. Therefore, Plukon works with customers, feed producers, and poultry farmers to increase the use of certified soy, ensuring responsible sourcing.

Plukon develops concepts in collaboration with its supply chain partners to meet the demands of even the most discerning customers, ensuring consumer needs are met. For example, in Germany, we have GMO-free programmes, while in other countries, we offer concepts based on certified soy.

To maintain high standards in nature conservation, biodiversity, agricultural practices, employment conditions, and respect for local land rights, Plukon sources certified soy through the Round Table on Responsible Soy (RTRS; book and claim), the FEFAC Soy Guidelines, or ProTerra Foundation certification. We work closely with partners to comply with local regulations, and we are diligent on tracking main items. Together with our customers, we aim to further increase the use of sustainable soy in poultry supply chains in the coming years.

Deforestation-free supply chains

In 2024, the EU Regulation on Deforestation-free Products (EUDR) was published. In collaboration with our suppliers, we are identifying the next steps to source raw materials that do not contribute to deforestation. The RSPO, RTRS, and ProTerra certification schemes include criteria addressing deforestation. Additionally, we are working with the Sustainable Farming Assurance Programme (SFAP), which supports companies in the feed and food supply chain to source responsibly produced commodities that are free from deforestation and have a low carbon footprint. Our goal is to ensure deforestation-free supply chains for the raw materials used in the poultry feed supplied by Plukon, in compliance with the new legislation.



Healthy and responsibly produced products

Alternative proteins

Our commitment to promoting a healthy diet also includes increasing the proportion of alternative proteins. We see alternative proteins as part of a more balanced ratio of animal and non-animal (plant- or fungi-based) proteins, which can benefit a healthy diet. As a result, Plukon offers vegetable dishes and ingredients based on alternative proteins.



In 2023, our product for REWE: To Go Vegan Orzo Salatschale was winner in the category 'Vegetarian and Vegan' in the European Private Label Awards, launched by European Supermarket Magazine. As part of the process, the judges are asked to rate each product out of three key points: innovation, presentation and taste. All products are rated on their suitability for a 'best of the best' price, which represents the best products in the total competition are recognized.



Mycoproteins: a healthy and positive alternative

The global population is rising, driving an increased demand for proteins. For Plukon, a major food manufacturer, the emerging market for alternative proteins represents a logical opportunity to explore potential roles and contributions. Over the past three years, Plukon has conducted extensive research in this area.

Currently, the range of alternative meat substitutes is primarily composed of plant-based options, such as those made from soy and peas. Our main question is whether we are simply following the existing trends or if we should pursue something unique, healthier, and superior.

Game changer

We view the healthy attributes of chicken as a challenge to address. In our search for the best alternative, we have identified mycoprotein as the cornerstone of our concept development. We believe mycoprotein is a

game-changer in the vegan and vegetarian market due to its essential nutritional values, meat-like texture, lack of off-flavours, and, importantly, its cost-effectiveness and availability.

Plukon is renowned for its expertise and high food safety standards, as well as its commitment to commoditization. This drive is crucial for growth and making an impact in this sector. Additionally, Plukon's extensive fresh and frozen distribution network across Europe, which serves numerous retailers and quick-service restaurants, positions us well to make this meat substitute accessible to a broad consumer base.

Our collaboration with ENOUGH (see page 27) started because its philosophy is a perfect match with ours. But we are open to other developments if that helps us in our ambition to make mycoprotein as a significant pillar of growth within Plukon's strong concepts strategy.



Healthy and responsibly produced products

Interview

Partnering for impact in the sustainable protein industry

ENOUGH – B2B food ingredient company

“In the quest for a healthier and more sustainable food system, ENOUGH is at the forefront of innovation. Our mission is to address the challenges of feeding a growing global population while reducing the impact of traditional protein farming. As commercial director at ENOUGH, I am happy to have joined forces with Plukon’s innovation team, a partnership in which both companies recognize the unique opportunity to create substantial impact at scale by working together.”



Contributing to a more sustainable future

“The rapid growth of the non-animal protein sector, particularly fermentation, presents a significant opportunity. Plukon, through its collaboration with ENOUGH, has the potential to lead in this transition and become a dominant player. We set the strategy to get our product mycoprotein to the market and we collaborate with Plukon to make our impact on scale. This growth not only benefits the industry but also has a positive impact on the environment. A Life Cycle Analysis revealed that ABUNDA mycoprotein reduces carbon emissions by 55%, land use by 83%, and water consumption by 98% compared to its animal-based counterpart, contributing to a more sustainable future.”

ABUNDA

“Our product: ABUNDA mycoprotein, is a game-changer in the sustainable protein industry. The shift towards alternative proteins is rapidly gaining momentum, with estimates suggesting a transition from 2-3% to 10-30% of the protein market in the coming decade. While the transition to alternative proteins is driven by animal welfare, health, and sustainability, challenges such as taste, cost, scalability, and regulatory approval exist. ABUNDA mycoprotein addresses these challenges by offering delicious, nutritious, and sustainable food options with regulatory freedom in Europe and the USA.”



55%
reduced carbon emissions



83%
reduced land use



98%
reduced water consumption



Andrew Beasley
Commercial Director
at ENOUGH

4. CSR PILLARS




Food safety and transparency

Plukon is responsible for safeguarding fresh, safe and quality food for our customers and consumers. Food safety is one of our key priorities. With our food safety policy, our own lab and supply chain quality system, we ensure a safe product for our customers. With the introduction of Plukonnect, we exchange real-time information with poultry farmers, and with the use of certifications we improve the traceability of the raw materials used in our supply chains.



Food safety

- **SMART goal:**
100% of our production sites are certified with internationally recognized food safety standards (IFS/GFSI)
- **KPI:**
percentage of production volume from sites certified to internationally recognized food safety standards (IFS/GFSI).

Plukon's products meet strict food safety requirements as well as European and national legislation. Using recognised quality standards (i.e., HACCP, IFS and BRC), we ensure that these rules are embedded at all levels of the organisation and supply chain.

1. We apply the IFS and/or BRC certification, based on the HACCP method, for all our sites.
2. We use an internal quality assurance system.
3. We have requirements for the surroundings, product, process, and staff.

All our production sites are certified with internationally recognised food safety standards (such as IFS and BRC). In acquisition processes, sites are checked for compliance with national and international laws and regulations. If these sites do not yet meet our food safety requirements, they will be brought in line with IFS and/or BRC.

New Quality Manager at group level

Juliette Zamparini Espitalié has been appointed as the Quality Manager of Plukon Food Group effective March 1st, 2023. Juliette joined Plukon Food Group in 2017 as the Quality Manager for Plukon France, where she coordinated the quality organisation across four sites in France.

Food safety culture

One of the priorities of the new Quality Manager is to further strengthen the food safety culture at Plukon Food Group. A food safety culture goes beyond simply implementing food safety protocols and procedures; it emphasises embedding a safety mindset into the daily practices and attitudes of everyone involved in the food industry.

To promote a food safety culture throughout our organisation, we integrate food safety topics into our e-learning programmes, providing location-specific training on safety and hygiene procedures. Additional

courses for specific labels or allergens are available at certain sites. We also offer modules for specific tasks, including HACCP. These sessions are completed during work and can be repeated periodically. Additionally, our online portal, Plukonnect, facilitates sharing food safety information with poultry farmers, ensuring food safety remains a priority across our supply chains.

Furthermore, we conduct internal audits and regularly share internal questionnaires on the maturity of the food safety culture with managers of all plants, and in the future, also with involved employees.

Some practical examples from France that highlight our efforts: At the Saint Bauzély slaughterhouse, the Plant Manager meets with all employees every two years to explain Plukon's food safety strategy. This is followed by a questionnaire and a summary to further enhance the employees' understanding. In the processing plants in Riec and Gouaix, the application of Food Safety Culture is checked in the plants through internal audits.

Supply chain traceability

- **SMART goal:**
By 2025, all poultry farmers in the countries where Plukon operates will be registered on Plukonnect.
- **KPI:**
% of poultry farmers in each country registered onto Plukonnect.

We are dedicated to enhancing transparency throughout our supply chain, enabling us to trace the source, origin, and production conditions of our raw materials. This approach allows us to proactively identify and mitigate any potential negative impacts on food safety within our supply chain. By maintaining close relationships with our feed suppliers and their sources, we ensure traceability of raw materials, such as ProTerra-certified non-GMO soy, all the way back to the farmland. Additionally, Plukon conducts regular audits to assess poultry farmers' performance against key criteria, including animal welfare and health.

Plukonnect

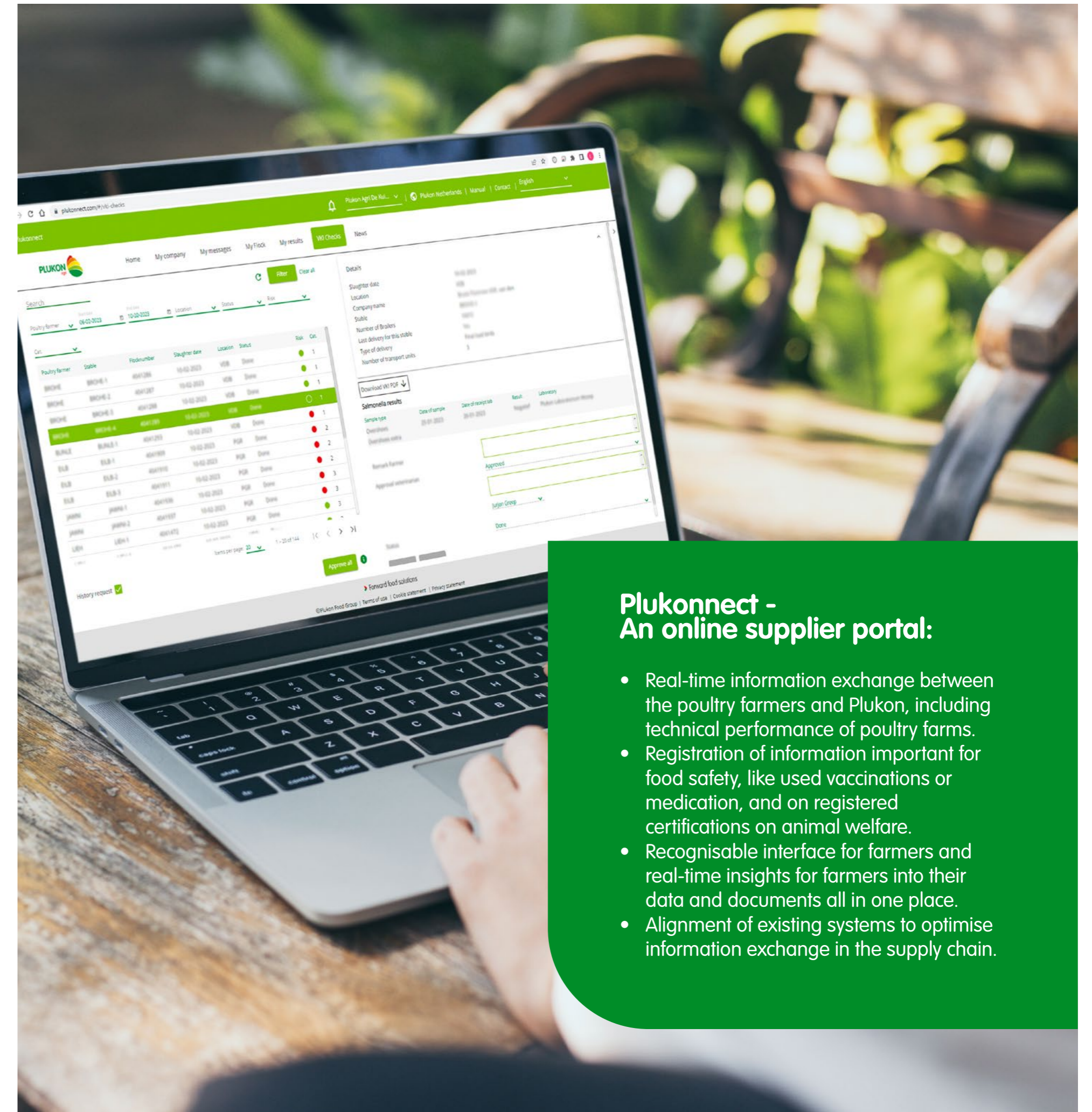
To enhance traceability in our supply chains, Plukon has developed an online supplier portal named Plukonnect. This portal enables real-time information exchange between poultry farmers and Plukon, facilitating seamless communication and data sharing.

Developed between 2018 and 2020, the Plukonnect portal has been gradually introduced to poultry farmers. To raise awareness and provide guidance on its use, we offer training courses for our colleagues. Additionally, we support farmers with any questions they may have about the portal.

Our ambition: a phased introduction of Plukonnect for all poultry farmers per country Plukon operates in:

- By 2022 all Dutch poultry farmers: achieved.
- By 2023 all German poultry farmers: 50% achieved.
- By 2024 all Belgium poultry farmers.
- By 2025 all French poultry farmers.
- After 2025 all Spanish and Polish poultry farmers.

The implementation of Plukonnect within our value chain is an ongoing process, based on voluntary participation. Progress has been slower than anticipated due to the programme not fully meeting all user requirements.



Plukonnect - An online supplier portal:

- Real-time information exchange between the poultry farmers and Plukon, including technical performance of poultry farms.
- Registration of information important for food safety, like used vaccinations or medication, and on registered certifications on animal welfare.
- Recognisable interface for farmers and real-time insights for farmers into their data and documents all in one place.
- Alignment of existing systems to optimise information exchange in the supply chain.



Interview

Quality management and enhancing food safety

“In my role as Head of Quality Management at Plukon Food Group Germany, I oversee quality management, collaborating with departments such as purchasing, sales, supply chain, and international quality management. We are responsible for developing a comprehensive quality control guide, fostering leadership within our quality control team, and ensuring seamless communication among all Quality Managers across our locations.”



The essence of food safety

“At Plukon, we firmly believe that food safety is not merely a priority but an absolute necessity. Our business revolves around providing products in the ‘living good’ category, making food safety a cornerstone of our operations. We believe that establishing a robust food safety culture within Plukon begins with involvement leadership from the top down. Making food safety an integral part of our corporate culture is challenging but vital, from top management to our dedicated technical department employees.”

Gearing up to develop more and more

“Since joining Plukon Food Group in April 2023, I’ve been pleasantly surprised by the experienced and knowledgeable team members who have been instrumental in our development. I am their division manager, but they trained me. And they keep developing, and I love to see it. As we look ahead, we are gearing up to improve data management, exploring technical solutions, nurture young talent and continue to work on production and product quality in the coming years. As a member of the Plukon family, I see immense potential within our company.”

“Sustainability also means to keep the company running. Quality management is the insurance for the company, which is why we want to focus on bundling our power and knowledge of the entire group to achieve and fulfil our potential.”



Janick Hellwig
Head of Quality Management Germany

4. CSR PILLARS



Animal health and welfare

Healthy broilers are the cornerstone of a sustainable poultry sector and responsible food production. Enhancing animal welfare through industry innovation and collaboration is essential. For many years, we have prioritised developing and maintaining customer-specific concepts that emphasise efficient production, animal health, and animal welfare. As an industry leader, Plukon Food Group has introduced several innovative farming concepts in recent years and implemented an innovative system to reduce impact during loading and transport.



Animal health and welfare

- **SMART goal:**
ATLAS system implemented at 7 sites by 2024.
- **KPI:**
Plukon Food Group sites with the innovative container system (ATLAS) for improved animal welfare at the slaughterhouses.

To enhance animal welfare, Plukon continuously innovates within its operations. We have implemented innovations during transport and at our slaughterhouses to minimise stress for broilers. The introduction of ATLAS systems in our slaughterhouses exemplifies this commitment by enhancing animal welfare, lowering greenhouse gas emissions, and elevating hygiene standards.

Reducing impact with ATLAS

In 2016, we introduced the first ATLAS system at our Maasmechelen (BE) facility. ATLAS, or Advanced Technology Live bird Arrival System, simplifies and improves the loading of live broilers by replacing traditional tilting containers with stackable trays. This change reduces stress on the broilers during unloading. Implementing ATLAS necessitated rebuilding and enlarging our supply halls.

By 2023, Plukon has implemented the ATLAS system at six of our thirteen poultry processing locations. The ATLAS supply system is designed to optimise bird handling from farm to processing plant. The birds are transported in more spacious trays that ensure their comfort and safety.

The system's innovative design increases loading capacity, thereby reducing truck movements, while providing industry-leading headroom for the birds. ATLAS trays move smoothly through the system without bumps or shocks.

Research indicates that this system lowers the incidence of animals arriving dead (DOA) and reduces the occurrence of bruising. Moreover, it upholds rigorous hygiene standards due to easier cleaning of the trays compared to conventional containers, and decreases greenhouse gas (GHG) emissions by minimising truck movements.

By the end of 2023, the ATLAS system was operational in six of our slaughterhouses: Chailley (France), Storkow (Germany), Maasmechelen and Moeskroen (Belgium), and Blokker and Goor (the Netherlands). Due to delays in licensing procedures, the implementation at our Dedemsvaart (the Netherlands) location has been postponed to 2025.

New animal welfare officer and trailers

In Germany, the position of Animal Welfare Officer was newly established. The veterinarian in this position supports the German team in all welfare-related matters on poultry farms. Additionally, new trailers for live bird transport have been put into use in Germany. The four new trailers in Storkow and six in Brenz offer better ventilation during transport, leading to a reduction in DOA numbers.





Green innovations and innovative farming concepts

At Plukon, animal health and welfare are paramount. Developing innovative farming concepts that enhance animal health and minimise environmental impact has always been a key priority for us. These concepts adhere to advanced standards for animal welfare, including criteria for age at slaughter, growth rate, roaming space, and daylight exposure.

Plukon operates all its concepts through demand-driven supply chains. Together with our customers, we continue to take steps to further enhance animal welfare. As of 2023, we have discontinued the target for a share of concepts with improved animal welfare, as this is not directly within our sphere of influence. However, we remain committed to promoting concepts that positively impact animal welfare and encourage sustainable sourcing to our customers.

Start of Dutch organic poultry production

Plukon operates its own organic broiler chicken supply chains in various countries. Organic chicken has been awarded Better Life 3 stars by the Dutch Society for the Protection of Animals (Dierenbescherming) and meets the standards for organic livestock farming established by the EU and SKAL. The largest chain serves the Dutch retail market and is based in the Belgian Ardennes. Around sixty farms in this region produce according to organic poultry farming guidelines.

As market demand for organic chicken increases, Plukon is expanding its operations. In addition to the Belgian chain and a few farms in Germany, Plukon started its own organic broiler operations in the Netherlands in 2023. The organic concept currently involves four poultry farmers, with the first broiler chickens being introduced in early March 2023. These are relatively small-scale operations, as each organic broiler farm is limited to a maximum of 1,600 m² of barn space. Based on this maximum size, up to 13,280 chicks can be raised per cycle. At a later stage, the chickens have access to a free-range outdoor area of at least 4 m² per bird, which must be on organic pasture. The conversion period from conventional to organic land is one year.

Belgium Better Life

In March 2023, one of our Dutch retailer customers switched its fresh poultry assortment to Better Life label 1 star. Our retail customers in Belgium have also started offering the Belgium Better Life chicken. One of the retailers introduced five new Belgium Better Life products and is committed to the European Chicken Commitment starting in 2026.



Interview

Partnering for a Thriving Future

"I'm a farmer in Southeast France, in the Drome region. My farm spans 50 hectares of arable land and vineyards, along with 2,000 square metres dedicated to poultry farming. This venture is a continuation of a family legacy that began in 1980 when my father and uncle founded the farm. Following their retirement, I took the reins in 2020, working alongside my father during the transition period. Even in retirement, my father remains active on the farm, lending his invaluable expertise. Last year, I acquired an additional 30 hectares of arable land from my mother, furthering our commitment to sustainable agriculture and growth. Each day, I start by tending to our poultry, ensuring their well-being, feeding them, and checking environmental indicators. This routine takes about 1 to 2 hours, after which I proceed with other farm activities."



Growing with Plukon Food Group

"Our partnership with Plukon Food Group has been pivotal in shaping the trajectory of our farm. **The acquisition** by Plukon of DUC in 2017 marked a significant milestone for the French poultry industry. Plukon's commitment to innovation and support for producers has been evident through substantial investments in infrastructure, including modernising a slaughterhouse and feed factory. Last year, we welcomed a visit from their sustainability team, highlighting their dedication to fostering sustainable practices within the industry."

Investing in animal welfare

"At our farm, we prioritise animal welfare and sustainability. From monitoring environmental conditions to implementing energy-efficient ventilation systems, we strive to create a conducive environment for our poultry. As we face new challenges, such as climate change, we remain committed to adopting innovative solutions to promote both animal welfare and environmental sustainability. We adhere to strict standards to guarantee animal welfare, by reducing the use of antibiotics to the minimum level."

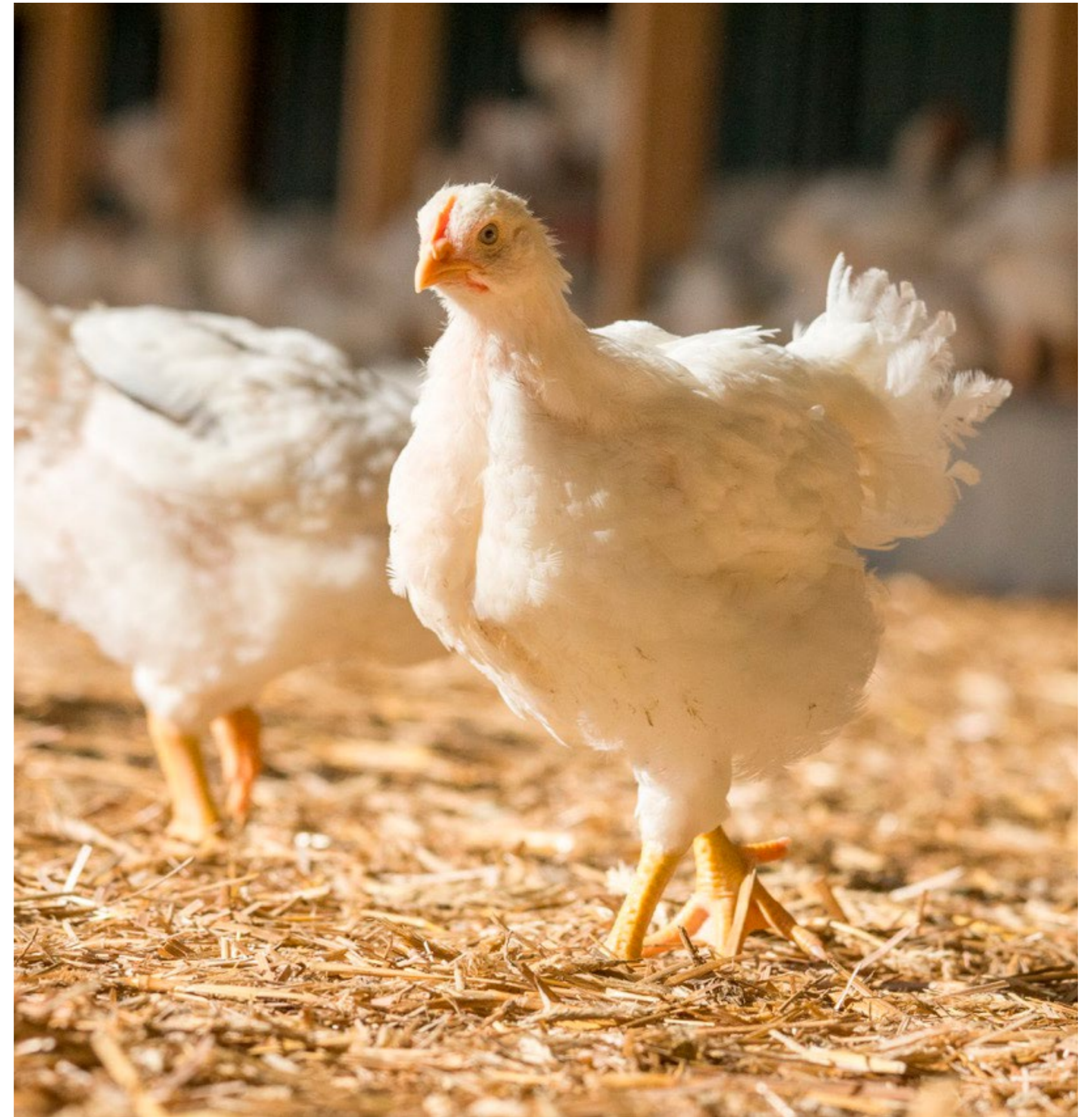
Developments in France

"The poultry sector in France is experiencing rapid growth, driven by increasing consumer demand. However, despite this growth, there are challenges. Some farmers are facing closures, underscoring the need for greater support within the industry. Additionally, fluctuations in input costs, particularly energy and sanitation products, pose significant challenges for long-term planning and sustainability.

While facing the challenges, I remain optimistic about the future of poultry farming in France. Plukon's support has been instrumental in our journey. Beyond financial investments, I believe there is potential for further collaboration, particularly in streamlining administrative processes and supporting generational transitions within the industry. By working together, we can ensure the longevity and success of poultry farming in France."

Alexis Gauthier

Poultry farmer in France



Responsible use of veterinary antibiotics

- SMART goal:**
 Minimum of 50% antibiotic-free broilers within each concept (conventional and concepts based on improved animal welfare) across all countries where Plukon operates.
- KPI:**
 % of antibiotic-free broilers in each concept of the total volume.

Plukon strives for the health and well-being of animals and is advocating for the restrictive and selective use of antibiotics. In collaboration with broiler farmers, Plukon aims to minimise antibiotic usage to the lowest necessary level to ensure animal welfare. When antibiotics are needed for animal health, they are used responsibly, minimising any adverse effects on both animal and human health. In collaboration with our customers, we do not use antibiotics listed by the World Health Organisation in some chains.



In the Netherlands, political pressure, societal demands, and customer requirements have led to a significant reduction in antibiotic use in recent years. In France and Spain, antibiotic use is relatively comparable to that in the Netherlands. In Poland, the introduction of an antibiotic free concept in 2023 had a major impact.

Across all countries, Plukon collaborates with poultry farmers, veterinarians, chain partners, and customers to further reduce antibiotic use. In addition, the ministries of Agriculture in all countries track the usage of antibiotic use. If profiles of farms increase their antibiotic use according to different tiers, corrective measures

could be requested or even a mandatory decrease of number of birds per m² until it reaches an acceptable level of sanitary conditions.

These concepts help us further reduce antibiotic use. Slower-growing concepts, such as the ECC chicken in Belgium and France, as well as the Better Life label 1-star concept, contribute to the responsible use of antibiotics. Our goal is to have at least 50% antibiotic-free broilers within each concept across all countries where Plukon Food Group operates by 2025. In the coming years, we will continue to explore collaborations with retailers and food service customers to achieve this goal.

Ratio of antibiotic-free broilers (%) in different concepts (all Plukon Food Group countries)

	Country	2023	2022	2021	2020
Haltungsform 3 (Previously FairMast)	DE	64%	88%	88%	84%
Better Life label 1 star	NL	98%	98%	98%	97%
Good Brood*	NL	79%	97%	96%	94%
Slow Growing/ECC	FR	100%	100%	100%	100%
Slow Growing/ECC**	BE	89%	89%	-	-
Organic***	BE	96%	96%	98%	95%
Conventional and improved animal welfare	All	26%	28%	23%	22%

* Good Brood Chicken (phased out after march '23 in the Netherlands and replaced by Better Life label 1 star).

**The slow growing/ECC started in Belgium in 2022.

***Broilers from Belgium and slaughtered in Belgium.



Chicks in the HatchCare system of HatchTech

Early feeding

Since 2017, Plukon has promoted the implementation of early feeding in multiple hatcheries across the Netherlands, Belgium, and Germany by making it a requirement in various concepts. When chickens hatch, they have a natural egg yolk rich in nutrients. However, research shows that chickens develop better when given access to additional energy sources immediately after hatching. These extra energy sources contribute to the chickens' health, which in turn helps reduce the use of antibiotics.

In collaboration with our hatchery, Optibrut, we expanded the share of chickens raised with the early feeding system in 2022. We encourage the use of early feeding throughout our supply chains, particularly in Germany, Belgium, and the Netherlands. Since 2018, the number of chickens with early feeding has been steadily increasing in Germany and the Netherlands.

It is related to the transition from the Good Brood concept to Better Life label 1 star. The shift results in fewer birds per m². While both programmes require early feeding, the reduction in bird density means that fewer birds are being slaughtered with early feeding compared to 2022.

Use of early feeding in Germany and The Netherlands

% chickens of total with the early feeding system, based on the country of slaughter.

Country	2023	2022	2021	2020	2019	2018
Germany	97	96	97	74	67	50
The Netherlands	53	54	44	37	39	30

Avian influenza

The bird flu, or avian influenza, has had a major impact on the poultry sector during the last years and will be a challenge in the foreseeing future. This means that we pay even more attention to biosecurity in all processes from poultry farming to slaughterhouses. The containers we use in the ATLAS system are easier to clean, making the risk of transmission even smaller than it currently is. We actively engage with competent authorities in making a robust plan of contingency in each country.

4. CSR PILLARS



Circularity and climate

Plukon Food Group aims to add value by closing loops and striving for a circular business model. We seek opportunities to minimise residual waste, lower our carbon footprint, reduce environmental impact, and enhance the recyclability of packaging. Plukon invests in energy efficiency, renewable energy, reducing water consumption, and optimising transport distance and duration.

Direct and indirect emissions of greenhouse gases

- **SMART goal:**
Reduce absolute GHG emissions in scope 1 and 2 by 5.25% each year until 2030 vs. 2022 baseline.
- **KPI:**
Scope 1 and 2 emissions in absolute ton CO₂-equivalents (tCO₂eq).

Climate change is one of the world’s most urgent environmental challenges; we are committed to playing our part in tackling this global challenge. As a food-producing company, we have an impact on the climate by emitting greenhouse gases (GHG), both directly and indirectly. Direct emissions are greenhouse gases generated at our own production sites, such as from heating our buildings and using fuel for our fleet of vehicles (scope 1 emissions). Indirect emissions arise from the production of the energy we purchase and use, including electricity, district heating, fuel for outsourced transportation, and electricity for electric cars (scope 2 emissions).

Science based target

In June 2023, Plukon Food Group committed to setting a near term SBTi target. The Science Based Targets initiative (SBTi) is a global organisation that enables companies to establish ambitious emissions reduction targets aligned with the latest climate science (science-based targets). In August 2023, we launched a carbon footprint calculation

project (baseline study) for the entire Plukon Food Group. To effectively reduce our direct and indirect emissions, we must accurately calculate our GHG emissions. With the support of a consultant, we mapped all emissions within our own operations and across our value chain. The results are expected in fall 2024.

Target scope 1 and 2

In 2022, our baseline reported scope 1 and 2 emissions were 146,765 tCO₂. We aim to reduce our scope 1 and 2 GHG emissions by 5.25% each year until 2030, compared to the 2022 baseline. These annual targets are set in line with the SBTi cross-sector pathway.

Energy and gas consumption

The majority of our energy use in our own operations is used for refrigerating and freezing meat. Effective cooling of slaughtered broilers for fresh and frozen meat production is crucial to ensure food safety. The meat must be rapidly cooled from approximately 37°C to below 4°C to meet high food safety and shelf-life standards. We primarily use gas to heat slaughter by-products and waste streams for processing into animal feed for pets, such as cats and dogs, that do not enter the human consumption supply chain.

Each of our production sites has its own energy-efficiency plan, ensuring transparency and enabling relevant comparisons.

KPI	Baseline	Targets			
	2022	2024	2025	2026	2027
GHG emissions scope 1 and 2 (tCO ₂)	146,765	-10.5%	-15.75%	-21%	-26.25%

KPI	2022	
GHG emissions scope 1 in tons CO ₂ -eq	61,697	This is the total GWP100 (incl. CO ₂ uptake).
GHG emissions scope 2 (market-based) in tons CO ₂ -eq	85,068	The market-based calculation is performed using the specific electricity mix for the entity, which includes factors such as guarantees of origin and the country’s residual electricity mix for the remainder. This is the total GWP100 (incl. CO ₂ uptake).
GHG emissions scope 2 (location-based) in tons CO ₂ -eq	93,159	The location-based calculation is performed using the average electricity grid mix of the country in which the entity operates. This is the total GWP100 (incl. CO ₂ uptake).
GHG emissions scope 1 and 2 in tons CO ₂ -eq (market-based)	146,765	Combined scope 1 and 2 (market-based) in tons CO ₂ -eq

In the case of material changes to the business (e.g. acquisitions/divestments), the baseline and our sustainability targets on scope 1 and 2 will be recalculated and adjusted. The assessment will take place in April 2026 and includes all acquisitions in 2023-2024. Acquisitions/divestments taking place in 2025 will only be considered if the company falls under the CSRD.

Baseline calculated in August 2024, this can still change due to datapoint refinements.



Gas-free locations

Our Wezep (the Netherlands) facility has achieved a BREEAM certification score of 5 stars, indicating it meets the highest sustainability standards. In 2024, we are installing heat pumps at our Blokker, Goor, and Dedemsvaart (the Netherlands), enabling these sites to operate without a gas supply.

Heat recovery in France

In France, we installed cooling machines with heat recovery at two plants. At the Saint-Bauzély plant, we installed the machine for the new cooling tunnel by the end of 2022, reducing gas consumption for heating water by 35%. In Riec, similar equipment replaced old gas-powered machines, resulting in a 40% reduction in gas consumption and a 30% decrease in water usage.

In Chailley, France, we advanced a project to increase the efficiency of aero flotation for water treatment. Today, the reduction of pollution in water is about 30%, at the end of the project, the reduction will be around 70% at the outlet of the aero flotation, which will substantially relieve the operation of the downstream treatment plant.

Solar energy

In 2023, Plukon invested in 365 solar panels at the Wezep location next to the 1.209 solar panels that have been installed in 2019. Together an expected capacity of more than 400.000 kWh per year. Additionally, we conducted a feasibility study for implementing solar energy at our locations in Belgium. In 2024, a PV (Photovoltaic) farm, also known as a solar farm or solar power plant, will be constructed near Plukon Sieradz. This large-scale installation of photovoltaic panels, designed to generate electricity from sunlight, will have a power capacity of 3.2 MW and will cover up to 20% of the annual energy consumption of Plukon Sieradz.

In this report, the figures for water, gas, and electricity use per kilogram of live weight are presented exclusively for the years 2022 and 2023. This change reflects the

inclusion of additional slaughterhouse locations within our operations. The expanded scope has led to variations in the overall resource consumption data, making it incompatible with the numbers reported in previous years. To ensure accuracy and transparency, we have focused on reporting data from 2022 onwards, providing a more consistent basis for future comparison as our operations continue to evolve. With that, 2022 is our new baseline year.

Efficient transport

Plukon is always exploring ways to further enhance transport efficiency while ensuring animal health and welfare. Efficient transport significantly reduces emissions. We optimise our logistics operations, and invest in our own trucks (the Netherlands, 2021 and Spain, 2022). The increased load capacity of these trucks saves trips and contributes to reducing our emissions. In 2023, we invested in a truck with electric refrigeration leading to a significant reduction in greenhouse gases and pollutants compared to diesel-powered units.

Energy and gas consumption per tonne of live weight (kg) for our Dutch, Belgian, German, French and Polish sites*

Year	Live weight (kg)	Gas (m³)	Electricity (kWh)
2022	1.043.778.482	44	132
2023	1.102.525.890	35	127
% difference		-20,45%	-3,79%

*Sites included:

- NL: Blokker, Dedemsvaart and Goor
- BE: Maasmechelen and Mouscron
- DE: Storkow, Brenz and Gudensberg
- FR: Chailley and Saint-Bauzély
- PL: Sieradz

Emissions in the value chain

- **SMART goal:**
Execute a baseline study (carbon footprint), set a goal and reduction strategy on scope 3 ultimately in 2024.
- **KPI:**
After baseline study: Scope 3 emissions in absolute ton CO₂-equivalents (tCO₂-eq).

In the food production industry, the majority of emissions originate from the value chain (scope 3). This encompasses emissions in our entire supply chain from raw material to end product, including emissions from activities such as producing feed for broilers and farm-level emissions. As part of our SBTi commitment, we are currently mapping our scope 3 emissions to identify the categories with the largest contributions to these emissions. This will enable us to create a comprehensive reduction strategy on scope 3 emissions with clear goals and measures.

LCA Dutch concept

In 2022, we developed a Life Cycle Assessment (LCA) model to calculate the CO₂ footprint of one farming concept for retail and are currently collecting data. Insights from this LCA model can be used by retailers to make decisions when it comes to reduction of CO₂ emissions. This LCA will be updated when needed.



Waste and or water effluents

- **SMART goal:**
5% reduction in water consumption per tonne of live weight (m³/kg) between 2015 and 2025.
- **KPI:**
water consumption per tonne of live weight (m³/kg)

Operations in poultry slaughterhouses, such as scalding, de-feathering, evisceration, and bird washing, are water-intensive and produce significant wastewater. Plukon Food Group is committed to reducing water consumption at all production sites through various measures especially in the field of improved water management practices.

In 2023, a water purification installation was installed at Plukon Sieradz (Poland). This system uses biological purification and filtering to clean the wastewater. Additionally, the wastewater treatment plant at the same location was expanded in 2023.

Since 2015, water consumption per tonne of live weight has slightly increased due to enhanced control measures for better slaughter hygiene. Additional water is used for the hygienic cleaning of containers, trucks, and production lines. The result is that we have not yet achieved our water reduction target. Therefore, we are developing new supplementary policies in 2024.

Water use Plukon Food Group slaughterhouses*

Year	Live weight (kg)	Water (m ³)
2022	929.267.763	3.57
2023	955.799.430	3.44
% difference		-3,64%

*Sites included:

- NL: Blokker, Dedemsvaart and Goor
- BE: Maasmechelen and Mouscron
- DE: Storkow, Brenz and Gudensberg
- FR: Chailley and Saint-Bauzély

Packaging

SMART goals:

- Use of recyclable packaging materials (mono-material > 95%).
- 25% reduction of packaging materials in the Netherlands (in kg, baseline 2017).
- Maintain or improve the level of consumer convenience and product quality.
- Where possible, increase the recycled content in the current packaging.
- Minimise secondary packaging and where possible move to reusable packaging types.

KPI:

Packaging material per kg sold product in the Netherlands + % reduction in packaging material per kg sold product.

Packaging plays a crucial role in food safety. It preserves freshness and protects the product from contamination with physical, chemical, and biological contaminants, ensuring the food inside remains safe for consumption. While packaging is essential for protecting products and ensuring their safe delivery to consumers, it also poses significant environmental challenges (e.g., waste generation, use of (fossil) resources and energy for production). Balancing the benefits of packaging with its environmental impact requires innovation in sustainable materials, improved recycling processes, and greater consumer awareness.

We believe it is our responsibility to minimise the impact of our food packaging. In 2023, we developed a sustainable packaging strategy for the entire Plukon Food Group. This strategy covers not only our poultry products but also our meals, salads, meal components, and alternative proteins. In collaboration with our supply chain partners, we aim to further reduce packaging material usage and increase the use of mono-materials that are more easily recyclable.

In 2022, we completely changed the packaging of our chicken bone products for a Dutch retailer. Consumers now purchase drumsticks and snacks in bags instead of trays. This change saves 70% plastic per unit sold, without compromising product shelf life or quality.

For traybakes and oven dishes made with mycoproteins, we replaced sleeves with labels resulting in a reduction of 22.000 kilograms of paper.

Reduction of packaging material

To achieve a 12.79% reduction of packaging material, we started implementing thinner material in the packaging for our chicken products, we removed the sleeve for oven dishes and started using thinner material for the packaging of our meals and salads. We are pleased to see concrete results from this.

In our previous reports, we communicated these numbers for our packaging materials as well. We reviewed these data points and have concluded that we needed to correct these points. In this report, we communicate the correct numbers, also for previous years.

Packaging material Plukon Netherlands

	2023	2022	2021	2020	2018	2019	2017
Packaging material per kg sold product in NL	0.038	0.044	0.047	0.047	-	-	0.048
Reduction in packaging material per kg sold product (baseline 2017)	-12.79%	-8.3%	-2.1%	-2.1%	-	-	baseline

Creating circular products

We want to create maximum value from by-products of the poultry supply chain. During the slaughter of broilers, animal by-products such as blood, feathers, intestines, heads, and feet are produced. While these by-products are not intended for human consumption (with the exemption of feet), they are highly suitable

for processing into pet feed or fertiliser. In collaboration with five other poultry processing companies, we established Noblesse Proteins. Noblesse processes these animal by-products into semi-finished goods, which are then sold to various industries. Noblesse's products can serve as raw materials for pet food, aquaculture feed, biofuels, or fertilisers.

Interview

Engaging with Transform4C on sustainability and innovation

“In September 2023, Plukon and Transform4C joined forces during a workshop on the topics of sustainability and innovation. Transform4C is an international platform focused on transformation in order to accelerate the realisation of transition goals. Recognizing that we are not meeting the goals of the Paris Agreement with the world’s current practices, we have developed a transformation approach; a straightforward method to assist companies in achieving their transition goals faster.”



Everyone can contribute

“During a workshop with Plukon’s leadership, we delved into the theme of sustainability and their vision for becoming even stronger leaders in this area. The key takeaway of the day: Everyone can contribute to achieving Plukon’s sustainability goals. By sharing vision and leadership in a transition process, we can accelerate progress. The CSRD is a framework that facilitates this, but it is important to make sustainability also part of the business strategy and collective behaviour. A smart way to work is by building transition teams around focus topics and setting concrete actions.”

Intrinsic motivation

“Plukon’s transition goals, for instance, centre around climate action. Greenhouse gas emissions occur throughout Plukon’s entire supply chain. This is something you can’t tackle alone. You are always interconnected with other parties. By collaborating within the supply chain, you can map out your impact areas and foster support: internally and externally. This approach only works with parties that have ambition and intrinsic motivation, like Plukon. There are many enthusiastic individuals at Plukon with great ideas. Leaders have the role of creating space for these ideas and providing direction.”



Charlotte Extercatte
Founder of Transform4C

4. CSR PILLARS



People and society

At Plukon, we are committed to fostering a supportive and inclusive workplace where every employee feels valued and empowered. By prioritising their well-being through safe and healthy working conditions, and promoting equal opportunities for growth, we ensure that our team members continuously develop. We invest in long-term employability by offering extensive training and educational programmes. We aim to provide the best place of work for our employees.

Employment practices, occupational health and safety

Plukon's health policy emphasises workplace education, healthy nutrition, and adequate exercise. We promote a healthy lifestyle to ensure the long-term employability of our staff. Health and Safety is a mandatory part of our introduction programmes, ensuring all employees understand the importance of healthy nutrition, even during working hours.

Reducing workplace accidents is a top priority for Plukon. By involving employees and managers in an action plan to address employment risks, we aim to raise workplace awareness and decrease the number of accidents.

Safe production

In its mission, Plukon strives to produce a healthy and safe end product for consumers. This ambition extends beyond output, to our overall operations; we aim to produce products in a safe and responsible manner. The core value of 'Responsibility' is central to this goal, engaging every individual in the organisation, from management to operations, from procurement to logistics, to embody this principle. Every workday, safety stands alongside the quality of our end product, with the ultimate goal of ensuring everyone returns home healthy. Each employee feels responsible not only for their own safety but also for the safety of their immediate colleagues.

Strengthening safety culture

A strong safety culture is essential to improving the well-being of our employees and preventing accidents. We report unsafe situations, learn from incidents, and hold each

other accountable for unsafe behaviour. Each subsequent step in the process becomes safer as we eliminate risks. Over the coming years, Plukon Netherlands will implement NEN-EN-ISO 45001 as the standard for healthy and safe working conditions. Plukon Wezep will lay the foundation for this safety management system in 2023 and aims to achieve certification as the first location in 2024.

Safety strategy

The safety of employees is of great importance. Plukon is continuously developing its safety management policy. Auditing the safety systems, reporting incidents and sharing best practices enables Plukon to monitor and further improve health and safety performance.

Phasing out physically demanding work

Over the years, we have gradually phased out physically demanding tasks by increasingly incorporating automation and robotics into our production facilities. In 2023, we invested in case loading at two plants, Ommel (the Netherlands) and Storkow (Germany), utilising pallets for bulk handling. This shift away from physically demanding work requires our employees to adapt. To support this transition, we provide online training on automation and robotics at our production locations.



Absence due to sick leave (excluding pregnancies)

	The Netherlands	Germany	Belgium	France	Poland	Spain
2023	7.5%	7.9%	7.2%	9.7%	7.6%	7.7%
2022	8.1%	8.4%	5.1%	8.4%	6.4%	6.4%
2021	9.1%	7.3%	4.8%	9.3%	7.8%	5.3%
2020	7.9%	7.4%	4.4%	8.7%	7.0%	4.3%
2019	8.9%	7.3%	3.8%	8.9%	5.5%	-



Onboarding

We ensure that new hires are seamlessly integrated into our organisation through tailored onboarding programmes that introduce them to our culture, values, and operational standards. This foundation sets the stage for a successful and fulfilling career at Plukon.

Professional Development

Our diverse training offerings, including technical skills, language courses, and mandatory certifications, empower our employees to excel in their current roles and prepare for future opportunities. We emphasise continuous growth and operational excellence to maintain our competitive edge.

Personal Development

Beyond professional skills, we invest in the holistic development of our employees. Leadership programmes, soft skill training, and well-being initiatives help our workforce achieve personal growth, enhancing their overall job satisfaction and engagement.

Training and career development

Learning & development

At Plukon Food Group, our commitment to excellence extends beyond our products and services to the continuous growth and development of our employees. Our Learning & Development (L&D) strategy is designed to align with our corporate vision, ensuring that our workforce remains agile, skilled, and ready to meet the demands of a rapidly evolving industry.

Through the Plukon Academy, we offer a structured and comprehensive approach to employee development, encompassing onboarding, professional, and personal growth. By fostering a culture of continuous learning, we not only enhance individual capabilities but also drive our organisation's success and innovation. Our L&D initiatives are closely integrated with our business strategy, enabling us to anticipate future needs and maintain our competitive edge.

By investing in our people, we are investing in our future, ensuring that Plukon Food Group remains a trusted partner and leader in our field.

Plukon Academy

At Plukon Food Group, we recognize that continuous learning and development are pivotal to our success and the well-being of our employees. The Plukon Academy stands at the heart of our commitment to fostering a culture of growth, innovation, and excellence. Through a comprehensive range of programmes, we provide our employees with the skills and knowledge needed to thrive in a dynamic and evolving industry.

Departmental academies

Recognizing the unique needs of different departments, our departmental academies deliver specialised training programmes that align with specific skills and knowledge requirements. This targeted approach ensures that our employees receive relevant, practical, and immediately applicable training, enhancing their ability to contribute effectively to their roles and the organisation’s strategic goals.

Strategic alignment and co-ownership

The Plukon Academy operates in close alignment with our corporate strategy, Lizzy 3.0, and the HR strategy, Best People. By co-owning the academy between business units and HR, we ensure that our training initiatives are both strategically relevant and operationally practical. This collaborative approach fosters a sense of ownership and accountability among departmental leaders, driving higher engagement and commitment from our employees.

Future-ready workforce

As we navigate a rapidly changing business environment, the Plukon Academy remains agile and adaptable. We continuously update our programmes to address new challenges and opportunities, ensuring that our workforce is well-prepared for the future. Through ongoing measurement and feedback, we refine our training initiatives to maintain their effectiveness and alignment with both employee and organisational needs.

The Plukon Academy is more than just a training institution; it is a cornerstone of our commitment to empowering our employees, driving innovation, and achieving sustainable growth. By investing in our people, we build a resilient and capable workforce ready to meet the demands of tomorrow.

L&D Metrics 2023

KPI	2023
Hours spent on training Plukon Academy programmes	294
% Digital learning vs total training hours	10,5%
# Digital onboarding training (fixed and external staff)	20944
# Leadership programmes within the company	3
Participants leadership programmes	36
Promotion rate internal (top 300)	57,5%
Successor pool coverage (top 175)	63,6%

L&D goals for 2023

L&D positioning

- L&D Strategy development and positioning of L&D.
- Development of central training policy related to European legislation.

Plukon Academy

- Develop a training matrix for job roles and a skills matrix at the location level, linked to the Progress initiative.
- Align the competence matrix with the ETI project in the Netherlands.
- Provide the matrix in a visual format and ensure it is accessible to employees.
- Launch the Technical Knowledge Center in Maasmechelen as part of our Department Academy structure.

Learning Management System (LMS)

- Initiate the LMS 2.0 project to explore and identify a future-fit Learning Management System for our company.





Retain and attract talent

Our vision is to ensure that employees leave in a better position than when they started. In 2022, we launched an engagement programme based on the key factors employees consider (WIAP: Work, Income, Attention, and Perspective). All countries have begun implementing this concept. We also introduced the HR cycle to attract, develop, and engage employees at Plukon Food Group.



Building on the HR cycle topics, we established the HR agenda for all countries. This approach involves piloting one of the HR cycle topics in a specific Plukon country. Once the pilot proves successful, we replicate the best practices across other Plukon countries as 'HR proven concepts.' Our ambition is to implement all HR cycle and HR governance topics in every Plukon country over the next four years.

Attracting and retaining talented employees is essential for success and for ensuring high-quality products. To retain employees, we aim to provide opportunities for all staff to advance to higher-level positions within the company. Our goal is to fill at least 75% of management roles with internal candidates, fostering continuous growth and career development within Plukon. To support personal growth and talent development for every employee, Plukon invests in the HR department by developing (online) training courses, conducting annual staff reviews, and offering leadership development programmes.

In 2022, we started professionalising our employer branding, and in 2023, we continued enhancing our employer brand to attract top talent. In April 2023, we introduced our new website '[Working at Plukon](#)'.

Trainees and participants Young Professional Programme

Number of trainees 2020 - 2022	3
Number of trainees 2022 - 2024	5
Number of participating executives in the Young Professional Programme	12

In the Netherlands we started a 'Happy2Hire' referral programme in 2023. An initial small-scale introduction of the programme proved successful, with no less than seven recommended candidates completing their probation period successfully. We then expanded the target group to reach even more potential candidates. Now, to give an example for the Netherlands, team members and HR staff can also recommend candidates and earn a bonus of € 1,000 if their recommendations are successful. By the end of 2023, we introduced the programme in all Plukon Food Group countries.

Young Plukon

Plukon is expanding rapidly, increasing in size and number of locations, and welcoming new colleagues weekly. To maintain connections among employees, Plukon has introduced Young Plukon in 2023, a network for fresh talent within Plukon Netherlands.

Young Plukon aims to connect colleagues and promote the exchange of knowledge and ideas through approximately four annual events. These events, which include workshops, inspiring speakers, quizzes, and sports activities, are designed to be both informative and enjoyable, catering to both office and production employees across various locations.

Increase gender diversity in management

- **SMART goal:**
35% of underrepresented sex holding senior management and board functions by 2030.
- **KPI:**
% of underrepresented sex holding senior management (C-suite minus 2) and board functions.

By promoting gender equality, Plukon aims to empower the underrepresented sex, currently women, to reach their full potential. Creating an equal environment allows for new perspectives and innovations. Given the challenges the world faces, we believe there is no place for gender discrimination.

Our goal is to achieve gender equality and empower all women within Plukon Food Group. We aim to increase the representation of underrepresented sex in senior management and board roles at the Group level. Our ambition is to have 35% of these positions held by women by 2030.

In 2022, Plukon was at 27.86% (39 out of 140) females out of the total, in 2023 we are at 29.25% (43 out of 147) females.

Ambition on gender diversity in management

KPI	Baseline	Result	Targets			
	2022	2023	2024	2025	2026	2027
% of the underrepresented sex in management functions	28%	29%	29%	30%	31%	32%



Local communities

We believe it is crucial to maintain communication with the various stakeholders in the poultry value chain and with communities in the neighbourhood of our facilities. In 2023, Plukon Sieradz in Poland donated funds for the reconstruction of a bridge in Gruszczyce, which needed rebuilding due to its poor technical condition. In Chailley (France), we sponsored a running and trail event and participated with a team of DUC employees.

Interview

Opportunities for Personal Growth and Development

“I have been with Plukon Food Group for nine years, initially starting as a student in logistics during night shifts. Over the past years, I have had the privilege of working in my current position as Assistant Prevention Advisor where I have continuously grown and developed.”



Health and safety

“At Plukon Food Group, I am responsible for ensuring the health and safety of our employees, encompassing both production and office staff. This includes identifying and mitigating risks, making necessary equipment adjustments in our facilities, and focusing on ergonomics. My day-to-day tasks also involve engaging in conversations and finding solutions to promote a positive work environment. It is not always the easiest environment, but it is highly rewarding. Every day is different, and unexpected challenges require quick responses.”

A strong commitment to training and development

“Currently, I am part of a two-year training programme to become a certified Prevention Advisor. During my annual review, my manager and I concluded that I had more room for growth, and at the same time, management expressed a need for more Prevention Advisors. This opportunity aligned perfectly with my interests and currently I am undergoing training to become a Prevention Advisor. As a part of the prevention programme, I engage in various training programmes and courses covering both technical skills and essential soft skills such as communication, feedback, and a people-centric approach.

Plukon Food Group has a strong commitment on training and development, which is evident in the workplace. Continuous learning opportunities cover various aspects, including machine usage, procedures, fire prevention, first aid, and AED. Our Learning and Development team at Plukon extends the training offers to more than only ‘need-to-have skills’. This commitment extends to both new and existing employees.”



Jeffrey Steyven
Assistant Prevention Advisor
at Plukon Belgium

5. OUR WAY FORWARD

Plukon carries a significant responsibility in supplying healthy products to people across Europe, sourced from local farms and delivered directly to our dinner tables. Taking part in this responsibility is both exciting and challenging.

A holistic approach to sustainability

In creating a sustainability strategy, it is about finding the balance between who we are as a company today and who we want to be as a company in the future. Plukon, as many other companies, is subject to changing customer demands, fast developing European legislation and multiple local and international situations demanding a short- or long-term vision. This requires a holistic approach to the topic and a regenerative mindset to health, food safety and welfare in general.



Sustainability is a shared responsibility

As a new member of Plukon's sustainability team, I am impressed by the solid foundation the company has, supported by numerous talented individuals and partners. With my experience in European legislation and sustainability within the production industry, along with my enthusiasm, I aim to advance Plukon's sustainability initiatives.

We are currently working on several initiatives to better structure and professionalize our ESG strategy. At the beginning of 2024, we conducted a double materiality analysis that provided valuable insights from both internal and external stakeholders, helping us prioritize ESG topics and lay the foundation for our strategy. While the sustainability team is leading our efforts to prepare for CSRD compliance, these responsibilities are shared across the organization. Our focus is on creating a long-term positive impact and streamlining our organization and governance to achieve this.

Additionally, we are not only committed to the welfare of our employees, partners, and workers in the value chain but also to the well-being of the animals we raise. Their welfare is intertwined with our success as a company. I'm excited about what lies ahead and the challenges we will face in implementing our new material topics. I'm grateful to have the support of our colleagues, partners, customers, and other stakeholders. Together, we can avoid blind spots and take a holistic approach to sustainability by inspiring those in leadership and connecting all the necessary parts of our efforts.

Jacobine Pistol
Sustainability Specialist at Plukon Food Group

Colophon

About this report

This CSR report of the Plukon Food Group covers the period 1 January 2023 to 31 December 2023. It has taken into account the Global Reporting Initiative (GRI) Standards 2021 and the Sustainable Development Goals (SDGs).

The reporting period and reporting cycle for sustainability and financial reporting are the same. Unless otherwise specified, the results relate to all business units of Plukon Food Group in the Netherlands, Belgium, Germany, France, Poland, and Spain. Its scope and contents are based on the material topics and the information needs of stakeholders.

The content was developed by the 'Materiality and CSR reporting 2023' project team of Plukon Food Group which was formed, consisting of the interim Manager Corporate Sustainability, External Reporting Manager, Innovation Director, Director Corporate Quality and the Communications and PR Manager, and supported by consultancy agency Schuttelaar & Partners. Plukon Food Group aims to report on the CSR topics set out in this report every year.



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Attachments

Process of materiality analysis 2022

In 2022, Plukon Food Group updated its materiality analysis to identify its most significant impacts on the economy, environment, and people, including human rights impacts. This report is based upon this (single) impact materiality assessment.

In preparation for the CSRD (Corporate Sustainability Reporting Directive), we commenced the process of determining Plukon Food Group’s double materiality in early 2024. In the 2024 CSR report, we will disclose the findings of the double materiality analysis.

Team

The ‘Materiality and CSR reporting 2022’ project team was formed, comprising the Manager of Corporate Sustainability, External Reporting Manager, Innovation Director, Director of Corporate Quality, and the Communications and PR Manager.

Longlist

The team developed a longlist of potential material topics for Plukon through a four-step desk research process:

- Material topics from Plukon’s previous materiality analysis.
- Relevant topics defined in GRI Sector Standard 13 for Agriculture, Aquaculture, and Fishing.
- Recurring topics among peers and relevant sector organisations.
- Topics frequently mentioned in the media about Plukon, the poultry sector, and their impacts.

The longlist initially included 33 topics. The project team condensed this list to 24 topics, categorised under Environment, Social, and Governance (ESG).

Stakeholders

For the analysis, the most relevant internal and external stakeholder groups were identified:

External Stakeholders:

- Customer retail
- Customer QSR
- Customer food service
- Customer animal proteins
- Suppliers
- Trade organisations
- NGOs
- Education/research institutions
- Consultants/accountants
- Banks/financiers
- Authorities

Internal Stakeholders:

- Central Works Council
- HR
- Sales
- Communication
- Procurement and supply chain
- Quality and Sustainability
- Finance and Legal
- Business Innovation
- Management (MDs)
- Supervisory Board
- MT and others

A total of 114 external and internal stakeholders were invited to participate in an online survey.


Group	# invited	# responded	response
External	67	43	64%
Internal	47	41	87%
Total	114	84	74%


This resulted in the materiality matrix shown on the next page (page 55).


Validation


The survey results were reviewed in a validation meeting with the Executive Committee of Plukon Food Group, where the final material topics and their respective KPIs were discussed. The project team of Plukon Food Group made the final selection of KPIs. In validation interviews, 6 external stakeholders shared their outside-in perspective on the final matrix.


CSR pillars and material topics

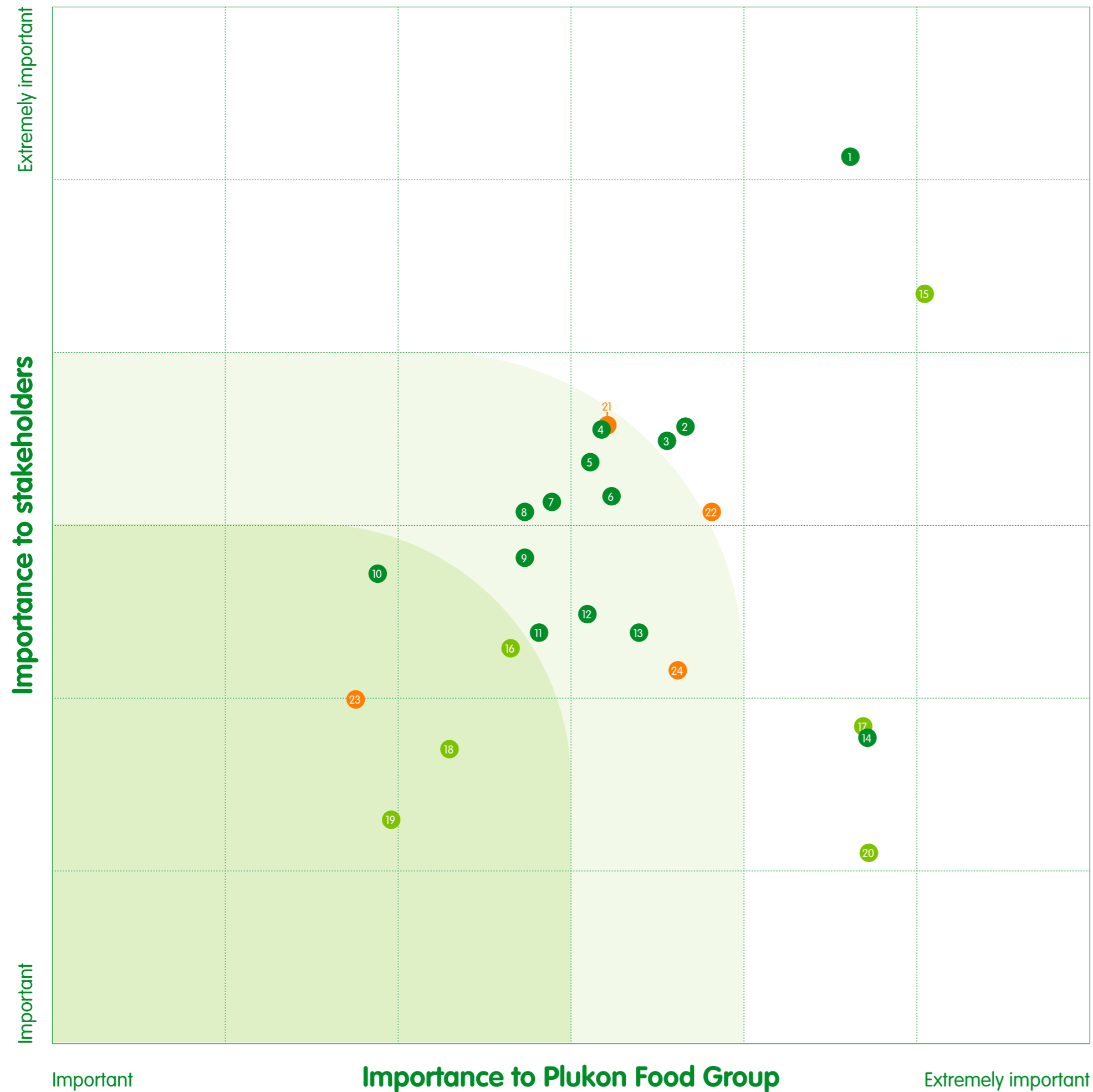
 Healthy and responsibly produced products	
Material topic	Definition
Contribute to a healthy diet and food security	The efforts from Plukon to contribute to a healthy and sustainable diet, including increasing the proportion of plant proteins in a diet. Plukon’s efforts also impact food security, by creating physical and economic access to sufficient, safe and nutritious food.
Using responsibly produced raw materials	The efforts of Plukon to increase insights into their supply chain, including the ability to trace the source, origin and production conditions of raw materials and services. Traceability provides a way to identify and prevent potential negative impacts linked to Plukon’s products.

 Food safety and transparency	
Material topic	Definition
Food safety	The efforts by Plukon to prevent contamination and ensure food safety, by handling food and feed products in a way that prevents food contamination and foodborne illness.
Supply chain traceability	The efforts of Plukon to increase insights into their supply chain, including the ability to trace the source, origin and production conditions of raw materials and services. Traceability provides a way to identify and prevent potential negative impacts linked to Plukon’s products.

 Animal health and welfare	
Material topic	Definition
Animal health and welfare	Healthy broilers are the basis for a healthy poultry sector and a responsible production of food. Animal welfare can be further improved through innovation and collaboration within the industry. Plukon has an impact on the animal health and welfare of the poultry in its value chain. This topic includes the early feeding of chicks.
Green innovations and innovative farming concepts	The development of new concepts that reduce the negative impact on humans, animals or the environment or enhance the health of humans, animals or the environment. Examples are concepts that increase animal health & welfare, consistent with the wishes from Plukon’s customers.
Responsible use of veterinary antibiotics	The efforts of Plukon to reduce the use of veterinary antibiotics. If the animal health requires the use of antibiotics this is done responsible with minimal effects for animal or human health.

 Circularity and climate	
Material topic	Definition
Direct and indirect emissions greenhouse gases	Contribution to climate change by direct and indirect emissions of greenhouse gases by Plukon. Direct emissions originate from the heating of Plukon’s buildings (gas), and the use of fuels (gasoline, diesel) by our own fleet of vehicles. Indirect emissions originate from the production of the energy we purchase and use: electricity, district heat, use of fuels for purchased transportation and electricity for electric cars. This includes innovations for improved energy efficiency at locations of PFG.
Emissions of greenhouse gases in the value chain	The impact of greenhouse gas emissions from other indirect activities of Plukon. This includes the emissions throughout Plukon’s total supply chain from raw material till end product, including the emissions at farm level.

 People and society	
Material topic	Definition
Training and career development	Plukon’s approach to job creation, terms of employment and working conditions for its employees. Working conditions specifically include the promotion of Plukon’s employees’ health and safety as well as innovations to phase out physically demanding work.
Employment practices including occupational health and safety	The activities of Plukon to ensure that every employee and worker is given opportunities for their personal growth and talent development.



Environmental

- 1. Animal health and welfare
- 2. Green innovations and innovative farming concepts
- 3. Responsible use of veterinary antibiotics
- 4. Emissions of greenhouse gases in the value chain
- 5. Direct and indirect emissions of greenhouse gases
- 6. Using responsibly-produced raw materials
- 7. Zoonosis
- 8. Climate adaptation and resilience
- 9. Food waste
- 10. Biodiversity
- 11. Water and effluents
- 12. Waste
- 13. Packaging
- 14. Contribute to a healthy diet and food security

Social

- 15. Food safety
- 16. Human rights and equal opportunity
- 17. Employment practices including occupational health and safety
- 18. Freedom of association and collective bargaining
- 19. Local communities
- 20. Training and career development

Governance

- 21. Supply chain traceability
- 22. Customer satisfaction
- 23. Public policy
- 24. Financial performance

The material topics resulting from the analysis are highlighted.