

Stakeholders and material topics

In 2015 we consulted various stakeholders regarding our CSR policy. The following stakeholder table and materiality analysis contain the results of these consultations.

Stakeholder group	Material topics discussed	Conclusions and follow-up
Employees	All CSR themes were communicated through workshops, leaflets, boards, the staff magazine, narrowcasting, etc. We gathered new ideas by means of the CSR prize contest.	The CSR prize contest yielded over 50 ideas of which we will implement two of the best in 2016: health project for employees, Green Team (starting in Nijkerk)
Dairy farmers	In the focus groups, dairy farmer meetings and one-on-one interviews by our district adviser we discussed such matters as milk prices, developments within Vreugdenhil and the Sustainability Programme.	Our Sustainability Programme has been adjusted to better reward outdoor grazing and to also reward improved longevity of dairy cattle, efforts to stay IBR/BVD free and promotion of the sector.
Suppliers	Sustainability of products or services was discussed, such as packaging, financial services, construction of new factory, clothing and cacao.	Since mid-2015 we buy 100% responsible soy lecithin. Also, a trainee started researching the recycling of tins in Africa and we shared knowledge on safety, involving employees and renewable energy.
Customers	Working conditions in our factories, recycling of tin packaging in Africa and enrichment of our products for the African market were discussed.	In 2016 a 4-pillar SMETA audit will be conducted on working conditions and the environment. Together with a customer and two trainees we are researching the recycling of tins and the enrichment of products.
Civil society organisations	Sustainable dairy farming (outdoor grazing, ammonia emissions, biodiversity) and the purchase of responsible soy were discussed.	Knowledge was shared. Outdoor grazing premium for dairy farmers has been increased in order to achieve our outdoor grazing goal.
Local stakeholders factories/offices	Developments and complaints were discussed, such as noise pollution.	Complaints have been resolved.

Materiality analysis

The materiality analysis is based on responses from stakeholders, Board members and MT members. The analysis shows that we need to focus on the following topics. The sustainability report contains more information on the definition, the importance, our management approach to and the results of each subject.

- Safe products: See CSR theme 'Nutritious and tasty products' in the sustainability report.
- Few complaints from customers: See CSR theme 'Nutritious and tasty products'
- Reduce phosphate production and ammonia emissions: see CSR theme 'Sustainable dairy farming'
- Low energy consumption during production: See CSR theme 'Eco-factories and offices'
- Reduce sickness absence: See CSR theme 'Healthy and engaged employees'
- Reduce greenhouse gas emissions produced by dairy farming: See CSR theme 'Sustainable dairy farming'
- Satisfied employees: See CSR theme 'Healthy and engaged employees'
- Employee training and development: See CSR theme 'Healthy and engaged employees'

Materiality analysis

1. Safe products
2. Little complaints of customers
3. Lower phosphate production and ammonia emission
4. Low energy use during production
5. Lower rate of absenteeism (5% in 2014)
6. Lower greenhouse gas emissions by dairy farms
7. Satisfied staff members
8. Training and development of staff members
9. Sustainable water consumption during production
10. Fewer operational accidents (19 in 2014)
11. Reduced antibiotic resistance
12. Staff members are involved in sustainability
13. 100% sustainable energy for production
14. Battling malnutrition via research and product innovation
15. Inkoop duurzame palmolie
16. Lower carbon emissions from transport activities
17. Improved health of cows
18. Lower environmental impact of packaging
19. Good milk price for dairy farmers
20. Purchasing of sustainable cacao
21. Purchasing of responsible soy
22. Clean drinking water projects in Africa
23. Better animal welfare for cows
24. Stimulation of outside grazing for cows (88% in 2014)
25. Purchasing of sustainable milk powders
26. Sponsoring of health projects in Africa
27. Improved biodiversity
28. Longer average lifespan for cows (currently 6 years)
29. Staff members invest effort into charity
30. Sponsoring charities around sites
31. Hiring people who are far away from labour market
32. Calves stay longer with mother after birth
33. More vegetable ingredients as opposed to animal ingredients

