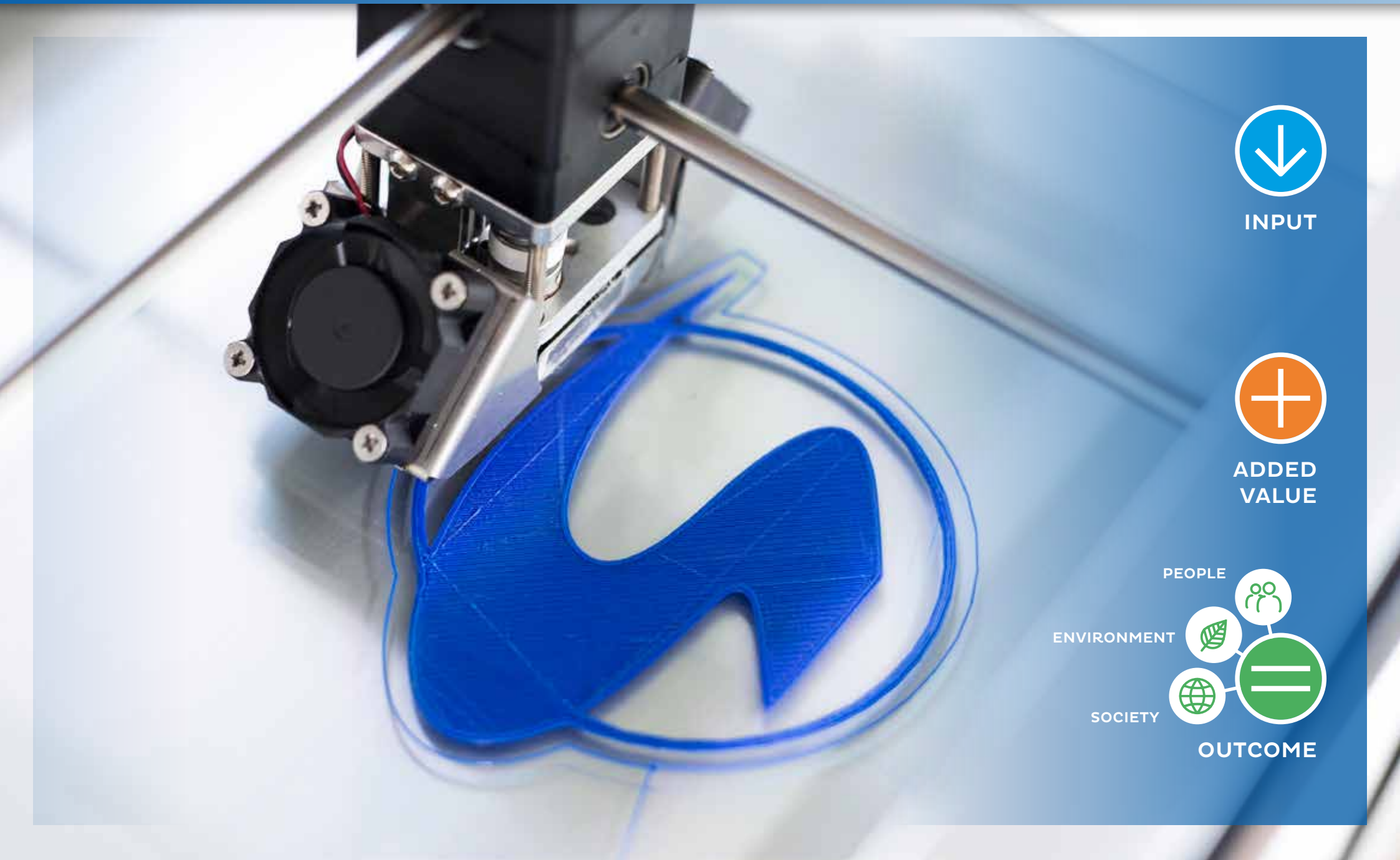
VAN GANSEWINKEL

SUSTAINABILITY REPORT 2015



About the cover image

Partnerships with sustainable start-ups accelerate the transition to a circular economy. In 2015 Van Gansewinkel supported the young entrepreneurs of Better Future Factory, a Rotterdam-based start-up, with their Perpetual Plastic Project. Their goal was to create filament for 3D printers using our recycled plastics. The image on the front cover of this report shows the Van Gansewinkel logo being printed using hard plastics recycled from refrigerators, washing machines and other appliances.

Preface

PREFACE

Dear Reader,

A loss of international economic and political stability, climate change, raw materials scarcity and digitisation: these are all trends signalling that our society is undergoing rapid and significant change. There is an urgent need for a transition to a cleaner living environment and a more sustainable society. A growing number of people are highlighting this urgency. Although the Climate Summit held in Paris in late 2015 may have fallen short of the mark in terms of tangible achievements, a positive development is that governments, businesses and the general public are increasingly assuming their share of responsibility. The next step is to demonstrate that all these good intentions are being translated into concrete policies and actions. This requires a certain amount of courage, and Van Gansewinkel intends to play a leading role and actively promote the development of a circular economy. For this, we invest in new sustainable concepts and innovations.

Van Gansewinkel is working on creating a better world through its operations in waste collection, recycling and the supply of secondary raw materials. This makes us a connecting link in a circular economy, in which waste no longer exists.

Creating value from waste is a wonderful challenge that our company embraces every day in serving our more than 100,000 customers and nearly 2 million households. We prevent waste from accumulating at the source and provide creative solutions for collecting residuals efficiently and subsequently processing them into new resources or energy. We found useful applications for 93% of the waste we collected in 2015, more than 65% was recycled into raw materials or energy source. This represents an increase from last year and is a result to be proud of, but our target is to find useful applications for 96% by 2020 and to recycle 75% of our waste into new raw materials. We also managed to avoid more than 1.17 million tonnes of carbon emissions in the supply chain through our operations in the past year. At the same time, we continue to focus on further reducing our environmental footprint.

Improving recycling processes

In addition to our smart waste collection and take-back solutions – such as our office waste collection concept EcoSmart – we are continuously improving our recycling processes and have invested heavily in our sites for this purpose. For one, we have expanded our sorting stations at our Belgian and Dutch locations in order to recover even more secondary raw materials more efficiently. The sorting station operated at our site in Puurs, Belgium, is already known as one of the most sustainable of its kind in Europe. The past year we also saw new sorting units become operational at our sites in Amsterdam and Châtelet, along with the most state-of-the-art European glass recycling station at Maltha in Heijningen and the launch of a new, state-of-the-art site in Turnhout. In 2016 Van Gansewinkel Minerals will be taking a brand-new bottom ash handling system in use.

Extending beyond the efficient and sustainable collection of waste streams

The process of supplying high-quality secondary raw materials from waste remains a key part of our business operations. But in order to truly evolve towards a future-proof and sustainable economy, more substantial change will be necessary. This might involve longer-term partnerships for shared innovations relating to reuse, specific refurbishment programmes, and other user models. We are therefore developing innovative concepts together with our partners which extend well beyond the efficient and sustainable collection of waste streams. These efforts have resulted in exciting new inventions, a process which is ongoing and that successfully integrates environmental and economic aspects and interests.

Actively working together to create a circular economy

The first step in the transition towards a circular economy is promoting awareness and knowledge of our own current sustainability performance. One of the highlights for our company in 2015 was the launch of our National Waste Report 'wAARDEvol' (*waardevol* is Dutch for 'valuable', and it incorporates the word *aarde*, meaning Earth, which is highlighted here). This publication is designed to inspire people to work together on building a better and more sustainable world. The report also presents the results of our 'Nationale Afvaltest' (National Waste Test), in which more than 7,500 companies across the Netherlands and Belgium participated. We gathered from the results of this test that there are many improvements still to be made when it comes to waste segregation and prevention.

Taking concrete steps towards a circular economy also involves independently implementing sustainable innovations through research and development and by expanding your business operations. Van Gansewinkel Minerals is evolving into a raw materials company, through which we are marketing Forz® building materials, recovered from mineral residuals. Together with cement manufacturer De Hamer we successfully use this product in the manufacturing process of cement products such as blocks, tiles and sheets. In addition, Coolrec, Maltha and its partner PV CYCLE are working together as one of the first in the industry in recovering glass, aluminium and foil from the growing market for solar panels.

A growing number of manufacturers are contacting us directly. In 2015, Coolrec for example worked together with various consumer goods manufacturers in efforts to recover their own raw materials (or parts of these materials) at the end of the lifecycle. In addition, we have partnered with companies such as AkzoNobel

to create innovative technologies like the Waste-2-Chemicals projects based on Enerkem technology, where household residuals were used to create a basic product for the chemical industry. For us these are examples of how we would like to enter long-term agreements with our partners and generate valuable products from waste.

But it is not just large organisations that contribute to creating a circular economy; it is also by teaming up with start-ups that this transition is being accelerated. In 2015 we supported the Perpetual Plastic Project initiated by Better Future Factory, helping them to achieve their target of creating 100% recycled filaments for 3D printers. The front cover of this report shows our own 3D printer in operation. We also explored opportunities in the past year to use residual products and materials directly. As a facilitator of the circular economy, we find even greater satisfaction in preventing waste altogether or ensuring it ends up in our recycling processes as residuals only after completing several cycles. Our collaboration with Superuse in the Oogstkaart initiative – a self-described marketplace for professional upcyclers – would be one example.

The type of change we envision must be widely supported by the general public, and we feel it is important to involve – and raise awareness among – the public directly. Several years ago we decided to invest in a company called 'Afval loont' (Waste Pays Off). Consumers who took their waste to these innovative 'waste stores' received cash for each kilogram of segregated household waste they delivered. Our most recent partnership is with BinBang, a company that created a tool to assist consumers in sorting their waste using a designer waste bin. Another one of our partners is Antes, an organisation that provides mental health services to people who qualify as disadvantaged job seekers, with the employment in dismantling electronic equipment.

Building successful external partnerships starts with internal collaboration and sharing knowledge and expertise – this is vital to developing valuable ideas that can help our company in making progress. We made this one of our key priorities in the past year. We also introduced a new practice in 2015: community meetings, where employees – irrespective of their position in the organisation – engage in discussion with each other on issues such as operating processes and sustainability.

Continued developments and results in 2015

All these and similar initiatives have all contributed to realising our vision of 'Waste No More'. We also took a number of strategic steps in 2015 to further achieve our objectives. One of the key milestones was the refinancing arrangement for our company, combined with a substantial debt reduction, on which we reached agreement with our shareholders and financiers at the end of April 2015. In doing so, we laid a solid foundation for our company's future.

During the year under review, our employees continued to focus on improving our services and competitive position. Besides a significant upgrade of our recycling stations, we added new Euro-6 vehicles to our company fleet and invested in the maintenance of our containers and other materials and equipment. We also optimised our organisational structure so as to be able to operate more effectively and efficiently. We implemented a decentralised country structure for Van Gansewinkel, spread across the Netherlands and Belgium and closer to our customers. This is consistent with our strategy of focusing on our home market, the Benelux, and for the recycling companies in the relevant

European markets. As part of these efforts, we sold our waste collection operations in the Czech Republic, Poland and France.

The waste processing market remained challenging in 2015, with consistently lower volumes and prices. Market trends and government waste reduction policies resulted in lower average waste volumes, creating fierce competition. One positive aspect is that we managed to maintain our market share and leadership in waste services and recycling in the Benelux market. Revenue and EBTDAE were nevertheless down from last year as a result of lower raw materials prices and other factors, but we note that these figures were in line with the budget. The key financial data are included in this report. For further details, I would like to refer you to our Annual Report 2015 on our website.

Needless to say, we will continue to invest in our core businesses in 2016 in order to convert even more waste into reusable materials using sustainable methods. An essential part of this process is working together with all stakeholders openly and transparently. Our people are our greatest asset in this process, and they should be able to perform their work in a safe and healthy work environment in which they are nurtured and provided with the skills they need. This is how they help us to create a circular future, which is sorely needed in order to ensure that our world remains liveable for future generations.

I hope you enjoy reading our Sustainability Report 2015.

Marc Zwaaneveld
CEO Van Gansewinkel

About this report

ABOUT THIS REPORT

This Sustainability Report 2015, published by Van Gansewinkel Groep B.V. (referred to throughout this report as 'Van Gansewinkel') details the various efforts we made in 2015 in promoting sustainability in relation to people, environment and society. We have been reporting annually on our progress in sustainability since 2007. Copies of these Sustainability Reports are available from our Corporate Communications department, see 'Additional information' and on the backside of this report.

Scope and boundaries

This report presents data and information for all Van Gansewinkel businesses for 2015. The results for Poland, the Czech Republic, France and OVA Groenendaal, are not included in this report, on account of the sale of these divisions during the year under review. This also applies to the figures of the divisions from previous years, so as to enable an accurate comparison. Any deviations are specified in the text. A materiality analysis was performed in order to identify the material aspects and their impact on our value chain. These are linked to performance indicators based on our management systems. The Appendix to this report details the scope, boundaries, definitions and measuring techniques for the material aspects and corresponding indicators. Note that the data relates to the performance of Van Gansewinkel itself and not that of our subcontractors. You will find a list of our various companies, sites and investments in our Annual Report 2015, a copy of which is available on our website.

Internal and external data validation

We have made every effort to ensure that this report is accurate and complete, so as to be able to provide our stakeholders with the most up-to-date information and involve them as much as possible. The basic data collected for this report is consistent, to the extent possible, with regular periodic reports and control mechanisms, based on definitions and measuring techniques used by the company. Any changes in the organisational structure, measuring techniques or definitions can potentially affect this data collection process. Wherever new insights or corrections made afterwards have resulted in more accurate data, this is explained in a footnote. The results for the indicators 'Percentage of waste recycled into raw materials or energy sources' and 'Prevented carbon emissions in the value chain' are calculated based on a 2010 study conducted specifically for Van Gansewinkel by TNO, the Netherlands Organisation for Applied Scientific Research. Van Gansewinkel will be teaming up with TNO once again in 2016 to conduct the study again and update the key data.

The current reporting standard will be set out in a new manual in 2016, with the goal of increasing internal controls by means of independent quarterly reports and audits. In addition to having been subjected to an internal verification and validation process, the report has also been audited by KPMG. The accompanying assurance report details the exact nature of KPMG's activities.

Reporting standard

This report was drafted in compliance with the G4 guideline (core level). The corresponding index is included as an appendix to this report.

References

On www.vangansewinkelgroep.com and in the Annual Report 2015, you will find more detailed information on the following subjects:

- Composition of the Board of Directors;
- Composition of the Supervisory Board;
- Our strategy;
- Our organisation;
- Our market position, market trends, company developments and financial performance;
- Risk management;
- Corporate governance.

Additional information

This Sustainability Report serves to provide you with a transparent overview of our organisation.

If you would like to receive further information, please contact us.

Corporate Communications department
Jurriaan Spoel
Communications & PR Manager
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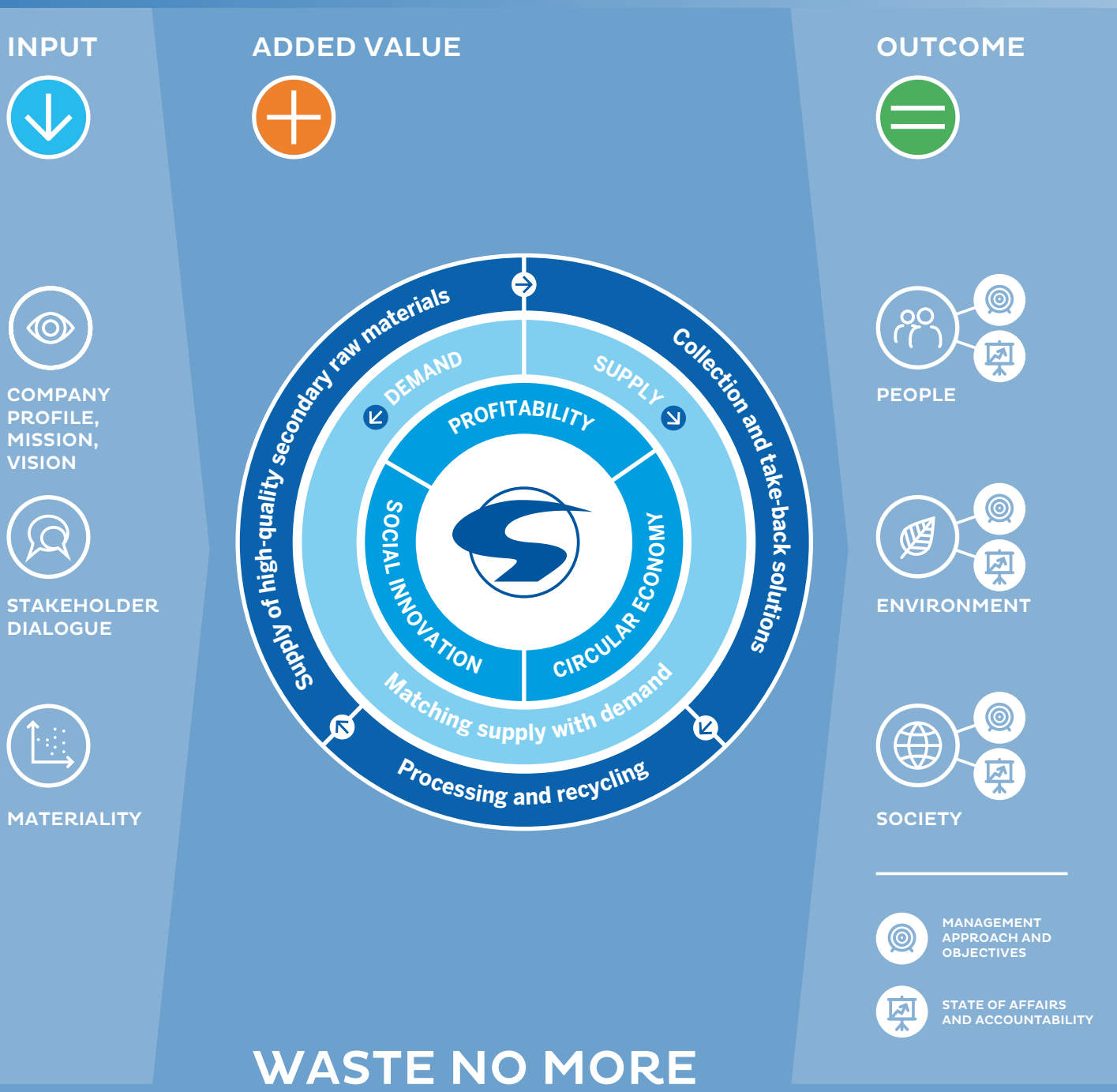
Value creation model

This report is structured based on the value creation model.

The model is divided into three elements: Input, Added Value and Outcome. The 'Input' component consists of the sections 'Profile', 'Mission', 'Vision', 'Strategy' and 'Objectives' for our company. The model describes *who* we are and *why* we engage in the activities we do. This is based on our dialogue with stakeholders and a materiality analysis. The section relating to added value describes *how* we intend to create value in the value chain from waste to raw materials, based on our three strategic pillars. Our development model also sheds light on our future vision as a facilitator in the circular economy. The Outcome section describes the results of the process of added value in terms of impact on people, environment and society. This outcome is related to our management approach and objectives.



Input

INPUT

Company profile

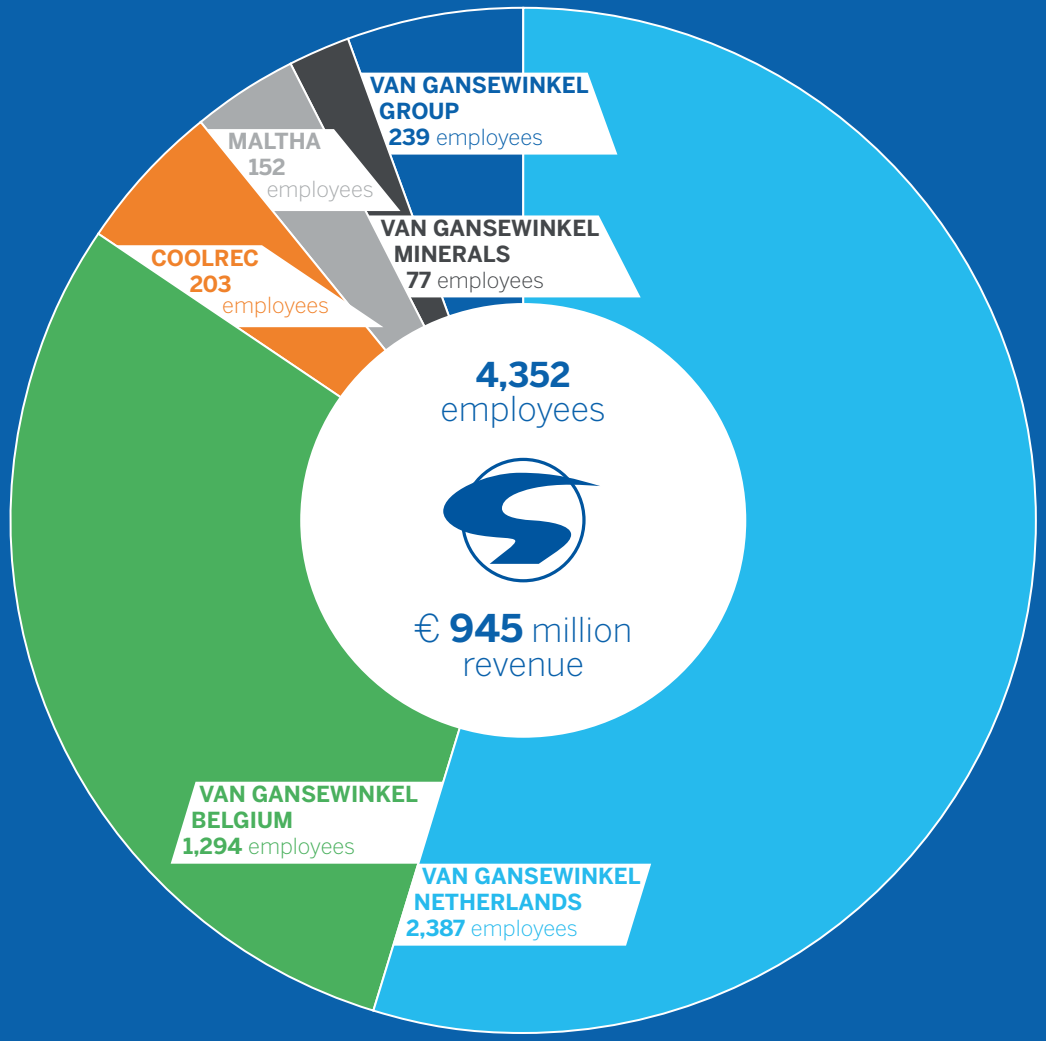
Van Gansewinkel, which employs 4,352 permanent employees, records net annual revenue of approximately € 1 billion. We are the market leader in the Benelux countries in waste management and recycling, and through our subsidiaries Coolrec and Maltha we also operate in Germany, France, Portugal and Hungary.

Financing form

In entering into a solid new financing arrangement in 2015, Van Gansewinkel also managed to increase its shareholder base. Following the refinancing deal, shares in the company were transferred to a syndicate of lenders. The new financing arrangement, which greatly reduced our debt, was a key condition for the implementation of the new business plan and for facilitating investment in the further development of the company. For additional details, please refer to our Annual Report 2015, which you can find on our website.

About Van Gansewinkel

Organisational chart



Business units

van Gansewinkel

Van Gansewinkel, our waste collection and recycling branch in the Netherlands and Belgium, specialises in waste management, material streams and logistics systems. We collect waste from households, businesses and organisations and transport the residuals to specific processing facilities. Our aim is to ensure that as many material streams as possible – including paper, metals, wood and plastics – are recycled into raw materials for new products.

In addition to the various sorting and recycling activities we carry out at Van Gansewinkel in the Netherlands and Belgium, we also operate three specialised recycling companies, through which we convert residuals into high-quality secondary raw materials:

Coolrec

Operating a total of eight sites across the Netherlands, Belgium, Germany and France, Coolrec offers an integrated international network for the processing of WEEE (Waste Electrical and Electronic Equipment). Coolrec recycles electrical appliances and electronic devices such as refrigerators, IT equipment and small household appliances. The company recovers high-quality new raw materials from these streams, including plastics, ferrous and non-ferrous metals, and other raw materials. Once the first step in the recycling process is completed, the plastics are further processed at our Waalwijk facility into high-quality, pure streams which are resupplied to the industry in conjunction with various compounders.

Maltha

One of the largest glass recycling companies in Europe, with sites located in the Benelux countries, France, Portugal and Hungary, Maltha operates eight specialised processing facilities across five European countries, where it processes both hollow glass and flat glass into new raw materials using specialised processing units. The facility processes in excess of 1 million tonnes of glass waste a year. The largest of the company's facilities, located in Heijningen, was fully upgraded recently and is currently one of the most state-of-the-art facilities of its kind in Europe.

van Gansewinkel Minerals

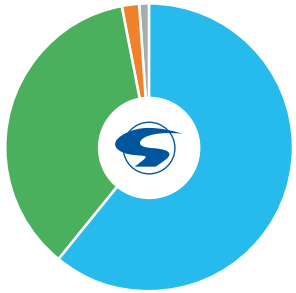
Van Gansewinkel Minerals provides services related to soil remediation, soil purification and mineral waste processing. With its many years of experience in both soil and mineral residuals, the company has acquired expertise in complex soil remediation, sophisticated cleaning techniques and the conversion of selected residuals into Forz®. This sustainable mineral raw material is made from the bottom ash released in waste-to-energy plants, among other ingredients. In order to save primary raw materials such as sand, gravel and lime, partner Cementbouw and other companies use this product in the manufacture of new, sustainable binding agents or products for the cement, concrete and asphalt industry. Forz® is also used as a sustainable alternative for the construction of heavy-duty foundations such as container terminals.

Sold operations

In April 2015 Van Gansewinkel sold its Czech operations to AVE CZ. The operations of OVA (Olie Verwerking Amsterdam) were transferred to Avista, a company specialised in this industry. In June 2015 Remondis acquired our Polish operations, while at the end of 2015 Paprec took over our French waste collection division. In each of these cases, the new owners took on the existing staff. The sale of these divisions is consistent with our strategy of focusing mainly on strengthening our position as the market leader in the Benelux and on further developing our recycling activities.

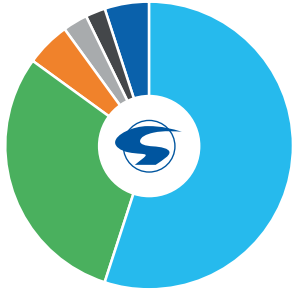
Total number of employees by country*	2015	%	2014	%	2013	%
Netherlands	2,665	61	2,829	63	2,978	63
Belgium and Luxembourg	1,563	36	1,596	35	1,564	33
France	74	2	58	1	83	2
Portugal, Germany and Hungary	50	1	51	1	75	2
Total	**4,352**	**100**	**4,534**	**100**	**4,700**	**100**

2015



Total number of employees per business unit*	2015	%	2014	%	2013	%
Van Gansewinkel Netherlands	2,387	55	2,652	58	2,606	55
Van Gansewinkel Belgium	1,294	30	1,233	27	1,270	27
Van Gansewinkel Group	239	5	253	6	407	9
Coolrec	203	5	174	4	177	4
Maltha	152	3	143	3	158	3
Van Gansewinkel Minerals	77	2	79	2	82	2
Total	**4,352**	**100**	**4,534**	**100**	**4,700**	**100**

2015



* These figures include our own employees, excluding interns, in absolute numbers.

Vision

The waste that is inevitably generated in any place where people live and work is typically removed, cleaned up or destroyed at some point, since the majority of people view waste as something undesirable. At Van Gansewinkel, we have adopted an alternative view: Waste No More!

Waste No More

We are working to develop a profitable circular economy and a clean living environment.
By recovering raw materials from waste, we make a tangible contribution to resolving the global issue of raw materials shortage and contribute substantially to achieving climate targets.

We put this vision in practice on a daily basis by:

- Working together with our customers, suppliers and partners on creating a cleaner and more beautiful planet, as well as working together on developing the circular economy;
- Providing customer-oriented solutions for all types of waste streams;
- Believing in the future of the (raw materials) value chain of materials, tailored to our customers' needs. This process involves the recovery of increasingly large volumes of raw materials from residuals by means of innovative sorting and recycling methods.

Mission

Van Gansewinkel plays a leading and connecting role in the value chain from waste to raw materials. We work with our customers, suppliers and other supply chain partners on an ongoing basis to build cycles and create environmental and economic value from waste.

We put our mission into practice by:

- Putting our customers first;
- Closing the materials loop from waste to raw materials;
- Investing in our people and their knowledge of logistics solutions, recycling and material streams;
- Working with our partners in a safe, transparent and ethical manner.

Core values

Our vision of 'Waste No More' perfectly encapsulates our day-to-day objective. Our core values are essential and serve as a guideline in all our actions:

We ensure that all our operations are fully compliant with the prevailing laws and regulations and with our own quality assurance systems. We have also implemented an internal code of conduct, which is complied with across the organisation. We also endorse the Ten Principles of the UN Global Compact.

Strategy

We feel it is our duty to create solutions for all waste streams, so as to ensure that our customers receive the highest-quality services and can reduce their environmental impact while keeping costs at acceptable levels. We carry out our work in partnership with our customers and suppliers. We are trying to find a balance between ecology and economy and recycle waste into raw materials or energy sources wherever possible.

We collect waste at the source wherever possible. Once they have been collected and sorted, the various materials are recycled into raw materials or energy sources. The remaining waste is used as fuel for waste-to-energy plants and converted into green or grey energy. A minimum residual fraction is disposed into landfills. This is how we provide tangible solutions for reducing raw materials scarcity and prevent waste problems. This also results in a significant carbon reduction in the value chain because the extraction and processing of natural primary raw materials costs more energy than reuse or recycling and the use of these extracted materials as secondary raw materials.

Our strategy can be summarised as follows:

- We invest in our evolution from a waste collection company to a supplier of high-quality secondary raw materials;
- We aim to achieve growth in the supply of high-quality raw materials streams and the further development of our sorting and recycling activities;
- Our focus is on further optimising and developing our operations in the Benelux market;
- Together with our chain partners, we develop innovative circular customer propositions and business models;
- We are innovating in the area of social innovation, both within our company and beyond, with customers, suppliers, partners and as part of the society in which we operate.

In other words, sustainability is an integral part our strategy. We believe this extends far beyond the environment alone: it also relates to safety, the personal development of our people, social innovation, our position in society and our responsibility for the continuity of our company.

Objectives

We have set the following objectives for our organisation:

- Being valued by our customers for the quality of our services, achieving an average rating of 8.5 in our customer satisfaction survey;
- Providing a safe working environment populated by motivated and engaged employees, with an average score of 7+ in our employee engagement survey (2014: 6.8) and keeping injury frequency (IF) to a minimum;
- Continuously improving our performance in terms of recovering raw materials from waste streams and residuals and increasing raw material quantities from 65% in 2015 to 75% by 2020;
- Further improving our positive environmental footprint in the raw materials value chain by recovering larger quantities of raw materials while simultaneously reducing our environmental footprint;
- Improving our position as the market leader in the Benelux and our leading positions in our recycling operations (Glass and WEEE, Waste of Electrical and Electronic Equipment) across Europe;
- Continuous optimisation of our operating processes in order to improve our profitability through more efficient waste collection and by utilising our sorting and recycling stations as efficiently as possible;
- Long-term profitability based on a steady cash flow, with sufficient room for investments in future and sustainable development and a stable ROI (Return On Investment) for our shareholders.

Sustainability objectives for people, environment and society

In 2014 we set a number of sustainability objectives for 2020, in addition to the business objectives set out above. On account of the refinancing arrangement, the sale of business units and the organisational restructuring, we critically reviewed these sustainability objectives and the corresponding long-term and short-term goals, and redefined them where necessary. We believe that this puts them in line with our vision, mission, strategy and our role as a facilitator in the circular economy. The progress of these objectives is discussed every quarter in the management meetings with the Board of Directors.

People

Objective	Indicator		2016 target	2020 target	Details
Passionate expertise	Employee Engagement (biannual survey)		7.2	> 7.5	Van Gansewinkel invests in personal development opportunities and aims to distinguish itself by employing motivated, qualified and professional people.
	Expertise maintenance (minimum number of days of training and education per employee per year)*		2.8	4.0	
Creating a safe and healthy work environment	Injury Frequency (IF)*		8.9	8.0	Van Gansewinkel employees work in accordance with strict health and safety regulations in a safe, well-maintained work environment.
	Sickness absence**	Netherlands	4.60%	4.50%	
		Belgium***	2.20%	2.12%	
Inclusive employer	Female employees		18.5%	> 22.0%	Van Gansewinkel aims to create a workforce as diverse as possible and to hire disadvantaged job seekers.
	Disadvantaged job seekers appointed to positions at Van Gansewinkel**		1.6%	2.5%	

* The targets for the indicators 'Expertise Maintenance' and 'Injury Frequency' are defined based on the adjusted results for 2014 and the trend development for 2016 arising from these results. The target for 2020 remains unchanged.

** Due to varying definitions and decentralised management, we do not include the indicators 'Sickness Absence' and 'Percentage of Disadvantaged Workers Employed' for Portugal, France, Hungary and Germany. This accounts for a total of 3% of the total workforce.

*** In Belgium, only the sickness absence shorter than two weeks is registered. If the sickness absence exceeds two weeks, it is covered by sickness and invalidity insurance.

Environment

Objective	Indicator	2016 target	2020 target	Details
Waste into raw materials	**% of waste recycled into raw materials** % of waste recycled into raw materials or energy sources	**68.0%** 94.0%	**75.0%** 96.0%	Van Gansewinkel manifests itself as a raw materials supplier and seeks to maximise the high-quality reuse of collected waste by working with its partners to create innovative solutions and develop circular business models.
	Number of active innovation projects related to the circular economy/new processing methods*	10	20	
More efficient fleet	Lease vehicles: average consumption in l/100km (base year 2015)**	–5.0%	–10.0%	Van Gansewinkel invests in both its fleet and in systems for more efficient and sustainable logistics systems and lower carbon emissions.
	Trucks: carbon emissions in kg/tonne of materials transported (base year 2014: 14.4 kg/tonne)***	–5.0%	–10.0%	
Reducing environmental footprint	Energy consumption at company sites (electricity and natural gas in MWh – base year 2014)****	–5.0%	–10.0%	Van Gansewinkel reduces its environmental footprint by focusing on energy consumption and carbon emissions.
	Trucks: carbon emissions in kilotons (base year 2014)	–5.0%	–15.0%	

* The targets for the indicator 'Number of active innovation projects' are defined based on the adjusted results for 2014 and the trend development for 2016 arising from these results. The target for 2020 remains unchanged.

** Since lease vehicle use in Portugal, France, Hungary and Germany – adding up to a total of 3% of our employees – is not centrally managed and monitored, we do not use the 'Lease Vehicles: average use in l/100 km' indicator to report for these countries. We also introduced a new, more accurate measuring method for the fuel consumption of lease vehicles. We therefore use 2015 as the base year and have started monitoring reductions in consumption only from that time onward.

*** From 2015 onward, we will be reporting the carbon emissions generated by our trucks per tonne of material instead of emission per kilometre driven. We believe this provides a more accurate picture of the fleet's efficiency.

**** From 2015 onward, we combined our reports on electricity consumption and natural gas consumption. Natural gas consumption is converted into MWh using the factor 8.79 kWh per 1 Nm^3 of natural gas (source: Netherlands Enterprise Agency (RVO) – list of Dutch Energy Carriers, dated April 2015). The number for the base year has been adjusted from the Sustainability Report 2014 due to the addition of natural gas consumption. The targets for 2020 remain unchanged.

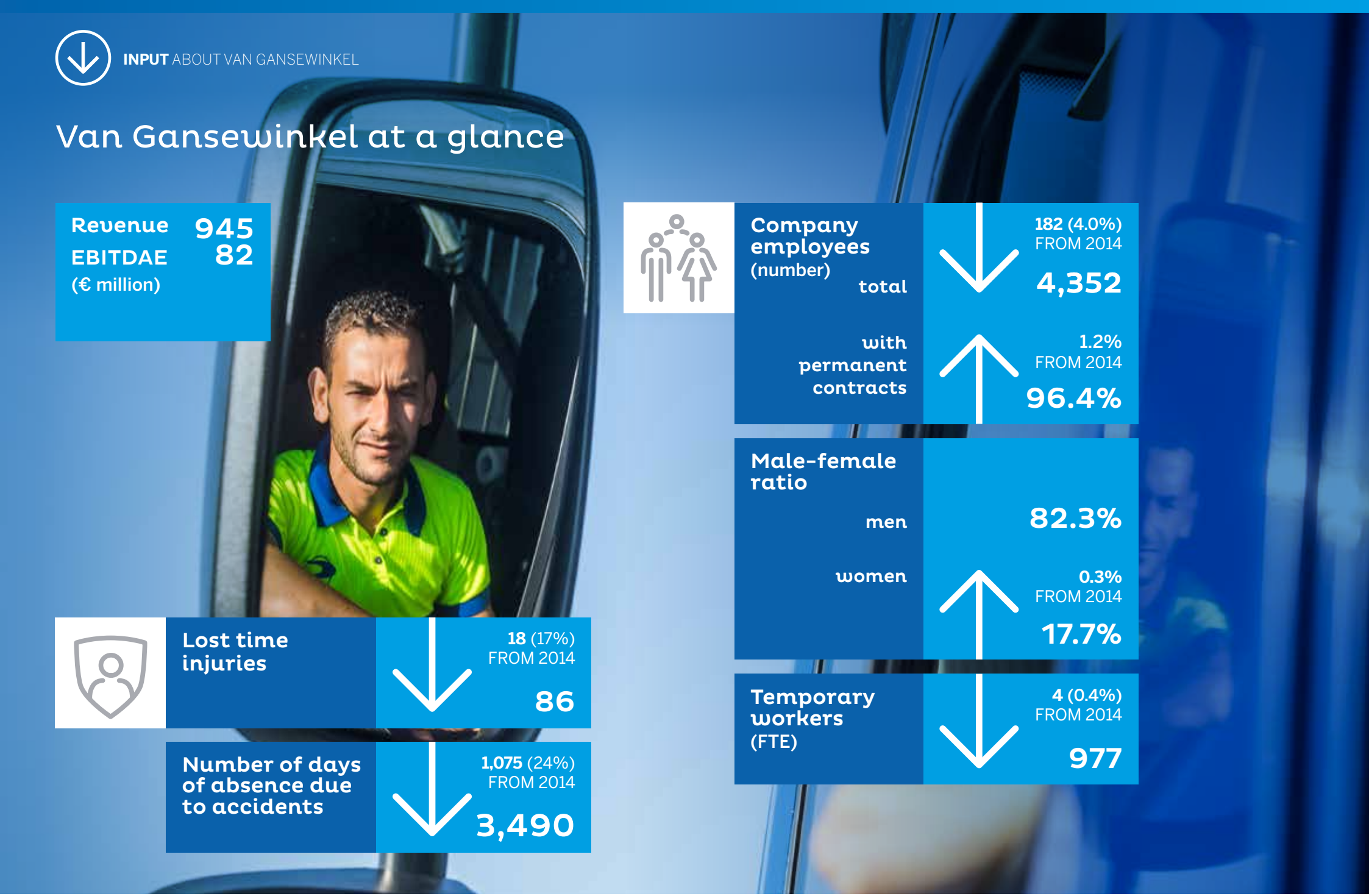
Society

Objective	Indicator	2016 target	2020 target	Details
Customer focus	Customer satisfaction	8.4	8.5	Customer focus comes first. Van Gansewinkel uses transparent, innovative and reliable operating methods and makes in-depth studies of its customers' operating processes.
	Customer loyalty – Net Promotor Score*	14%	> 15%	
Supply chain responsibility	Average score for processor audits	7.8	8.5	Van Gansewinkel incorporates sustainable development into the selection and evaluation of processing companies and, increasingly, of other suppliers. Proven compliance with requirements from laws and regulations, agreements made with partners and responsibility for the supply chain are key priorities in this process.
	Average score for supplier audits	7.8	8.5	
Knowledge sharing	Van Gansewinkel intends to share its ideas about the circular economy through stakeholder dialogue, partnerships and social initiatives, as well as to share knowledge and learn about and check its stakeholders' expectations, so as to be able to improve its services.**			

* The percentage of our customers who recommend us.

** The Sustainability Report 2014 contained two quantitative indicators for this purpose: the number of stakeholder dialogues and the number of initiatives relating to knowledge sharing with emerging economies. We believe it is important to continue with these efforts, but, having evaluated the situation, we will no longer link this to quantitative targets, based on the conviction that the substance and quality of stakeholder dialogues and knowledge sharing reveal more than actual numbers.

Van Gansewinkel at a glance

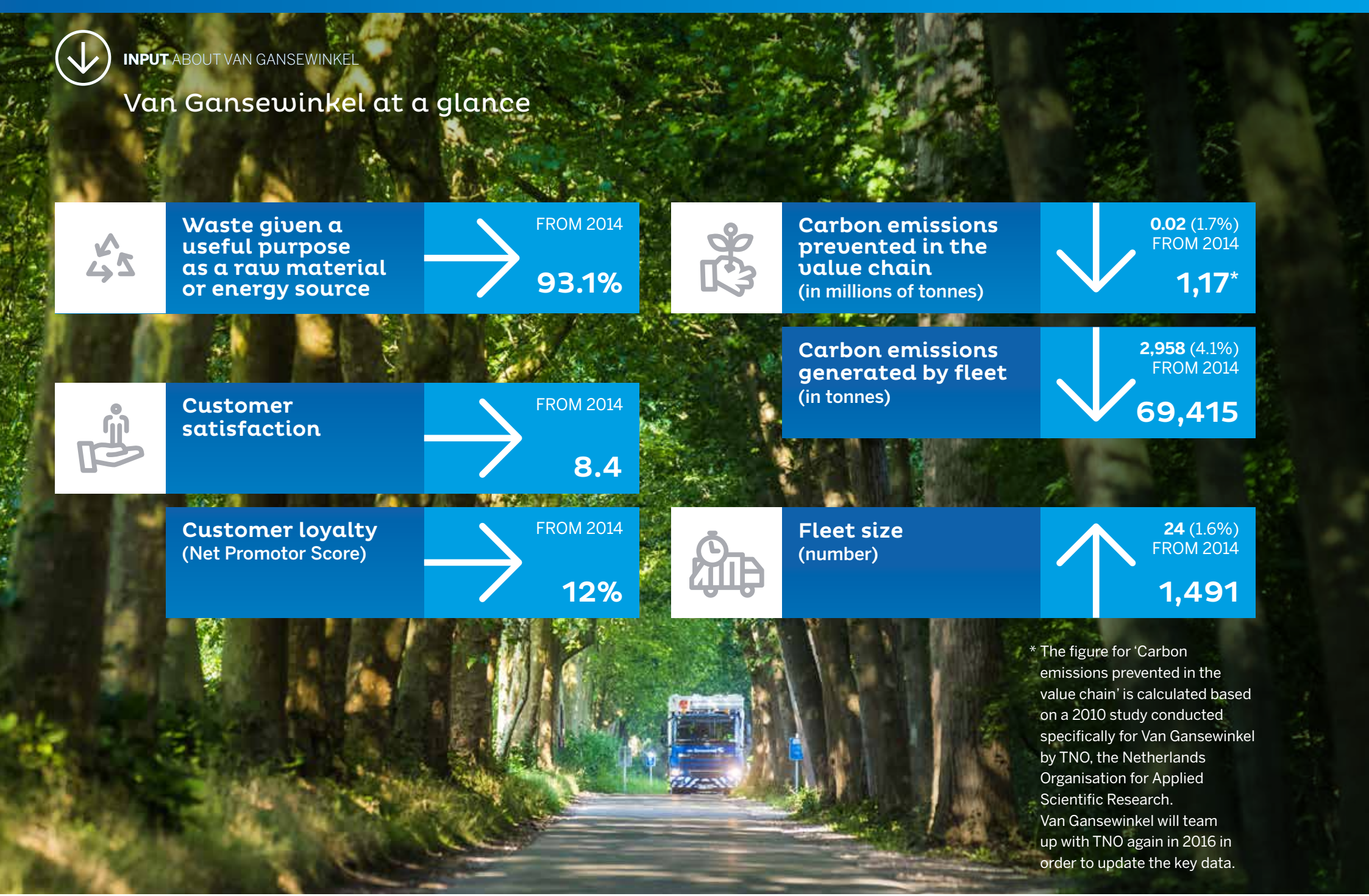


Revenue (€ million)	**945**
EBITDAE (€ million)	**82**

Company employees (number)	**total**	↓ **182** (4.0%) FROM 2014 **4,352**
	with permanent contracts	↑ 1.2% FROM 2014 **96.4%**
Male-female ratio	**men**	**82.3%**
	women	↑ 0.3% FROM 2014 **17.7%**
Temporary workers (FTE)		↓ **4** (0.4%) FROM 2014 **977**

Lost time injuries	↓ **18** (17%) FROM 2014 **86**
Number of days of absence due to accidents	↓ **1,075** (24%) FROM 2014 **3,490**

Van Gansewinkel at a glance



Waste given a useful purpose as a raw material or energy source

FROM 2014

93.1%

Customer satisfaction

FROM 2014

8.4

Customer loyalty
(Net Promotor Score)

FROM 2014

12%

Carbon emissions prevented in the value chain
(in millions of tonnes)

0.02 (1.7%)
FROM 2014

1,17*

Carbon emissions generated by fleet
(in tonnes)

2,958 (4.1%)
FROM 2014

69,415

Fleet size
(number)

24 (1.6%)
FROM 2014

1,491

* The figure for 'Carbon emissions prevented in the value chain' is calculated based on a 2010 study conducted specifically for Van Gansewinkel by TNO, the Netherlands Organisation for Applied Scientific Research. Van Gansewinkel will team up with TNO again in 2016 in order to update the key data.

Van Gansewinkel at a glance

Glass

We recycle approximately 1 million tonnes of glass a year.

Electronic devices

We recycle around 135,095 tonnes of old electrical and electronic equipment. This equals around 800,000 refrigerators, 600,000 TV sets and 32,000 tonnes of small household appliances.

Hazardous waste

We convert around 212,000 tonnes of hazardous waste into new raw materials and energy.

Paper

Every year, we give more than 400,000 tons old paper a new life as a raw material for new products.

Wood

Every year, we recycle approximately 585,000 tons of wood waste into raw materials or energy sources

Construction and demolition waste

We turn around 607,000 tonnes of construction and demolition waste into raw materials.

Industrial and household waste

We give 800,000 tonnes of industrial and domestic waste a useful purpose in the form of (sustainable) energy.

Other waste

We convert 414,000 tonnes of smaller waste streams, such as car tires and diapers, into rubber, compost and biogas.

The figures are calculated based on a 2010 study conducted for Van Gansewinkel by TNO, the Netherlands Organisation for Applied Scientific Research. In 2016, the TNO study will be conducted again in order to update the key data.

INPUT

Stakeholder dialogue

With the growing global population and the standard of living in new and emerging economies rising rapidly, natural resources are becoming scarcer. We need to be prepared for future worldwide raw materials shortages. At the same time, the demand for energy continues to rise. Primary raw materials and fossil fuels remain the main sources of energy, and the carbon emissions generated by these forms of energy are changing our climate and ecosystems. The probability of negative effects, such as floods and forest fires, accelerates with every degree increase in the Earth's temperature. Stricter measures for countries, their populations, and businesses to promote a more responsible use of energy and natural resources are therefore inevitable.

This trend of global raw materials scarcity and carbon emissions is one of the driving forces behind our vision, mission and corporate strategy and illustrates the context in which we – and many of our stakeholders – operate.

We are willing and able to help find a solution to these complex issues. We continue to actively encourage debate on these environmental issues and we identify the opportunities offered by the circular economic model.

Interest

We communicate with our stakeholders every day and involve them in our activities. This gives us a greater understanding of the current situation at the companies of our customers and suppliers, as well as a better grasp of general social trends and developments. The purpose of these efforts is to assess our own strategy and continuously improve the quality of our services and business operations. We also believe it is important in terms of the central role we play in society: we provide information on the impact of our business operations on society and create awareness of sustainable waste collection, the use and necessity of recycling and the transition to a circular economy.

We interact with our stakeholders in a variety of ways, both as part of our regular business operations and in specific meetings we organise for this purpose. We are also invited by external parties to share our knowledge and expertise and discuss issues we deal with on a day-to-day basis, including raw materials scarcity, sustainable waste management and the circular economy. This may range from giving lectures and presentations to organising strategic sessions with customers and suppliers. We are certainly open to this type of dialogue and firmly believe we have adopted an effective approach to stakeholder management.

The 'Outcome' section of this report, under the heading 'Society', contains an overview of the topics we discussed with our stakeholders in 2015, and with what frequency.

Definition and objectives

We define 'stakeholder dialogue' as any time the Van Gansewinkel management* engages with one or more stakeholders in order to discuss issues that affect both Van Gansewinkel and the stakeholder in question. This does not prevent us, however, from engaging in dialogue at other levels: We liaise with our key customers and stakeholders on a daily basis, using the feedback we receive from them to further review and refine our policies. In addition to contributing our expertise to the various debates organised by external stakeholders, we have set ourselves the objective of organising several stakeholder meetings each year. Our Public Affairs managers have been charged with structuring and developing this process. We organise these stakeholder meetings as closely as possible to our own business, and in 2016 our emphasis will be on our customers. The process of determining and approaching this category is conducted in conjunction with our Marketing and Sales department. A minimum of two stakeholder meetings for customers and/or suppliers are scheduled for 2016 in both the Netherlands and Belgium.

However, based on the awareness that our own people are the foundation for successful services, we began to actively approach this group of 'internal stakeholders' and to involve them in the further implementation and rollout of our strategy.

* The members of the Board of Directors and the underlying managerial level. This also includes employees who are involved in a specific issue with stakeholders based on a specific discipline.

We previously did this through our biannual Employee Engagement Survey, but we now intend to extend this by adding separate internal meetings to the agenda each quarter. We began this during the year under review through the strategic pillar 'Social Innovation', whereby, during 'community meetings', groups of employees from different departments and sites discuss specific issues with each other irrespective of their position in the organisation.

Van Gansewinkel therefore engages in an ongoing dialogue with its stakeholders in order to:

- become better acquainted with our partners and potential partners with whom we can potentially collaborate;
- share knowledge and experience in order to better be able to respond, in terms of policy and activities, to specific questions and expectations from our stakeholders;
- better understand trends and developments in society among our customers and at a political level, and to understand the potential consequences of these trends and developments;
- solve problems, create (internal) support and create transparency and trust.

Results

More than 60 stakeholder meetings were held in 2015 in which Van Gansewinkel played a role, either as an organiser or as a participant. We have included outlines of some of these stakeholder meetings throughout this report. In the section titled 'Outcome', under the heading 'Society', we discuss the results achieved in greater depth as they relate to the objective of 'Sharing Knowledge'.

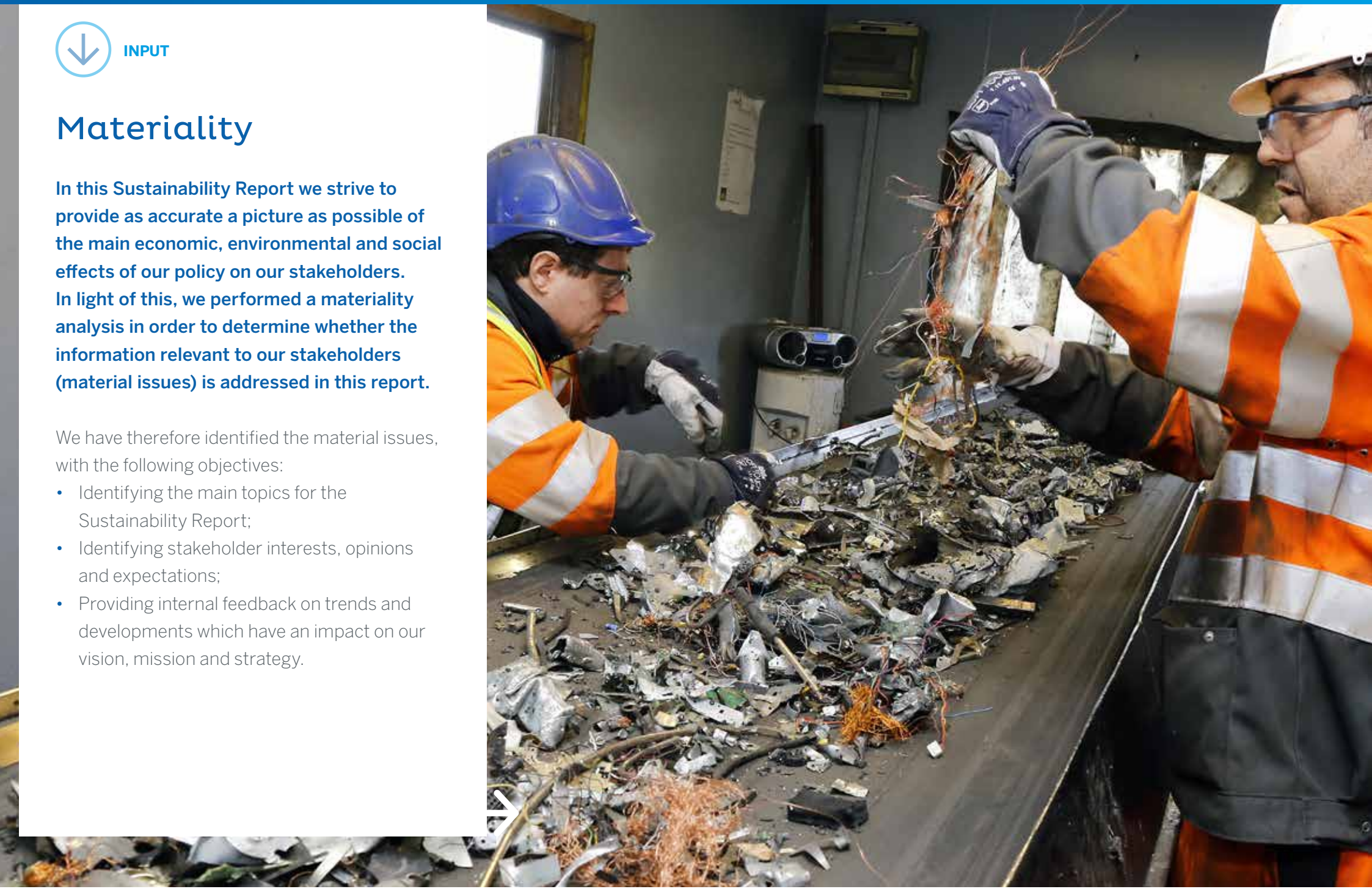
INPUT

Materiality

In this Sustainability Report we strive to provide as accurate a picture as possible of the main economic, environmental and social effects of our policy on our stakeholders. In light of this, we performed a materiality analysis in order to determine whether the information relevant to our stakeholders (material issues) is addressed in this report.

We have therefore identified the material issues, with the following objectives:

- Identifying the main topics for the Sustainability Report;
- Identifying stakeholder interests, opinions and expectations;
- Providing internal feedback on trends and developments which have an impact on our vision, mission and strategy.



System

In order to determine the level of materiality of the issues detailed above, we conducted an internal and external factor analysis, using the following system:

1. Selection of relevant organisational developments during the year under review based on internal and external news reports;
2. Selection of stakeholders' opinions and expectations based on the stakeholder meetings conducted;
3. Linking organisational developments and stakeholder meetings to aspects from the GRI G4 guideline;
4. Impact assessment of aspects identified based on both the impact on the value chain in which we operate and on our business strategy;
5. Impact assessment for stakeholders through a survey concerning aspects identified.

Materiality matrix

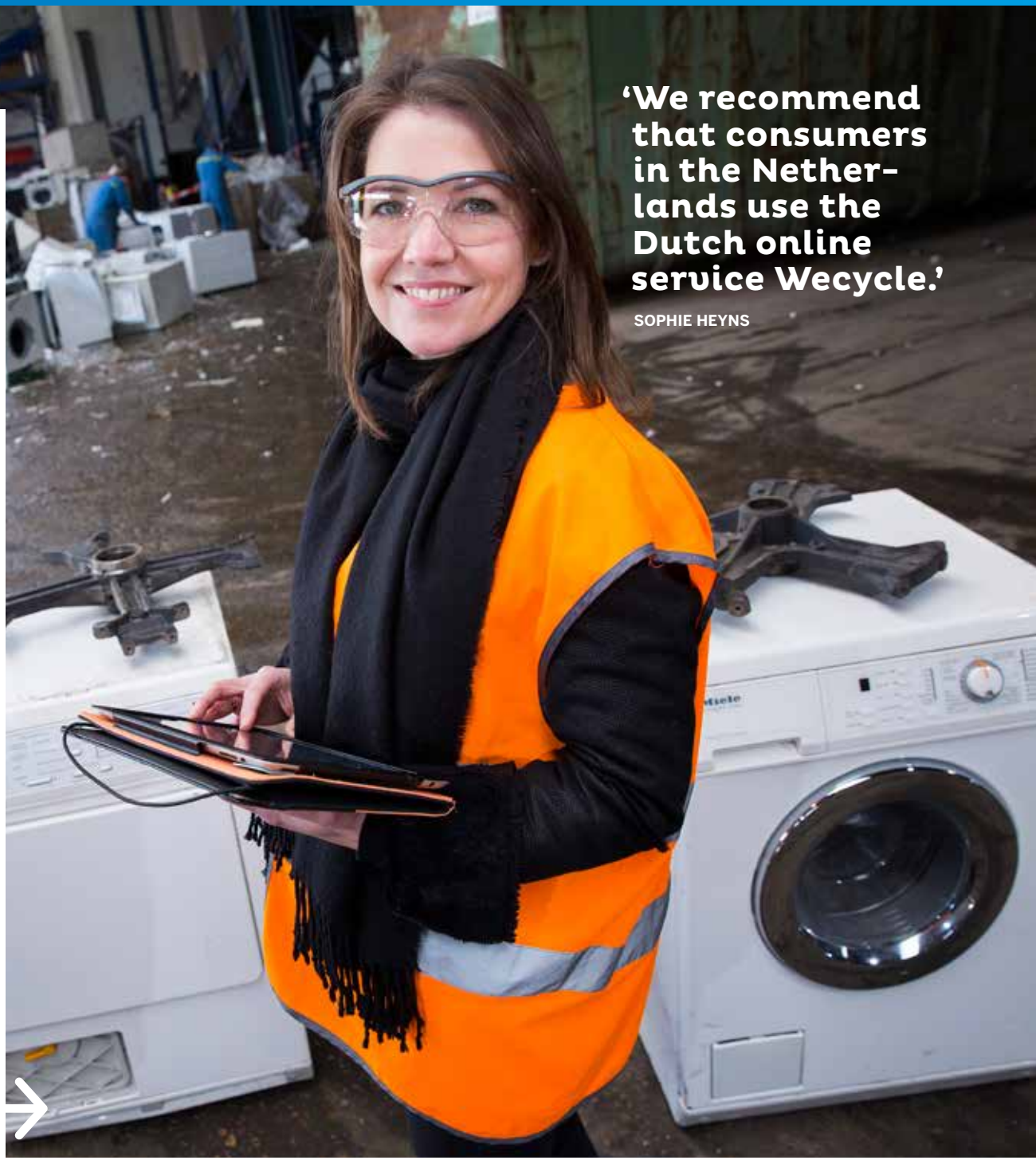
The above-mentioned stakeholder survey generated responses from 23 stakeholders in 2015, resulting in the materiality matrix shown here.

The survey findings were discussed with internal stakeholders and compared with the contents of the Sustainability Report 2014. This analysis largely corresponds to outcomes of the stakeholder dialogue. All the issues listed are linked to our sustainability objectives and targets and are addressed in various sections of this report. The Appendix includes sustainability targets and objectives plus indicators for each material aspect.

Inspired by ‘circular’ washing machines

Coolrec works with its suppliers to find ways of bringing raw materials back into the production chain. One of these companies is German-based household appliance manufacturer Miele, whose cast-iron counterweights built into its washing machines have proved to be perfect for reuse. The two partners successfully completed a pilot project recently. Sophie Heyns, Regional Key Manager at Coolrec, and Michael Köster, Waste Manager at Miele’s head office in Gütersloh in Germany, talked about their collaboration.

‘We first got the idea of working together when both our companies were attending an international trade fair for the waste-processing industry,’ Michael recalls. ‘Miele’s washing machines are renowned for their quality and durability. One of the reasons for that is the fact that we use cast-iron components. This means we need large quantities of cast iron, which we melt ourselves.’ Sophie adds: ‘As a recycling company, we have access to discarded Miele washing machines and their parts and components. So it only made sense that we should help the people at Miele to achieve their sustainability targets.’



‘We recommend that consumers in the Nether-lands use the Dutch online service Wecycle.’

SOPHIE HEYNS

Continued growth for Coolrec

The Coolrec site in Dordrecht processes large household appliances mechanically, but during the pilot project parts of the Miele washing machines were dismantled by hand. 'We also started looking for alternative processing methods at that time to help us come up with the most effective solution,' Sophie says. 'When you use manual dismantling you get a better quality of cast iron, but the downside of this method is that it's more costly. When we switched to mechanical testing we managed to reduce our cost price, but it ended up affecting the quality of the product. We then decided to optimise the process, and in doing so we actually ended up creating new jobs for disadvantaged job seekers,' she recounts. Coolrec recently decided to further invest in upgrading its shredder unit, which is particularly well-equipped to manufacture large household appliances. This has contributed to the company's growth, and it will be able to increase its production volumes in the future.

Key role for consumers

Consumers play a central role in the process of closing the manufacturing loop for washing machines. If they dispose of any appliances they no longer need through the appropriate collection channels, these can subsequently make their way to recycling facilities.

Sophie: 'Unfortunately, we continue to see a lot of illegal exports and low-quality and unregulated recycling. We recommend that consumers in the Netherlands use the Dutch online service Wecycle. The "WecycleZoeker" (WecycleFinder) found on that site allows them to check if their local authority is affiliated with this organisation. Many retailers also have in-store Wecycle bins, which customers can use to discard smaller appliances.' Businesses looking to have electronic appliances recycled are free to contact Coolrec directly.

Looking at a product's lifecycle

As an alternative to purchasing a Miele washing machine, consumers can also lease one via the website bundles.nl. Using appliances without owning them is very much part of the philosophy behind the circular economy. As Sophie explains however, this solution does not always work: 'Appliances need to be suitable for leasing both from an environmental and an economic point of view. They need to be low maintenance, for example. Today's washing machines use a lot less electricity compared to 20 years ago, so recycling old appliances can sometimes be more effective than hanging on to them. You need to look at the supply chain as a whole and at the product's lifecycle.'

'A circular economy works just like any other economy, sustained by the forces of supply and demand. That's why there's really no need for overregulation.'

MICHAEL KÖSTER

‘Immer besser’

The other benefits of the Coolrec-Miele alliance? Sophie: ‘The concept of the circular economy is not on everybody’s radar yet at this point, but we are slowly getting there. We have found that it’s easier to win people over to the philosophy behind the circular economy if you can present a solid and concrete business model. And it does tend to have a rippling effect throughout the supply chain. If you’re a recycling company operating in one part of the chain and you’re helping suppliers in another part of the chain design their products, you’re going to reap the rewards eventually.’ Michael points out that Miele’s company slogan, Immer besser (Forever Better), perfectly encapsulates this idea. ‘We want to show our customers that we’re also number one when it comes to sustainability, without compromising on the quality of our products in any way.’ Coolrec and Miele are currently investigating whether they can bring other types of materials, including plastics, back into the production process. Sophie feels these types of projects can really make a difference and that this will spill over into other industries, as well as further promote the exchange of ideas on the circular economy between companies from different sectors.

ARJEN WITTEKOEK
DIRECTOR OF COOLREC

A subsidiary of Van Gansewinkel operating a total of eight sites across four countries, **Coolrec** offers an integrated international network for the processing of WEEE (Waste Electrical and Electronic Equipment) at the highest level. Coolrec Director Arjen Wittekoek: ‘We are one of the few companies around that are fully equipped to recycle electrical appliances and electronic devices into high-quality secondary raw materials. One of our partners uses plastic from refrigerators to create filament (a type of thin thread) for 3D printers. This filament can be used to print ice cube trays and – which is even more impressive – brand-new refrigerator parts. How cool is that, really? We are using pots and pans and small household appliances for all kinds of innovative purposes related to metal processing. I’m proud that we are able to truly add value to waste – I can see how it pays off to invest in knowledge and research. Five years ago we were still actively approaching manufacturers, but now they are calling us.’

Added value

ADDED VALUE

Current revenue model

Our customers have traditionally operated at what we refer to as the 'front end' of the value chain. This is in fact the actual end of the chain for many of these companies, i.e. where waste is created they want to dispose of. We serve an extremely diverse clientele, with organisations ranging from sole proprietorships to large manufacturing companies. We also serve a total of almost two million households.

We accommodate our customers as much as possible by learning about their business (and other) processes and use our knowledge and experience to ensure that the amount of waste accumulated is kept to a minimum. For any waste that is inevitably created, Van Gansewinkel provides highly effective waste collection and take-back solutions, along with various innovative processing and recycling options, with the objective of finding new purposes for as much waste as possible in the form of raw materials and energy.

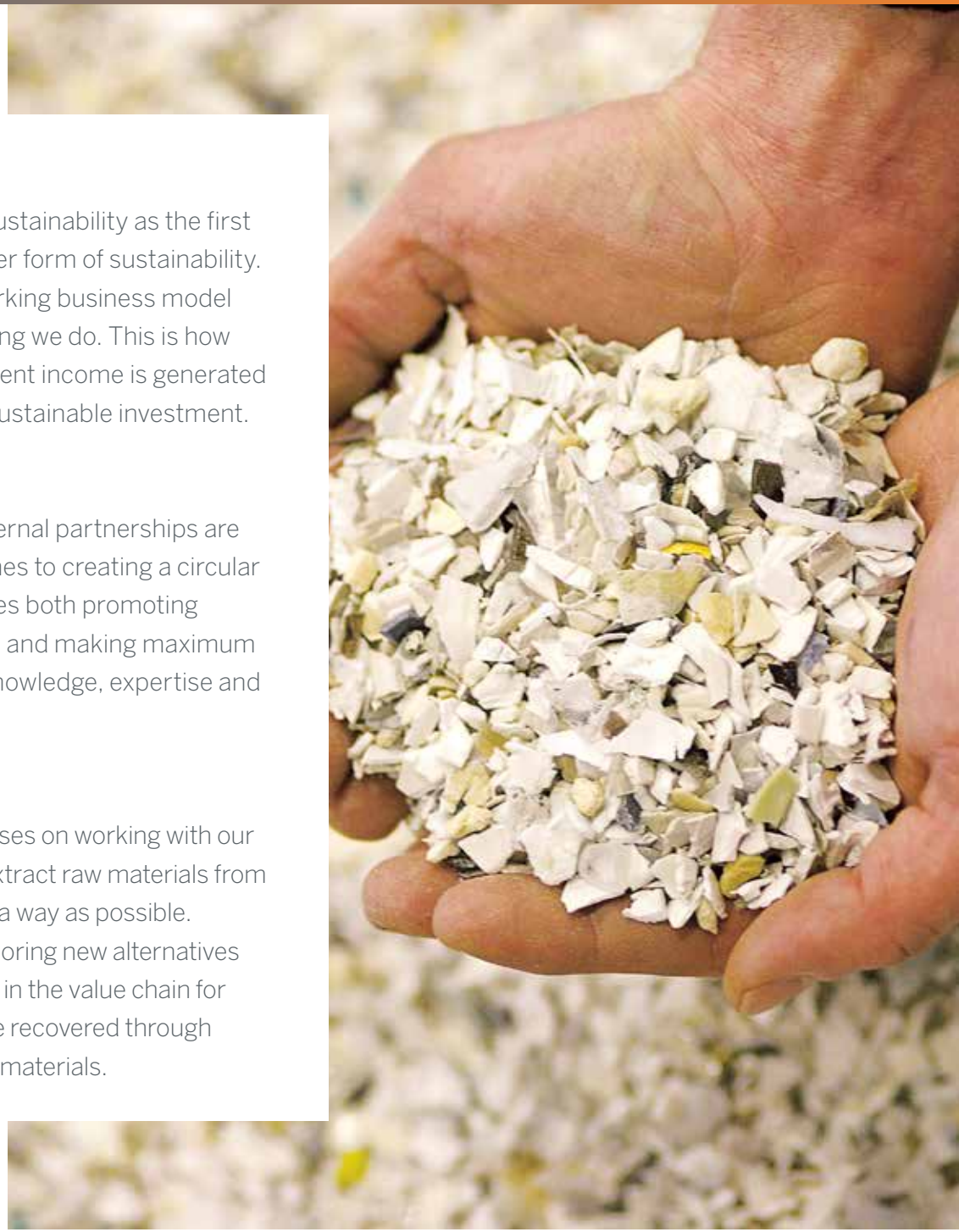
WASTE NO MORE

Manufacturers are increasingly using secondary raw materials in their production processes, as the quality of these materials is on a par with that of primary materials. This has increased the number of customers at what is known as the 'back end' of the value chain. This includes, for example, processing companies that further refine the materials we process, or manufacturers that use these raw materials directly in their production processes. Van Gansewinkel expects that a growing number of these customers will demand high-quality secondary raw materials and fuels in the future. We thereby create value from waste, match supply with demand and effectively work to create the circular economy. This is how our company realises our vision of 'Waste No More' on a day-to-day basis. We do this based on three strategic pillars:

1. **Profitability**
   We regard financial sustainability as the first step towards any other form of sustainability. Profitability and a working business model come first in everything we do. This is how we ensure that sufficient income is generated in order to continue sustainable investment.

2. **(Social) Innovation**
   Both internal and external partnerships are essential when it comes to creating a circular economy. This involves both promoting sustainable initiatives and making maximum use of each other's knowledge, expertise and networks.

3. **Circular Economy**
   Our organisation focuses on working with our partners in order to extract raw materials from waste in as profitable a way as possible. This also involves exploring new alternatives for retaining products in the value chain for longer, before they are recovered through our processes as raw materials.

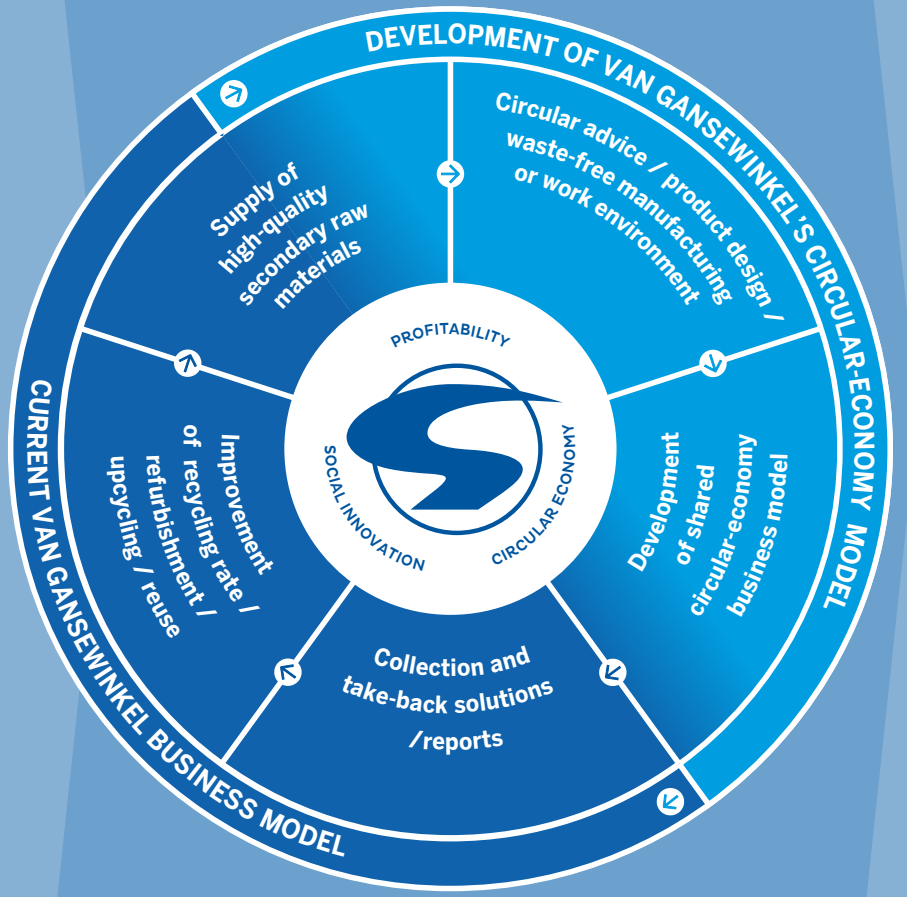


ADDED VALUE

Development model

Connector in the circular economy

Supplying high-quality secondary raw materials from waste, based on the strategic pillars of Profitability, Social Innovation and Circular Economy, remains a key element of our business model. However, further steps are necessary in order to truly work towards a future-proof, sustainable economy.
Van Gansewinkel uses a development model for this purpose, divided into five development areas, which shows our current business model as related to sustainability while at the same time demonstrating our current efforts in creating and continuing to create the circular model of the future.



WASTE NO MORE

Current business model

First of all, we provide smart and innovative waste collection and take-back solutions and use reports and other tools to illustrate what this entails in terms of raw materials. These reports shed light on the performance of individual customers, as well as providing our customers with the opportunity to benchmark themselves against industry peers. The main purpose of these efforts is to promote waste segregation or even prevent new waste from being generated.

For the diversity of waste streams we collect or receive, we are continuously looking to improve our recycling processes. We are especially exploring partnerships to promote reuse, refurbishment and/or upcycling of residuals. As the facilitator of a circular economy, we are even keener to prevent waste altogether or to ensure that it ends up in our recycling processes only after multiple cycles. Once this is the case, we supply as many secondary raw materials as possible through these processes.

Circular business model

Van Gansewinkel aims to work with its partners in order to develop innovative concepts that extend well beyond the efficient and sustainable collection of waste. As a company that both collects and recycles waste, we can monitor both the waste at the end of a cycle and at the start of a new cycle through the raw materials we manufacture. Many of our customers have consulted us on circular economic processes. They request us to help them come up with new ways to design products such that they can be easily disassembled at the next stage; how used materials can be reused in the manufacture of new products, whether we can deliver recyclables for their products and how they can integrate circular economic practices into their purchasing policies.

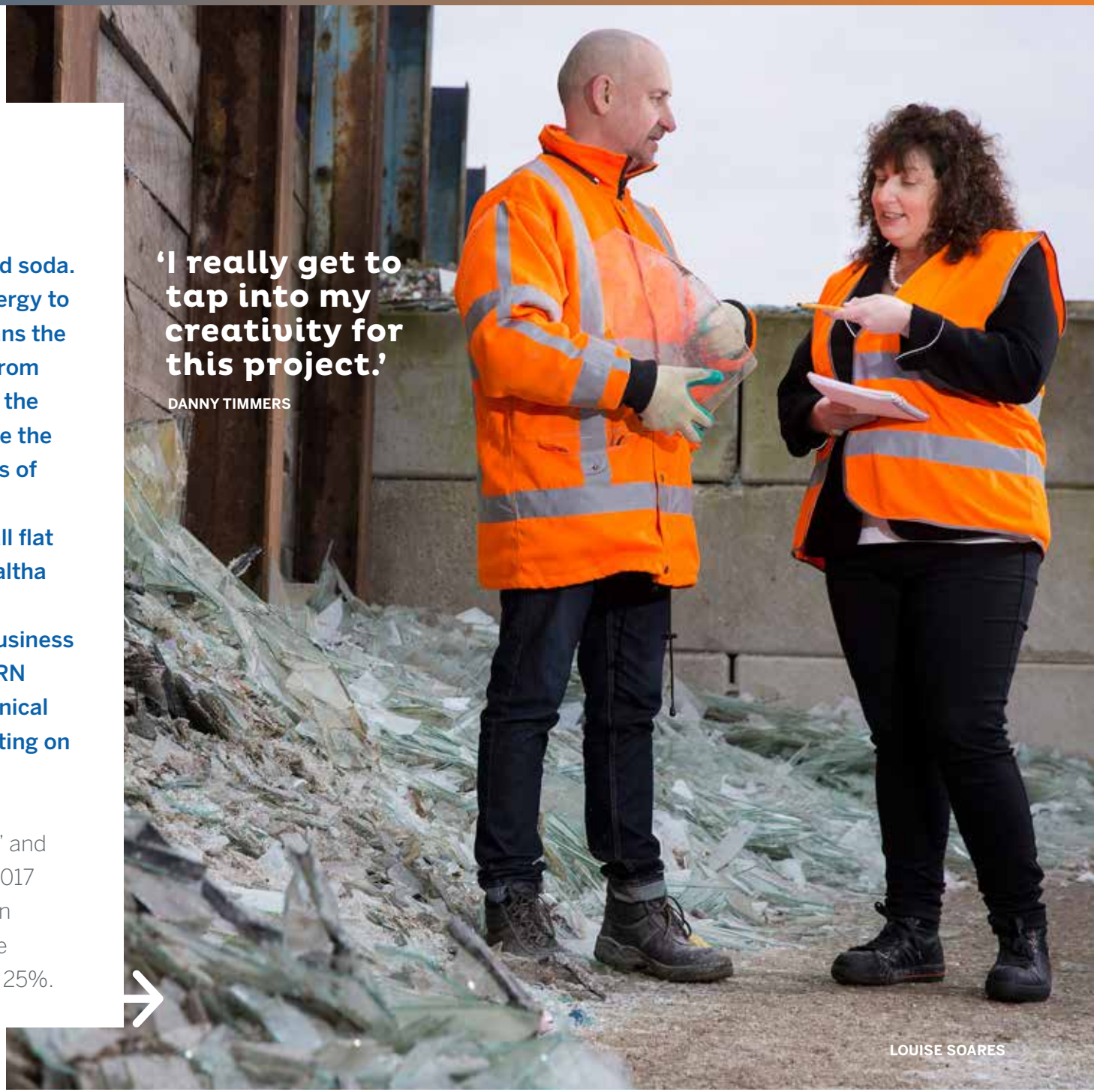
The transition towards a circular economy requires that we develop new circular business models, with scarce materials remaining in the value chain as long as possible. This is based on the philosophy that products are merely a ‘temporary storage space for raw materials’, which deliver added value as long as they are used in an economically and environmentally responsible manner.

This calls for confidence and trust and long-term partnerships in which the partners can take sustainability and circularity to a higher level.

A perfect circle

Glass is manufactured from glass shards, sand and soda. If you forego the use of shards, you need more energy to reach the melting temperature required. This means the glass industry and the environment both benefit from the reuse of glass. Only the purest glass goes into the ovens of flat-glass processing company AGC. Since the company would like to be able to reuse other types of shards in the future, it is exploring the option of developing a method for recycling and upcycling all flat glass. Vlakglas Recycling Nederland (VRN) and Maltha are the two partners involved in this project. AGC Purchasing Manager Michiel Schraven and New Business Development Project Manager Etienne Degand, VRN Project Manager Louise Soares and Maltha's Technical Manager Danny Timmers told us how they are getting on with their research.

Etienne: 'We named our research project "Flat to Flat" and applied for a European Union subsidy. We have until 2017 to prove that we can achieve the expected 12% carbon reduction and 5% energy reduction, while at the same time also reducing our raw materials consumption by 25%.



The moment of technical validation has now arrived.' Danny adds: 'We have really achieved so much already. We piloted a production unit for the purification of the glass shards and delivered the first 20 tonnes of purified glass shards to AGC. Soon our company will be testing three 100-tonne batches, where we will separate the shards by quality and origin.'

Painstaking work

The project inevitably comes with its own set of technical challenges. As Danny explains: 'The first challenge we encountered was the fraction size of the shards. AGC set an upper limit and a lower limit for us and we had to remain within those parameters. We constantly carried out measurements and adjusted the unit until we were happy with the result. It's really painstaking work, where you depend on a variety of factors. We ended up looking for a new grinder and put together these very fine sieves. Once we could control the purity of the shards we found these metal flakes – we had no idea where they came from. Glass is a hard, tough material and that turned out to have an impact on the roll crusher. Fortunately we found a way around that problem by using an extra magnet. The process of drying the glass shards is also very labour-intensive. The materials we supply to AGC need to be completely dry. Our test environment will be too small once we start processing larger quantities, so we will need to find an industrial-scale solution. Laughing, he adds: 'I really get to tap into my creativity for this project.'

Responsible collection of flat glass

Stichting VRN was established at the initiative of the Dutch flat-glass industry back in 2002. Their objective was to use responsible methods for the collection and reuse of flat glass and, in doing so, assume their responsibility as manufacturers. VRN collects around 3,000 tonnes of flat-glass shards from different sources for the 'Flat to Flat' project. Louise: 'Those sources might be glass companies or recycling facilities. We selected 50 of our 360 collection points for the purpose of this project. Our criteria included the quality of the glass, the types of containers used, the mode of transport, and the location in terms of logistics. That's an important factor, because we want to keep carbon emissions during transport to a minimum.'

Shared interest

Besides having achieved these technical milestones, Michiel and Etienne are proud of their smooth and successful partnership. 'The project partners differ from each other in terms of size and commercial objectives, and one partner might take a little longer to make decisions than another.

But fortunately we're very much on the same wavelength at this stage and we also happen to share a common interest.' Michiel adds: 'And that's very important, because there are plenty of challenges we need to take on together. We're dependent on shifts in the market, for example, and right now we're dealing with a shortage of glass shards. The manpower and funds for investment we need also aren't always available. Look at the new recycling unit we will be installing at Maltha, for example. A solid business case is essential.'

Revolutionary result

Another thing the partners share is their great enthusiasm for the project. As Michiel puts it proudly, 'We have created a perfect circle. We are taking back glass that we produced ourselves decades ago!' Danny: 'Our project can really be considered revolutionary in that sense. It would be great if this type of recycling were to become the standard at some point down the line. If the project turns out to be a success, we can also start reusing other glass streams, such as solar panels, consumer glass and residuals from waste incineration plants. Once you get inspired, you realise there really is no such thing as waste.'

JEROEN VINCENT
DIRECTOR OF MALTHA

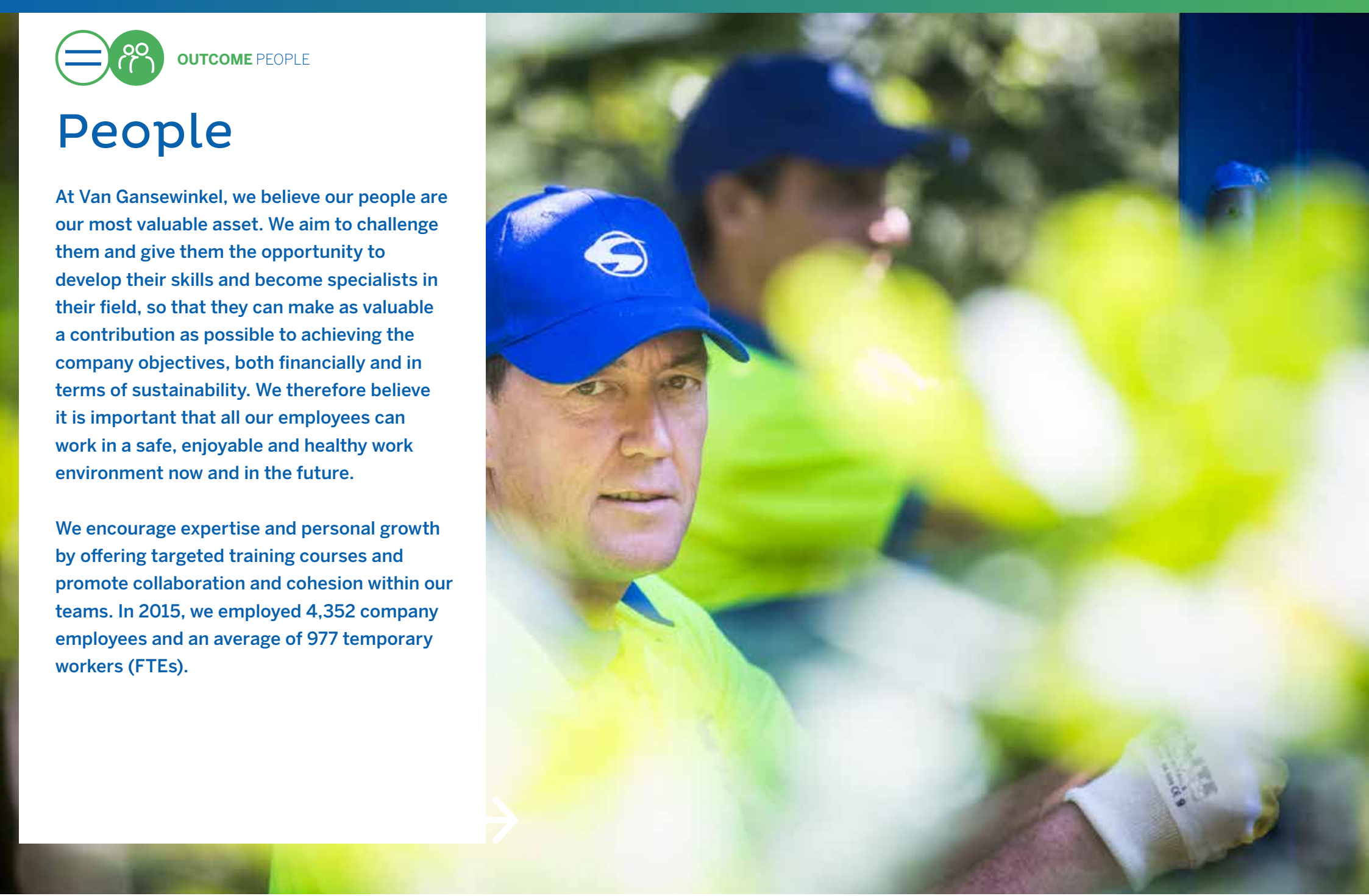
The Van Gansewinkel subsidiary **Maltha**, European market leader with eight processing facilities across five European countries, operates specialised production lines that transform both hollow glass and flat glass into new resources. Maltha processes in excess of 1 million tonnes of waste a year. As Director, Jeroen Vincent explains: 'Glass can be used and reused an infinite number of times, and for us Maltha has always been a textbook example of what the circular economy is all about. What we bring to the table depends on the purity of our production process. The machines we currently use are so sophisticated that we can reduce contamination to a few grams per tonne of glass. I love the fact that Maltha can lead by example in this way and that we actually back up our promises with results. We have demonstrated that it is possible to actually change the system.'

Outcome

People

At Van Gansewinkel, we believe our people are our most valuable asset. We aim to challenge them and give them the opportunity to develop their skills and become specialists in their field, so that they can make as valuable a contribution as possible to achieving the company objectives, both financially and in terms of sustainability. We therefore believe it is important that all our employees can work in a safe, enjoyable and healthy work environment now and in the future.

We encourage expertise and personal growth by offering targeted training courses and promote collaboration and cohesion within our teams. In 2015, we employed 4,352 company employees and an average of 977 temporary workers (FTEs).



Management approach and objectives

Objective	Indicator		2014	2015	2015 target	2016 target	2020 target
Passionate expertise	Employee Engagement (biannual survey)		6.8	N.A.	N.A.	7.2	> 7.5
	Expertise maintenance (minimum number of days of training and education per employee per year)*		2.3	2.3	3.0	2.8	4.0
Creating a safe and healthy work environment	Injury Frequency (IF)*		10.4	8.6	8.3	8.9	8.0
	Sickness absence**	Netherlands	5.23%	5.80%	4.90%	4.60%	4.50%
		Belgium***	2.30%	2.24%	2.25%	2.20%	2.12%
Inclusive employer	Female employees		17.4%	17.7%	19.0%	18.5%	> 22.0%
	Disadvantaged job seekers employed by Van Gansewinkel**		1.3%	1.4%	1.5%	1.6%	2.5%

* The targets for the indicators 'Expertise Maintenance' and 'Injury Frequency' are defined based on the adjusted results for 2014 and the trend development for 2016 arising from these results. The target for 2020 remains unchanged.

** Due to varying definitions and decentralised management, we do not include the indicators 'Sickness Absence' and 'Percentage of Disadvantaged Workers Employed' for Portugal, France, Hungary and Germany. This accounts for a total of 3% of the total workforce.

*** In Belgium, only the sickness absence shorter than two weeks is registered. If the sickness absence exceeds two weeks, it is covered by sickness and invalidity insurance.

In addition to the outlined targets and objectives, we have also made corporate ethics one of our key priorities. This is explained in a separate section of this report.

HR policy

Van Gansewinkel is divided into five pillars, each of which contributes to achieving the objectives outlined above:

1. House in Order

Key priorities in 2015 were further standardisation and alignment of systems and policies and regulations. In order to organise our HR processes even more efficiently, a digital HR platform for employees was launched in 2015. We will further improve and expand the functionality of this platform in 2016.

2. Performance Management

A new performance management cycle was implemented during the year under review, based on a new performance appraisal and evaluation system covering 440 positions, of which we identify eight different roles. Within this new model we focus on the specific role people hold in the company and the skills and competencies associated with each role.

3. Sickness absence and long-term employability

This domain is divided into three areas:

- *Employee benefits and organisation of work:* the work must be appropriate for the employee's physical condition. Tools must be available where necessary or employees must work on a part-time basis,

- *Training, education and mobility:* keeping employee benefits competitive, by supporting and motivating the employee as much as possible;

- *Prevention, health and sickness absence:* supporting employees in improving their personal lifestyle, including, if necessary, close, case-specific sickness absence management. This 'personal empowerment' model will be further developed in 2016.

4. Leadership and culture

The 2014 biannual Employee Engagement Survey showed that cooperation with and communication between the various business units could be improved. This prompted us to start organising community meetings in 2015: meetings in which employees – irrespective of their position in the organisation – gather together in order to discuss specific issues. The primary purpose of these meetings is for professionals in different fields to share knowledge and achieve results. We will be continuing these community meetings in 2016.

5. Talent development

The recruitment process was further optimised during the year under review, which involved identifying our internal staff potential. The objective for 2016 is to draft a personal development plan together with all high potentials. We will also be launching a Talent & Management Development Board, which monitors future talent development.

Employee representation

Van Gansewinkel maintains an employee representation structure designed to ensure healthy employment relationships between the organisation and its employees and ensures that the provisions of the various Collective Agreements to which Van Gansewinkel employees are subject are complied with. The Van Gansewinkel Board of Directors, HR department and Works Council all consult with one another on a regular basis. During the year under review, some of the key issues addressed included the *Samen Sneller Verder* (Faster Forward Together) transition process and the implementation of the decentralised organisational structure.

SHEQ policy

The SHEQ department (Safety, Health, Environment and Quality) advises and supports the operational organisation in permanently integrating safety and working conditions into its operations. In all business units a SHEQ manager is included who reports to the business unit director once a month on the progress of the pre-set KPIs, including the injury frequency. With the decentralised positioning of SHEQ managers close to the operation, it is possible to make full allowance for local differences in laws and regulations and the culture of safety. The central SHEQ department also advises the local SHEQ management on safety issues and other concerns.

In 2015, SHEQ focused on integrating the safety policy into our day-to-day operations by:

- bringing SHEQ closer to the operation;
- investing additional funds in safety training at the middle-management level;
- involving SHEQ at an early stage in new construction or renovation initiatives.

SHEQ will be focusing in 2016 on the following safety-related issues: safety awareness, fire prevention, machine safety and change management.

STAKEHOLDER DIALOGUE

EMPLOYEE SESSIONS FOCUSING ON ORGANISATIONAL STRATEGY

Van Gansewinkel began a transition process in 2015, using the motto *Samen Sneller Verder* (Faster Forward Together). The purpose of this internal transition process was to collectively create a more efficient and effective organisation, one that operates in closer proximity to our customers and enables us to fulfil our role as a market leader effectively. Employees received detailed information about this during the year through various newsletters. In addition, a number of special employee sessions were held in the Netherlands and Belgium in January and May 2015, devoted to the topics of customer focus, leadership, communications & collaboration and work quality. For each session, around 50 employees from all levels of the organisations and across all business units were asked to help brainstorm on the organisation's strategy. The input gathered was subsequently used in the further design of a more decentralised organisational structure, which became effective in Belgium and the Netherlands in July and September of last year, respectively.

Corporate Ethics Policy

Van Gansewinkel maintains an active Corporate Ethics Policy. Corporate ethics management includes the following four cornerstones, with the corresponding objectives:

1. Policy making

The current Corporate Ethics Policy will be further extended in 2016 with an Aggression and Violent Behaviour protocol, including a manual for management and employees. This initiative was prompted by the fact that our employees are increasingly faced with these types of situations (i.e. involving aggressive and violent behaviour) on the job. They must be actively trained in order to deal with these issues.

2. Prevention and awareness raising

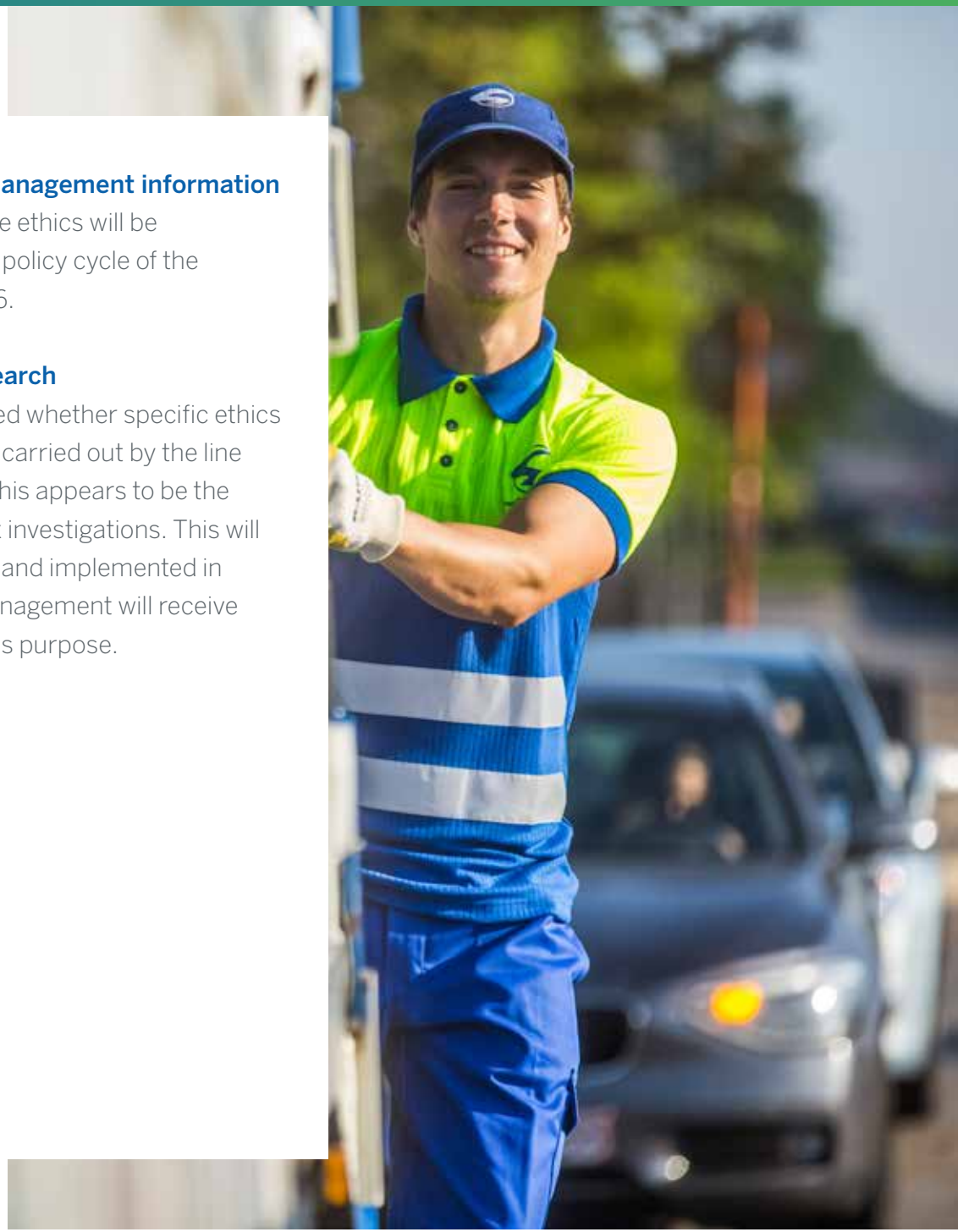
In 2016, management training will be provided to all business units relating to prevention and awareness.

3. Registrations and management information

The issue of corporate ethics will be incorporated into the policy cycle of the business units in 2016.

4. Repression and research

In 2015 we investigated whether specific ethics investigations can be carried out by the line management itself. This appears to be the case for less complex investigations. This will be further developed and implemented in 2016, and the line management will receive special training for this purpose.



Current developments and accountability

Passionate expertise

Our success is largely determined by our people, and we feel it is important that they can do their work in an environment that is safe and healthy, with a sense of passion and pride. We facilitate them in this process with an active HR policy designed to support employees and provide them with the requisite knowledge, skills, motivation and opportunities to perform well. The extent to which we succeed at this is measured in a variety of ways, including through our biannual Employee Engagement Survey.

Employee engagement

Our most recent Employee Engagement Survey, held in 2014, was completed by more than half of our people. We achieved a score of 6.8 in both categories of Satisfaction and Engagement, a result with which we were satisfied given the corporate reorganisation completed in 2013.

Based on the survey results, a number of improvement projects were launched in 2015 relating to communications, intra-departmental collaboration, workload and vitality, and the condition of various materials and equipment. In 2016 we explored opportunities for measuring employee engagement and satisfaction on an ongoing basis rather than biannually, including periodic evaluations on various issues. The purpose of this exercise is to receive more regular feedback from employees and create more support on this basis. Our target is to further improve our employee engagement score to 7.2 in 2016, with a long-term target of 7.8 in 2020.

Expertise maintenance

Offering training and education to our employees is vital to the development of both our employees and the organisation. Van Gansewinkel facilitates the following training programmes:

- Training required for the employee's position;
- Training required in the performance of the employee's duties;
- Training aimed at personal development and undertaking new challenges.

CASE

IMPROVEMENT PROJECTS RELATING TO THE 2014 EMPLOYEE ENGAGEMENT SURVEY

WORKLOAD

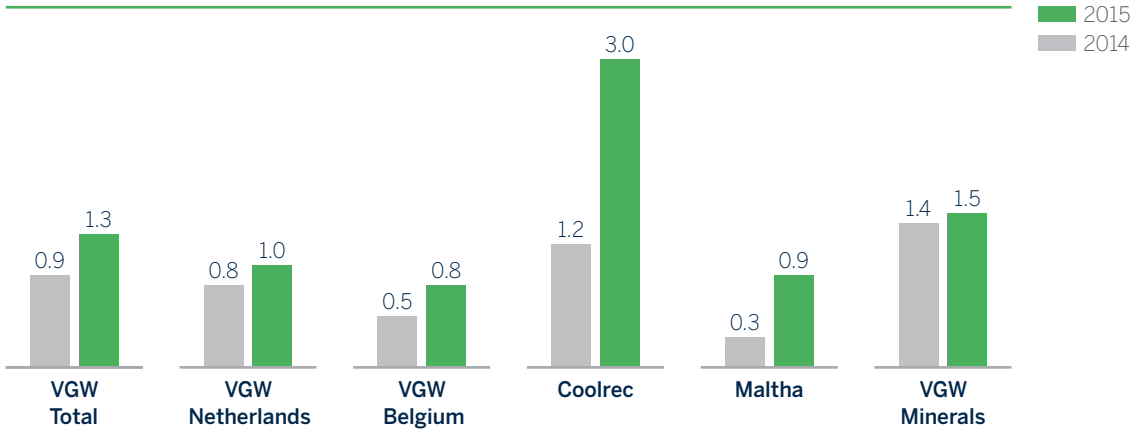
One of the areas for improvement that emerged from the 2014 Employee Engagement Survey was related to workload. A special training course was developed in order to manage this more efficiently in the workplace. Coolrec office workers and managers kicked off the training programme with a series of four sessions. They were provided with a variety of practical tools. The initial feedback received from participants was positive, and the objective is to implement this training programme more widely within the organisation.

From 2016 onward, all employees of Van Gansewinkel Nederland will have access to the Van Gansewinkel Academy. They can use this online training environment to track which courses they are scheduled to take and which ones they have completed. The remaining business units use their own training and education system.

We express our training and education efforts in costs as a percentage of the gross wage bill. In 2015, this amount increased by 0.4% – a 44% increase from 2014. The average number of days of education per employee was calculated based on average training and education costs of 350 euro a day and lost wage costs of 200 euro a day.

This number amounted to 2.3 days in both 2015 and 2014. Although investments in training and education have increased, this does not appear to have translated into a higher average number of training and education days. In rolling out the new training and education environment in 2016, we will be able to assess the demand for training and education more accurately, and therefore expect the average number of training days per employee to increase during the year.

Training expenses as a % of the gross wage bill



CASE

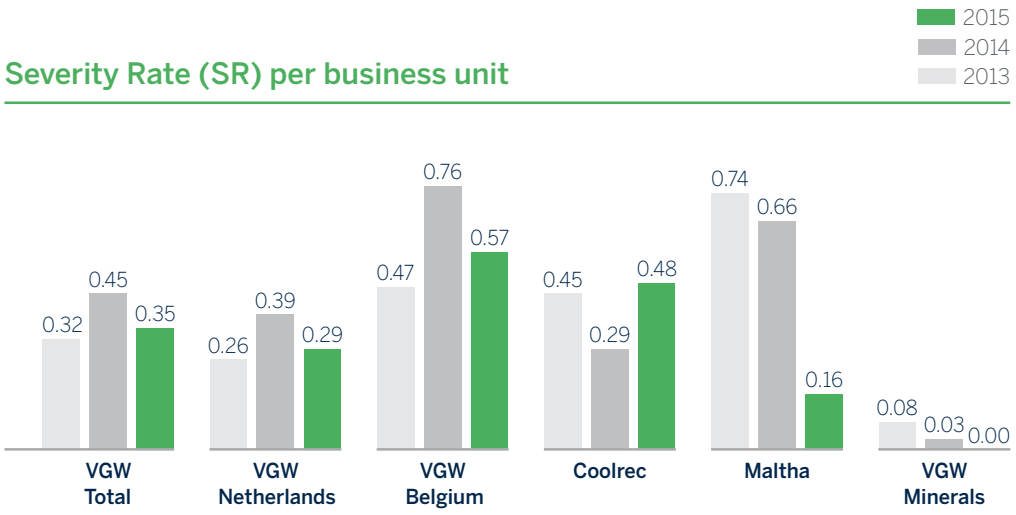
IMPROVEMENT PROJECT RELATING TO THE 2014 EMPLOYEE ENGAGEMENT SURVEY

'DE BLAUWE DRIEHOEK' (THE BLUE TRIANGLE)

In order to improve collaboration between the various departments, Van Gansewinkel Nederland introduced the *Blauwe Driehoek* (Blue Triangle) working method. The Employee Engagement Survey revealed that collaboration between drivers, team leaders and the technical planning for containers could be improved. This prompted a change in policy, where the technical planners were assigned to more different sites. By liaising more directly in this way with both drivers and team leaders, it was easier to exchange information regarding local situations.

Injury Frequency (IF) per business unit

Severity Rate (SR) per business unit



Creating a safe and healthy work environment

We would like all our employees and other people working for us to come home safe and healthy at the end of the workday. This also applies to anyone who collaborates with us or interacts with us, for example in traffic. We always focus on aspects such as injury frequency, severity rate and sickness absence and constantly evaluate the effectiveness of the policy related to SHEQ and long-term employability.

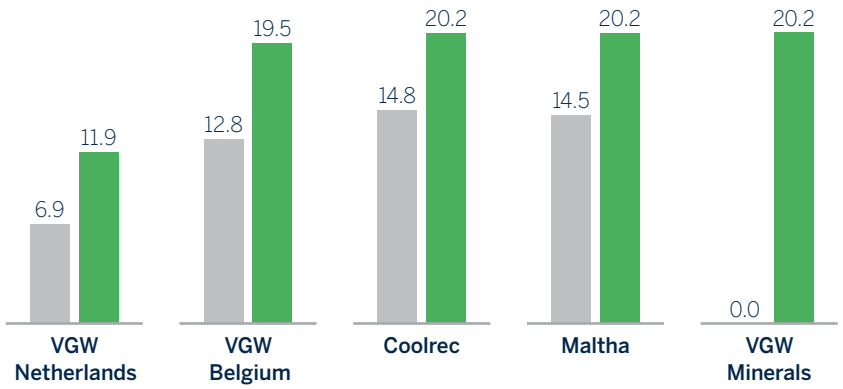
Injury frequency (IF)

In order to ensure that our incident statistics are comparable with other companies operating in our industry, we express them as an Injury Frequency (IF) factor. This IF factor indicates the number of lost time injuries for every one million exposed hours. In addition, we also consider the level of seriousness of the incidents, the Severity Rate (SR). This severity rate is translated into the number of days of sickness absence during which employees, as a result of the injuries they sustain, are unable to perform their own work or alternative work. This number, too, is expressed in relation to the number of exposed hours.

With an overall injury frequency of 8.6 in 2015, we are seeing a marked improvement from the result for 2014 (10.4). We achieved the sharpest decline at our recycling companies Coolrec, Maltha and Van Gansewinkel Minerals. At Van Gansewinkel Minerals, the IF factor is as low as zero.
The severity rate fell sharply in 2015 (by 0.35) over 2014 (0.45).

Although we improved our performance in both indicators, we fell just short of achieving the target, which was mainly the result of the large number of incidents caused in December 2014, as a result of the bad weather. We saw this effect reflected for the full year 2015 in the 12-monthly average. We are nevertheless satisfied with the ongoing improvement process, and our objective is to continue this positive trend in 2016. In addition, we continue to score higher in injury

Benchmark injury frequency*



* In the Netherlands, the source for industry averages is the Vereniging Afvalbedrijven (Association of Waste-Processing Companies); for Belgium and for the recycling companies, it is the Fonds voor Arbeidsongevallen (Industrial Accident Fund) and the NACE 38.1 and 38.3, respectively.

frequency across the industry than other companies operating in our sector. The chart above shows the benchmark.

Sickness absence

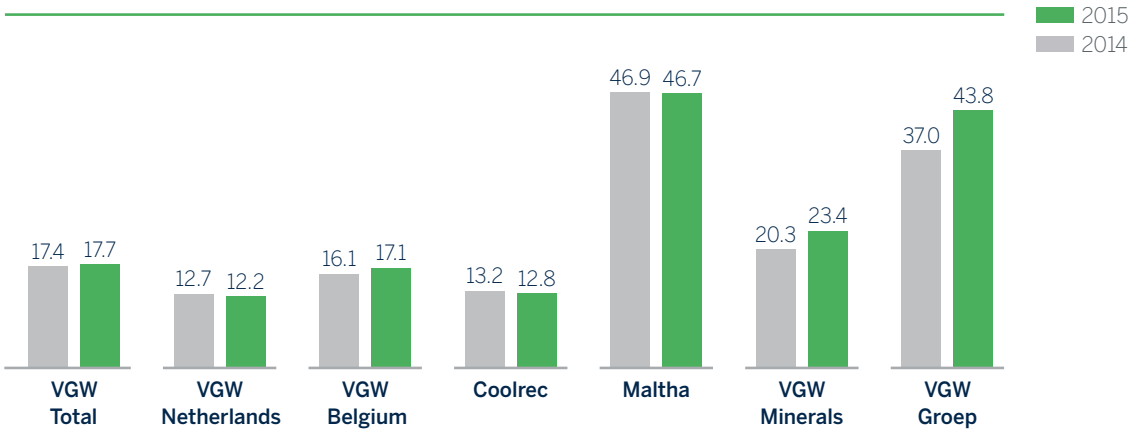
The sickness absence rate in the Netherlands in 2015 was 5.60%: a 7% increase from the rate for 2014 (5.23%). At our Belgian sites, only sickness absence less than two weeks is registered. The result here was 2.33%, versus 2.30% in 2014.

At our Dutch sites, the increase was largely caused by an increase in long-term sickness absence. Contributing factors included the higher percentage of older employees (55+) combined with the physically heavy labour common in our industry. It is therefore important that our organisation transition from a curative to a preventive sickness absence policy. The 'Sickness Absence Management for Supervisors' training programme was launched for this purpose in 2015. In addition, our employees were requested to participate in the employability check introduced *by Sectorinstituut Transport en Logistiek* (Industry Institute for the Transport and Logistics Industry). At the end of this check, all employees received an individual report, which contains information on their own long-term employability. Employees then set to work on improving any problems with the support of a vitality coach.

CHALLENGE
LEARNING FROM INCIDENTS

Despite our strong results compared to the benchmark, we believe that every incident is one too many. Van Gansewinkel would therefore like to learn from the incidents which occurred by actively attempting to change people's attitudes and behaviour. In 2015 we investigated our incidents even more closely through the Incidents Root Cause Report. The manager and the SHEQ Officer use a methodical system to analyse the incident together with the victim. This system enables users to assess which causes have resulted in the physical injury and whether any new measures need to be implemented in order to prevent similar incidents in the future.

Percentage of female employees in total workforce



Inclusive employer

Van Gansewinkel aims to be an inclusive employer and to use the potential available to maximum effect. We do this by implementing a well-defined HR policy which is designed to appoint people with the appropriate skills and talents to the positions that best suit them. When appointing new employees, we strive for a maximum level of diversity, both in terms of the male/female ratio and the percentage of disadvantaged job seekers.

Female employees

Our policy is designed to appoint the most qualified person to any position, irrespective of their sex. We are attempting to improve the male/female ratio in our industry, which has traditionally employed a relative small number of women.

The organisation underwent various changes in 2015, thereby reducing the focus on diversity policy in relation to the percentage of female employees. Nevertheless, this percentage increased slightly: from 17.4% in 2014 to 17.7% in 2015. Glass recycling company Maltha employs the largest number of women of all

CASE

COOLREC HELPS ANTES CLIENTS FIND LEGITIMATE WORK

Coolrec signed an agreement in 2015 with mental health organisation Antes. The recycling company will be working with Antes in recovering raw materials from electronic waste. In entering into this partnership, Coolrec is offering legitimate jobs to the clients of Antes – who qualify as disadvantaged job seekers – taking into account their specific circumstances. In 2016 the company will be exploring opportunities for a further expansion of this partnership.

our companies. In addition, Van Gansewinkel Group proportionally also employs a larger number of women. This percentage is lower at the other companies, one of the contributing factors for which is the heavy physical work involved. The diversity policy will be further developed in 2016.

Disadvantaged job seekers employed at Van Gansewinkel

A total of 45 disadvantaged job seekers were appointed to positions at Van Gansewinkel in 2015. This was equivalent to 1.4% of the total workforce: an improvement of 1.2% from 2014, falling just short of the mark of 1.5%. We expect this percentage to further increase in 2016, due to more stringent government requirements in conjunction with a more active policy.

Corporate Ethics

The number of recommendations and recommendation reports relating to corporate ethics increased by 27% in 2015. This was primarily the result of a greater focus and communications on the topic, as well as an increase in the number of training courses.

We view this as a positive development and encourage our employees to report any ethics issues of which they might become aware. In a number of cases, a report prompted a more in-depth investigation. This often involved ethics issues or even suspicions of criminal behaviour. The number of investigations remained roughly the same in 2015 as 2014. The corporate ethics policy will be further intensified in 2016 in order to further increase the engagement of the various business units with this topic.

CHALLENGE
DEALING WITH AGGRESSION AND VIOLENCE

A larger number of Van Gansewinkel employees were involved in incidents of aggression and violence in 2015 (+17%). Many of our managers and employees therefore took the 'Managing incidents involving aggressive behaviour' training course. The company will continue to invest in these training courses in 2016, as well as in the implementation of an Aggression and Violence Protocol and manual.

	Training courses/workshops	Presentations	Recommendations (reports)	Reports of aggression and violence	Corporate ethics surveys	Dismissals following an investigation
2015	34 (570 employees)	5	112	21	17	5
2014	28 (380 employees)	2	88	18	18	6
2013	10 (150 employees)	2	79	15	12	6

Challenging partner

Since companies have different needs, smooth cooperation between business partners is anything but self-evident. Elise Barbé, In-store Sustainability Manager at IKEA Belgium, is only too aware of this fact. 'IKEA is a demanding partner when it comes to sorting waste,' she says. She is proud that her company and Van Gansewinkel's partnership has gone from strength to strength. So what does this partnership involve? And what makes it so successful?

IKEA embraced the principles of sustainability long before it became the standard. The company has been using materials responsibly ever since it was established and, according to its motto 'People & Planet Positive,' it strives to make a positive impact on people and the environment. They are doing more than just paying lip service and are actually taking action: IKEA's Belgian stores aimed to increase the percentage of waste that is sorted from 78% to 90% and managed to exceed the target with the support of Van Gansewinkel and other partners. IKEA Belgium currently recycles an average of 91% of its waste, while some stores reach a near-perfect 96%.

'We felt Van Gansewinkel had the strongest ideas, but what really clinched it for us was the fact that they really understood our needs as well.'

ELISE BARBÉ

ELISE BARBÉ CINDY CLYMANS

'When we were looking for a partner to help us sort our waste, we asked several candidates to visit our recycling facilities and make suggestions for improvement for the various types of waste involved,' Elise recalls. 'We felt Van Gansewinkel had the strongest ideas, but what really clinched it for us was the fact that they really understood our needs as well.' Cindy Clymans, Key Account Manager at Van Gansewinkel Belgium: 'But we do need to remain alert and always show people the added value we deliver. That's why we visit all IKEA stores in Belgium every three months to keep control over the process. We use an extensive reporting system to analyse the residuals so we can optimise the sorting process.'

Helping customers to process waste

The fact that IKEA has managed to meet its waste-sorting target should in no small part be credited to its employees. The company's standard training programme includes training on waste management and last year nearly 100 IKEA employees enthusiastically blogged on their corporate intranet site about creating a more sustainable life at home. They would share tips on reducing waste and improving sorting processes. Elise: 'Those are inspiring stories, which we will be sharing with our customers and the general public in the near future.'

IKEA likes to help its customers find ways of processing their waste efficiently. For example, they can return the empty cardboard boxes after they have received their deliveries or choose to unpack their purchases in the store and leave the packaging materials behind. IKEA's Belgian stores also encourage customers to reduce waste through the *Red de Meubelen* (Save the Furniture) project. Elise: 'It's a Belgian initiative to teach customers to be more mindful of how they treat their furniture by giving it a longer life. The feedback we received on the project has been so positive that it is now part of our day-to-day operations.'

Creating a circular economy

When it comes to sorting waste, IKEA sets a high bar. Elise has challenged its partner in waste processing to embrace the principles of the circular economy more diligently. 'We are looking for an innovative solution to a concrete problem we're dealing with related to timber. It's a shame to incinerate wood, even if you're turning it into green energy.' Elise and Cindy speak highly of the open attitude and willingness of each other's companies to take on challenges. They look set to continue their partnership in the future.

'We need to remain alert and always show people the added value we deliver.'

CINDY CLYMANS

WIM GEENS
DIRECTOR OF
VAN GANSEWINKEL BELGIUM

Van Gansewinkel is a waste services provider, recycling company and supplier of secondary raw materials. 'By investing in new sorting units at our Puurs and Châtelet sites in Belgium, we are making the transition from waste collection company into raw materials company,' says Wim Geens, Director of **Van Gansewinkel Belgium**. 'We are currently recovering waste we previously were unable to segregate, which has increased our recycling capacity. We generate approximately 30% of our revenues from materials and the remaining 70% from logistics services. Our goal is to reverse those percentages. What excites me about working at Van Gansewinkel is the fact that I get to be part of the process of creating a circular economy, where our goal is to find a useful purpose for 100% of the materials we process. The circular economy provides the solution to the scarcity of raw materials and forces us to be innovative. There's no looking back at this point!'

Environment

The current focus across Europe on raw materials scarcity, climate change, sustainability and the circular economy chimes with our own vision and offers opportunities for the company. Through our knowledge of logistics systems, reuse, recycling and secondary raw materials, we contribute to closing the materials loop, ensuring that natural resources can remain in the environment and we can reduce carbon emissions in the value chain. Residuals which cannot be recycled are given new purposes in the form of energy.

We view the reduction in the use of primary raw materials by our customers and partners as our main contribution to a sustainable society. Compared with the savings we achieve in the value chain through our activities, our own environmental footprint is limited. However, this does not relieve us of the responsibility to reduce the impact of our operations on the environment to a minimum, using as few primary raw materials as possible – all in compliance with the applicable laws and regulations.

Management approach and objectives

Objective	Indicator	2014	2015	2015 target	2016 target	2020 target
Waste into raw materials	**% of waste recycled into raw materials** % of waste recycled into raw materials or energy sources	**63.8%** 93.1%	**65.3%** 93.1%	**66.0%** 94.0%	**68.0%** 94.0%	**75.0%** 96.0%
	Number of active innovation projects related to the circular economy/ new processing methods*	10	7	15	10	15
More efficient fleet	Lease vehicles: average consumption (base year 2015: 5.92 l/100 km)**	–	–	–	–5.0%	–10.0%
	Trucks: carbon emissions in kg/tonne of materials transported (base year 2014: 14.4 kg/tonne)***	–	–2.8%	–2.5%	–5.0%	–10.0%
Reducing environmental footprint	Energy consumption at company sites: electricity and natural gas in MWh (base year 2014: 59,309 MWh)****	–	–3.4%	–2.5%	–5.0%	–10.0%
	Trucks: absolute carbon emissions (base year 2014: 72.4 kilotons)	–	–4.1%	–2.5%	–5.0%	–15.0%

* The targets for the indicator 'Number of innovation projects' are based on the adjusted results for 2014 and the trend development for 2016 arising from these results. The target for 2020 remains unchanged.

** Since lease vehicle use in Portugal, France, Hungary and Germany – adding up to a total of 3% of our employees – is not centrally managed and monitored, we do not use the 'Lease Vehicles: average use in l/100 km' indicator to report for these countries. We also introduced a new, more accurate measuring method for the fuel consumption of lease vehicles. We therefore use 2015 as the base year and have started monitoring reductions in consumption only from that time onward.

*** From 2015 onward, we will be reporting the carbon emissions generated by our trucks per tonne of material instead of emission per kilometre driven. We believe this provides a more accurate picture of the fleet's efficiency.

**** From 2015 onward, we combined our reports on electricity consumption and natural gas consumption in 2015. Natural gas consumption is converted into MWh using the factor 8.79 kWh per 1 Nm^3 of natural gas (source: Netherlands Enterprise Agency (RVO) – list of Dutch Energy Carriers, dated April 2015). The number for the base year has been adjusted from the Sustainability Report 2014 due to the addition of natural gas consumption. The targets for 2020 remain unchanged.

In addition to these objectives, we will discuss the issue of environmental emissions and fires on a separate basis in this section.

Materials policy

We actively identify our customers' waste streams, promote waste segregation, develop or implement innovative sorting methods, and we are always looking for partners who can use the materials we produce as raw materials. For example, we actively and concretely contribute to the transition to a circular economy. In order to further develop our expertise in raw materials, and thereby achieve our goals for our 'Waste into raw materials' policy, we launched a Materials department in 2015 for both the Netherlands and Belgium. This decentralised department is supported by the head office, whereby we ensure internal knowledge transfer and management in several specific streams.

The Materials department is responsible for the following material streams:

- Confidential documents;
- Hazardous waste;
- Paper;
- Plastics;
- Metals;
- Organic materials.

Our three recycling companies – Coolrec, Maltha and Van Gansewinkel Minerals – are continually working on improving the % of waste recycled into raw materials or energy sources of the material streams of electrical and electronic waste, glass, and minerals.

The Materials department has set the following targets and objectives for 2016:

- Deriving maximum value from mixed waste streams;
- Further developing maximum waste segregation at the source;
- Generating 3% of additional materials from waste as a natural resource, raw material or energy source.

Operations policy

Van Gansewinkel has approximately 1,500 trucks on the road every day, which collectively clock up more than 4.5 million kilometres on a monthly basis. Based on both our sustainability targets and objectives and cost considerations, our organisation is focused on emptying more containers with lower mileage. This means that well-maintained materials and equipment are indispensable. We take any signs of defects extremely seriously. The Operations department is responsible for all collection activities.

Our objective for 2016 is to further improve efficiency, uniformity and collaboration related to our operations, with services to our customers remaining the prime focus.

The long-term strategy of the Operations department is based on the following four key points:

- Further improving collaboration between technical planning, team leaders and drivers, with the objective of achieving the most efficient planning processes and performing collection operations;
- Further improving coordination between technical planning, sales and customer service, with the objective of responding more flexibly to customers' needs;
- Maintaining the collection materials (trucks and containers) in the best condition as possible and using it as effectively as possible;
- Further reducing the use and emission of trucks and other vehicles.

Real estate policy

Van Gansewinkel's Real Estate department is responsible for optimising the processing facilities and for investing in sustainable systems and infrastructure. The objective is to ensure that all our sites are fully 'green' by 2020. In addition, we hope to make our work at new development or site renovation projects as carbon-neutral as possible. The plan for 2016 is to launch a large-scale energy management process at each site in order to be able to track energy consumption and explore opportunities for savings. The company is also investigating opportunities for generating green energy using solar panels and wind turbines.

Current developments and accountability

Waste into raw materials

Van Gansewinkel regards all waste as having value and aims to keep the different types of material streams in the market by giving them a second life wherever possible. We focus on various types of material streams, including paper and cardboard, metal, plastic and wood.

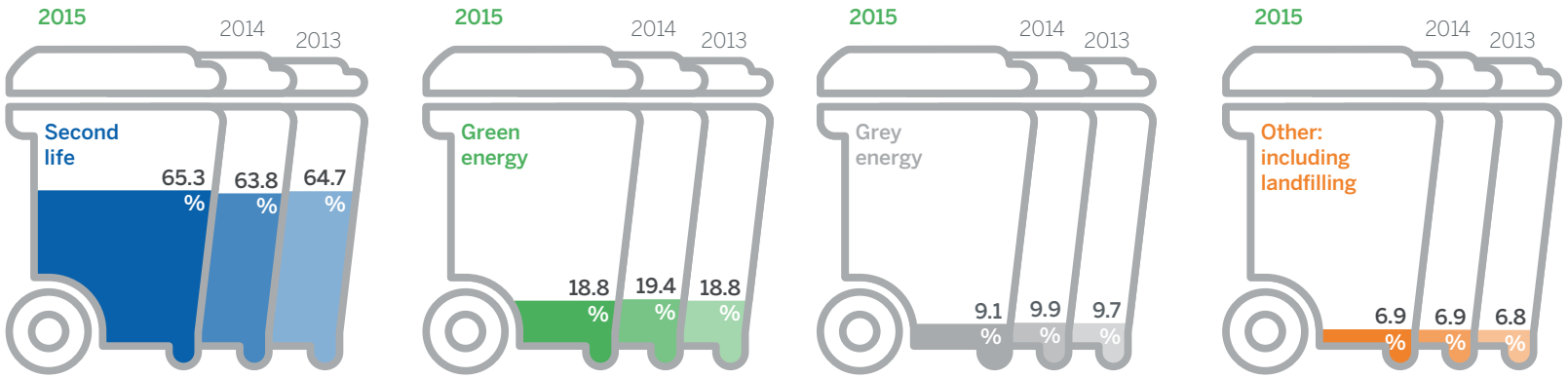
We regard it as our responsibility to make our customers aware of the importance of waste segregation. This starts as early as the design stage. For example, we provide advice on non-desirable mixtures of raw materials, since this means they can no longer be recycled. Sorted waste, in particular, increases in value, as it can be converted into high-quality materials relatively easily. We continue to look for new and innovative recycling methods. The remaining waste – which we obviously attempt to reduce as much as possible – is converted into steam and electricity by state-of-the-art waste-to-energy plants, with businesses and households ultimately set to benefit.

Second life as a raw material

As a raw materials supplier, we specialise in segregating and recycling waste, bringing residuals back into the value chain.

By 2020 we have set ourselves the goal of giving 75% of the waste collected a second life as raw materials for new products. The good news is that this percentage of 'waste recycled into raw materials or energy sources' is growing. This comes at the expense of, in particular, the volume of waste used as fuel for incineration plants. The waste that is not effectively processed and must therefore be landfilled is not reduced at the same rate, since substantial legal measures were already taken during the preceding period.

Waste into raw materials



The figures are calculated based on a 2010 study conducted for Van Gansewinkel by TNO, the Netherlands Organisation for Applied Scientific Research. In 2016, the TNO study will be conducted again in order to update the key data.

In 2015 we converted 65.3% of the waste into new raw materials, improving the percentage by 1.5% compared to 2014. Once we operationalise the sophisticated new sorting machines and improve our efforts to improve waste segregation at the source, we maintain our target of 68% of waste to be converted into raw materials. In addition, we will be giving 27.9% of the waste we process a useful purpose as fuel for waste-to-energy plants, which then use this fuel to generate a mixture of green and grey energy.

Number of active innovation projects related to the circular economy and new processing methods

Van Gansewinkel maintains high recycling rates. We are always exploring opportunities with our partners for giving material streams a useful new purpose. Our companies have teamed up with the central Business Development department in taking on these projects.

Business Development operates in all five development areas of our development model. The department is looking for innovative partnerships and solutions in order to create more high-quality recycling methods for residuals and to be able to resupply our products to manufacturers. Projects focus on products, innovative processing, take-back systems and general sustainable business models.

A number of new projects were launched in 2015 relating to the circular economy. The department runs an average of fifteen projects a year, including both short-term projects at customers' companies and longer-term development processes. Several of these projects are described in more detail in this report.

CASE

ENERKEM INNOVATION PROJECT

Van Gansewinkel is evolving into a raw materials supplier. We are innovating not only in the area of recycling separate materials streams, but also in the area of mixed residuals. Together with our partner AkzoNobel, we are involved in developing innovative technologies, including the Waste-2-Chemicals project based on Enerkem technology, which involves the production of synthesis gas (syngas) based on (household) residual waste. This serves as a raw material for products such as methanol and ammonia. The public-private partnership is currently exploring opportunities for opening the first European production facility based on this technology in Rotterdam or Delfzijl. This is a good example of how valuable products are generated from waste, whereas before incineration served as the only 'solution'.
View the video created about this project.

More efficient fleet

We dispatch more than 1,500 trucks on a daily basis from our Dutch and Belgian sites. We also operate a number of other vehicles at these sites, ranging from shovels to cranes, as well as a fleet of lease vehicles of 624 passenger cars. Our total vehicle fleet generates emissions of over 87,000 tonnes on an annual basis. We make a point of investing in improving the efficiency of our trucks and passenger vehicles. We do this through small-scale and large-scale projects on both a pilot and a long-term basis, such as the rollout of the Eco-drive programme we developed in-house, which focuses on fuel optimisation and green driving behaviour. In this way, we aim to continue to provide high-quality services to our customers while at the same time reducing our environmental footprint.

Lease vehicles: average consumption in l/km

At the end of 2014 Van Gansewinkel entered into a partnership with Fleetsupport, which has been closely monitoring the use of our fleet of lease vehicles since 2015 in terms of mileage and litres of petrol consumed. The initial results for 2015 show that average consumption in l/100 km declined for both petrol and diesel vehicles as the year progressed. In late 2015 our average consumption was 5.92 l/100 km, based on weighted average petrol and diesel consumption. We will be actively working with these lease vehicle drivers in 2016 in order to further reduce their fuel consumption. We will do this, among other things, through the use of a consumption app combined with biweekly reports designed to increase drivers' awareness. We are also exploring potential incentive measures to positively influence people's driving behaviour.

Trucks: carbon emissions in kg/tonne of materials transported

In order to improve the efficiency of the vehicle fleet, Van Gansewinkel focuses on both the driving behaviour of its drivers and on the savings facilitated by (new) route optimisation systems and other technical modifications made to the vehicle. The indicator which shows how efficiently our fleet is 'Carbon emissions per tonne of materials transported'.

The size of our fleet increased in 2015, boosted in part by the purchase of a large number of new Euro-6 vehicles. Average mileage per vehicle decreased; this is a clear effect of the previously

STAKEHOLDER DIALOGUE
HOST IN THE GROENE TOP TREIN (GREEN TOP TRAIN)

On Friday, 27 November 2015 the Groene Top Trein (Green Top Train) travelled across the Netherlands ahead of the UN Climate Summit in Paris. As the host of the *Kringloopwagon* (Recycling Wagon), Van Gansewinkel, in partnership with Maurits Groen's organisation, organised an all-day programme featuring individuals and organisations looking to transition from a linear to a circular economy. We offered a platform to organisations, businesses and schools that provide solutions for further reducing carbon emissions and closing loops. Passengers aboard the train were full of sustainable, smart and inspiring ideas for fighting greenhouse gas emissions. At the same time, we also launched our National Waste Report, 'wAARDEvol', which resulted in plenty of positive media exposure.

used route optimisation system and the implementation of the freight exchange. The latter is a method to align inbound and outbound transport, so as to reduce the amount of freightless transport. The reduction in both the average distance travelled and the average transported weight per vehicle resulted in a decline in average fuel consumption. The company's own Eco-drive programme, which encourages drivers to drive more consciously and economically, was another contributing factor. Average carbon emissions per tonne of materials transported fell in 2015 compared to 2014 with 2.8%: from 14.4 kg per tonne to 14.0 kg per tonne of materials transported. By continuing to invest in programmes such as Eco-drive, route optimisation and other technologies to further reduce fuel consumption, for example aerodynamic waste containers, we are aiming for further improvements in 2016.

Carbon emissions of fleet

	Number of vehicles	Average mileage per vehicle (in km)	Average transported weight per vehicle (in tonnes)	Average fuel consumption per vehicle (in litres)	Carbon emissions per tonnes of materials transported (in kg)
2015	1,491	37,620	3,314	14,414	14.0
2014	1,467	39,128	3,415	15,274	14.4
2013	1,544	38,488	3,209	15,601	15.7

CASE
LOW CAR DIET

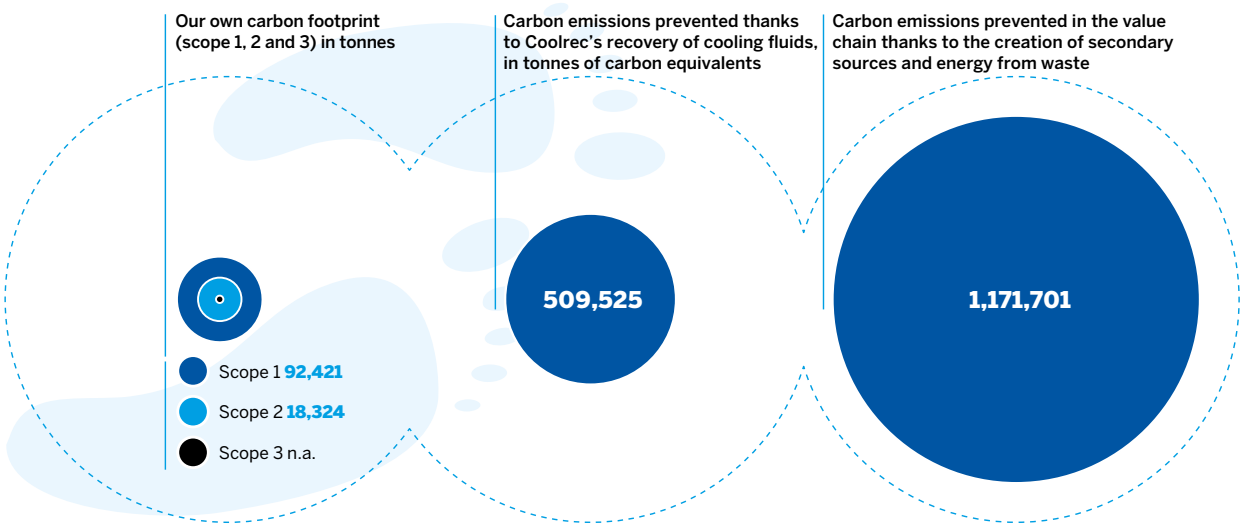
In October and November 2015, a group of Van Gansewinkel employees participated in the Low Car Diet project organised by Urgenda, an organisation dedicated to helping companies accelerate the transition to a sustainable society. The purpose of the exercise was to introduce participants to different modes of sustainable transport. Management and employees with a mobility card used bicycles or bicycle-sharing systems, high-speed E-bikes, external work and meeting sites, public transport and electric cars/ car-sharing systems. Companies competed with one another to complete as many sustainable kilometres as possible and discovered that the daily commute can be cheaper, cleaner and healthier. Van Gansewinkel came out with positive results: participants travelled 44% cleaner overall. At the start of the competition, emissions totalled approximately 200 grams of carbon per square kilometre, which fell to 100 grams of carbon per kilometre during the Low Car Diet. This is the result of a combination of alternative modes of transport, teleworking and Skype meetings. In 2016 we will be exploring how we can make our mobility policy more sustainable.

Reducing environmental footprint

We calculate our carbon footprint in accordance with the Carbon Performance Ladder method, The direct emissions (scope 1) we generate represent more than 92,000 tonnes of carbon and are made up of nearly 75% of the fuel consumed by our waste collection vehicles.*

Additionally, we also consume diesel as fuel for location vehicles and other materials and equipment, accounting for 15% of the scope-1 emissions. The fuel consumed by the lease vehicles, the consumption of gas and propane for the heating of buildings and the extraction of biogas from a dump which we use to produce green energy comprise the remaining 10% of the scope-1 carbon emissions. The scope-2 carbon emissions – adding up to almost 18,000 tonnes of carbon dioxide – are generated by electricity purchased and account for more than 16% of our total carbon footprint. This footprint fell by 2.5% between 2014 and 2015. The decrease was mainly the result of fuel consumption for our trucks and site equipment on the one hand, and electricity consumption at the sites on the other.

Our carbon footprint in perspective



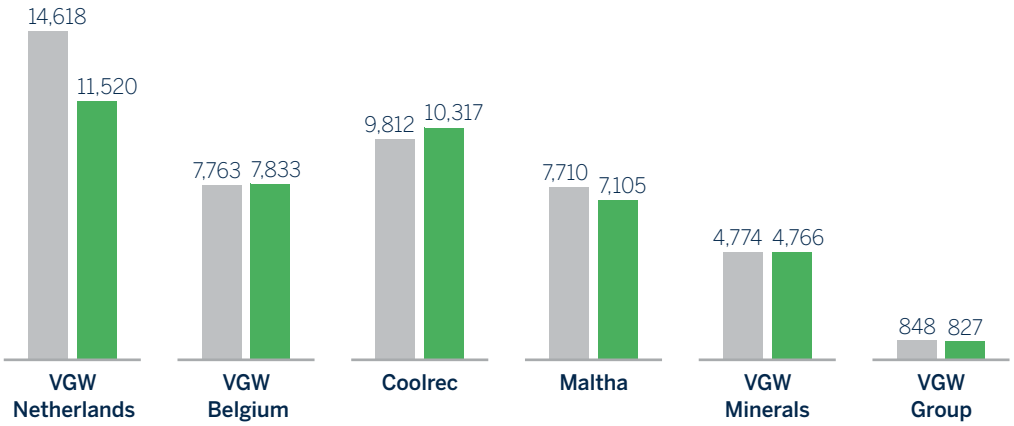
The following example serves to put this data into perspective. More than four times Van Gansewinkel's own carbon emissions (scope 1 and 2), our company Coolrec saves 509,525 tonnes of carbon equivalents by recovering more than 147,000 kilograms of cooling fluids alone, i.e. 509,525 tonnes of carbon equivalents.

The main contribution of the waste companies to the total carbon reduction is the creation of secondary raw materials and energy extracted from waste. This helps to prevent the emission of large amounts of carbon across the value chain as a whole in relation to the production of primary raw materials and the use of fossil fuels. For Van Gansewinkel, this added up to more than 1.17 million of tonnes of carbon** in 2015, versus 1.19 million tonnes in 2014. This decline is related to a Van Gansewinkel will team up with TNO again in 2016 in order to update the key data.

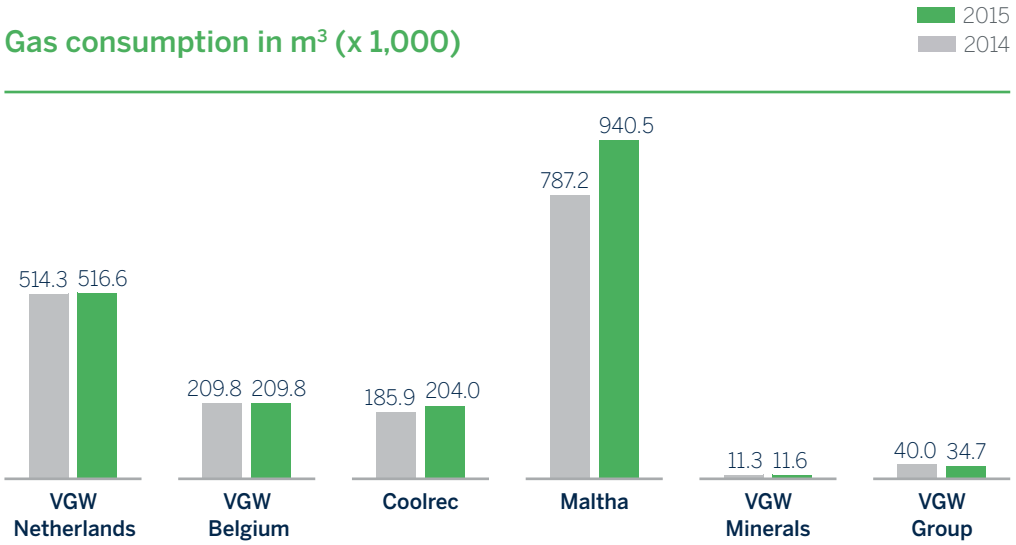
* Potentially significant methane and N_2O emissions of our locations are not sufficiently clear, therefore this number should be placed in perspective.

** The figure for 'Carbon emissions prevented in the value chain' is calculated based on a 2010 study conducted specifically for Van Gansewinkel by TNO, the Netherlands Organisation for Applied Scientific Research.

Electricity consumption in MWh



Gas consumption in m³ (x 1,000)



reduction in the total amount of waste processed combined with a higher percentage of waste converted into raw materials rather than being incinerated.
As a result, we avoided roughly 11 times as much carbon emissions than we generated ourselves as an organisation. We nevertheless remain focused on further reducing our carbon footprint.

Energy consumption at company sites (electricity and gas)

Van Gansewinkel tracks energy consumption at all its sites, focusing on electricity and gas consumption, since this accounts for the bulk of the consumption required for waste processing, lighting and heating at our sites.

Overall electricity consumption fell by 8.0%: from 43,766 MWh in 2014 to 40,272 MWh in 2015. Van Gansewinkel Netherlands showed the largest decline. This was related in part to the reduction in processing activities at our Utrecht site. Coolrec showed the largest increase, as a result of increased activities in Baumholder and in Waalwijk.

Due to an increase in activity at the Coolrec site in Baumholder and several Van Gansewinkel Netherlands sites, gas consumption increased by 9.6% in 2015: from 1,748,532 Nm³ in 2014 to 1,917,148 Nm³ in 2015. We calculate the total energy savings for the sites by converting natural gas consumption into MWh (conversion factor: 8.79 MWh per 1,000 Nm³*) and adding this to the electricity consumption. In 2015, this accounted for 3.4% versus 2014, which means we achieved the target of 2.5%. We will continue to work on attaining our energy-efficiency target in 2016 by launching an extensive energy management

* Both electricity consumption and natural gas consumption are displayed in MWh. Natural gas consumption has been converted into MWh using the factor 8.79 kWh per 1 Nm³ (source: RVO – list of Dutch Energy Carriers, April 2015).

project which should make it easier for us to keep track of both consumption and savings potential at each of our sites. We took an initial step toward this end during the year under review by installing sophisticated meters at all our Dutch sites. The Belgian sites were already taking advantage of this in 2015. The next step is to perform energy audits, which serve to identify further energy-efficiency initiatives and implementing these across the organisation where possible.

Trucks: absolute carbon emissions (in kilotons)

The total carbon emissions generated by our company fleet are determined by a variety of factors. The total amount of transported waste and the mileage are the biggest influencing factors. In 2015, carbon emissions generated by the fleet fell by 4.1% to 69,416 tonnes (2014: 72,374 tonnes; a decline of more than 2,900 tonnes of carbon).

Environmental emissions and fires

Unfortunately, incidents sometimes occur during the storage, transhipment and processing of waste which have an impact on the immediate living environment. We report these issues in our reporting tool, TrackWise. Examples of such environmental emissions include oil leaks (including hydraulic oil leaks), noncompliance with dumping requirements, water and wastewater; and dust, odour and noise pollution. A total of 189 of these types of incidents were reported in both 2015 and 2014. None of these incidents have resulted in any major contingencies.

In addition to environmental emissions, we also focus specifically on fires. A number of major incidents occurred in recent years, including fires on industrial premises, collection vehicles and/or containers. In 2015 there was therefore an additional focus on fire inspection rounds, auditing the waste acceptance policy, and reducing the storage of combustible waste to outside office hours as much as possible. During the year under review, the number of fires increased by 14% to 104, versus 91 in 2014. The focus in 2016 will once again be on the same areas, and on 28 April 2016 – National Safety Awareness Day – we will focus on fires again, starting with an internal awareness-raising campaign relating to acceptance policies.

The importance of commitment and a shared goal

Around five years ago the listed, Netherlands-based company Heijmans, involved in property, homebuilding, utilities and infrastructure, introduced the Lean Six Sigma quality improvement programme at its company. One lesson they learned was that they needed to make smarter use of valuable residuals. The company went on to set new targets: They resolved to increase the percentage of waste sorted at their building sites from 35% to 60% and to reduce the amount of waste transport. Heijmans Residuals Manager Nico Hennipman and Peter Konstapel, Key Account Manager at Van Gansewinkel, explain how their respective companies managed to succeed in this.

'Van Gansewinkel and Heijmans are involved in waste management from beginning to end,' Peter explains. For each construction project, we discuss what types of waste we can expect. We then make a calculation

and draft a waste management plan on that basis. We regularly check our adherence to this plan and whether we need to make any adjustments. 'In 2015 Heijmans produced a total of 25,581 tonnes of construction waste and 2,093 tonnes of industrial waste,' Nico adds. This is such a substantial amount that we need to sort the waste at the source, not just based on environmental considerations but also for economic reasons. We are trying to use containers with a capacity of 10 cubic metres or even 40 cubic metres instead of the 6-cubic-metre containers we have been using to date. This will give us the opportunity to both save on transport and reduce our carbon emissions. Van Gansewinkel's site managers really do make a difference – they visit each of our building sites every three months.'

Solving problems through communication

When the financial crisis began hitting the construction sector, the partnership between Van Gansewinkel and Heijmans suffered on both sides from corporate reorganisations. 'Several changes of staff ended up affecting customer services, operational services and the quality of our reports,' Nico recalls, with Peter adding: 'But it's in a time of crisis that you discover who your true partners are. We did a root cause analysis and jointly drafted an improvement plan. The various Heijmans divisions, including road construction and homebuilding, currently have a single point of contact and email address they can use.' Nico: 'We managed to sort out our problems in the end by continuing to keep the lines of communication open even during the crisis.'

Support for customised solutions

Nothing creates success like a strong sense of commitment, and that goes for both customers and the partners' own organisations. Peter continues: 'We are very proactive and transparent when it comes to the calculations we make for Heijmans. It helps to build trust and also leads to more work. Since we involved our management at the right time, we knew they would support us even in creating custom solutions.' Nico acknowledges the importance of involvement on the part of the management. 'Having clear policies in place certainly helped us to increase the percentage of waste sorted at our facilities. At Heijmans, we are all aware that sorting waste pays off. Why do you think we made it one of our Key Performance Indicators?'

Customers demand a sustainable approach

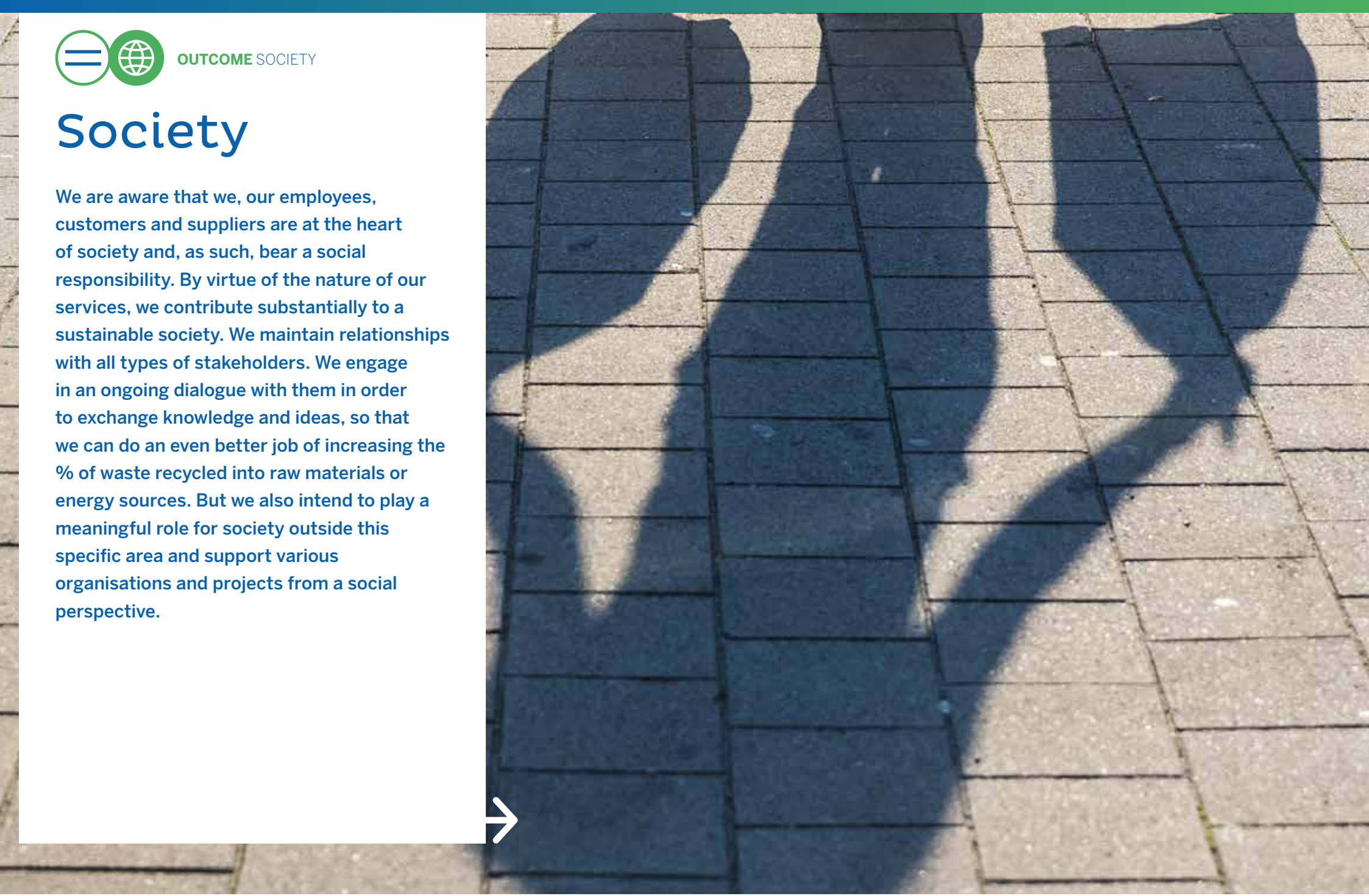
Nico and Peter intend to continue meeting Heijmans' sustainability targets for waste sorting and exceed them wherever possible. Nico sees opportunities in creating additional waste streams to be segregated, including rock wool and plasterboard. He would like to discuss with manufacturers the option of retrieving certain types of waste, in line with the circular economy. 'Our customers expect us to use sustainable methods. In response to their demand a growing number of our buildings comply with certifications such as BREEAM. Waste has a central role in that process. If we have an effective waste management system in place, we can also improve our chances in public procurement processes and tenders.' Peter: 'We are contributing to Heijmans' sustainability targets by recycling as much of the collected waste as possible into raw materials or energy sources and are examining whether we can use innovations in other divisions of our company, such as Forz®, for Heijmans' benefit. We went from being a supplier to a strategic supply-chain partner – and a fully sustainable one at that.'

GEERT GLIMMERVEEN
DIRECTOR OF
VAN GANSEWINKEL
NETHERLANDS

Geert Glimmerveen, Director of **Van Gansewinkel Netherlands**, is no novice to the world of sustainability. 'The Brundtland Report, *Our Common Future*, which really put sustainability on the map, had a huge impact on me. I've taken an interest in the topic ever since the late 1980s. I feel it's important to work on creating a liveable society and explore the opportunities for circularity through co-creation. Partners should have a shared set of values, both economic and environmental. Both partners should also be committed to successfully putting their plans into practice. Heijmans would like to play a role in shaping the future, by using sustainable designs based on an efficient use of energy, space and materials. Our own goals are very similar to theirs, which is what makes Van Gansewinkel and Heijmans such a strong team.'

Society

We are aware that we, our employees, customers and suppliers are at the heart of society and, as such, bear a social responsibility. By virtue of the nature of our services, we contribute substantially to a sustainable society. We maintain relationships with all types of stakeholders. We engage in an ongoing dialogue with them in order to exchange knowledge and ideas, so that we can do an even better job of increasing the % of waste recycled into raw materials or energy sources. But we also intend to play a meaningful role for society outside this specific area and support various organisations and projects from a social perspective.



Management approach and objectives

Objective	Indicator	2014	2015	2015 target	2016 target	2020 target
Customer focus	Customer satisfaction	8.4	8.4	8.5	8.5	8.5
	Customer loyalty – Net Promotor Score*	12%	12%	14%	14%	> 15%
Value chain responsibility	Average score for processor audits	6.8	7.2	7.5	7.8	8.5
	Average score for supplier audits	7.1	7.5	7.5	7.8	8.5
Knowledge sharing	Van Gansewinkel intends to communicate its ideas about the circular economy through stakeholder dialogues, partnerships and social initiatives, as well as to share knowledge and learn and assess stakeholders' expectations, so as to be able to further improve our own services.**					

* The percentage of customers who recommend us.

** The Sustainability Report 2014 contained two quantitative indicators for this purpose: the number of stakeholder dialogues and the number of initiatives relating to knowledge sharing with emerging economies. We believe it is important to continue with these efforts, but, having evaluated the situation, we will no longer link this to quantitative targets, based on the conviction that the substance and quality of stakeholder dialogues and knowledge sharing reveal more than actual numbers.

In addition to the objectives set out above, we will discuss the issues of compliance management, quality management and stakeholder awareness separately in this section (in terms of waste management and the circular economy).

Public Affairs

Van Gansewinkel holds representative positions in various industry associations. In the Netherlands we are members of the *Vereniging Afvalbedrijven* (Association of Waste Processing Companies) the *Koninklijke Vereniging voor Afval- en Reinigingsmanagement* (Royal Association for Waste and Cleansing Management) and the *Branchevereniging Breken en Sorteren* (Industry Association for Breaking and Sorting), among other organisations. In Belgium, we are a member of the *Federatie van Bedrijven voor Milieubeheer* (Federation of Companies for Environmental Management/FEBEM). We focus on a number of social activities organised on a structured basis and attempt to help set the domestic and European waste policies.

Supply chain responsibility

Since our company is involved in waste processing and recycling and is a supplier of raw materials, we ensure we can use our position in the value chain in order to further improve sustainability, quality, safety, health and the environment. The Materials, Purchasing and SHEQ departments work together in this context in safeguarding quality and compliance of our suppliers and processors. Van Gansewinkel uses a number of procedures and an audit programme for this purpose. The focus in 2015 was on conducting these audits in a timely manner; we are looking to further improve the quality of the audits in 2016.

Compliance management and certifications

Our organisation must comply at all times with laws and regulations and with requirements imposed on us by third parties and by ourselves. Our management systems are used to regulate central and decentralised quality assurance for all our activities and to monitor compliance. We report our compliance every month to both the manager of the business unit in question and to the Board of Directors. We discuss progress with them and implement any corrective measures as needed.

The SHEQ department is responsible for managing our quality assurance and compliance management systems. We safeguard quality, adherence to environmental regulations and safety through the ISO 9001, ISO 14001 and OHSAS 18001 certifications, respectively. Furthermore, some divisions of our organisation are in possession of VCA certificates and *BeoordelingsRichtLijnen* (Evaluation Guidelines). Our compliance management system serves to register and manage environmental and other permits, where we check the appropriate requirements by means of internal inspections and audits. In 2016 the management systems of the various regions in the Netherlands will be integrated into a single system.

Current developments and accountability

Customer focus

Sustainable development extends beyond the environment alone. Van Gansewinkel is committed to building and maintaining long-term relationships with its customers and supports them in achieving their sustainability objectives.

Customer satisfaction

Van Gansewinkel works with an external research company to conduct its annual customer satisfaction survey among 1,200 randomly selected customers in the Netherlands and Belgium. In 2015 we achieved a score of 8.6 in Belgium and 8.2 in the Netherlands, with our account managers and general services receiving the highest scores. We attained an average score of 8.4. This score remained unchanged from 2014, and we very narrowly failed to meet the 8.5 target. We are nevertheless proud of this high customer satisfaction score and we will maintain 8.5 as a target for 2016.

Customer loyalty

Besides customer satisfaction we also measure our customer loyalty, since this forms the basis for long-term partnerships. Customer loyalty is expressed as the Net Promotor Score: the percentage of our customers who would recommend our company to their peers. At 12%, our 2015 Net Promotor Score remained unchanged from 2014. While this is a good score, our target for 2020 is to increase customer loyalty to 15%.

STAKEHOLDER DIALOGUE

DIALOGUE WITH THE BELGIAN CONSTRUCTION INDUSTRY

Van Gansewinkel Belgium entered into a strategic partnership in 2015 with BOUWUNIE, which unites small or medium-sized enterprises from the various sub-sectors in the construction industry in a single, strong union. We aim to work with BOUWUNIE in order to improve sustainability in the construction industry and thereby contribute in a concrete manner to the circular economy. We hosted four information sessions at the Van Gansewinkel sites in Houthalen, Turnhout, Evergem and Bruges in order to discuss these issues. These sessions were attended by more than 150 companies operating in the construction industry.

Supply chain responsibility

Van Gansewinkel incorporates the issue of Sustainable Development into the selection and evaluation of processing companies and, increasingly, of suppliers as well. The main criteria of this evaluation process are compliance with laws and regulations and agreements made between the parties, and responsibility for a (sustainable) supply chain.

Average score in processing audits

Processing companies are classified into three risk profiles (High, Medium or Low), based on the following criteria: type of waste to be received; permit status; system certificates earned; the presence or absence of cross-border waste; and the country in which the final processing company is based. Van Gansewinkel checks various details (how extensive this check is depends on the risk profile) on compliance with laws and regulations, onsite health, safety and environmental regulations, and socially responsible policies. Negative reports on partners are a reason for the company to take additional action or classify companies in a higher risk profile.

Our Materials department performed 250 processing audits in 2015, in accordance with the plan. Our SHEQ processing department supports these audits for high-risk processing companies. The average score attained in these audits increased to 7.2 (2014: 6.8), leading to an increase in the number of processing companies operating in accordance with our requirements. We will continue to critically assess our processing companies in 2016 in order to continue improving quality in the value chain.

Average score in supplier audits

Van Gansewinkel launched a new method for identifying, selecting and evaluating (critical) suppliers in 2011. This method is complementary to that used for processing companies. Suppliers are classified based on their impact on Van Gansewinkel's primary process, the risk of reputational damage, and its revenues. A score is subsequently calculated based on checklists. Areas assessed in this process include compliance with laws and regulations, order and cleanliness, safety, quality assurance systems, processes and products. We conducted 30 audits in 2015, in accordance with the plan. The average score was 7.5, versus 7.3 in 2014, which means we comfortably exceeded the target.

STAKEHOLDER DIALOGUE
IN DIALOGUE WITH SUPPLIERS

The central focus of our Supplier Day, held in Eindhoven's Philips Stadium on 31 March 2015, was to further improve our relationships with our suppliers. At this event, which was largely devoted to the new purchasing strategy, employees shared knowledge and information with a total of 75 suppliers. The suppliers described the day as particularly useful and educational. A second edition of the Supplier Day is scheduled for 2016.

Sharing knowledge

In addition to liaising closely with our customers and suppliers, we also maintain relationships with other stakeholders, including ministries, non-governmental organisations (NGOs), investors, trade unions and media. This gives our organisation a better grasp of the latest social trends and developments with the objective of improving the quality of our services and business operations. In addition, stakeholder dialogue is also a key aspect of the contribution we intend to make to society. Depending on the issue involved, the expectations and the desired or required action to be undertaken, stakeholders play a role in this process in various compositions.

Stakeholder dialogues

The table shows which topics we discussed with which stakeholders in 2015, and with what frequency. Our Public Affairs department initiates a large number of stakeholder dialogues with governments and semi-government agencies and trade associations which are devoted to setting policies on waste formation policies. Examples of this include meetings with and visits from political leaders and parties, meetings with semi-governmental organisations, including OVAM in

	Public authorities and political entities	Waste industry	Customers	NGOs	Society	Employees	Shareholders and Supervisory Board	Education and research institutions	Suppliers	Media	Local residents
Number of dialogues	14	11	9	9	6	5	4	4	2	2	2
Topics discussed											
Raw materials scarcity	●	●	●	●	●	●	●	●	●	●	
Circular economy	●	●	●	●	●	●	●	●	●	●	●
Sustainable services			●	●		●	●				●
Sustainable energy	●	●	●	●	●	●		●	●	●	
Recycling and design for recycling	●	●	●	●	●	●	●	●	●	●	●
Sustainable purchasing		●					●		●		
Supply chain responsibility	●	●	●	●	●	●	●	●	●	●	
Green driving	●	●		●	●	●		●	●	●	●
Long-term employability	●	●				●	●				
Waste imports and exports	●	●		●			●				
Safety	●	●	●	●	●	●	●	●	●		●
Sustainable IT				●		●					
Ethics	●		●	●	●	●		●		●	●

Belgium, and regular meetings with trade and industry associations, such as the *Vereniging Afvalbedrijven* (Association of Waste Processing Companies) in the Netherlands and FEBEM in Belgium.

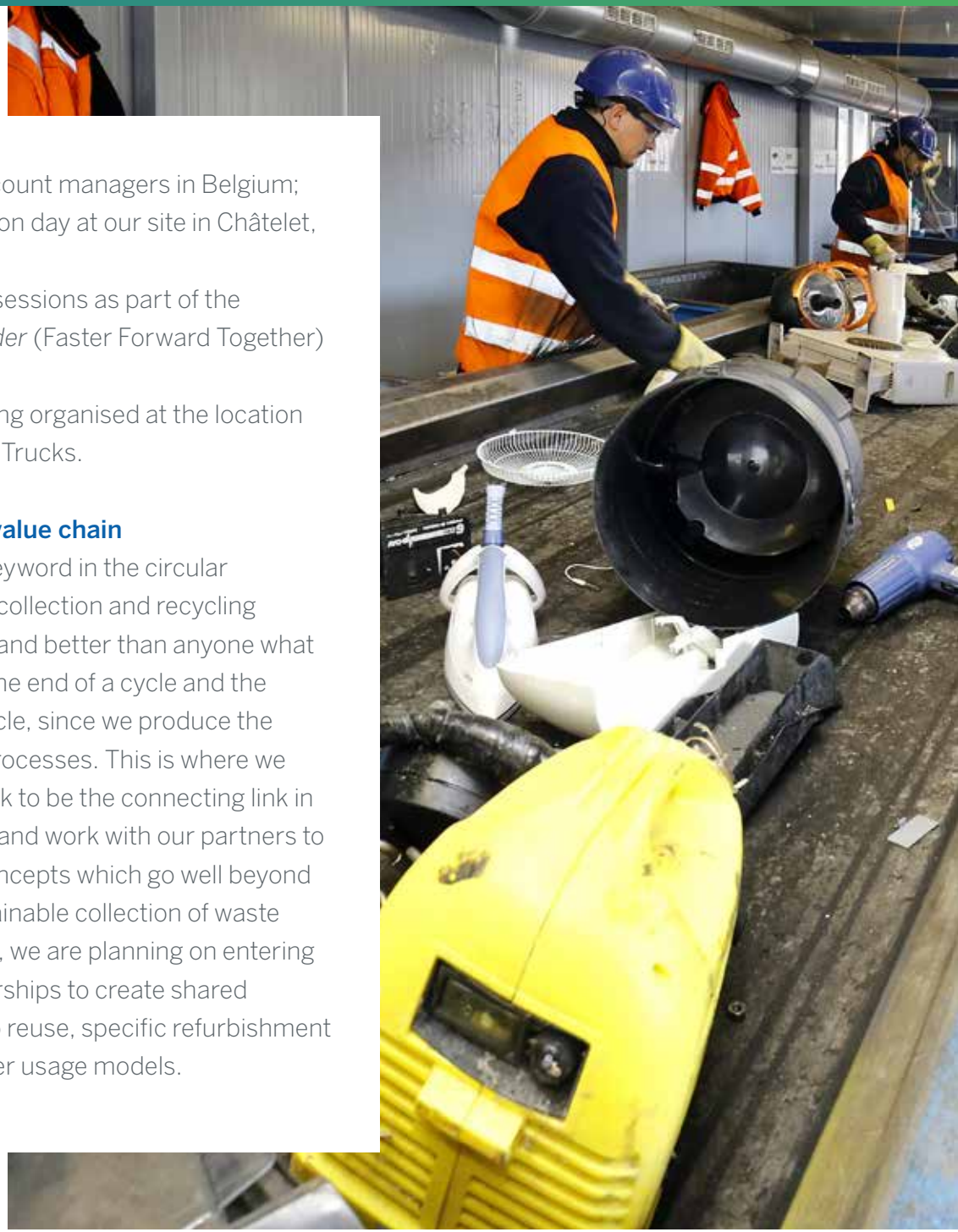
The topic of 'The Circular Economy' was discussed extensively with a wide range of stakeholders. Examples of this include our contribution to the *Groene Top Trein* (Green Top Train) in November 2015, the round table conference 'The Circular Economy in the Urban Environment' in October 2015, the partnership with the Flanders Recycling Hub and the NVRB meeting on the circular economy at Coolrec in Waalwijk.

Van Gansewinkel also organised several stakeholder dialogues in 2015. These included:

- A meeting with major customers from the healthcare sector in order to discuss specific waste issues;
- A Supplier Day with the objective of strengthening the relationship with suppliers;
- A meeting with a delegation from *Horeca Vlaanderen* (trade association for the Flemish food service industry) as part of the 'No Food, No Waste' campaign, which is aimed to fight food waste in this industry;
- A Sales Day for account managers in Belgium;
- An e-waste collection day at our site in Châtelet, Belgium;
- Several employee sessions as part of the *Samen Sneller Verder* (Faster Forward Together) transition process;
- A leadership meeting organised at the location of our partner DAF Trucks.

Partnerships in the value chain

'Cooperation' is the keyword in the circular economy. As a waste collection and recycling company, we understand better than anyone what happens to waste at the end of a cycle and the beginning of a new cycle, since we produce the resources for these processes. This is where we see our future: we seek to be the connecting link in the circular economy and work with our partners to develop innovative concepts which go well beyond the efficient and sustainable collection of waste streams. For example, we are planning on entering into long-term partnerships to create shared innovations relating to reuse, specific refurbishment programmes and other usage models.

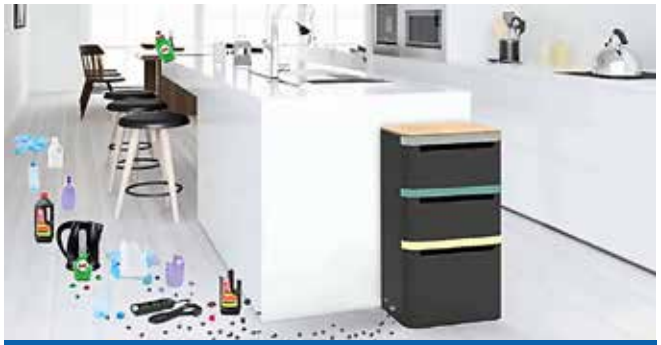


Some examples of our chain partnerships in 2015

SUPERUSE STUDIOS

REUSE OF RESIDUALS AND MATERIALS

As a facilitator of the circular economy, Van Gansewinkel also aims to prevent waste and ensure that it only ends up as residuals in recycling processes after several cycles. In order to promote the reuse of residuals and other products, our company entered into a partnership with Superuse Studios, a company specialising in sustainable design. Van Gansewinkel offers the Oogstkaart.nl website – a type of market-place for residuals – as part of its services to its customers. They can use the website to purchase specific residuals that require as little processing as possible and give it a useful purpose elsewhere while retaining its value as much as possible.



BINBANG

DESIGN COLLECTION AND SORTING WASTE BINS FOR AT HOME

BinBang manufactures bins for home sorting – designer collection and waste bins for use by consumers at home that work on the basis of a modular system. Van Gansewinkel is currently investigating opportunities to supply recycled plastics for the manufacture of the collection bins. Besides supplying the waste bins, BinBang has also launched an awareness-raising project for consumers. For Van Gansewinkel, the services provided by BinBang are a perfect addition to Gansewinkel EcoSmart, which optimises waste collection in office environments with innovative collection solutions.

OPVALLERS

CREATIVE WASTE COLLECTION CONCEPTS FOR FESTIVALS AND EVENTS

In 2015 Van Gansewinkel extended its partnership with field market agency Opvallers with the launch of two new waste collection concepts: 'ReCycles' and 'Afval Obers' (Waste Waiters). The ReCycles concept involves waste which is first sorted and collected using a waste cargo bike and subsequently presented for recycling. Afval Obers are people dressed in waiter uniforms who go around carrying trays that the audience can use to get rid of plastic, organic waste and other types of waste.
The new initiatives were successfully used during the year under review for awareness-raising projects against litter and for waste segregation. Based on these new collection concepts, local authorities and organisations can prevent waste at festivals and events.

BETTER FUTURE FACTORY

RECYCLED FILAMENT FOR 3D PRINTERS

Collaboration with sustainable start-ups accelerates the transition to a circular economy. We supported several young entrepreneurs from Better Future Factory in achieving their goal of using our recycled plastics to manufacture filament for 3D printers. This requires compliance with all manner of laws and regulations, including REACH and ROHS. Precisely because these are recycled materials, this process is more complex than for primary raw materials. Van Gansewinkel played a key role in teaching the entrepreneurs about what plastics to use, as well as supplying the plastic for a white filament. This plastic is derived from the recycling of refrigerators.

Social initiatives

AFVAL LOONT ('WASTE PAYS OFF')

'WASTE STORES' FOR CONSUMERS

Afval loont ('Waste Pays Off'): the Dutch Recycle Bank' is a concept by Van Gansewinkel, project initiator Jørgen van Rijn, and the Rebel Group. In January 2016 Social Impact Ventures joined them as a fourth partner. The partners aim to see the number of outlets of the recycle bank increase from 20 to 30 in the next few years. In fact, this increase is necessary in order to allow 'Afval loont' to operate independently. The recycle banks involved in the project pay cash for every kilo of waste consumers deliver to their premises – including textiles, electronic devices, plastic, paper, metal and frying fat. The consumer deposits the amount onto a loyalty card, and 'Afval loont' then awards them the amount every time they have returned 10 euros worth of waste.

NETHERLANDS CIRCULAR HOTSPOT

PROGRAMME WITH LEADERS IN THE TRANSITION TO A CIRCULAR ECONOMY

As part of efforts to further accelerate the transition to a circular economy, Van Gansewinkel became an ambassador for 'Netherlands Circular Hotspot', an impressive new programme whose objective is to position the Netherlands as an international leader in the transition to a circular economy. During the Dutch EU presidency in 2016, we will be working closely with 25 leaders in the transition to a circular economy, as part of the programme to present the research about this economy developed over the past few years.

CIRCULARITY CENTER

CENTRE FOR KNOWLEDGE DEVELOPMENT AND BUSINESS DEVELOPMENT

Van Gansewinkel is one of the founders of the Circularity Center. Its partners in this initiative include Port of Rotterdam, Rabobank, Innovation Quarter, the Netherlands Organisation for Applied Scientific Research (TNO) and BIKKER & Company. The objectives of the partnership are knowledge development and business development in the circular economy.
The company is currently exploring options to recover cellulose from various waste streams for use in a variety of raw materials projects.

FLANDERS RECYCLING HUB

PARTNERSHIP TO PROMOTE RECYCLING AND THE CREATION OF A CIRCULAR ECONOMY IN FLANDERS

We became a partner in the ambitious Belgian project the 'Flanders Recycling Hub', which was launched by a consortium made up of the Vlaams Instituut voor de Logistiek (Flemish Logistics Institute/VIL), the Openbare Vlaamse Afvalstoffen-maatschappij (The Public Flemish Waste Company/OVAM) and the Vlaamse Instelling voor Technologisch Onderzoek (Flemish Institution for Research in Technology/VITO). The project is part of a wider initiative called the *Vlaams Materialenprogramma* (Flemish Materials Programme). It aims to strengthen the Flemish ports, economy and recycling industry so as to take advantage of opportunities for increased recycling and the creation of a circular economy in Flanders. Van Gansewinkel contributes its knowledge of logistics, recycling and raw materials and supports other partners of the Hub in closing materials loops.

Compliance management

As part of our management systems, we monitor compliance with permit requirements. We have recorded 765 permits and more than 10,000 permit requirements in a digital system. In order to track the corresponding compliance requirements and actions, we performed a total of 355 compliance checks during the year under review. Any omissions are prioritised in this system using the following three levels: 'Attention Required', 'Urgent Non-Conformity' or, in extreme cases, 'Not in Control'.

We were forced to report one case of 'Not in Control' in 2015 – this was related to an excess amount of wood at the sites. On average, we received 20 'Urgent Non-Conformity' reports during the year. The majority of these concerned the status of our fluid-proof facilities, violations of disposal requirements, assurance of the European Waste Catalogue and Hazardous Waste List system, and violation of driving times and resting times. Action plans have been drafted and implemented for each of these 'Urgent Non-Conformity' reports.

Quality management

In 2015 we completed our external certification processes for ISO 9001, ISO 14001 and OHSAS 18001. This was a sizeable programme involving external audits and consisting of approximately 200 audit days. The programme extended across all levels of our organisation and tested our procedures in practice.

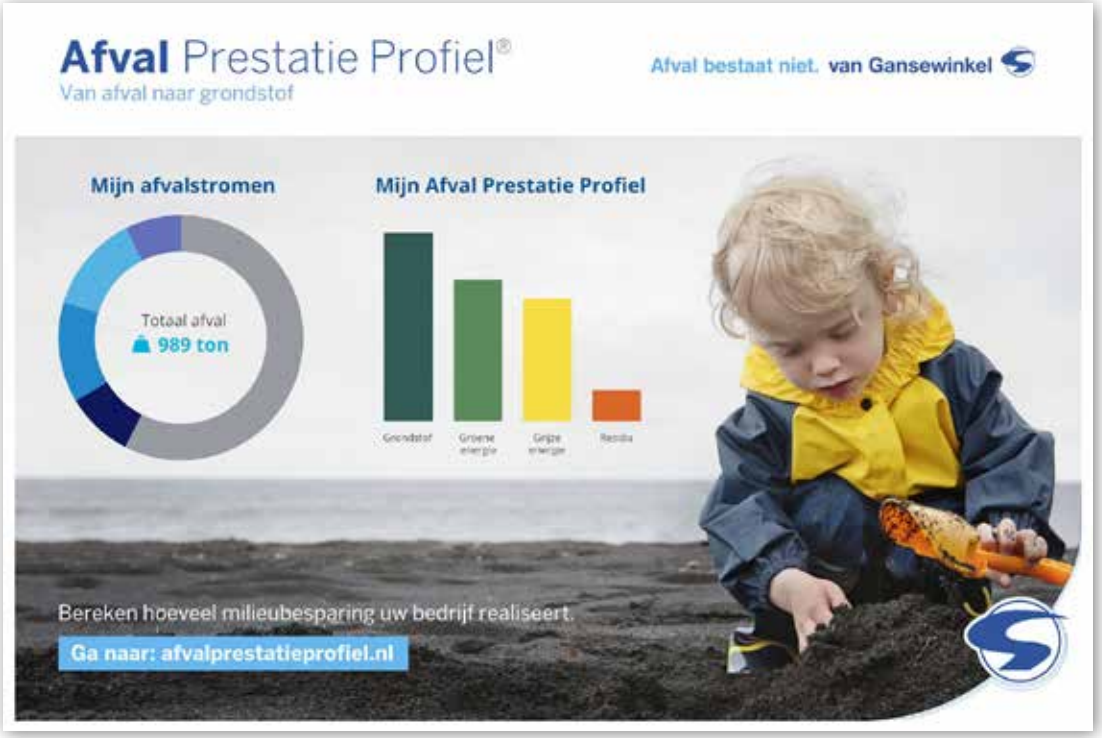
The external audits conducted in 2015 resulted in 47 deviations from the standards. This is comparable to 2014, when 46 deviations were detected. The four most frequently detected deviations were related to non-conformity with the following standard elements:

Deviations from the standard

Measuring and monitoring	20
Resources, duties, responsibilities and authority	10
Production realisation	9
Risk management	8

Stakeholder awareness

In 2015 Van Gansewinkel launched several campaigns to raise awareness among various stakeholders related to waste management and the circular economy. We successfully launched our 'Nationale Afvaltest' (National Waste Test) in both Belgium and the Netherlands in order to increase awareness of waste segregation at the workplace and work with the business community in order to recover more raw materials from waste. More than 7,500 companies took the test. We concluded from the results that there is much room for improvement at companies when it comes to waste segregation and prevention.



We followed up the 'Nationale Afvaltest' with the Afval Prestatie Profiel (Waste Performance Profile), an online tool unique in the industry that builds on the *Afvalbarometer* (Waste Barometer) launched in 2011. The data used in the tool was created in association with the research institute TNO (the Netherlands Organisation for Applied Scientific Research). The sixteen most common waste streams were mapped out and calculated for the profile, giving companies access to detailed information on the amount of valuable resources and carbon emissions they can save by sorting their own industrial waste. The tool provides access to waste sorting percentages, increases awareness of cost-saving waste sorting in the workplace, and can be used both by Van Gansewinkel customers and others.

In order to inform, inspire and activate not just businesses but also the general public, public authorities and the political community to get more out of the value of waste, we published the National Waste Report 'wAARDEvol' in late 2015. This report, which can be downloaded free of charge, is a fascinating combination of data from our test and relevant trends in the world of waste and various business sectors, plus the scientific and political communities, and also includes inspiring stories about sustainability. These reveal that there are many resources as yet untapped when it comes to making our society more sustainable.

Creating new circles together

Van Gansewinkel and Betonindustrie De Hamer use the patented Forz® technology to give a new life even to the bottom ash that remains after the incineration of non-recyclable residuals in the cement industry. 'Although that may not meet the strictest definition of the term "circular", we do actually create a new circle,' says Eric de Groot, Sales Director at BTE Nederland. Forz® has shown that there really is no such thing as waste. We simply integrate it into a new supply chain, since new cement, too, can be easily recycled.' What exactly does this process involve? And what hurdles did Forz® need to overcome before proving its worth?

About four years ago Rob Bleijerveld, at that time Research and Development Manager at Van Gansewinkel Minerals, contacted Eric de Groot, the then CEO of De Hamer. Eric remembers it well: 'He asked us if we were interested in a sustainable and innovative solution for gravel and sand for our concrete manufacturing operations. As it happened we were. We immediately saw a good market opportunity.'

'Forz® has demonstrated that the construction industry can be innovative. And that's a good thing, or else no young people would be interested in pursuing careers in science and technology.' ERIC DE GROOT

ROB BLIJERVELD

ERIC DE GROOT

Concrete typically contains gravel, water, sand, the binding agent cement and any colourings. These ingredients are mixed together and poured into a mold so the mix can be used to create concrete bricks, tiles and strips. There were substitutes available for the additional materials gravel and sand, but they were contaminated to different degrees. 'What makes Forz® so innovative is its guaranteed cleanliness and sustainability,' Rob explains the added value of the product developed by the two partners. 'We start out by removing the iron from the bottom ash and then the non-ferrous metals such as copper and aluminium. We clean the residual materials and eventually turn it into granulate.'

Shared confidence

Forz® was developed over an extended period of time. Rob: 'Gravel and sand used in the manufacture of concrete come with their own set of specifications, and we had to perform a lot of tests before we realised an appropriate substitute. At one point the machines at De Hamer couldn't process the granulate, and another time the end product did not survive the cold weather. We had to find creative ways of making it work, but fortunately, when you both have the confidence it's going to work out, it will.' Eric agrees: 'Both partners always kept their eyes on the prize – they were very professional throughout.' The sale of these types of high-quality granulates are currently part of Van Gansewinkel Minerals' core business.

No extra costs

When the cement industry first caught wind of a new type of cement manufactured from bottom ash, the responses were decidedly mixed. De Hamer had to invest a lot of energy in getting the market to accept its product by showing its customers – mainly local authorities and water boards – that Forz® could help them achieve their sustainability targets without any high costs.

Forz® is more environmentally friendly

One project in which Forz® was used in a particularly inspiring way is the Park & Ride car park adjacent to the new Cinemic cinema in Nijmegen. A new measuring instrument was used during the sustainable tender process for the construction project, which fit the European Union criterion of the Most Economically Advantageous Tender. 'The measuring tool calculates how much primary materials are replaced with

'If it works in the Netherlands, I don't see why it couldn't work elsewhere.'

ERIC DE GROOT

secondary raw materials,' Rob explains. 'The more primary materials you replace with secondary materials, the higher the score. The contract was awarded to the tenderer that delivered the highest added value in terms of price, sustainability and transport distance of the concrete. Forz® is proven to be less damaging to the environment, and was absolutely one of the factors that helped us land the contract.'

Bolstered by their successes in Nijmegen and several other Dutch municipalities, the company is eager to expand. Eric: 'If it works in the Netherlands, I don't see why it couldn't work elsewhere.' Forz® is ready to take on the world.

PAUL DIJKMAN
DIRECTOR OF
VAN GANSEWINKEL MINERALS

Van Gansewinkel Minerals specialises in the processing of mineral residuals. The company's years of knowledge of and experience in mineral residuals have made it an expert in sophisticated cleansing techniques and the conversion of selected residuals into a man-made sustainable raw material marketed under the name Forz®.
'We are helping society to become more sustainable by producing raw materials from mineral residuals, which can be used as substitutes for primary raw materials,' says Paul Dijkman, Director of Van Gansewinkel Minerals. 'Creating social value from waste and, in doing so, helping to create a circular economy is an important part of what drives me in this business.'

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* These indicators are partially reported. The scope, boundaries, definitions and measuring methods of all indicators are being explained in the same table in the appendices.

** The GRI Aspect Customer Privacy is being found material for our organisation but we don't have an indicator formulated for this aspect yet.

OVERVIEW OF SCOPE, BOUNDARIES, DEFINITIONS AND MEASURING METHODS

People

Objective	Indicator	Material aspect	Definition	Measuring technique	Boundary of material aspects by indicator*	Exception to scope of internal organisation**
Passionate expertise	Employee engagement (biannual survey)	**Employer/employee relationship** **Training and education**	Result of an extensive employee survey covering topics such as employee motivation, engagement, satisfaction and loyalty, and employee turnover intention.	The aggregate score is determined based on a detailed survey conducted among employees. The responses (based on a scale of five options relating to quality) are assigned a quantitative value which can be used to calculate average scores.	Internal organisation	
	Expertise maintenance (minimum number of days of training and education per year)		Gross costs of all training and education completed by employees which is required for the role, or required in the performance of their duties or aimed at personal development and new challenges.	Figures are derived from the monthly financial reports. Training and education costs are expensed (listed as 'Special expenses') in the financial registration systems.		
Creating a safe and healthy work environment	Injury frequency (IF)	**Health and safety**	The number of industrial accidents involving company employees and temporary workers resulting in sickness absence, measured in millions of hours of exposure. 'Hours of exposure' refers to the total number of working hours, including paid overtime and training hours, but excluding holidays, sickness and unpaid overtime.	The figures are derived from the SHEQ monthly report for December. Industrial accidents are reported by managers and recorded in a registration system. The SHEQ organisation checks the reports for completeness and accuracy. Hours of exposure are calculated based on Payroll reports.	Internal organisation	
	Sickness absence		An employee's absence from work for a specific period of time, with 'sickness' being the confirmed and/or stated reason. In the Netherlands, the sickness absence rate is calculated based on the number of calendar days and in Belgium based on official working days. In Belgium, only brief periods of absence are registered (less than 2 weeks), since this falls within the employer's scope of responsibility.	Sickness absence rates are derived from a monthly report prepared by the HR departments at the Dutch and Belgian sites. In both the Netherlands and Belgium, sickness absence is reported by managers using the systems designed for this purpose.		• Coolrec Germany; • Coolrec France; • Maltha France; • Maltha Portugal; • Maltha Hungary.
Inclusive employer	Female employees	**Employment**	Female workers employed by Van Gansewinkel, not including temporary workers and interns.	Figures are derived from HR reports, which are prepared every month by the corporate HR department.	Internal organisation	
	Disadvantaged job seekers appointed to positions at Van Gansewinkel		Employees in the Netherlands and Belgium with a special status: • Recorded in 'special employment status' database; • Work and Income according to Labour Capacity Act < 35% / 35-80 and employed by VGW; • Employees registered with us with long-term disability status; • Older employees employed under the Unemployment Act (WW); • Older employees at Belgian sites; • Younger employees at Belgian sites; • Long-term unemployed in Belgium.	The figures are derived from Payroll. The special statuses of the employees in question are registered in this system.		• Coolrec Germany; • Coolrec France; • Maltha France; • Maltha Portugal; • Maltha Hungary.

Objective	Indicator	Material aspect	Definition	Measuring technique	Boundary of material aspects by indicator*	Exception to scope of internal organisation**
	Ethics	**Non-discrimination**	The number of ethics-related surveys, awareness-raising activities, advice and special developments. 'Ethics' refers to ethical conduct on the part of our employees, in compliance with the applicable laws and regulations and with an internal code of conduct.	The figures are derived from the annual Ethics Report. Managers can report ethics-related issues to the ethics managers and launch an investigation if necessary. Surveys and recommendations are recorded in a secure registration system.	Internal organisation	

Environment

Objective	Indicator	Material aspect	Definition	Measuring technique	Boundary of material aspects by indicator*	Exception to scope of internal organisation**
Waste into raw materials	% of waste recycled into raw materials or energy sources	**Materials**	Percentage of waste that is converted into energy in waste incineration plants (useful purpose) or is landfilled. This concerns tonnes of waste disposed of by Van Gansewinkel for the 11 main waste streams, either transported directly to a processing company or through our own storage and transhipment.	The figures for the disposed tonnes of waste are copied from a report based on the weighbridge data for our sites. The weighed tonnes are recorded in a registration tool, which is also linked to billing. The tonnages are converted into percentages using key data from a TNO (Netherlands Organisation for Applied Scientific Research) survey conducted in 2010.	• Internal organisation; • Buyers.	
	Number of active innovation projects relating to the circular economy/new processing methods		Projects designed to set up concrete business cases in order to increase the % of waste recycled into raw materials or energy sources, create high-quality recycling processes or boost the circular economy.	The figures are derived from a monthly report on the status and progress of the projects. The report is drafted by the Business Development department.	• Customers; • Internal organisation; • Buyers.	
More efficient fleet	Lease vehicles: average consumption in l/100 km	**Energy** **Emissions**	The mileage driven and the petrol and diesel consumption of passenger vehicles leased by the organisation's employees. The average fuel consumption of petrol and diesel is determined based on a weighted average.	The figures are reported on a quarterly basis by the fleet manager (an external party) for the Netherlands and Belgium and consolidated at the corporate level. Fuel consumption and mileage are registered through the use of individual fuel cards.	Internal organisation	• Coolrec Germany; • Coolrec France; • Maltha France; • Maltha Portugal; • Maltha Hungary.
	Trucks: carbon emissions in kg/tonne of materials transported		Tonnes of materials transported by road and the related diesel consumption, converted into carbon emissions, of all trucks (collection vehicles) owned and operated by the organisation.	The figure is calculated based on a) data from weighbridge data and b) the registration of fuel consumption using fuel cards. The conversion into carbon emissions is made using a key figure for carbon for diesel consumption (source: SKAO – www.co2emissiefactoren.nl).		• Van Gansewinkel Minerals; • Coolrec; • Maltha. Please note: These entities do not transport materials by road themselves.

OVERVIEW OF SCOPE, BOUNDARIES, DEFINITIONS AND MEASURING METHODS

Objective	Indicator	Material aspect	Definition	Measuring technique	Boundary of material aspects by indicator*	Exception to scope of internal organisation**
Reducing environmental footprint	Energy consumption at company sites (electricity and natural gas in MWh)	**Energy** **Emissions**	Electricity consumption and natural gas consumption in MWh for all sites with an electricity and/or gas connection, with the consumption being billed directly to Gansewinkel or through the lessee/tenant.	Figures are calculated based on invoices sent by the energy provider. The supplier has made an estimate for a number of low-consumption sites without smart meters. Gas consumption in the Netherlands is converted into MWh using a factor (source: RVO – list of Dutch energy carriers (version April 2015).	Internal organisation	Sites where consumption is included in the rent or where this is non-existent on account of the nature of the work performed, are not included.
	Trucks: Carbon emissions in kton		The tonnes of materials transported by road using our own trucks and the related diesel consumption, converted into carbon emissions by means of a carbon key figure for diesel consumption (source: SKAO – www.co2emissiefactoren.nl).	The figure is calculated based on the registration of fuel consumption using fuel cards. The conversion into carbon emissions is made using a carbon key figure for diesel consumption (source: SKAO – www.co2emissiefactoren.nl)		• Van Gansewinkel Minerals; • Coolrec; • Maltha. Please note: These entities do not transport materials by road themselves.
	Carbon footprint		Total carbon emissions from all relevant emission sources within the organisation. This includes fuel consumption by lease vehicles, trucks and site materials, gas consumption, propane consumption and the emission of biogas extraction from landfills (scope 1) and electricity consumption (scope 2).	Emissions are calculated using the Carbon Performance Ladder method, scope 1 and 2. Van Gansewinkel is certified at level 3 and is subjected to annual audits by a certification body.		Scope 1 does not include any methane emissions for our sites.
	Carbon emissions prevented in the value chain		Carbon emissions prevented in the value chain because waste is recycled as a raw material or is given a useful purpose as a source or energy, as opposed to the consumption of primary raw materials and fossil fuels for energy generation.	The figures for the discharged tonnes of waste are copied from a report based on the weighbridge data at our sites. The weighed tonnages are recorded in a registration tool, which is also linked to billing. The tonnages are converted to saved carbon emissions based on key data from a TNO (Netherlands Organisation for Applied Scientific Research) study conducted in 2010.	• Customers; • Suppliers; • Internal organisation; • Buyers; • Society.	
	Environmental emissions and fires	**Effluents and waste**	Environmental emission: emission which has resulted in non-compliance with a standard or regulation, as included in the environmental permits of the site concerned. Fire: Fire/explosion involving the intervention of first responders (company emergency response team) or external support services.	The figures are derived from the SHEQ monthly report for December. Environmental emissions and fires are reported by managers and recorded in a registration system. The SHEQ organisation checks reports for accuracy and completeness.	Internal organisation	

Society

Objective	Indicator	Material aspect	Definition	Measuring technique	Boundary of material aspects by indicator*	Exception to scope of internal organisation**
Customer focus	Customer satisfaction	**Labelling for products and services** **Marketing communications**	The outcome of an extensive customer survey covering topics such as services, customer interaction, account management, billing and complaints handling.	The aggregate score is determined based on a detailed survey conducted among customers. The responses (based on a scale of six options based on quality and significance) are assigned a quantitative value which can be used to calculate average scores.	Customers	• Coolrec; • Maltha; • Van Gansewinkel Minerals.
	Customer loyalty – Net Promotor Score		The outcome of a detailed customer survey asking customers whether they would or would not recommend our organisation to others.			
Supply chain responsibility	Average score in processing audits		Processing audits are periodic assessments of the quality of the services provided by the companies that process our waste, covering the following areas: reputational risk, order and cleanliness, safety and security, management system, administration, acceptance, disposal, aspects related to environmental permits and inconvenience, and social performance.	Assessments are discussed with the processing company, signed by both parties and subsequently registered in the customer administration system. Based on the assessment, processing companies are assigned the status Active, Non-Active or Qualified Approval (i.e. subject to terms and conditions). This is linked to the quantitative score of the assessment.	Buyers	
	Average score in supplier audits		Supplier audits are periodic assessments of the quality of the services provided by the supplier, based on the following criteria: timeliness and reliability, quality, communications, services, billing and the presence of a management system.	Assessments are discussed with the supplier, signed by both parties and registered in a document management system. The assessment may range from 'No go' to 'Excellent'. This is linked to a quantitative score.	Suppliers	
Sharing knowledge	Stakeholder dialogues, chain partnerships and social initiatives (non-quantitative)	**Local communities**	Stakeholder dialogues are defined as any time when the Van Gansewinkel management engages with one or more stakeholders regarding issues that affect both Van Gansewinkel and the stakeholder. Cooperation in the chain involves long-term partnerships aimed at shared innovations relating to the circular economy. 'Social initiatives' refers to initiatives and projects by various organisations which have a social objective and are supported by Van Gansewinkel.	The Public Affairs department periodically collects information regarding stakeholder dialogues conducted or attended by the organisation.	• Customers; • Suppliers; • Internal organisation; • Buyers; • Society.	

* In defining the material aspects, we distinguish within the value chain between customers, suppliers, internal organisation, buyers and society.

** The scope of the internal organisation includes the following business units plus all sub-entities and sites: Van Gansewinkel Netherlands, Van Gansewinkel Belgium, Van Gansewinkel Minerals, Coolrec and Maltha.

For a complete list of all legal entities, please refer to our website.

INDEPENDENT ASSURANCE REPORT

To the readers of the 'Sustainability Report 2015' of Van Gansewinkel Groep B.V.

What is our conclusion?

We have reviewed (limited assurance) the Sustainability Report 2015 (further: 'the Report') of Van Gansewinkel Groep B.V. (further 'Van Gansewinkel').

Based on our review, nothing has come to our attention to indicate that the Report is not presented, in all material respects, in accordance with the GRI G4 Guidelines.

The basis for our conclusion

We conducted our engagement in accordance with the Dutch Standard 3810N: 'Assurance engagements relating to sustainability reports'.

We do not provide any assurance on the achievability of the objectives, targets and expectations of Van Gansewinkel.

Our responsibilities under Standard 3810N and procedures performed have been further specified in the paragraph titled 'Our responsibility for the review of the Report'.

We are independent of Van Gansewinkel in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO) and other relevant independence requirements in The Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA).

We believe that the review evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Emphasis of matter

Without qualifying our opinion, we refer to the paragraph 'About this report' which explains the inherent limitations of the Report.

This paragraph explains that the indicators 'Second life as raw material or useful application as a source of energy' and 'Carbon emissions prevented in the value chain' are based on research conducted in 2010. This information cannot be seen as an up-to-date representation of the performance of Van Gansewinkel on the themes 'Waste used as raw materials or energy sources' or 'CO_2 footprint'.

Responsibilities of the Board of Directors for the Report

The Board of Directors is responsible for the preparation of the Report in accordance with the GRI G4 Guidelines as described in section 'About this Report'. It is important to view the information in the Report in the context of these criteria.

As part of this, the Board of Directors is responsible for such internal control as it determines is necessary to enable the preparation of the Report that is free from material misstatement, whether due to fraud or error.

The Board of Directors is responsible for overseeing Van Gansewinkel's reporting process.

Our responsibility for the review of the Report

Our objective is to plan and perform the review assignment in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

We apply the 'Nadere voorschriften accountantskantoren ter zake van assurance opdrachten' and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement has been performed with a limited level of assurance. Procedures performed in a limited assurance engagement are aimed at determining the plausibility of information and therefore vary in nature and timing from – and are less extensive than – a reasonable assurance engagement.

The procedures selected depend on our understanding of the Report and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.
The following procedures were performed:

- A risk analysis, including a media search, to identify relevant sustainability issues for Van Gansewinkel in the reporting period.
- Evaluating the design and implementation of the reporting processes and the controls regarding the qualitative and quantitative information in the Report.
- Interviewing management (or relevant staff) at corporate level responsible for sustainability strategy and reporting.
- Visits to two sites in Stadskanaal (the Netherlands) and Izon (France) to review the source data related to the indicators 'Safety' and 'Waste used as raw materials or energy sources of waste'.
- Evaluating internal and external documentation, based on sampling, to determine whether the information in the Report is supported by sufficient evidence.
- An analytical review of the data and trend explanations submitted by various entities for consolidation at group level.

Amsterdam, April 21th, 2016

KPMG Sustainability
Part of KPMG Advisory N.V.
drs. W.J. Bartels RA, Partner

GLOSSARY

Combustible waste
Large and small household waste and residuals or industrial waste supplied to incineration plants.

CEO
Chief Executive Officer.

CFO
Chief Financial Officer.

Compounder
Company that processes different types of melted plastics into a new form of plastic.

Carbon dioxide
Carbon dioxide (greenhouse gas).

Carbon footprint
The carbon footprint indicates how much carbon an organisation releases through its activities, and can consequently be regarded as a yardstick for the organisation's impact on the environment.

Euro-6
European Union regulation establishing an emission standard for vehicles.

Ferrous and non-ferrous metals
Ferrous metals contain iron while non-ferrous metals do not.

FTE
Full-time equivalent.

Hazardous waste
Waste classified as hazardous under the European Waste Catalogue and Hazardous Waste Commodities List (indicated by an asterisk *). This also includes small chemical waste such as waste from paint, batteries, solvents, toner cartridges and medication residues.

GRI
Global Reporting Initiative. This Van Gansewinkel Sustainability Report is compiled on the basis of version 4 of the Global Reporting Initiative. The G4 is divided into a 'core' level and a 'comprehensive' level. Van Gansewinkel reports at the 'core' level.

ISO 9001
International standard for quality management.

ISO 14001
International standard for environmental management systems.

Mton
Megaton.

MWh
Megawatt hour: a measure of electrical energy consumption.

OHSAS 18001
International standard and management system for occupational health and safety.

SHEQ
Safety, Health, Environment and Quality.

TrackWise
Electronic management system providing support to the organisation in registering and monitoring SHEQ-related issues, e.g. incidents and near-misses, inspections, audits, penalties/ disciplinary measures and investigations.

Stakeholder

A stakeholder is defined as an individual or group of individuals with an interest in an organisation's decisions or activities, e.g. customers, employees, governments, non-governmental organisations (NGOs), investors, trade unions, suppliers and the media.

Start-up

Newly established generally small company focused on innovation, development and new markets.

COLOPHON

Concept, consultancy, design and publication

C&F Report, Amsterdam

Coordination and editing

Van Gansewinkel, Eindhoven
Glasshouse Communications, Vught

Photography

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