

Stakeholder dialogue

As an organisation, you have an impact on your stakeholders and they have an impact on the organisation. It is therefore important to be in constant dialogue. For example, we think it is important to involve all our employees in our circular ambitions, but also to interact with local municipalities to discuss their plans and vision and to collaborate where possible. In 2022, we engaged with our stakeholders in several ways, as described below and further explained by stakeholder group in the table. We noticed in the conversations we had that two themes are more often the topic of conversation than others: CO₂ reduction and water. These are themes that are incredibly important to our organisation and became tangible last year through our commitment to SBTi goals and because of the extremely dry summer.

Roadshows

This year we organised a series of meetings with employees to share and gather knowledge on circularity, sustainability and the vision of Swinkels Family Brewers. We did this with our employees from different departments and with the Next Gen (the next Swinkels generation). The interviews and observations from these roadshows led to useful insights into how we can involve employees in our ambitions even more and where we, as a company, can still grow. We held subsequent inspiration sessions with employees to reflect on current themes that emerged from the roadshows. In 2022, the themes were water and our CO₂ footprint.

Sessions, training and programmes

Meetings to discuss relevant topics in groups, provide training or impart knowledge also took place in 2022. For example, with Management and the Management team to further outline the climate strategy and with educational institutions to further put knowledge and challenges related to circularity into practice. We have also made sustainability an integral part of the onboarding of new employees. They are trained in sustainability in general, and circularity in particular.

Toolbox sessions, regular consultations and meetings

Weekly meetings and consultations where various current topics are discussed, agreements are made and challenges are communicated.

Comprehensive Analysis

Comprehensive analysis of supplier reporting, government agency sector standards, and media reports to keep abreast of external developments and stakeholder requirements.

Stakeholder	Type of dialogue and frequency	Relevant topics
Swinkels family and shareholders	<ul style="list-style-type: none"> Roadshows 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Responsible drinking
Executive Board	<ul style="list-style-type: none"> Executive Board Meeting Circularity Steering Committee consultations – 10 times per year (results have been shared with the Executive Board) 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Responsible drinking
Supervisory Board	<ul style="list-style-type: none"> Management team meeting with Supervisory Board once a year on sustainability. 	<ul style="list-style-type: none"> Sustainable growth Circular business model Governance structure
Customers (on-trade & retail)	<ul style="list-style-type: none"> Regular commercial consultations Peer analysis Talks on CO₂ targets with retail partners 	<ul style="list-style-type: none"> Business ethics Customer experience Circular business model
Employees	<ul style="list-style-type: none"> Roadshows (8 times) Inspiration sessions (3 times) Online questionnaire Toolbox sessions Training and programmes 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Responsible drinking
Suppliers	<ul style="list-style-type: none"> Regular consultations, structural collaboration through procurement and supply chain management 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model
Consumer	<ul style="list-style-type: none"> Media analysis 	<ul style="list-style-type: none"> Circular business model Responsible drinking
NGOs (Van Gogh National Park), local authorities (Municipality of Laarbeek, Aa en Maas Water Board), civil society organisations, education and science (Avans, Fontys and HAS)	<ul style="list-style-type: none"> Regular consultations on licensing and political issues Ad hoc consultations on specific social themes Sessions with educational institutions 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Responsible drinking
Neighbours, local community	<ul style="list-style-type: none"> Ad hoc consultations on specific social themes 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Responsible drinking
Financial institutions and stakeholders	<ul style="list-style-type: none"> Regular consultations 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model