

Stakeholder dialogue

As an organization, you have an impact on your stakeholders and the environment while stakeholders have an impact on our organization. Therefore, it is important to be in dialogue and know the interests of stakeholders. 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.

Starting in 2025, we will report based on the CSRD guideline. We took the first step toward this in 2023 by conducting a double materiality assessment. The results will be used in 2024 to design the annual report for financial year 2024. An important part of the double materiality assessment was the conversation with stakeholders. These discussions revealed that the topics we report on in the annual report continue to be material. Climate change, dealing with water and circular entrepreneurship are often the topic of conversation. These are also the themes that are important to our organization and have become tangible through extreme weather events and our commitment to SBTi goals. Explanations of the materiality analysis and an overview of material topics are described in the “Materiality analysis” appendix.

In addition to the conversations we had for the double materiality assessment, we also engaged with our stakeholders in other ways. See the description below and the explanation for each stakeholder group in the table.

Roadshows

This year we organized a series of meetings with employees to share knowledge on CSRD, circularity, sustainability and our climate goals. We did this with our staff from different departments. The feedback 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. Among other things, we subsequently held an inspiration session on water.

Sessions, training and programs

Meetings to discuss relevant topics in groups, provide training or impart knowledge also took place in 2023. 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 and CSRD 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.

An overview of the various activities and relevant topics by stakeholder group:

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 Climate change
Executive Board	<ul style="list-style-type: none"> Executive Board Meeting Core team Circularity 10 times a year (results were shared with the Executive Board) 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Safety and well-being Climate change CSRD
Supervisory Board	<ul style="list-style-type: none"> Management Board meeting with Supervisory Board once a year regarding sustainability 	<ul style="list-style-type: none"> Sustainable growth Circular business model Governance structure CSRD
Customers (On-trade & Retail)	<ul style="list-style-type: none"> Regular commercial consultations Peer analysis Talks on CO₂ objectives with retail partners 	<ul style="list-style-type: none"> Business ethics Customer experience Circular business model Climate change
Employees	<ul style="list-style-type: none"> Roadshows Inspiration session Online questionnaire (Pulse) Work meetings Training and programs 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Climate change Safety and well-being Responsible drinking
Suppliers	<ul style="list-style-type: none"> Regular consultations, structured collaboration via procurement and supply chain management 	<ul style="list-style-type: none"> Sustainable growth Governance structure Circular business model Climate change CSRD
Consumers	<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 organizations, education and science (Avans, Fontys and HAS)	<ul style="list-style-type: none"> Regular consultations on permits and political dossiers 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 CSRD Climate change
Local residents, local community	<ul style="list-style-type: none"> Ad hoc consultations on specific social themes 	<ul style="list-style-type: none"> Sustainable growth Circular business model Safety and well-being Climate change
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 Safety and well-being