

Towards a **circular** world, in a **sustainable** way

Sustainability report 2019-2020



VANHEEDE.COM
ENVIRONMENT GROUP

1

About Vanheede

4 Preface

5 About Vanheede Environment Group

6 Key figures

8 Business model

10 Our structure

12 How do we make a difference?

2

Our steps towards a more sustainable world

36
PRIDE
Substantial innovations that benefit our customers
Integrity and ethics in business

16 Towards a circular world, in a sustainable way

40 Our values in practice

33
PROFIT
Infrastructural development
Sustainable partnerships

18
PASSION
Six innovation programmes
Vanheede Innovation Day
Innovative Bioboxinstallation

22
PLANET
Sustainable solutions
Preventing environmental contamination
The best destination for your waste

29
PEOPLE
A culture supported by our values
Working together to create a safe working environment

Contents



3

Steps we have already taken

42 Financial section

46 Measuring points

48 Sustainability report: approach

50 GRI referentie-index

About this report

This is the sustainability report of Vanheede Environment Group, with registered office at Beekstraat 25, 1080 Brussels, Belgium. The report has been compiled according to GRI standards: Core option. This report pertains to 2019; it is our intention to publish updates annually. Sustainability reports for other years can be found at www.vanheede.com/en/corporate-sustainability/



Preface

Towards a circular world, in a sustainable way

As a **sustainable business**, Vanheede Environment Group is committed to being a fully-fledged partner in the **circular economy**.

Vanheede plays an active role in shaping the circular economy. Today's global challenges are a top priority for us, from recognising the importance of sorting waste materials at their source to preventing waste altogether, and from understanding the causes and effects of climate change to developing new and innovative recycling technologies. Working with these ideas in mind, we cooperate with governments, other sectors and knowledge institutes to develop new ideas for managing materials in the future.

At the same time, challenges are evolving rapidly. By thinking in terms of the future, we can ensure that we remain relevant in a constantly changing world.

Operating our business sustainably means **reducing our negative impact on the environment to a minimum** while achieving **the best possible results in the management of waste and other materials, green energy and the environment**. In every aspect of our work we apply high-quality, professional and innovative approaches that are of added value to all parties involved.

David Vanheede,
CEO Vanheede Environment Group

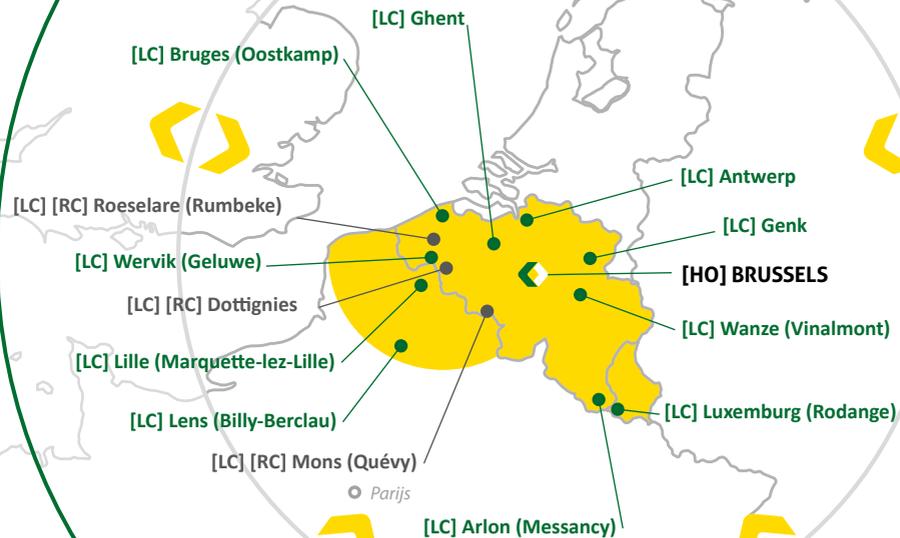
*A sustainable
business that is
a fully-fledged
partner in
the circular
economy.*

About

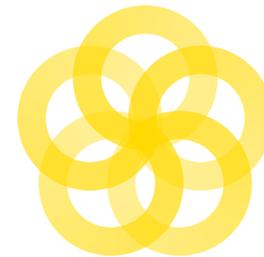
Vanheede Environment Group

Vanheede Environment Group is a sector leader in the management of regular, special and hazardous waste in the Benelux region and northern France. For our customers in Belgium, France, the Netherlands, Germany, Luxembourg and the United Kingdom, we work constantly to determine the best destinations and most sustainable solutions for their waste products.

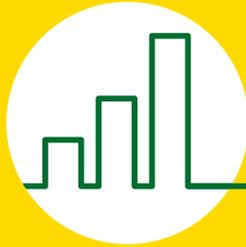
Besides offering an extremely extensive range of waste collection services, Vanheede Environment group also has a wealth of experience in sorting and processing waste and in valorisation technologies. With our pro-active approach to waste processing, we are a true pioneer in the circular economy.



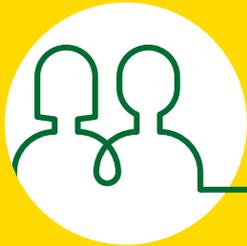
[HO] Head office - [LC] Logistics centres - [RC] Recycling companies



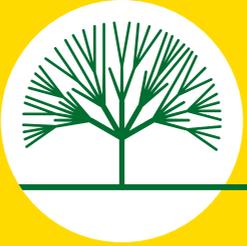
2019



146,413 kEUR
consolidated turnover



770
employees



2,000
waste streams



923,415 tonnes
of waste treated annually



Key figures

646,391 tonnes
of new raw materials annually



41,939,228 kWh
of green energy produced annually



11,983
households supplied with energy
from this source



3 x
more than own energy consumption



Vanheede Environment Group has earned yet another quality certification! And it is a very special one indeed.

Following an intensive audit by Deloitte in areas including strategy, capability, engagement and financial performance, we received a **Best Managed Companies award**.

This accolade is a satisfying recognition of the commitment and attention that we have consistently shown in our strategy over many years, but also of the way in which our business is structured and run.

Certification in Quality, Environment, Sustainability and Safety



Vanheede is committed to the concept of **integrated waste management** in a circular system. We are active across the entire waste spectrum, from collection, sorting and separation to treatment, recycling and disposal. In practice, this means that our business consists of a number of business units positioned along **two strategic axes**.

1

Raising awareness

Raising awareness among specific customer groups helps us highlight the importance of efficient and environmentally responsible waste management. The emphasis is on sorting at the source, which enables us to extract the highest quality raw materials.



Extracting non-recyclable waste

Non-recyclable materials are delivered to processors for further treatment. Some non-recyclable waste can be landfilled for the purpose of energy recovery.



Business model

Integrated waste management



Engaging in partnerships

We constantly seek out potential new partners, ranging from inter-communal associations to other businesses in the waste management chain. Establishing partnerships enables us to improve and enhance infrastructure, impact and process efficiency.



Collecting and separating waste

Collection includes hazardous and non-hazardous* waste, with a focus on industrial waste. Associated activities are waste sorting and transport to processing sites.



Sale of recycled materials

High-quality materials and products are sold to waste processors, manufacturing businesses and other customers.



Recycling waste

Innovation and R&D are geared to achieving the highest possible degree of recycling as well as the extraction of high-quality materials and products.

2

* All types, with the exclusion of explosives, animal remains and radioactive waste

Vanheede Environment Group

ENVIRONMENTAL SERVICES

Business model



“Throughout the years we have often been a pioneer in the implementation of new technologies. This has included things such as rolling out the first hybrid waste collection trucks, replacing mirrors with cameras, integrating ‘smart’ compactors in collection schedules, introducing supertrucks to improve logistical efficiency and more. Innovation has become a central element in our company. After all, we must innovate if we are to survive.”



Caroline Vanheede,
Executive Director Environmental Services



two strategic axes

RECYCLING



Business model



“Innovation not only has an impact on our production processes and product development, but it also requires us to focus squarely on people. What do our customers want? And how can we continue to offer added value? Our consistent commitment to high-value, innovative projects means that everyone in the company needs to keep a critical eye on our market, as well as sharing projects and knowledge.”



*Evelyne Decrans,
Executive Director Recycling*



VANHEEDE ENVIRONMENT GROUP

Innovation



Having **our own R&D department** means we have in-house expertise with regard to design and engineering for sorting and processing activities.

Business stability



We are proud to offer our customers attentive, **reliable and flexible service**, and always pleased when we hear that they value our work.

Wide-ranging sustainability policies



We play a key role in supporting **the circular economy** by processing all types of waste streams into new raw materials and/or energy.

Local presence, international activities



Our business has a deliberately **globally-oriented approach that is locally anchored.**



How do we make a difference?



ENVIRONMENTAL SERVICES

Your one-stop-shop for waste management



Our customers can rely on us **for every aspect of waste management**, from garbage bags and dustbins to dumpsters and roll-packers, and from signage and waste coaching to reporting.

Keep track of your waste management



Via **myVanheede and the Vanheede Plus app our online portal** enables customers to organise their collection calendars, manage reporting and invoicing and order a range of products at their own convenience.

Competent multisite management



A **comprehensive system** for each specific company or group, accessible via the myVanheede portal, provides a complete overview of all waste issues.



RECYCLING

Maximum recycling guarantee



Our material recovery division determines **the appropriate sustainable destination** for every type of material we collect, whether processing is carried out by own companies or externally.

Our processing companies



Thanks to the investments we have made in our processing companies for organic material, plastics and high-calorific waste, we can offer **full-spectrum processing and service**.

High-quality products



We have in-house expertise and technology for **converting waste materials into high-quality products** for use as raw materials and fuels in various industries.





fluvius.

“We have a partner onboard who knows what to do with our waste.”




VANHEEDE
ENVIRONMENTAL LOGISTICS


HOL GLAS
VERRE CREUX
HOLLOW GLASS

How do we make a difference?

A customised approach for Fluvius

Vanheede's commitment to sustainability, excellent service and high degree of recycling were a combination that inspired Fluvius to forge a lasting partnership.



"We are now able to produce clear reporting."

Waste policies developed to meet specific needs

"Vanheede calculated new specifications in line with how our business is structured. We now have a clear overview of the number and weights of containers, as well as proposals for improvements. In turn, this has enabled us to substantially improve our reporting."



Christophe De Winne,
Supply chain – Teamleader for waste reception and management

myVanheede supports compliance with legal requirements

"For one thing, we use myVanheede to ensure we comply with our legal requirements. One of its major advantages is the more or less real-time availability of information. Thanks to this we no longer need to rely on spreadsheets, which were always a month out of date. Furthermore, we use myVanheede for reporting to file our annual environmental impact statement. Our company's health and safety committee and our works council also make use of the internal reporting on annual waste volumes."



Tom Roelandt,
health and safety officer – environment service

Vanheede Plus

"Fluvius is participating in a pilot project for the Vanheede Plus app. The major advantage of the app is that it enables on-the-spot call-outs."



Greet Arens,
supply chain – reception and waste management operations

A sustainable partnership

"We are confident that we have gained a knowledgeable partner with regard to processing our waste. Moreover, Vanheede can think along with us and help us evolve along the right lines. For instance, one of our new aims is to eliminate one additional waste stream from our non-recycled waste each year."

Christophe De Winne,
Supply chain – Teamleader for waste reception and management



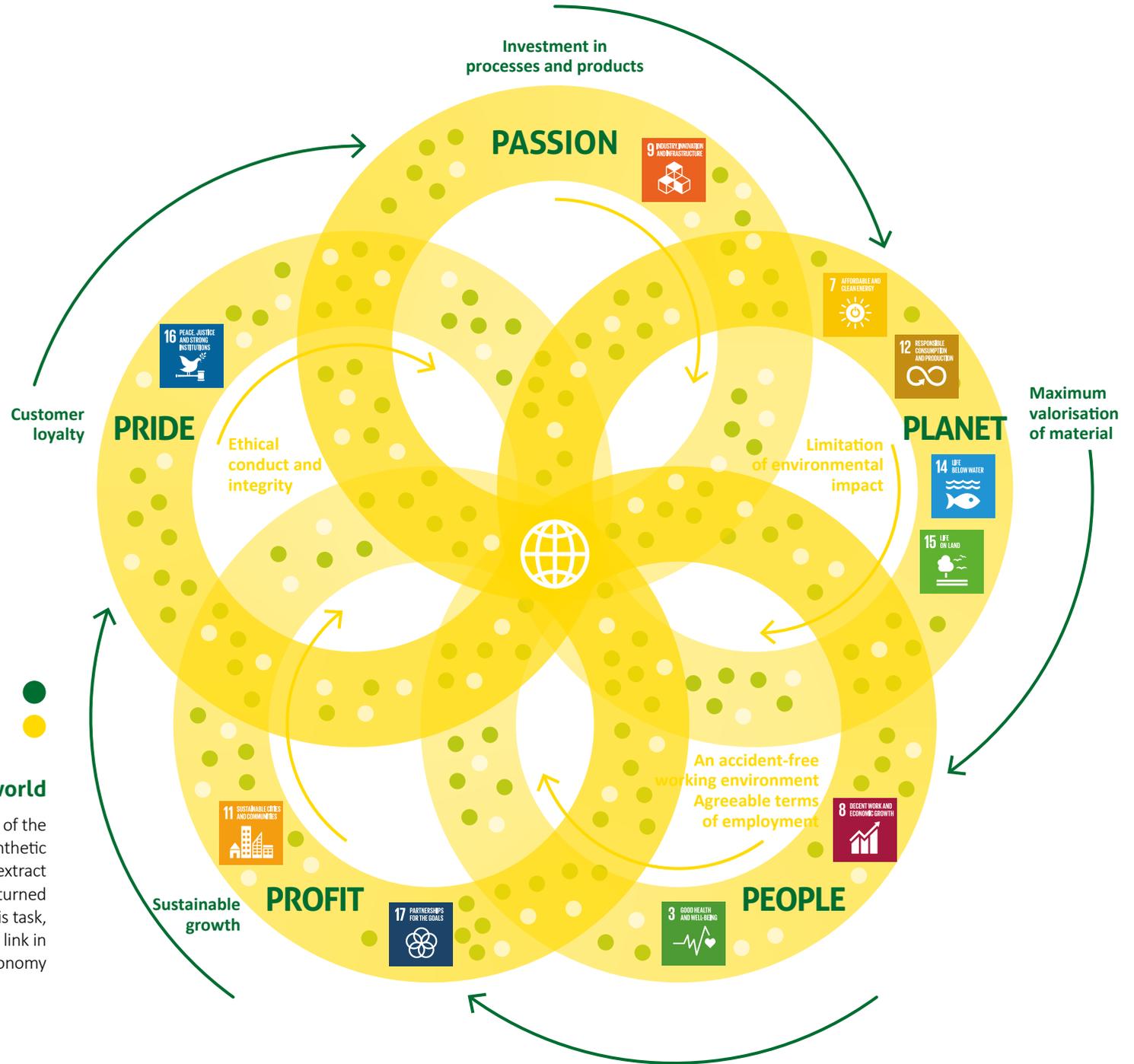
"We have gained a knowledgeable partner with regard to processing our waste."

Towards a circular world,

Our solutions ●
 Our operational impact ●

Giving back to the world

It is important that all of the organic (●) and synthetic materia (○) that we extract from the earth is also returned to the earth. With this task, Vanheede is a major link in the circular economy



Onze impact, onze oplossingen

Sustainable business means reducing our negative impact on the environment to a minimum while achieving the best possible results in the management of waste and other materials, green energy and the environment.



in a
sustainable
way

SUSTAINABLE
DEVELOPMENT
GOALS

To help clarify our impact, we measured five values that we have identified as the Vanheede 'DNA' against the framework set out in the Sustainable Development Goals (SDGs) formulated by the UN. We assess our performance based on how well our **solutions** contribute to efforts towards a circular world, and on how well we limit our **operational impact** to a minimum.

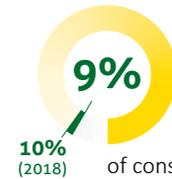




full-time positions in R&D



of R&D projects are geared to making a positive contribution to the circular economy



of consolidated turnover is applied to R&D



How we contribute to the UN's SDGs

In order to **maintain our market position**, we must develop proactive solutions for the **environmental challenges of the future** and offer **sustainable value** to our customers and society in general.

We are committed to our work! Our business culture is one of creativity, entrepreneurship, digitalisation and innovation, and has enabled us to forge solid and lasting partnerships.

PASSION



Six innovation programmes

Innovation and R&D have been integral to the Vanheede approach for many years. We recently took action to structure our various separate initiatives and improve how we manage their timing, scope and budget. This enabled us to focus our strategy on six innovation programmes:

Towards a circular world in a sustainable way



Three programmes are directly linked to our **activities** – collection, sorting and the recycling and valorisation of waste – and geared to the circular economy.

Three programmes are intended to limit **our impact** on the environment and our surroundings, ensuring that we continue to operate sustainably and with an eye to the future.

Why innovate?

Innovation does not happen merely for its own sake. In response to the demands of specific customers or the market, we are constantly adding new solutions to our range. Innovation enables us to face up to two challenges that cannot be ignored:

On the one hand, the **pressure on our climate and environment** is constantly increasing. We aim to have a **positive impact in a circular world**.

On the other hand, **the world around is evolving rapidly** in every area from technology to legislation to customer experience. And we must remain flexible if we are to keep up. We intend to **remain relevant, sustainably**.

With these two issues in mind, in 2019 we formulated a vision for our company:

Towards a circular world, in a sustainable way

24/10/2019



Vanheede Innovation Day

A large number of Vanheede staff are involved with R&D. To bring the Vanheede innovation community together and promote the exchange of knowledge and experience, we held our first Vanheede Innovation Day on 24 October 2019. The day took place at our Quévy site, which was completely renovated last year. Improvements included the integration of a new, innovative washing line for organic waste containers, a full update of our unpacking line and a substantial expansion of our anaerobic digestion capacity. This site is just one example of how we approach innovative investment projects, and the day was an excellent opportunity for all of our project staff to find out more about it at first hand.



The team gets a tour of the site.



A warm welcome by Justine Vanheede.

Innovation is not about dreams. It's about realising dreams.

Dieter Grimmelprez & Kim Delvoye

"Every idea has the potential to launch an innovation. Do you have a good idea? Share it with others, and look for people who share your interests. Talking about ideas helps bring them to life. And once an idea has taken shape, it can become a proposal and perhaps even a reality. One of Vanheede's strengths is its ability to recognise ideas and build communities around them. Because that is when true innovation begins."

Julien Pozza,
Business Unit Manager, Vanheede Biomass Solutions



Marc Foguene (VP Technology & Innovation, AGC Glass Recycling) speaking.



Julien Pozza (Director VBS) shares his vision on innovation.



Kristof Titeux (Facility Manager) speaking.



Innovative Biobox Installation

Food waste results when meals are prepared in business canteens and restaurants and other large-scale catering facilities, and it is a by-product of the food industry in general. We collect packaged and unpackaged food waste separately for processing in our anaerobic digestion facility in Quévy, producing organic matter and nitrogen as well as generating clean energy. Packaging materials go to our Dottenijs site to be transformed into fuel pellets. In other words, this waste stream is fully valorised.

Beginning in 2021, the Flemish regulation on the sustainable management of material cycles and waste (VLAREMA) will require all businesses in Flanders to collect food waste as a separate stream. The Wallonian government's Plan Wallon des Déchets et Ressources also encourages businesses to separate food waste. This means that the coming years will see an increased volume of food waste arriving at our Quévy facility for high-quality processing.

Did you know that our processing of food waste – the contents of the Biobox – is a good example of how **the circular economy functions in practice?**

Circular Biobox

We use Bioboxes to collect food waste. These containers, which have a green body and a grey lid, can be reused and repaired endlessly. Our own repair service applies high-density polyethylene (HDPE) where a repair is needed, and containers that are irreparably damaged (amounting to about 120 tonnes of material annually) are recycled. This involves shredding them, purifying the resulting product and transforming it into raw pellets that can be used in the production of new Bioboxes.

Tom De Vrieze,
Project Engineer,
participated in
the development of
the project.



2,000

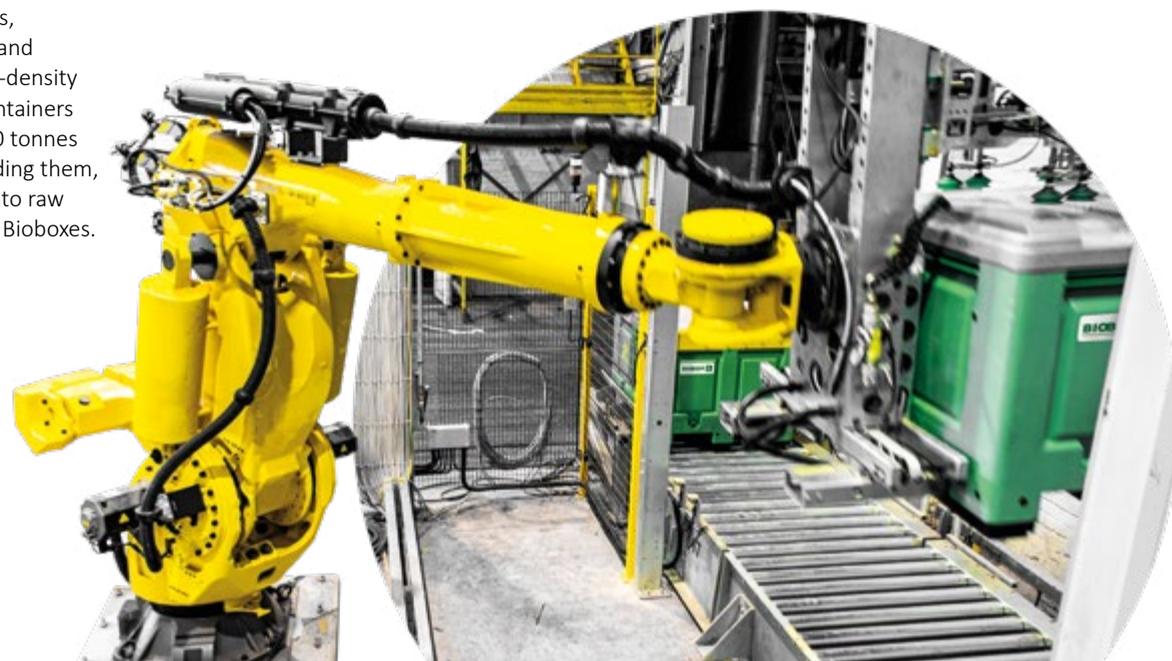
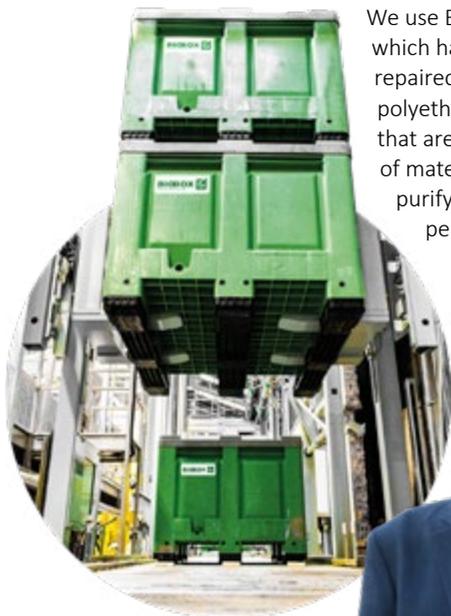
Bioboxes/day

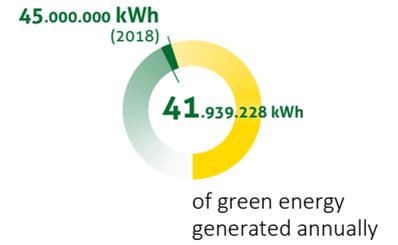
30 sec

= a wash-and-dry
cycle

These Bioboxes are extremely hygienic in use thanks to our completely new washing and drying line, a high-tech design developed specifically for Vanheede and offering a range of advantages:

- less manipulation of waste
- better safety features
- easier to work with
- easier to clean and keep hygienic
- clean and dry
- less use of plastic





How we contribute to the UN's SDGs
Awareness of how to handle waste and materials with a **minimum negative impact** on the environment is of essential importance for the shift to a **low-carbon and circular economy**.

We respect the environment!
 We give materials a second lease of life at our sites, an approach that has a positive impact on the climate and our environment for benefits both today and in the future.

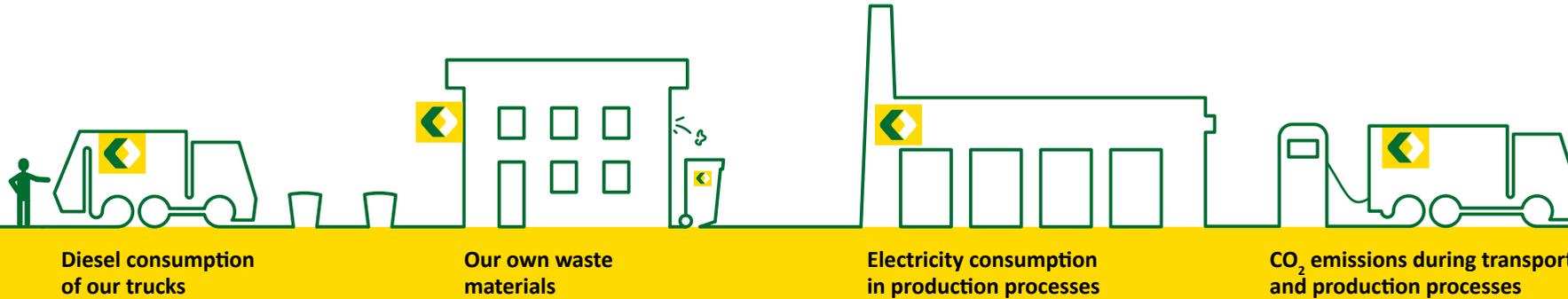
PLANET



Sustainable solutions

Vanheede Environment Group aims to be a sustainable business offering customers the most efficient solutions for the management of waste and other materials, green energy and the environment. The specific technologies that we have developed for these purposes contribute to addressing today's environmental challenges. Our thinking goes further than standard solutions: we develop our own technologies. For us, being a sustainable business means achieving the best possible results for all of our stakeholders while limiting our impact on our surroundings to a minimum.

Our core activities are the collection, sorting and processing of waste. As we do this, we work as sustainably as we possibly can in order to minimise our energy consumption and our impact on the environment.



New transit site in Ghent is advantageous for drivers, customers and the environment

In October 2019 we put a 12,000 m² port location in Ghent into operation as a transit site for empty containers and temporary storage of full containers. This has enabled us to improve services for our customers in the Ghent region, and it provides us with a convenient base for operations in Sint-Niklaas and Brussels. The result? Shorter driving routes, better planning for avoiding traffic and fewer empty trucks heading to Dottenijs or Geluwe. Looking to the future, this location on the Norddok will also be ideal when we expand our transport via water.



Sustainable logistics to take us into the future

Vanheede is often cited as a pioneer in the testing of new technologies to reduce emissions, increase mobility efficiency and improve traffic safety. Examples have included the first hybrid refuse collection truck and the installation of cameras to replace mirrors for a clearer and safer view of the area around and behind a truck. A trial project is now under way to investigate the use of supertrucks for daily transportation requirements. Being longer (25m rather than 18m) and having a larger load capacity (60 tonnes rather than 44) makes them an environmentally responsible alternative.



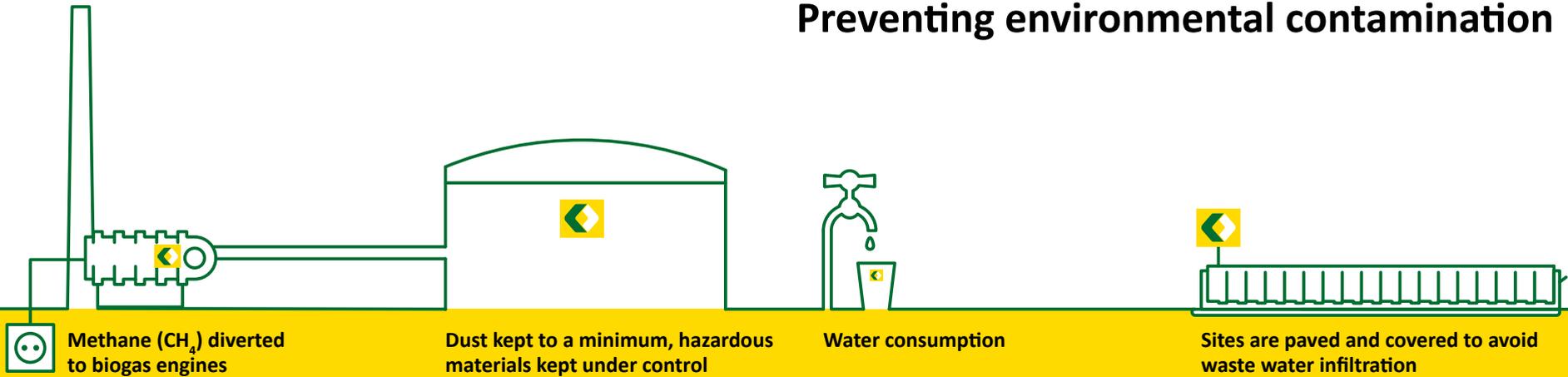
'Smart' compactors

In the spring of 2019 Vanheede achieved a first in Belgium, France and the Netherlands by adding six new 'smart' compactors to its existing capacity. The new compactors automatically signal when they are full, preventing unnecessary trips to empty ones only partially filled and making it easier to plan more efficient emptying routes. Moreover, since the system is self-learning it is eventually able to predict when it will require emptying again. Automatic signalling of technical problems also helps us to offer technical assistance remotely.





Preventing environmental contamination



Methane (CH₄) diverted to biogas engines

Dust kept to a minimum, hazardous materials kept under control

Water consumption

Sites are paved and covered to avoid waste water infiltration

Better mobility on European waterways

Sustainability is a major factor in all of our activities. This also applies to transportation, which is the largest single source of our total CO₂ emissions. Since busy roads and traffic jams are a constant problem for our drivers, we are looking for alternatives to the motorways and other forms of transport. Our waterways are one option.

We currently have three water-based transportation projects under way. Sand from the Proferro foundry is taken by boat to Genk; our waterside site in the port of Antwerp is the starting point for the transportation of waste along European waterways; and pellets destined for Vanheede Alternative Fuels have been transported by water for the first time.

Reducing emissions by transporting pellets over water

Vanheede Alternative Fuels produces high calorific value alternative fuels for use in co-processing. To meet the rising demand for these high-quality alternative fuels, Vanheede looked beyond motorway transportation to identify other means of transport, such as our waterways.

Compacting alternative fuels into bales enables us to move them directly to the port of Ghent, from where they can be shipped efficiently to European customers. Not only does this greatly reduce the number of trips on European motorways, it also enables us to move significantly greater tonnages per shipment, supplying Vanheede Alternative Fuels customers with larger volumes of fuel.

It also has an impact on the site. Larger volumes take up more space and require more logistical coordination.

“Instead of the months we previously needed to transport an alternative fuel to our customers, we can now do it within one or two weeks. Efficient use of waterways enables us to serve our customers across Europe with no impact on road mobility.”

Maxime Vanheede,
Business Development Manager



The best destination for your waste

Environmental technologies play a crucial role in addressing major environmental challenges such as climate change, scarce natural resources and loss of biodiversity.

Vanheede is working to change ideas about dealing with waste and moving closer to a circular economy. Together with our stakeholders, we are rethinking existing processes and structures. By shifting our perspectives beyond standard solutions, and by developing our own Vanheede technologies, we can focus clearly on high-quality recycling and on generating new raw materials and sustainable energy.

*“We still have plenty of projects in the pipeline with regard to areas such as alternative fuels and more use of organic materials, with a higher proportion of organic raw materials. Good analysis of incoming materials is crucial, and our **material recovery** division will play an increasingly important role in this.”*

Evelyne Decrans,
Executive Director Recycling





Maximum material valorisation

Our sector is continually evolving. At present, priorities include sorting waste at its source, eliminating non-recyclable waste and developing new recycling techniques.

Vanheede's ongoing investments are a pro-active contribution to addressing these challenges:

- Automation of a new pulverised refuse fine (PRF) line at Rumbeke for sorting paper, metal and drinks packaging. The installation can currently process up to 75 bags per minute, with a robot performing 1.25 picks per second. Thanks to artificial intelligence, the robot becomes increasingly 'smart' and able to sort plastics more efficiently.
- Doubling the VAF line in Dottenijs, which increases capacity by 50%.



Sustainable energy production

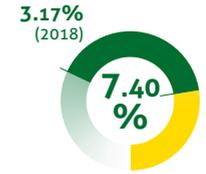
To help bring climate change under control for the long term and to protect our health and quality of life, we work as energy-efficiently as possible and make use of renewable energy sources.

Our industrial digestion plant at Quévy transforms organic and bio-waste materials into methane gas, which is converted into sustainable electricity and heat by means of a gas engine. The heat generated is used to heat our buildings and to dry specific waste streams. Our landfill site at Rumbeke has an additional function as a power plant: the biogas that the landfill site releases is converted into green electricity.

Why do we sort waste?

Our customers sometimes wonder what happens to the waste we collect. To help make this clear we designed the Vanheede calculator tool, which can calculate things like how many homes receive electricity generated by a specific customer's sorted waste. At the moment the tool is limited to the processing of packaged and unpackaged organic waste, but we intend to expand its range to other waste streams and processes in the future.

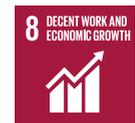




employee growth



employees



How we contribute to the UN's SDGs

Having an **inspiring corporate culture** is a crucial factor for retaining staff and attracting new talent.

We all share responsibility for our corporate culture, which is geared towards ensuring the **health and safety** of all employees.

People are important to us, and their health, safety and welfare are our top priorities. We recognise talent and encourage personal and professional growth, treating our staff with respect.

PEOPLE



A culture supported by our values

The Vanheede corporate culture – ‘V power’ – represents our personality. It has five cornerstones: **passion, people, planet, profit and pride**. Each of these values is part of the mentality and perspectives that help us fulfil the Vanheede vision.

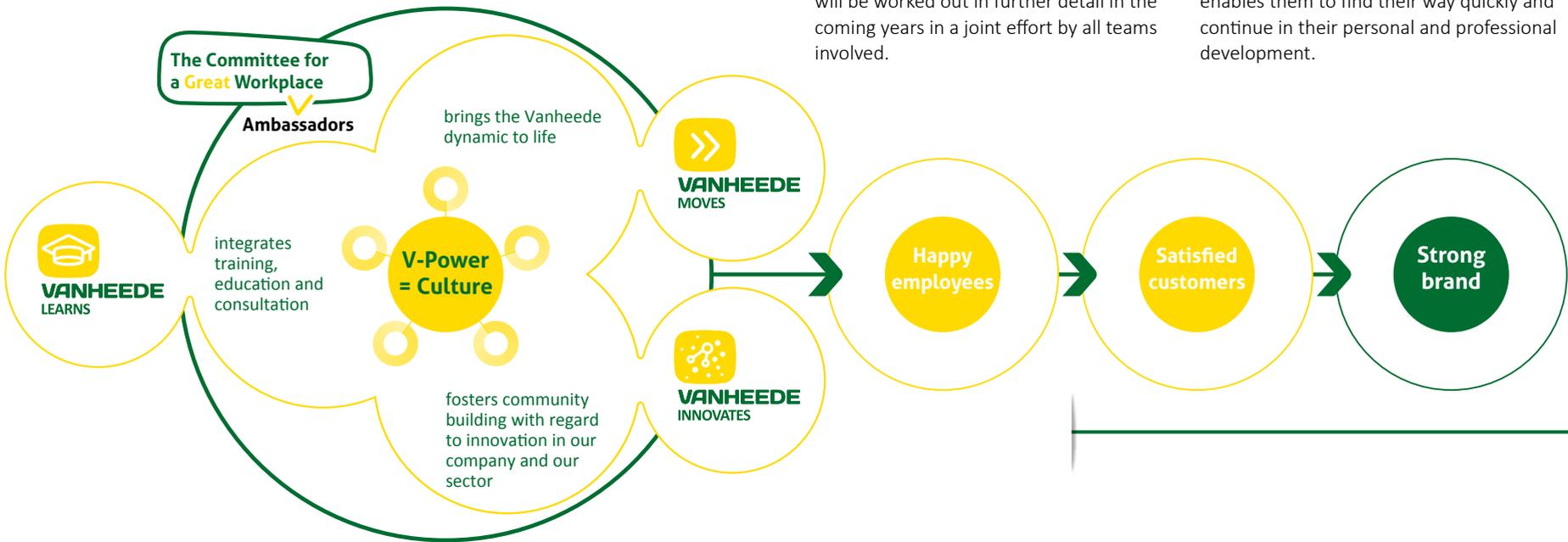
The Committee and its communication programmes

The Committee for a Good Working Environment is intended to make every employee feel part of the Vanheede culture. Every initiative, idea and proposal that will support our corporate culture is welcome. The Committee functions as a steering group for **three communication programmes**: Vanheede Moves, Vanheede Learns and Vanheede Innovates.

Committed employees are the starting point for an outstanding customer experience. With this in mind, we ensure that all members of staff – from the sales team to customer service – have time and space to really listen to our customers and understand their expectations. The **Customer Journey** and **Employee Journey** have been designed for this purpose and will be worked out in further detail in the coming years in a joint effort by all teams involved.

Vanheede Culture Code

Our corporate culture attracts a wide range of people to work for us, from every background and a wide range of ages. Our corporate culture handbook, available both online and offline, contributes to a good working climate for Vanheede staff members, who are typically serious employees with democratic principles and minds of their own. Our network system enables them to find their way quickly and continue in their personal and professional development.



Jobs that contribute to a more sustainable world

Sustainable living, respect for the environment, careful consumption of scarce resources: all of these have become more pressing priorities for each of us. And as people come to understand this hierarchy of values, they increasingly look for work that is in line with their values and identity.

A prominent role for sustainability

In recent years the recruitment agencies that Vanheede works with have noticed that more and more applicants are eager to make a contribution to solving today's environmental problems. This is helpful for us as we look for new recruits. After all, a Vanheede employee is not only part of an ecologically-minded business, but also an ambassador for the circular economy.



The impact of a pandemic

As the coronavirus has spread it has also gradually affected the region we work in: northern France, Belgium and Luxembourg. For many businesses, recent developments have had a severe impact on how they are able to work. The pandemic has proved challenging for Vanheede in the areas of human resources and quality, environment, safety and health (QESH).

Since measures were imposed to help stop the spread of infection, we have had to think more creatively about daily operations and longer-term changes. These include limiting the number of people in spaces, figuring out how to clock in without using actual fingerprints, getting to grips with face masks, and working remotely. In

other words, the pandemic has forced us to make decisions. This new reality has now taken hold in our daily human resources and QESH policies.

The thought experiments of recent months have ushered in a new mindset. Staff are taking social distancing seriously, always aware of the consequences of possible infections. The measures cast a new light on the idea of safety. We are very conscious of not only our own health and welfare, but also that of others.

One thing is certain: once the pandemic is over, Vanheede will be a different company than it was before.

“Candidates appreciate Vanheede’s pro-active approach to sustainability. And this encourages them to apply for jobs with us. They are looking for a company that thinks ahead to the future and works towards a better world.”

Mariska D’Hert, Business Manager Unique



Working together to create a safe working environment

Safety is something that we think about every day. Compared to others in our sector, there is room for improvement at Vanheede: our accident frequency rose to 61 in 2019, well above the sector average (21.8 in 2018 – NACE2 code 38). And at 1.06, the severity of these accidents was also much higher than the sector average (0.65 in 2018 – NACE2 code 38). Across the Vanheede Group in 2019, we registered 110 workplace accidents involving permanent employees. Moreover, we have more accidents resulting in incapacity for work and more days of incapacity for work than other businesses in our sector.



Safety campaign: Mission zero

Analysis of accidents reveals that 80% result from human behaviour. With this in mind, in 2018 Vanheede launched a safety project aimed at turning the tide by changing behaviour. The focus of the project is to increase safety awareness among all employees.

A new theme was introduced in each quarter of 2019, and each quarterly theme was repeated three times: collectively, in teams and individually. Thanks to these themes, we are now all working together to highlight safety awareness, which should help us reduce the number of workplace accidents – hopefully, to zero.

Better safety awareness

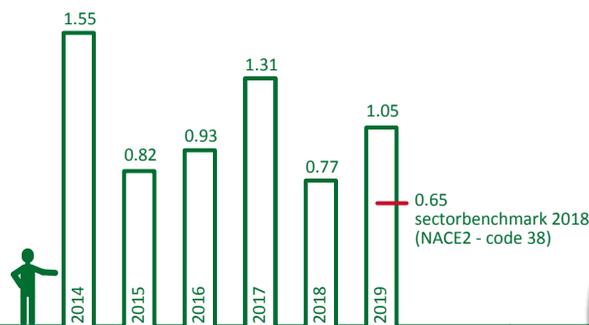
The QESH team and the steering group for safety have noted improved safety awareness thanks to increased attention for the subject: the safety campaign has clearly put safety on everyone’s agenda and made it a topic of discussion at every level. As a result, people are now aware that a new mindset is needed. Everyone is encouraged to contribute by thinking about how to promote workplace safety.

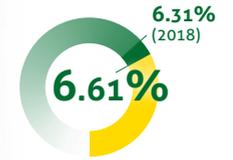
Without question, we must continue with this security campaign. As well-known in our sector, workplace accidents tend to rise in number after campaigns like this have started. One possible explanation for this rise is that people become more alert with regard to reporting accidents. In the long run, we will reap the benefits of our safety policy. Stay safe!

Frequency rate (Fr)



Severity rate (Sr)





% investment budget in relation to turnover



How we contribute to the UN's SDGs

Our **long term** vision is aimed at **business continuity**. Profitability and a healthy financial policy constitute the **oxygen for entrepreneurship** that enables us to maintain our focus on **sustainable partnerships**.

We think in terms of win-win-win!
Every one of us can make a difference – for stakeholders, for the company and for ourselves.
Profit is the oxygen that enables us to invest, innovate and organise as efficiently as possible.

PROFIT



Quévy infrastructural development site: “No processing without infrastructure”

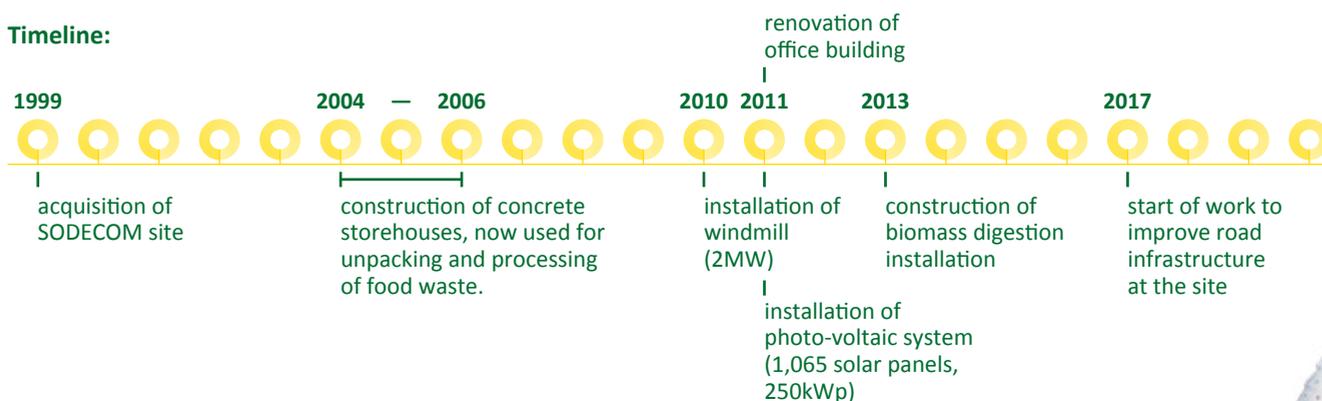
Many of the sites at which we are now developing our recycling activities were previously used by other industries. Our site at Quévy is no exception. Vanheede bought this site from the sugar beet processing company Soete Déhydratation et Compostage (SEDOCOM) on 1 July 1999. Today, 20 years later, we continue to invest in the site as a location for sustainable processing of compost and food waste and for logistical activities.

Major work was required at the site to accommodate a further increase of unpacking capacity, such as a new unpacking line and an expansion of covered area. A 2.5m height difference between the composting area and the rest of the site meant that there were two slopes to deal with. At the same time, general infrastructure was upgraded and expanded by adding an additional zone for container storage, a zone for stationing trucks, two truck scales and additional car parking. The truck refuelling station and washing facility were also moved.

“Carrying out all of this work has operational repercussions. Parts of the site are temporarily out of service. But while the facility service has caused some disruption during the work, the aim has always been to improve the end situation – and that is already happening.”

Kristof Titeux,
Facility Manager

Timeline:





Optimisation of biogas production

At the Quévy site our industrial anaerobic digestion installation transforms organic and bio-waste products into methane gas, which in turn is transformed by a gas engine into sustainably produced electricity and heat. Last year we invested in the construction of a new and improved post-anaerobic digestion system and updated the biological installation. We had several aims:

- increase capacity by 30% and improve reliability of the bio-gas process
- enable the reuse of sludge
- increase capacity for use of Vanenergy at the site
- increase hygienisation to 12.5m³/h
- maximise automation and improve process regulation
- begin gas purification for injection of bio-methane into natural gas network, enabling production of gas in addition to electricity from now on

New food waste unpacking line

When maintenance costs for the unpacking line rose, we invested in a new line with a capacity of 120,000 tonnes of food waste per year. Technology was developed internally, taking a number of considerations into account:

- improved purity of bio-mass and plastic residue; increased tonnage
- improved efficiency and site cleanliness by using of transport screws instead of belts
- reduction of water consumption; adaptation of sewage system for better liquid recuperation

More investments will take place in the coming years to renovate the old line and construct a new storage area for incoming materials.

“The entire project team is proud of the fact that the installation of the new line took place in the same building and while regular daily activities were taking place, with a link to the line constructed in 2007. We have now taken the first – and biggest – step. Looking ahead, we can use what we learned from this experience as we work through the following phases. My colleagues and I now have a wealth of know-how for these plans, up to the final stage when the installation will be fully operational.”



Benoit Haumont
Project Engineer

Sustainable partnerships

Engaging in partnerships enables us to keep a finger on the pulse in an increasingly complex world, including the waste industry.

Imog and Vanheede join forces

Vanheede and the inter-communal association Imog are collaborating in a project by the Flemish innovation platform for the logistical sector (VIL) entitled 'Urban Waste Collection'. In this project, a single refuse collection truck picks up both household waste as well as business waste that is comparable to household waste. This means that only one truck needs to drive into the city centre, while Vanheede can maintain its commercial partnerships and continue to weigh and register customer waste separately. The results are encouraging: total driving distances were reduced by 15%. In this case, stepping out of our comfort zone made it possible for us to operate even more sustainably.

Collection of discarded electrical appliances with Recupel, via Smartloop

Businesses often have old electrical appliances and equipment that they no longer use. Recupel designed a platform to bring businesses into contact with certified collectors in a digital marketplace geared to SMEs. Thanks to Smartloop, we can communicate directly with businesses to agree on a price, date and location for collection.

Periodic collection of hazardous household waste for better environmental results

In line with Flemish environmental legislation, and in the context of the organisation of a knowledge network for industrial site management, POM West Flanders plays a role in the sustainable management of recycling processes and waste materials. Offering periodic collection of waste encourages businesses to sort and recycle more. The collection is focused on hazardous household waste in businesses in West Flanders. Clearer selection instructions and regular collection of hazardous household waste helps businesses reduce their non-recycled waste volume, an important first step towards a more circular use of materials.

In the coming years, Vanheede will be responsible for the collection of hazardous household waste for POM West Flanders.

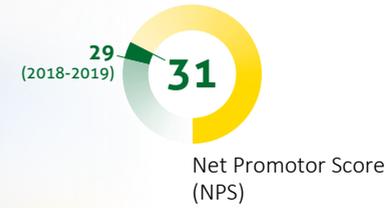
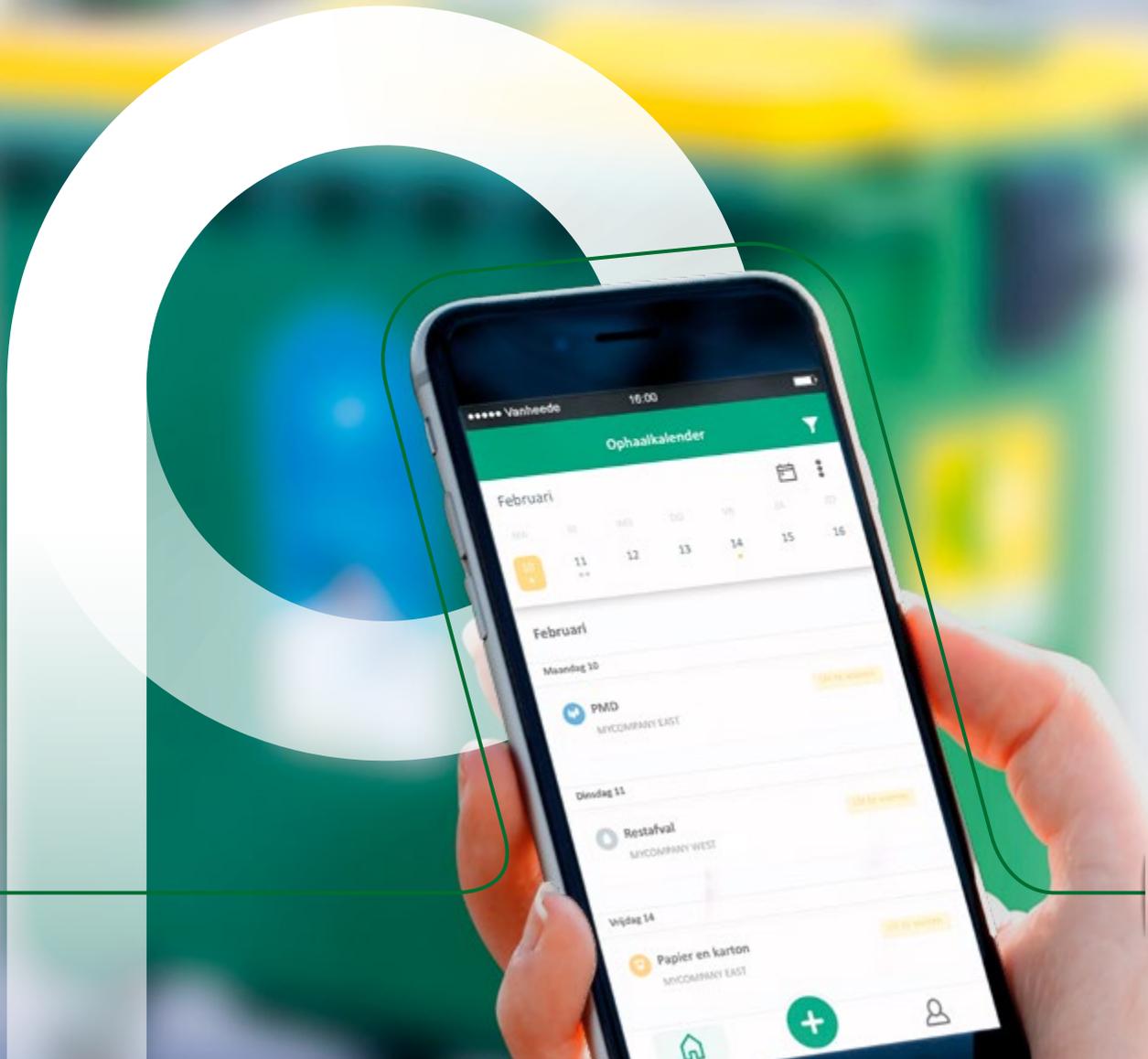
Experimental project for collection of medical waste from animal farmers

An experimental project in the Tielt region is investigating options for the regular, affordable collection of medical waste from agricultural businesses and cattle farmers. Vanheede investigated sustainable solutions for this in collaboration with the province of West Flanders, POM West Flanders, the Farmers' Association, the farmers' union ABS and Inagro. In a trial project, cattle farmers can collect their industrial medical waste in appropriate medical-grade barrels and boxes, which they can drop off at a local collection point twice annually. Cattle farmers then receive official documents certifying that they have disposed of their waste products in line with regulations.



© Joke Couvreur





How we contribute to the UN's SDGs
Loyal partnerships are based on **trust**. Common interests, **ethical conduct and integrity** ensure that we can always look each other in the eye.

WE ARE ALL PROUD AMBASSADORS OF OUR COMPANY

We are proud of what we do!
 We fulfil our ambitions by working transparently, remaining faithful to our values.
 Each of us is a proud ambassador of our company.

PRIDE



Substantial innovations that benefit our customers

Vanheede Plus app

With the Vanheede Plus app, our customers can request or cancel a collection or consult their collection calendar with just one click, wherever they are.

The app is a convenient, user-friendly tool for customers who do not need to deal with waste management every day. It makes it possible to request and follow up on collections and deliveries of new wheelie bins and dumpsters 24/7. And it also shows the most recent version of the calendar. Vanheede PLUS is equally useful in more complex situations. When the app is used by multiple team members, each user receives a notification whenever anyone places or cancels an order. The app can also be used to manage multiple sites

myVanheede

Behind the scenes, myVanheede is a portal that brings structure to complex waste issues. From price quote to order to collection, the system registers every step clearly and transparently. In turn, this facilitates standardised reporting and accurate data collection. And when they use myVanheede, customers can be sure that their waste management procedures comply with relevant legislation:

- Compliant with the complex regulations governing waste management, which vary greatly from region to region: VLAREMA in Flanders, Plan Wallon des Déchets et Ressources in Wallonia, Brudalex in Brussels and La Loi relative à la Transition in France.
- Integrates applicable sorting requirements.

Digital customers report most satisfaction

By helping address concerns around waste management, myVanheede can help Vanheede and its customers face the future. Greater customer satisfaction will be the result. In late 2019 we sent out our periodical customer satisfaction survey.

At 13%, this year's response rate was the same as last year's. The general customer satisfaction rate was reported as 84%, up 2% on last year's score.

The **Net Promotor Score (NPS)** is an indication of how likely a customer is to recommend us to others. Our score this year was 31. So even though we made it to the 'good' category last year, this year we have done even better with 'great'. Interestingly, the NPS scores of customers who use our digital tools reached a record high of 36. Among customers who do not, this came in lower at 23. This confirms that we are able to offer an even better customer experience through our digital platforms. Our digital customers are our most satisfied customers!



“Vanheede Plus allows us to quickly request feedback from our customers. Through our app we can reach them at any place and at any time.”

Kim Delvoye, Marketing & Communication Manager

Integrity and ethics in business

Transparent and ethical cooperation

Vanheede aims to achieve the most sustainable, ethical results in every project. This applies to everything from hiring new staff to purchasing to collaborating with end processors, and more.

Furthermore, Vanheede systematically reports to its stakeholders on new developments. An annual information sheet informs residents living around the Rumbek site about our most recent activities. All Vanheede employees receive the twice-yearly magazine that we produce just for them, which contains relevant updates intended to promote our corporate culture and cooperative spirit.

We strive to ensure that our work documents reflect our aims with regard to integrity and ethics. Among other things, this helps us put more weight behind our arguments when competing for tenders and for awards such as Best Managed Companies, Ecovadis and A Great Place to Work.

Social engagement

As an international company that is anchored locally, we believe it is vital to engage with the communities around us. Each year we contribute to countless local initiatives. Moreover, our cooperation with the sheltered-work organisation MANUS, whose staff help unpack our materials, improves these employees' prospects in the regular job market.



Cooperation with certified end processors

To ensure that waste is disposed of in the most sustainable way, it is vital to send it to the right end processor. Our main criteria when selecting processors are permits, pricing and distance.

When a processor meets our criteria, we visit them and compile a report consisting of an assessment score and colour code. Depending on the colour code we will decide to either continue or end our cooperation. At present we work mainly with European processors, since this makes it easier to monitor them and perform follow-up checks.

Since the very beginning we have worked with Unilin, a wood processing company in West Flanders.





Proud of our new customers!

We are always happy when hard work, expertise, enthusiasm, confidence and determination come together to bring in a new customer. These new customers turned to Vanheede this year, a fact that we are proud of!





During the corona crisis, Wendy made mouth masks for her friends and relatives.

Wendy Debels was looking for a job with plenty of opportunities for ongoing learning: she did not want to be bored. She found the position she was looking for with Vanheede. In 2018 Wendy joined our data management team, which monitors the quality of information in our AX database and provides support for AX users. Each team member has his or her own specialist area, and for Wendy that is tracking down bugs. Today, she still feels that she is growing and learning something new every day.

Passion

I like to get to the very bottom of things, and at Vanheede I am able to do that. I feel like the Sherlock Holmes of AX. When someone calls in with a complex problem and I really have to work hard to solve it, that is an enjoyable day for me. I think of my work as a puzzle, and solving puzzles is so satisfying. In fact, if something is too easy to sort out, I am almost disappointed when I discover that I've already found the answer!"

Planet

"It is important for our drivers to avoid driving unnecessary kilometres. That can happen when a collection is cancelled or when a terminated contract fails to show up as such in the system because it has not been entered in AX. In these cases, the driver ends up making a needless trip to a customer's premises. By preventing situations like this, we in the data management team are making an indirect contribution towards reducing CO₂ emissions."

People

"I know how it feels to be stuck with a problem and not be able to get the help I need. For this reason, I put extra energy into giving people feedback if we can't solve something immediately, because I know that users sometimes feel they are left dangling. So I make an effort to explain the nature of a problem. This has always been a frustration for me too: I want to know why a problem came up, not just that it has been solved."



Our values in practice

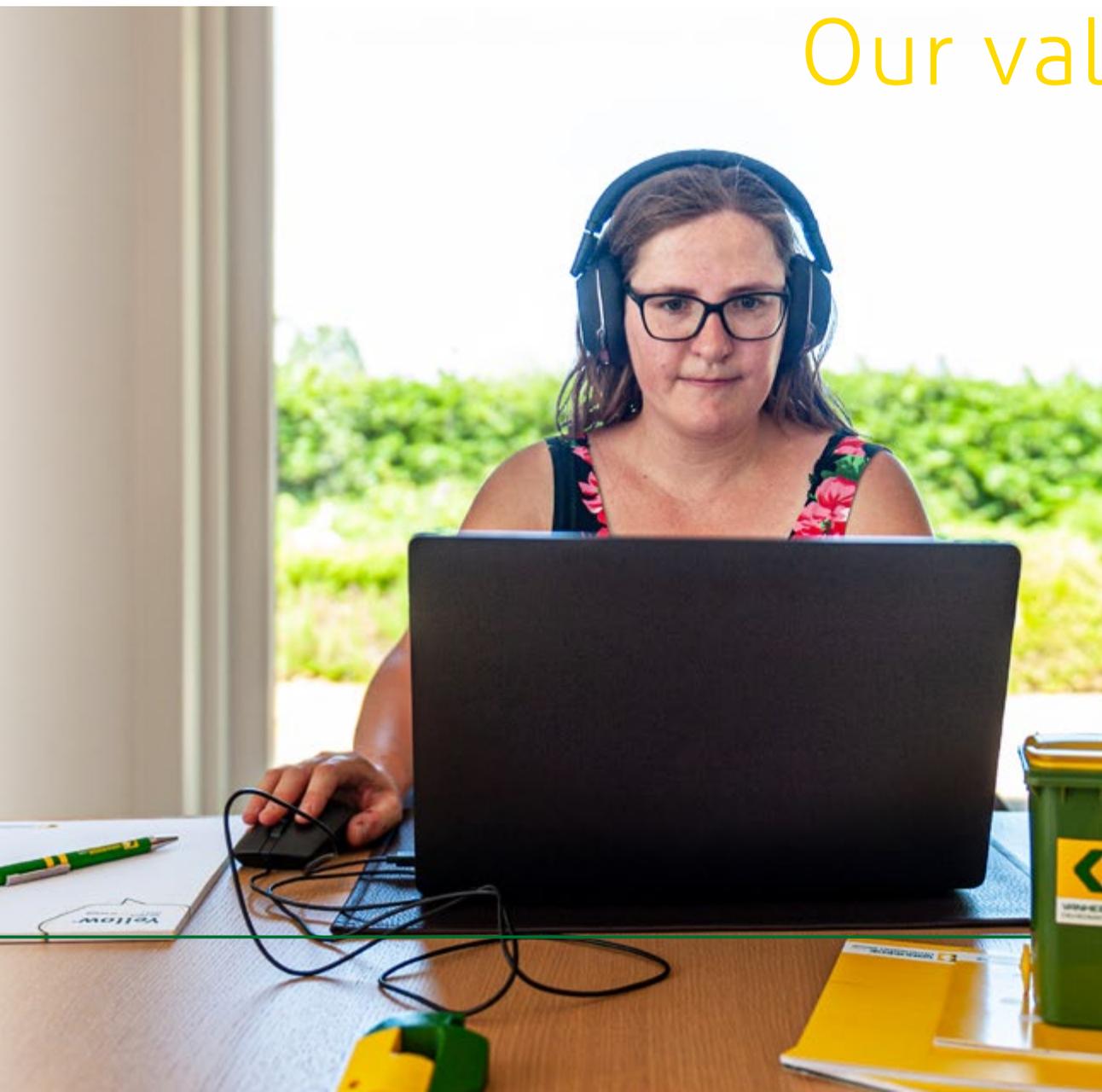
Values work

Profit

“For a business to grow, it is important to invest in IT, since data and data management are increasingly important in the digital age. As Vanheede evolves, we can adapt according to the needs of the business. Vanheede has already made plenty of progress with regard to customised software for our sector. We save a lot of time that can then be invested in other projects.”

Pride

“When I think I have identified the source of a bug, I am often elated. And in the next release a few months later, when it is clear that the bug has been eliminated from the system, I’m happy again. That really gives me the feeling that what I do makes a difference.”





Arnold Deceuninck leaves advisory committee.

Arnold Deceuninck joined the Vanheede advisory committee as an external advisor 12 years ago. The committee meets five times annually to discuss various issues such as investment, organisational structure and more. Mr Deceuninck was a good addition to the committee: not only was he personally acquainted with the Vanheede family, but he had also been a customer through Deceuninck Plastics.

“My role consisted mainly of providing advice based on my experience and my background in our own family company. But I also served as an external sounding board, uncovering new perspectives for the Vanheede family. During my time with Vanheede I saw continuous growth: in people, in diversification of services, and in the number of sites. I believe it is essential for the company to continue this kind of growth in the future. At the same time, the recycling sector is seeing specialisations in certain strategic directions. For me as a customer, but also as a member of the advisory board, Vanheede has always come across as a well-organised business. So I hope they will continue as they have done so far, and continue to work as a team, particularly now that it is almost time for the next generation to take over.”

Arnold Deceuninck



EBITDA

Balance sheet

The **consolidated balance sheet** of the year 2019 is closed with a balance sheet total of K€ 132.020.

On the assets side the book value of the tangible and intangible fixed assets has increased. The investments of the financial year amount to K€ 24,618. Important achievements herein are the automatic Biobox-installation, new unpacking line at our Quévy site and the new P+MD sorting plant in Rumbeke. With respect to the accounting policies there are no modifications compared to last year.

The **amounts falling** due within one year have increased, both with respect to the trade receivables and the rest of the receivables.

The **available liquid assets** amount to K€ 12,032. The liquidity level amounts to 1.11, which is sufficient to meet all obligations in the short term. Due to the positive result of the financial year (see info below under ‘profit and loss account’) the own capital has increased. The provisions for risks and charges mainly consist of the established provision for the after-care of our landfill site. The overall provisions have slightly decreased.

On the **debt level** the long-term and short-term financial debts together are stable. The commercial debts as per 31/12/2019 are higher than the previous financial year.

The **solvency ratio** of Vanheede Environment Group remains high and healthy: 41.15%; we hereby take into account the subordinated long-term ‘DACAR’ loan (M€26.60), on which a repayment was made in the year 2018, that is added to the own capital (Dacar: family holding of the Vanheede family).



Jan Minne- CFO

Sustainable growth

Long-term investments

The innovation drive at Vanheede is very strong. Every new technology also entails important investments that have to be feasible, highly-performing and profitable.

The financial management therefore requires the monitoring of quite a lot of parameters: gross margin, operating profit, solvency, profitability, ... The financial figures are reported for each legal entity and finally consolidated.

Financial section 2019

Consolidated balance sheet (in KEUR)

ASSETS	2019	2018	LIABILITIES	2019	2018
Intangible fixed assets	5,840	7,368	Capital	3,350	3,350
Tangible fixed assets	73,925	62,677	Consolidated reserves	24,378	19,699
Financial fixed assets	920	914	OWN CAPITAL	27,728	23,049
FIXED ASSETS	80,685	70,959	Provisions for risks and charges	5,114	5,430
Amounts falling due after more than one year	700	660	Deferred taxes	0	0
Stocks	3,238	2,762	PROVISIONS, DEFERRED TAXES	5,114	5,430
Amounts falling due within one year	34,383	32,037	Debts falling due after more than one year	51,876	54,503
Liquid assets	12,032	17,581	Debts falling due within one year	46,197	41,418
Accruals and deferred income	982	848	Accruals and deferred income	1,105	447
CURRENT ASSETS	51,335	53,888	DEBTS	99,178	96,368
TOTAL OF ASSETS	132,020	124,847	TOTAL OF LIABILITIES	132,020	124,847

Key figures The annual accounts 2019 (01/01/2019-31/12/2020) of Vanheede Environment Group nv and its subsidiaries, as well as the consolidated annual account, can be consulted free of charge at the Central Balance Sheet Office of the National Bank of Belgium. We will give you a brief overview in this sustainability report.

Profit and loss account

The **non-consolidated turnover** over the year 2019 has considerably increased by more than 9% compared to last year; i.e. from K€ 157,834 to K€ 172,926.

The **consolidated turnover** has increased by about 7,70% to K€ 146,413. The gross margin has increased compared to the year 2018. In absolute figures the gross margin has increased by more than M€ 8,4 (= + 10% compared to the year 2018).

The 'services and diverse goods' (code 61) and the 'own wage costs' (code 62) have increased. This increase remains, especially for 'services and other goods', below the percentage increase in turnover, which has a positive impact on EBTIDA.

The annual amortisation of the consolidation goodwill (at 5%) is separately mentioned in the consolidation under item 'amortisation of consolidation differences' and amounts to K€ 1,056.

The **amortisations** on intangible and tangible fixed assets are increasing significantly, the recorded write-downs and provisions remain in absolute figures limited but are a lot higher than last year (the difference is mainly a result of new provisions created in our P+MD sorting).

The financial costs remain fairly stable. The financial income has decreased (mainly due to lower subsidy amounts compared to year 2018).

Exceptional income and costs remain limited.

The **EBITDA** of Vanheede Environment Group has increased both in absolute figures (+ 4.47 M€ compared to last financial year) and in percentages of turnover (from 13.65% in 2018 to 15.73% in 2019). The EBIT has strongly increased, both in absolute figures and in percentages of turnover (M€ 5.04 and 3.71% in 2017; M€ 5.04 and 3.71% in 2019).

Taxes increased with the higher accounting and tax results, but also as a result of an adjustment (additional tax estimate) for the year 2018.

The consolidated profit and loss account as per 31/12/2019 closes with a consolidated profit of K€ 5,081.

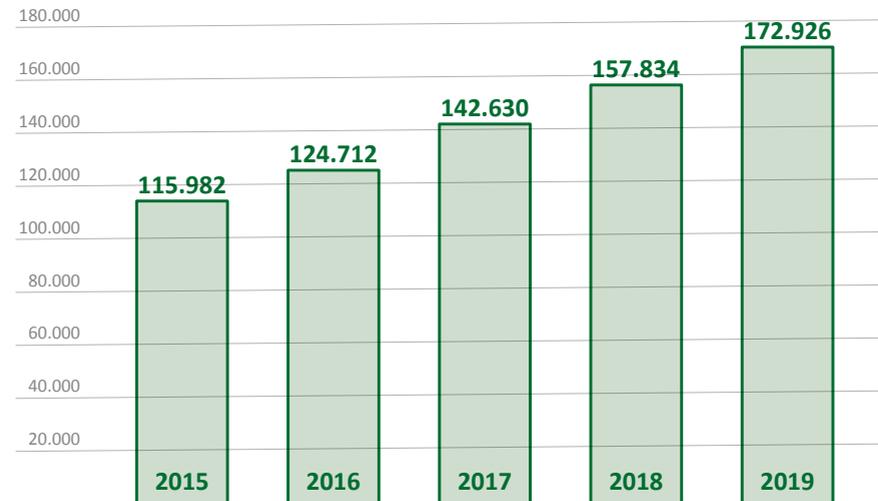
Consolidated profit and loss account (in KEUR)

	2019	2018
Turnover	146,413	135,907
Changes in stocks/ produced fixed assets	63	203
Other operating income	1,722	1,496
OPERATING INCOME	148,198	137,606
Purchases and subcontracts	56,003	53,854
Services and diverse goods	32,553	31,267
Remunerations and social expenses	34,420	31,928
Amortisations	14,157	12,709
Depreciations and provisions	-457	-250
Other operating expenses	2,197	2,003
Amortisations of consolidation differences	1,056	1,056
OPERATING EXPENSES	139,929	132,567
OPERATING PROFIT (LOSS)	8,269	5,039
Financial income	373	567
Financial expenses	980	919
PROFIT/LOSS FROM ORDINARY ACTIVITIES	7,662	4,687
Exceptional income	387	128
Exceptional income	18	47
PROFIT/LOSS OVER THE FINANCIAL YEAR BEFORE TAXES	8,031	4,768
Withdrawals	-73	-23
Taxes	2,877	1,869
CONSOLIDATED PROFIT/LOSS	5,081	2,876

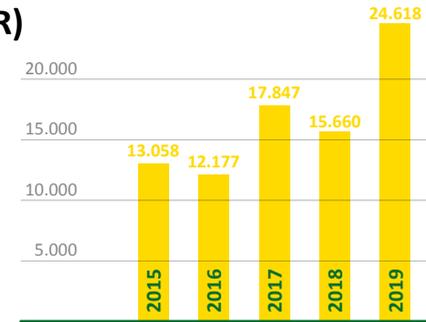
Summary of consolidated profit and loss account (in KEUR)

	2019	2018
Omzet	146,413	135,907
EBITDA	23,025	18,554
Netto-resultaat	5,081	2,876
Eigen vermogen	27,728	23,049
Achtergestelde 'DACAR'-lening	26,600	30,200
Gecorrigeerd eigen vermogen	54,328	53,249
Balanstotaal	132,020	124,847
Solvabiliteitsratio	41.15%	42.65%
Liquiditeitsratio	1.11	1.30

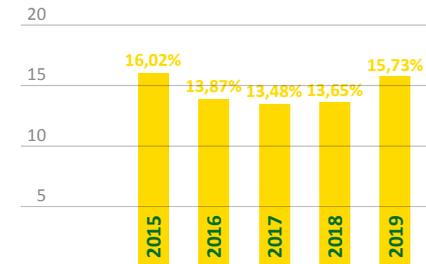
Non-consolidated profit and loss account (in KEUR)



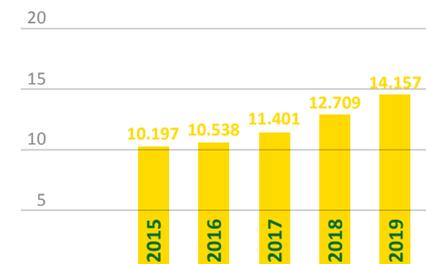
The non-consolidated turnover of the year 2019 has increased by 9% compared to last year; i.e. from K€ 157,834 to K€ 172,926



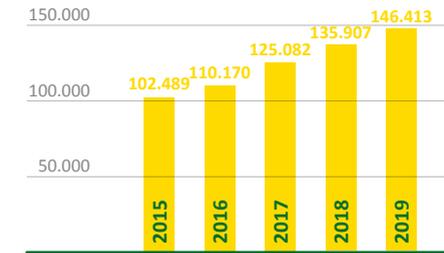
Investments evolution of investments (in KEUR)



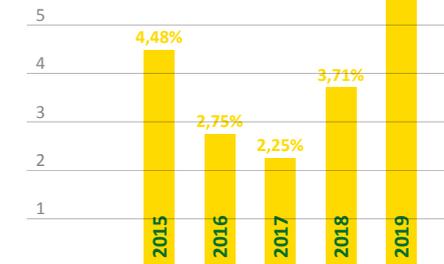
EBITDA evolution of EBITDA (in % of the consolidated turnover)



Amortisations evolution of amortisations (in KEUR) excluding amortisations consolidation goodwill



Turnover evolution of turnover (in KEUR)



EBIT evolution of EBIT (in % of the consolidated turnover)



Operational cash flow evolution of operational cash flow (in KEUR)

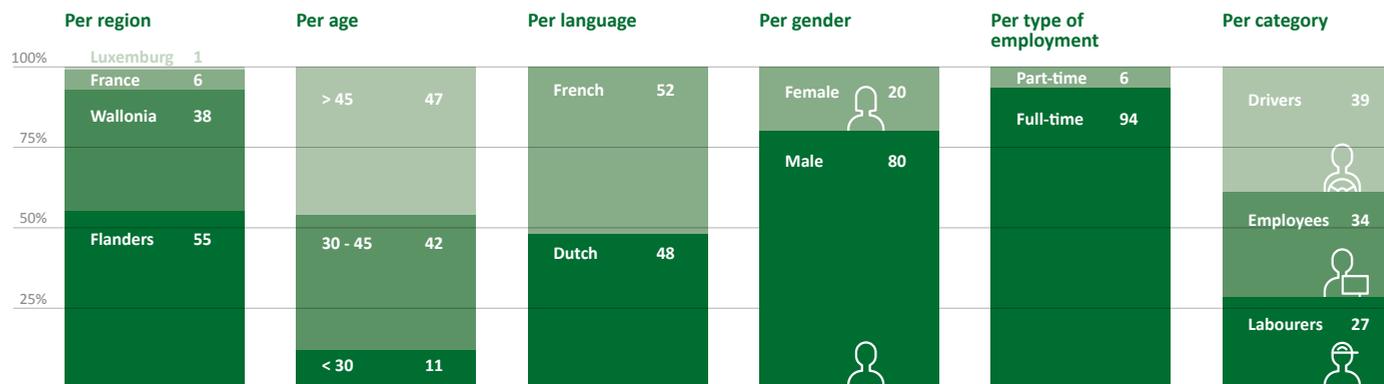
Measuring points

		2017	2018	2019	unit	
 PASSION	Process and product innovation	# FTE R&D	-	25	27	numb.
		% R&D budget against consolidated turnover	-	10	9	%
		46 % R&D projects with positive contribution to the circular economy	-	-	43	%
 PLANET	Maximum material valorisation	Tonnage of processed waste	876,333	872,479	923,415	ton
		Tonnage of new raw materials	474,743	485,434	646,391	ton
		% recycling and valorisation of collected material (recycling, sorting, fermentation, composting, physical-chemical treatment, co-processing, incineration with valorisation)	89.40	91.05	94.21	%
		% elimination of collected material (incineration with elimination, landfilling)	10.60	8.95	5.79	%
	Sustainable energy	# kWh production of green energy (electricity & heat)	45,000,000	45,000,000	42,000,000	kWh
		# households provided with energy by this	13,000	13,000	12,000	numb.
		Source of energy production				
		Biomass	21,293,692	24,033,074	33,617,366	kWh
		Landfill gas	3,832,897	3,832,897	4,801,253	kWh
		Wind energy	4,680,654	4,447,412	3,298,053	kWh
Solar energy		254,925	252,142	222,556	kWh	
# kWh electricity consumption		14,938,499	16,560,466	18,768,368	kWh	
# green certificates		65.833	71.999	70.674	numb.	
# litres of diesel consumption/tonnes of waste		5.63	5.68	5.37	lit.	
# kWh energy consumption/tonnes of sorted plastics	77	50	60	kWh		
# kWh energy consumption/tonnes of produced alternative fuel	83	82	81	kWh		
# kWh energy consumption/tonnes of recycled plastics	-	290	444	kWh		
Reduction of air emissions	Average emission standard truck fleet (Sector average is 4.89)	-	5.11	5.33		
Closing the water cycle	% tap water	79.83	78.59	74.54	%	
	% rainwater	20.17	21.41	25.46	%	
	# m ³ purified water (recycling)	33.150	33.451	29.544	m ³	
Increasing soil quality	% paved surface	-	57,70	58,27	%	
	# soil investigations	3	5	3	numb.	

	2017	2018	2019	unit
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PEOPLE

Attractive employer		2017	2018	2019	unit
% growth collaborators		7.75	3.17	7.39	%
# fixed collaborators		608	622	666	numb.
# collaborators		695	717	770	numb.



Zero accidents		2017	2018	2019	unit
Severity rate		1.31	0.77	1.07	Sr
Frequency rate		68.07	58.42	65.78	Fr

PROFIT

Sustainable growth		2017	2018	2019	unit
EBITDA		16,867	18,554	23,025	keur
Net result		-931	2,876	5,081	keur
Balance sheet total		117,151	124,847	132,020	keur
Corrected own capital		51,278	53,249	54,328	keur
Solvency ratio		43.77	42.65	41.15	%
Liquidity ratio		1.13	1.30	1.11	
Non-consolidated turnover		142,630	157,834	172,926	keur
Consolidated turnover		125,082	135,907	146,413	keur

PRIDE

Customer loyalty		2017	2018	2019	unit
% customer satisfaction		81	82	84	%
NPS score		-	29	31	

Balancing stakeholder and company interests

To identify the focal points of our strategy for a sustainable future, we took a six-step approach:



1

An internal brainstorming session aimed at addressing key questions:

- What **added value** does Vanheede represent? Where does Vanheede make a difference, whether for itself as a business or for its partners and customers, society, or the environment?
- For which **social and other trends and challenges** does Vanheede hope to contribute solutions?

Brainstorming provided us with a **longlist of relevant** topics that we measured against the CSR sector passport for environmental companies compiled by our sector federation, Go4Circle, as well as sustainability reports issued by colleagues in our sector in Belgium and elsewhere.

2

Identification of challenges that are also 'material' aspects

These are issues that are important factors in Vanheede's long-term strategy but also with regard to meeting the expectations of our stakeholders.

To clarify who our stakeholders are, their interests, their impact on our operations and the extent to which they support our organisational goals, we used stakeholder mapping and took account of the following criteria.:

- What is this stakeholder's impact/influence on Vanheede?
- What are this stakeholder's interests vis-à-vis Vanheede?

Our primary concern was to identify stakeholder interests for a number of internal stakeholders. Some of our partners and managers shared their insights and challenges for the future.

3

Expansion to include a number of external stakeholders.

In 2015 we expanded this approach to include a number of external stakeholders. With the help of the CSR think tank, we decided to extend our investigation beyond the international **GRI reference framework for sustainability reporting**, and also look at how we could contribute to the UN's **Sustainable Development Goals (SDGs)**. The fresh perspectives that think tank members provided regarding entrepreneurship and the potential opportunities and challenges that lie before us proved to be of real added value.

CUSTOMER

changing
needsnew
customer
segmentsnew
distribution
channelsnew
business
models

COMPETITION

Sustainability report: approach

2019

4

Transition to GRI standards

In 2016 and 2017 we shifted from GRI G4 directives to **GRI standards** for our reporting.

5

In-depth interviews with selected essential stakeholders

In 2018, Vanheede's 50th anniversary seemed like the perfect moment at which to **conduct in-depth interviews** with **selected essential stakeholders** to discuss sustainability issues that are relevant for us. We collected their insights in the 'about tomorrow' section of our 2017-2018 sustainability report. Apart from this, we submitted the Vanheede sustainability policy to **Master of Business Administration and Commercial sciences** students at the Brussels campus of KULeuven, who carried out a thorough analysis in the scope of their study subject Corporate Social Responsibility (lecturer: Anouk Van de Meulebroecke).

6

Vanheede: operating in a young sector.

Vanheede operates in a young sector. Not only do we contribute to development in our sector, we also closely monitor its evolution. Major examples of change include the growing importance of sorting at the source, avoiding non-recyclable waste and the development of new recycling technologies. This work enables us to define long-term future goals for recycling in consultation with governments, other sectors and knowledge institutes. We put a great deal of energy into consultations with customers, with our colleagues via the intra-communal associations, and with administrative bodies, government, and national and international legislators. In the context of the first Vanheede Innovation Day, we compiled the following diagram showing how our various stakeholders relate to each other. It is a good illustration of the overlapping interests of the different parties.

TECHNOLOGY

new
technologygrowing
turnover
and profit

STAKEHOLDERS

LEGAL

new
legislationmarket
liberalizationcreate an
innovative
mindsetencourage
entrepreneurship

STAFF



This 16th sustainability report covers all activities of the Vanheede Environment Group nv (registered office: Beekstraat 25, 1080 Brussels, Belgium) in Belgium, Luxembourg and France. The report pertains to results in the year 2019 and is prepared according to GRI standards: Core option. As a family business, Vanheede recognises the importance of reporting annually on its sustainable business practices and results. Previous sustainability reports are available at <https://www.vanheede.com/en/corporate-sustainability/>

CEO David Vanheede is a permanent member of the Board of Directors (Vamastine bv), along with commercial director Caroline Vanheede (Vanica bv) and director Claudette Descamps (Imdaca nv). They receive advice from an advisory committee consisting of an external expert, Karel Gielen, and an internal expert, Evelyne Vanheede-Decrans.

GRI reference index

GRI-standard		Reference (page)	GRI-standard		Reference (page)
GRI 102 General disclosures					
1. Organizational profile					
102-1	Name of the organization	Cover, 2	102-40	List of relevant stakeholder groups engaged by the organization	48, 49
102-2	Primary brands, products and/or services	5, 10, 11	102-41	Percentage of employees covered by a collective bargaining agreement	-
102-3	Location of the organization's headquarters	3	102-42	Basis for identifying and selecting stakeholders with whom to engage	48, 49
102-4	Number of countries where the organization operates	5	102-43	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	48, 49
102-5	Ownership and legal form	10, 11	102-44	Most important feedback from stakeholders and how the organization has responded to that	40, 41, 14, 15
102-6	Markets served	5	6. Reporting method		
102-7	Scale of the organization	6, 7	102-45	Operational structure, report boundaries	3
102-8	Workforce	47	102-46	Explanation of the process for defining the report content and implementation of reporting principles	16, 17, 48
102-9	Describe the supply chain	*	102-47	List of material topics	16, 17, 46, 47
102-10	Significant changes during the reporting period regarding the organization and its supply chain	n/a	102-48	Restatements, if any, of information given in previous reports	n/a
102-11	Describe which way the precautionary principle is applied	12, 13, 18, 19	102-49	Significant changes in reporting compared to previous reporting periods	n/a
102-12	Externally developed CSR charters, principles or other initiatives subscribed by the organization	16, 17	102-50	Reporting period	3
102-13	Memberships of associations, where the organization exercises functions, provides financial contributions or considers its membership a strategic instrument	*	102-51	Date of most recent report	june 2019 *
2. Strategy					
102-14	A statement from the Board of Directors about the relevance of sustainable development for the organization and its strategy	4	102-52	Reporting cycle	3
3. Ethics and integrity					
102-16	A description of the organization's values, principles, standards, and norms of behavior	12, 13, 16, 17	102-53	Contact point for questions regarding the report or its contents	51
4. Governance					
102-18	Governance structure	10, 11, 49	102-54	Reporting in accordance with GRI standards	3
			102-55	GRI content index	50, 51
			102-56	External assurance	n/a

* <https://www.vanheede.com/en/corporate-sustainability/>

GRI-standard		Reference (page)
Material topics		
Economic		
Economic performances		
103	Management approach	32, 33, 34, 35
201-1	Direct economic value generated and distributed	32, 33, 42, 43, 47
Environment		
Materials		
103	Management approach	22, 23, 24, 25
301-1	Materials used by weight or volume	24, 25, 46
Energy		
103	Management approach	22, 23, 24, 25
302-1	Energy (consumption / production) within the organization	27, 46
302-1	Energy intensity	46
Water		
303-1	Water withdrawal by source	46
303-3	Water recycled and reused	46
Emissions		
103	Management approach	22, 23, 24, 25
305-1	Direct (Scope 1) GHG emissions	22
Effluents and Waste		
103	Management approach	22, 23, 24, 25
306-2	Waste by type and disposal method	24, 46
Environmental compliance		
103	Management approach	46
Supplier Environmental Assessment		
103	Management approach	38

GRI-standard		Reference (page)
Social		
Employment		
103	Management approach	28, 29, 30, 31
401-1	New employee hires and employee turnover	29, 47
Health and safety		
103	Management approach	31
403-2	Types of injury, occupational diseases, lost days and absenteeism figures, and number of work-related fatalities by region and by gender	47, 31
Diversity and equal opportunity		
103	Management approach	30, 31, 29
405-1	Diversity of governance bodies and employees	47
Local communities		
413-1	Operations with local community engagement, impact assessments, and development programs	35
Supplier Social Assessment		
103	Management approach	38, 39
Marketing and labeling		
103	Management approach	36, 37

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Sustainable waste management: are you ready?

As a pioneer in sustainability, **for over 50 years** Vanheede Environment Group has been the ideal waste processing partner for businesses committed to social responsibility. We look forward to transforming your waste into materials that are new and useful, and we are always happy to advise you on how your waste streams can be recycled or repurposed using another valorisation method.

Tell us about your waste, and we will transform it!

