



Waste will always exist.

SUSTAINABILITY REPORT 2015/2016



VANHEEDE.COM
ENVIRONMENT GROUP

91.20 %

OF RECYCLING AND RECOVERY

115,982 ^{KEUR}

OF NON-CONSOLIDATED TURNOVER

514

PERMANENT STAFF MEMBERS

1850

WASTE FLOWS

**Waste
will always
exist.**

SUSTAINABILITY REPORT 2015/2016

828,000 ^{TONNES}

OF TREATED WASTES EVERY YEAR

564,000 ^{TONNES}

OF NEW RAW MATERIALS EVERY YEAR

42,000,000 ^{kWh}

OF GREEN ENERGY PRODUCED EVERY YEAR

= COVERING THE NEEDS OF 11,970 HOUSEHOLDS

= MORE THAN 3 TIMES OUR OWN CONSUMPTION



BRUGES
(OOSTKAMP)

ANTWERP

ROESELARE (RUMBEKE)

BRUSSELS

GENK

WERVIK (GELUWE)

DOTTIGNIES (DOTTENIJS)

LILLE (MARQUETTE-LEZ-LILLE)

LENS (BILLY-BERCLAU)

WANZE (VINALMONT)

MONS (QUÉVY)

ARLON
(MESSANCY)

LUXEMBOURG
(WINDHOF)

VANHEEDE ENVIRONMENT GROUP

is one of the leading companies in the Benelux countries and northern France in the field of waste management.

Using the motto *Managing Your Waste Materials* we are pleased to help our customers in Belgium, France, The Netherlands, Germany, Luxembourg and England find the best destination for their waste. We not only collect your waste, but also sort and treat it in our own treatment centres.

● SORTING CENTRE

● SORTING AND FINAL TREATMENT

● HEADQUARTERS

A circular business model.

Company culture and figures.

About this report.



WASTE WILL ALWAYS EXIST

8



IN DIALOGUE WITH OUR STAKEHOLDERS

10



CIRCULAR ECONOMY

16



CASES FROM ENGAGEMENT TO REALITY

18



A SMALL ECOLOGICAL FOOTPRINT

22



THE VANHEEDE FAMILY

32



SAFETY AT THE WORKPLACE

38



FINANCIAL RESULTS

40



APPROACH SUSTAINABILITY REPORT

44



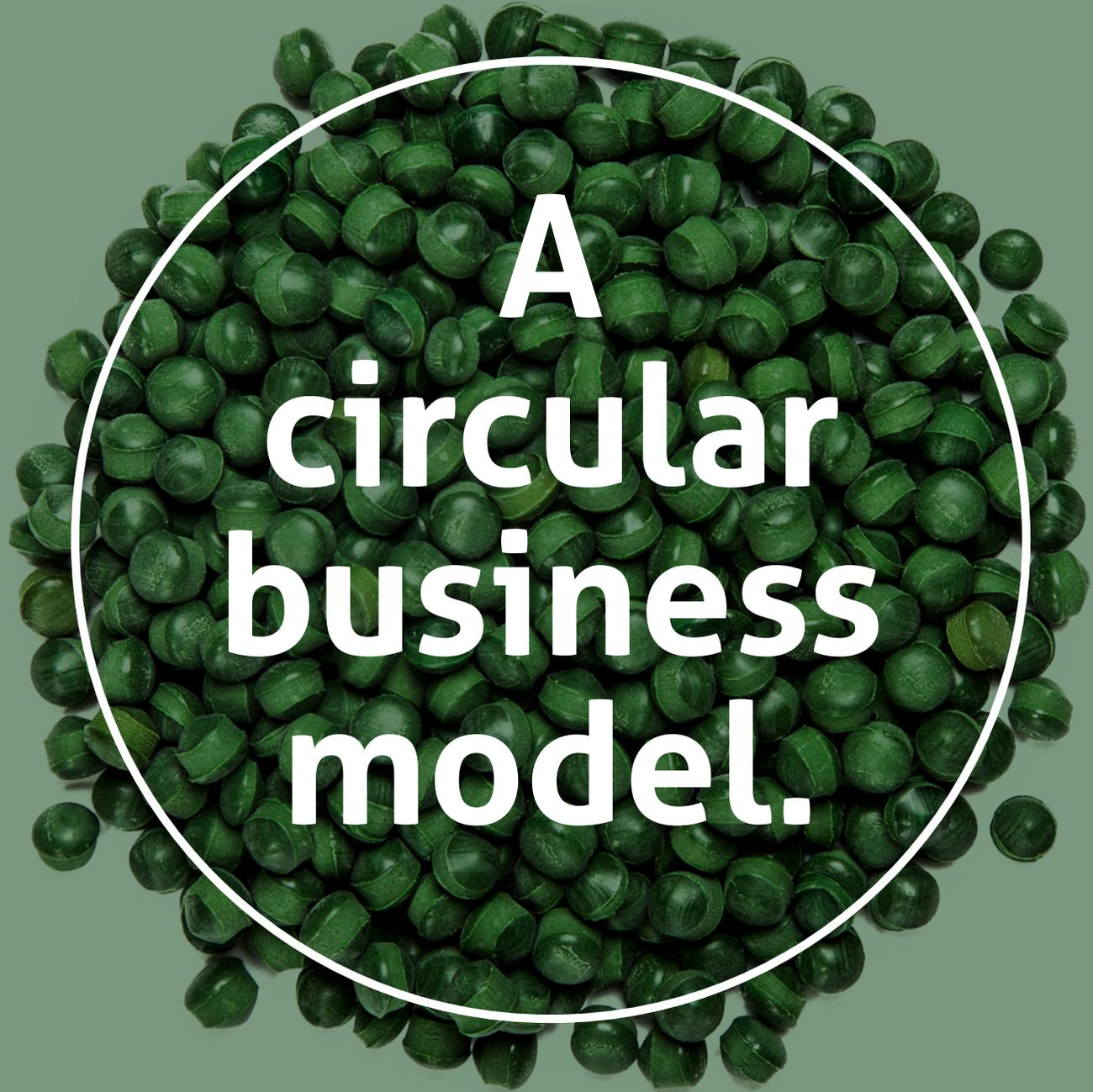
GRI INDEX

46

**“Vanheede is
the ideal partner
for engaging
in the circular
economy.”**

DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP





**A
circular
business
model.**



WASTE WILL ALWAYS EXIST

By means of
innovations
shaping the
past for the
future.

“A correct application of the waste definition creates the legal framework and the necessary guarantees to ensure that these material flows will be treated in a sustainable way.”

DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP

“Waste will always exist. There is still a long way to go before all material cycles can be closed.”

DIETER GRIMMELPREZ, COO
VANHEEDE ENVIRONMENT GROUP





We are currently witnessing an exceptional and challenging business climate. Although the scarcity in raw materials calls for recycling, the raw materials prices have been put into a downward spiral for some years now. Nevertheless there is a consensus that in the long run circular economy is the only option in order to maintain our current levels of prosperity. To maximize the re-usability of products and raw materials and to minimize value destruction is the future. Unlike the current linear system where raw materials are being converted into products that are being disposed of at the end of their life cycle.

Circular economy: is that a threat or an opportunity for Vanheede?

David Vanheede, CEO Vanheede Environment Group: “Within circular economy the production of waste streams – the essential means of operation for a waste processing company – is limited as much as possible. In spite of what people might suspect, we believe that an integrated waste management company such as Vanheede Environment Group has a bright future within this reality. We use our best endeavours to provide a new, useful application for your waste and to give it a second life as a raw material within circular economy. A circular economy however goes further by using sustainable raw materials as efficiently as possible already when creating and designing a product. As a full discussion partner of designers and manufacturers we are now strongly participating in the discussions on product recycling already from the design phase.”

Will waste continue to exist in the years to come?

Dieter Grimmelprez, COO Vanheede Environment Group: “Waste will always exist, although we are taking more and more measures in order to prevent waste. Our primary concern is how to process these waste streams together in the most sustainable, high-quality and safe manner into new raw materials for the economy. Because there is still a long way to go before all materials cycles can be closed. There are still a lot of logistics and technical questions to solve. Vanheede assumes a leading role in this respect by providing the

best, most valuable destination for more than 800,000 tonnes of waste every year.”

David: “By the way, industrial waste may also contain potentially dangerous substances. That is why sustainable waste management is indispensable. And also a well-structured and controlled legal framework is required. A correct application of the waste definition creates the legal framework and the necessary guarantees that these materials streams are processed in a responsible and environmentally friendly manner. A safe and high-quality recovery of materials and energy is the principal goal within Vanheede.”

How does Vanheede see the future?

David: “For a family business like Vanheede a long-term vision is essential. Within Vanheede we have organized ourselves so as to be ready for the future and to this effect we have developed the necessary foundations and structures. We make sure that every step we undertake, is a step that is not lost and that we can further build on both in this generation and those to come.”

Dieter: “The knowledge and competences of our people make the difference. Our staff constitutes the brains of the machines, they ensure the most valuable application for every waste stream. The present sustainability report - the 11th edition – supports our long-term focus: as an overview of what has been realized in the past, but also as a guideline for the next generation.”



IN DIALOGUE WITH OUR STAKEHOLDERS

Our sustainability report not only presents a fair view of what has been realized in the past year, it also creates a dynamics that makes us contemplate about our mission and about our way of doing business. That is why we highly appreciate the comments and ideas expressed by our stakeholders.

Round-table discussion:

What is sustainable business?

On 30 May 2016 a special CSR think-tank was organized to determine what sustainable surplus value Vanheede can provide our society as a waste management company? Various business insights and ideas were shared. A few quotes got the debate started. Here is a brief outline:

- Working on sustainability requires courage and vision. Vanheede informs and commits itself in various working groups in order to keep an objective judgement and a neutral view on “what is sustainable?” and on which processing method (materials recycling or energy production) is most valuable.
- Vanheede is part of an ecosystem that brings together producers and consumers. We offer solutions for the processing of both technical (industrial) and biological (biomass) materials. Quite a challenge, because there is still a long way to go to make all waste streams suitable for recycling. And as a full discussion partner of designers or manufacturers already in the design phase we participate in the thinking process on product recycling.
- Technology and people go hand in hand. Vanheede has the technology, knowledge and expertise to convert waste streams into materials that can be used as raw materials again. We continuously innovate so as to offer technological solutions for each waste challenge. But innovation also requires efforts and adaptability from our people. The right people in the right place. And within a people-friendly culture giving our employees time to adapt to changes and to outgrow themselves.
- We expect from our employees that they operate in an ethically correct and fair manner. And we notice that we also attract just those kind of people. A company culture is not developed merely on the basis of communication and raising awareness. We attract people according to our own image. And we notice that even our customers often reflect ourselves in terms of culture and entrepreneurship.





F.L.T.R. Dirk Desnoeck, Dieter Grimmelprez, David Vanheede, Kim Delvoye, Anouk Van de Meulebroecke, Jan Bossuyt, Dirk Vyncke, Els Vandekerckhove, Rosalien Dehandschutter, Sam Furnier

“Value is not only created by the manufacturing of products. Also the knowledge and expertise of Vanheede in preventing or better sorting waste streams is a source of value.”

**DIRK DESNOECK, CEO
TIMMERMAN EHS**

“Our primary concern is how to process these waste streams together in the most sustainable, high-quality and safe manner into new raw materials for the economy.”

**DIETER GRIMMELPREZ, COO
VANHEEDE ENVIRONMENT GROUP**

“Our employees and customers reflect our business values. A specific result of our consequent and continuous long-term focus.”

**DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP**

“Companies with an open culture, transparent and focusing on value creation are the winners of tomorrow.”

**KIM DELVOYE, MARKETING
MANAGER VANHEEDE
ENVIRONMENT GROUP**

“Vanheede manages to strategically think further, beyond its own company walls, thus creating value for the own business, but also for its customers and society in general.”

**ANOUK VAN DE MEULEBROECKE,
MANAGER AND CSR
EXPERT SLIDINGDOORS**

“The framework and climate objectives have been set in Paris (COP21), now we have to keep on going and put our money where our mouth is.”

**DIRK VYNCKE, PRESIDENT
VYNCKE CLEAN ENERGY
TECHNOLOGY**

“We all have one major dream and only one role to play.”

**JAN BOSSUYT, DIRECTOR
BOSS PAINTS, CONCEIVER
AND FOUNDER OF THE
COLORA PAINT SHOPS**

“Our starting point is the people. We develop a relationship and look for the most sustainable solutions together.”

**ELS VANDEKERCKHOVE,
MANAGER GRONDWERKEN
GLK - GV&T KRUISSHOUTEM**

“Waste processing companies have the task of passing their materials knowledge on to product developers, the manufacturing industry and professional federations.”

**ROSALIEN DEHANDSCHUTTER,
ARCHITECT-MANAGING
DIRECTOR ARD-ARCHITECTEN**

“It is important to give meaning to the work that people do, this makes people eager to work.”

**SAM FURNIER, CEO GENERAL
MANAGER MAES COMPRESSOREN**



IN DIALOGUE WITH OUR STAKEHOLDERS

Sustainable Development Goals as an inspiration.

Our well-conceived and overall management system already complies with ISO 9001 and ISO 14001 requirements but there are still a lot of challenges and opportunities to be discovered by Vanheede. To get a better idea of what this entails, we have decided not only to use the international GRI reference framework for sustainability reporting (www.globalreporting.org), but also to analyse how we can contribute to the Sustainable Development Goals (SDGs).

These new sustainable development goals were approved by 193 heads of state or government on 25 September 2015 at a special United Nations meeting in New York. They cover a whole lot of sustainability themes, such as climate change, biodiversity, public health, education and poverty reduction, and will determine the worldwide sustainability agenda for the next 15 years. For the first time companies, NGOs, public authorities and all other social actors are addressed to achieve these 17 goals together. In consultation with the members of the special CSR think-tank it was decided that Vanheede can make the highest contribution in realizing the following SDGs.





NO POVERTY

End poverty in all its forms everywhere.



ZERO HUNGER

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



GOOD HEALTH & WELL-BEING

Ensure healthy lives and promote well-being for all at all ages.



QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



GENDER EQUALITY

Achieve gender equality and empower all women and girls.



CLEAN WATER & SANITATION

Ensure availability and sustainable management of water and sanitation for all.



AFFORDABLE & CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all.



DECENT WORK & ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



INDUSTRY, INNOVATION & INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



REDUCED INEQUALITIES

Reduce inequality within and among countries.



SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable.



RESPONSIBLE CONSUMPTION & PRODUCTION

Ensure sustainable consumption and production patterns.



CLIMATE ACTION

Take urgent action to combat climate change and its impacts.



LIFE BELOW WATER

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



LIFE ON LAND

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



PEACE, JUSTICE AND STRONG INSTITUTIONS

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

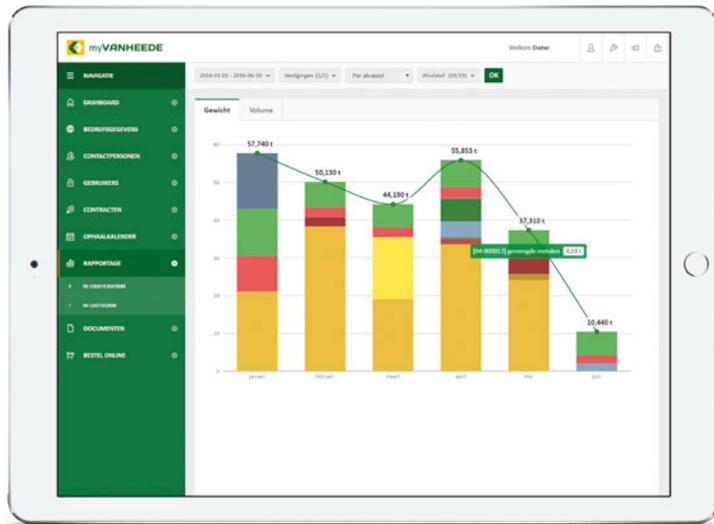


IN DIALOGUE WITH OUR STAKEHOLDERS

Importance of communication.



We actively seek dialogue with our stakeholders by means of this sustainability report, an annual review of the realizations, as part of our striving for maximization of our surplus value for society. But also by means of specific communications to our stakeholders.



Blikvanger, our annual newsletter for more than 5,000 customers, public authorities and suppliers.

Infoblad, specific communication for the local residents, employees, municipal authority and other public authorities surrounding the site of Rumbek. At buren@vanheede.com and the free telephone number 0800/99 399 our stakeholders can address their questions or suggestions.

Contact, our half-yearly newsletter from, for and by our employees.

MyVanheede, a personal and secure online portal to consult, evaluate and report your personal waste files.



Record number of visitors to the Rumbek landfill.

Vanheede Landfill Solutions has received a record number of visitors this year. More than 2,000 interested visitors from schools, associations, organizations, companies, ... were given an educational tour following the trail of the mammoth, of which bones were excavated at the site some time ago. Apart from the landfill the visitors can see the PMD sorting line, the warehouse for small dangerous waste, the natural reserve, ... In 2015 the mammoth path was renewed and extended. The information signs were updated, provided with additional information and relocated. At the end of June 2015 the neighbours and BVDA (Business network for Sustainable Waste Management) were the first to visit the site using the renewed mammoth path.





CIRCULAR ECONOMY

Circular economy has 2 materials cycles. A biological cycle, where residual substances safely flow back into nature after being used, and a technical cycle, where product(s) (components) are designed and marketed in such a way that they can be re-used at a high-quality level. This way the economic value is maintained as much as possible.

Before:

Collection out of necessity.

The past fifty years waste processing has evolved quite a lot. Due to the growing level of mass production and the use of more and more packaging materials, the waste volume has continuously increased. An **integrated waste management** was imperative and around the logistics company Trans Vanheede a group of companies was created specializing in the processing of a wide range of waste streams, both dangerous and non-dangerous and recyclable and non-recyclable. All these companies were grouped together under Vanheede Environment Group: an integrated company that takes care of all aspects of **waste collection, waste**

processing, the global management of waste streams, site remediation and sustainable projects within companies.

Thanks to a huge range of waste containers and recipients we offer the most economical, ecological and practical solution for every waste stream. By optimizing the sorting process, both at the customer's and in our own professional container park, we make sure that waste and contaminants get all the chances of a useful application and that the impact on people and nature is kept as limited as possible.

Now:

Optimal recycling possibilities.

In the meantime, the principal question is no longer how to manage waste so that people and nature are affected as little as possible. The principal question now is how we can produce, use or consume materials, all raw materials and products derived therefrom, as efficiently and effectively as possible. And how we can maximize the re-usability of products and raw materials at the end of their life cycle and how we can minimize value destruction.

Vanheede Environment Group offers solutions for any waste challenge, ranging from direct waste questions to innovative environmental technology for the processing of both technical (industrial) and biological (biomass) materials.

All our companies aim at **the most valuable application of each waste stream** and also apply this principle at the customer's company, using our 'Green Loop' model. By means of our specialized knowledge we help

"Vanheede is the ideal partner for engaging in the circular economy."

DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP

our customers in their search for the most valuable processing options, at the same time maximizing materials or energy recovery. We have developed a **huge materials knowledge** and our expertise on recycling processes is of international repute.





CASES FROM ENGAGEMENT TO REALITY

As a pioneer in the high-quality recovery of materials and energy Vanheede Environment Group now already thinks about the challenges of tomorrow. Vanheede constitutes the engine between the various parties in order to come up with creative solutions, together with producers and processors from various sectors. The ultimate goal is to maximize re-use, recycling of raw materials and/or energy from waste.

Optimum,

a take-back system for textile floor coverings.

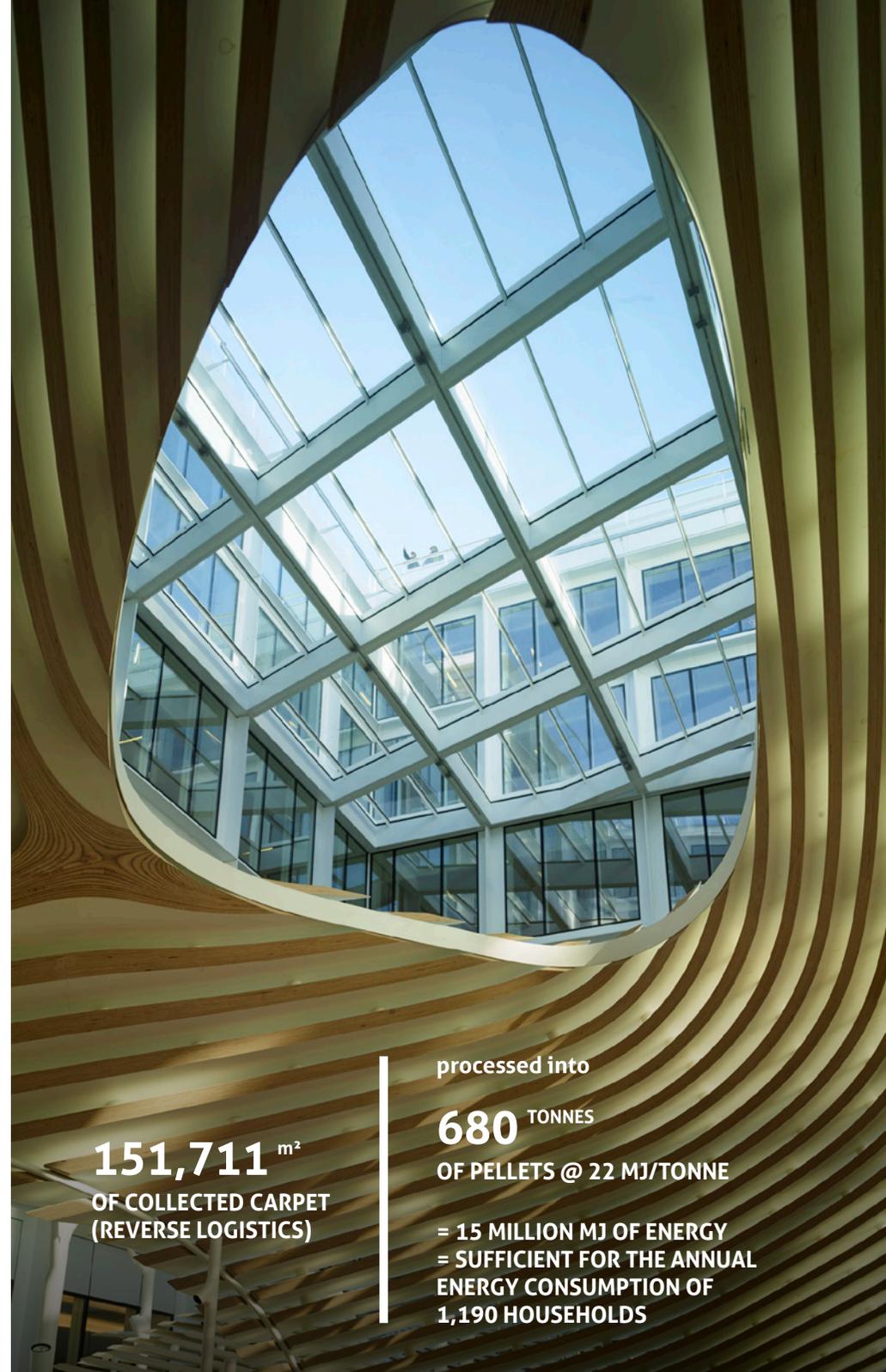
Optimum is intended to offer a global and sustainable solution for wall-to-wall carpet and carpet tiles in France. Thanks to the recovery and useful application of used carpet (tiles), collected from constructional renovations, but also from residual carpet waste in new buildings. In 2010 Vanheede, together with the Union des Fabricants de Tapis et Moquettes (carpet industry, UFTM) and the Union Professionnelle des Métiers de la Finition (finishing companies, UPMF-FFB), was one of the founders of this take-back system. Based on the CARE take-back system, set up in Belgium together with carpet tile manufacturer modulys[®] and our logistics partner KTO.

Vanheede sorts and recycles the carpet and keeps this waste stream away from the landfill or the incineration plant. **More than 50% qualifies for material recovery, the rest is used for the production of energy.** Vanheede Alternative Fuels shreds the carpet, mainly consisting of

plastics and chalk (minerals), and processes it into a high-quality alternative fuel and raw material for the cement industry in the form of pellets. A Sustainable Solution Certificate attests the traceability and the sustainability of the processing method.

The highest challenge was to market the concept. And that we have managed to do pretty well: nowadays Optimum is even included as a requirement in specifications.

Our customer groups are very diverse: flooring installers, demolishers and manufacturers represent the highest volumes, followed by removers, wholesalers and building managers. This entails various advantages. Optimum ensures a cleaner construction site and a sustainable processing method where the waste is converted into energy and raw material and hence continues to exist for a long time.



151,711 m²
OF COLLECTED CARPET
(REVERSE LOGISTICS)

processed into

680 TONNES
OF PELLETS @ 22 MJ/TONNE

= 15 MILLION MJ OF ENERGY
= SUFFICIENT FOR THE ANNUAL
ENERGY CONSUMPTION OF
1,190 HOUSEHOLDS

Innomat,

a cross-sector
collaboration for
mattress recycling.



“The objective of Innomat on the one hand is to provide the mattress industry with the necessary information and knowledge, so as to allow maximum recycling of the components of the mattresses that are manufactured (ecodesign). On the other hand the application possibilities for the residual streams are analysed. The knowledge Vanheede holds about waste streams and the useful application thereof is highly appreciated in this respect. Of essential importance is to know under which circumstances the environmental cost-benefit analysis of mattress recycling is positive. The Innomat study will provide the final answer.”

JEAN-PIERRE DE KESEL, CHIEF SUSTAINABLE INNOVATION OFFICER RECTICEL



“In Belgium each year more than one million mattresses are disposed of, thus producing 22,016 tonnes of waste each year! As from 2014 we already collect as many mattresses as possible through O-Mat. The ‘O’ in O-Mat stands for ‘old’ and at the same time refers to the closed recycling circuit. Of course ‘Mat’ is the abbreviation of ‘mattress’. A great number of partners have already put their trust in O-Mat, the system that intends to ensure the useful processing of old mattresses and box springs. Municipal associations, distributors, suppliers, recycling companies and other participants are rewarded with a traceability certificate at the end of the year. This way a lot of waste is getting an extended life.”

NICO KIMPE, MANAGER CARPET AND POLYMER RECYCLING AT VANHEEDE

The Flemish government requires that mattress manufacturers make **mattresses recyclable as from January 2018**. But that is not evident, considering the diversity of mattress types and the poor state mattresses are in at the end of their life. A number of Belgian manufacturers therefore have taken the initiative to analyse the closing of the materials cycles proactively and in consultation with the Flemish government.

Partners within Innomat:



**“The speed of
change is the
result of the
adaptability level
of each individual
employee.”**

DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP



**Company
culture &
figures.**



Our efforts to keep our ecological footprint as small as possible is discussed and illustrated by referring to the four natural elements.

A small ecological footprint.





A SMALL ECOLOGICAL FOOTPRINT

Earth.

Waste materials are being recycled or converted into new raw materials.

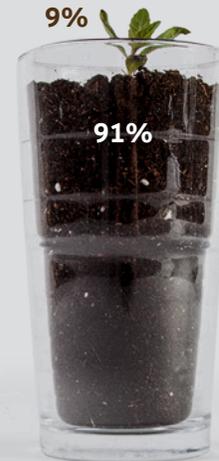
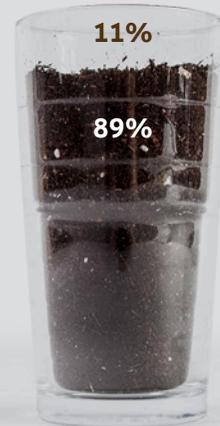
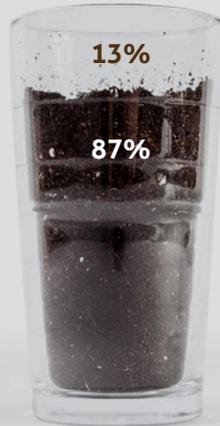
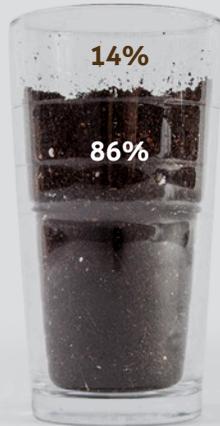
2011

2012

2013

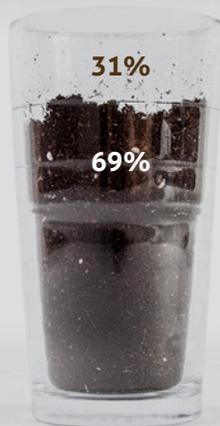
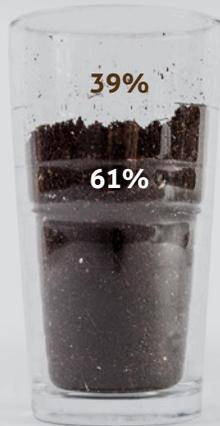
2014

2015



Evolution of processing method used by the logistics companies.

91%
OF USEFUL APPLICATION



Evolution of processing method used by the treatment companies.

60%
OF USEFUL APPLICATION

In the treatment companies 40% of the waste is disposed of. This mainly refers to waste residues that are supplied by external processing installations at our landfill, Vanheede Landfill Solutions.

USEFUL APPLICATION DISPOSAL

Our challenges and answers.

Maximum recovery of raw materials. Closing the materials cycles.

Waste can be given a useful application at our own processing sites or with external processors. The most sustainable form of processing is always preferred. In 2015 this principle was given an extra boost due to the increase of taxes on landfilling and (co-)incineration.

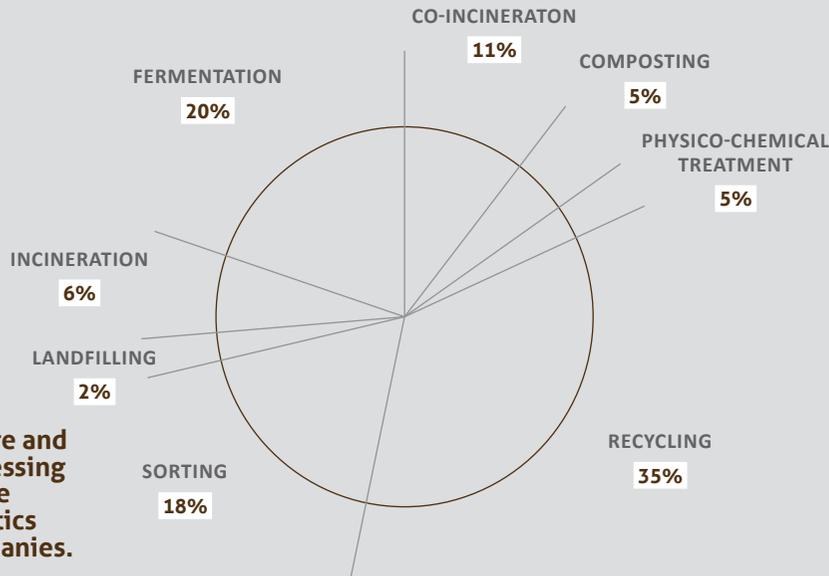
Closing materials cycles requires new collaborations between the various elements in the chain such as designers, producers, waste managers, service providers, consumers, etc. Vanheede constitutes the engine between the various parties in order to come up with creative solutions together with producers and processors across sectors.

A highly effective in-house waste management.

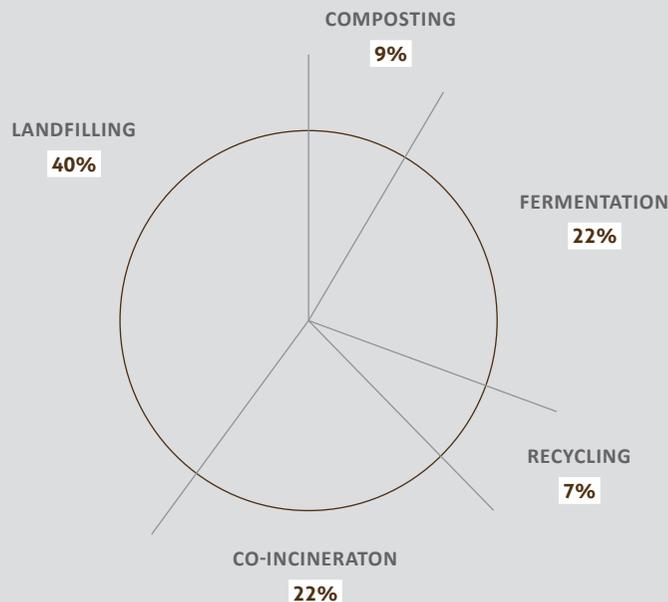
With respect to the collection, transport and processing of its own waste Vanheede Environment Group applies the same operating method as for its customers: separate collection recipients, raising awareness with employees, efficient and most sustainable collection and processing. In 2016 we would like to integrate the in-house waste management of Vanheede into our online platform myVanheede.

The Centre of Competence was created to gather and further develop the many years of experience, materials knowledge and knowhow that Vanheede Environment Group holds as an integrated waste management company. This way we seek not only to secure continuity and to optimize the existing processing methods and installations, but also to create the opportunity to initiate new projects, both within the group and with and for external partners.

Nature and processing by the logistics companies.



Processing by the treatment companies.



Saying goodbye to a giant.

After 15 years of operation the baler requires replacement. The new model, Presona 100T, is more user-friendly in terms of operation and maintenance and is more economical in terms of energy and raw materials.

- 5 instead of 8 binding wires result in a high decrease in steel wire consumption.
- Continuous pressure control on the pressed bale allows the use of thinner steel wire.
- The steel wire required for knotting can be up to 1/2 shorter.
- A better picker allows more air to escape from the material.
- Modular set-up: components subject to wear and tear can be replaced separately.

Sustainable soil management with Vanheede.

A healthy soil is important for the future generations and provides space for nature, entrepreneurship and safe and healthy living and housing conditions. In order to achieve the above Vanheede is working on a sustainable soil management. In 2015 we even moved up a gear. Various exploratory and descriptive soil investigations were terminated or launched. Where historical contamination was detected a remedial action plan was established and – after being approved by the competent public authority – this remedial action plan will be executed in the next couple of years.





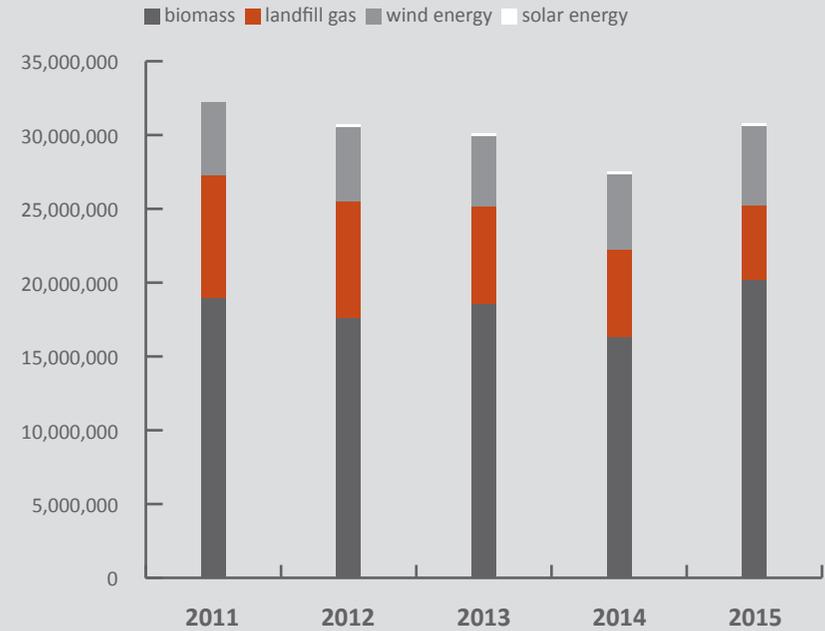
A SMALL ECOLOGICAL FOOTPRINT

Fire.

Our energy consumption and production: waste becomes energy.

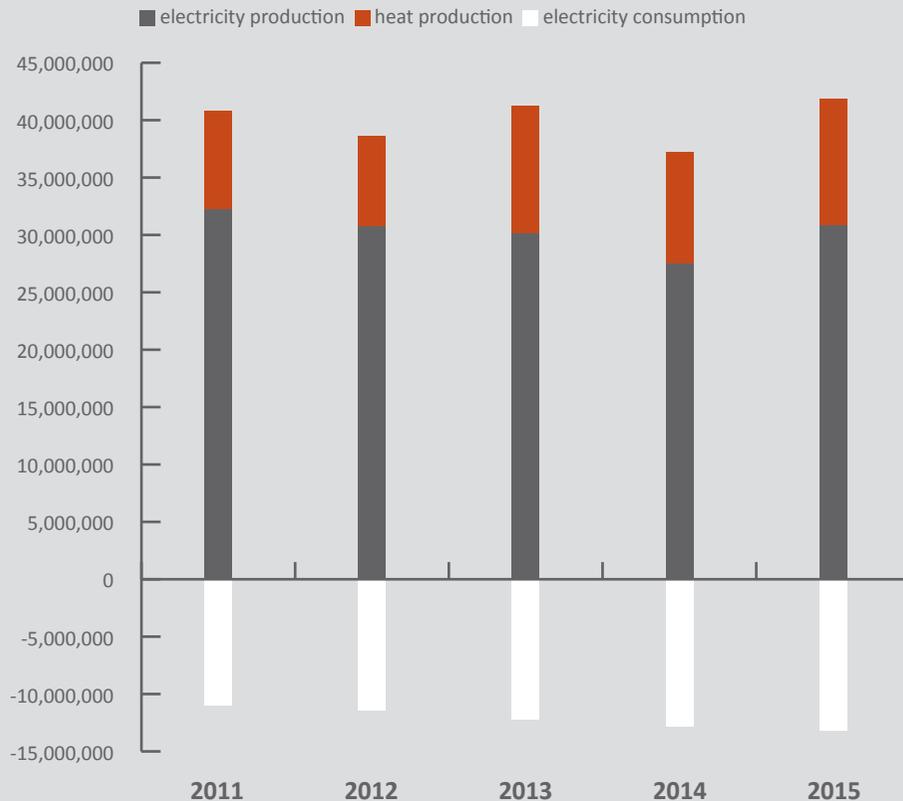
Evolution
green electricity
certificates.

Origin electricity production (in kWh).



Our challenges and answers.

Evolution of energy production and consumption (in kWh).



Preventing energy wastage.

Vanheede basically uses **electricity** during the production processes, the highest consumers being Vanheede Alternative Fuels and Vanheede Biomass Solutions. Also the office buildings use electricity for heating, lighting and IT.

The electricity consumption has further increased in 2015. This is mainly due to the increase in production of pellets and the installation of a crusher at Vanheede Alternative Fuels. In addition, the sorting installation in Rumbeke was extended and this year the report covers all establishments for the first time.

Reducing energy dependency.

There is a clear increase in the number of green electricity certificates. This is the result of an increase in electricity and heat production. Vanheede Biomass Solutions was able to operate a full year, without standstill, on three engines and thus obtain a maximum of profitability. In Wallonia the number of green electricity certificates per MWh has increased and the extra heat valorised by means of the dryer was used cost-effectively in 2015.

Our energy production is three times as high as our energy consumption! In 2015 we generated almost 42,000 MWh of electricity and heat.

This represents the energy consumption of:

11,970

HOUSEHOLDS

= 4,318,787 LITRES OF FUEL

= 322,247,946 CANS OF RED BULL

During biological degradation methane is produced. This is why methane is present at the landfill of Vanheede Landfill Solutions (Rumbeke) and at the fermentation installation of Vanheede Biomass Solutions (Quévy). The methane is captured in both installations, deviated towards the biogas engines and converted into electricity, CO₂ and water. Electricity production is again at the 2013 level. The damage caused by a fire in one of the three biogas engines at Vanheede Biomass Solutions was fully repaired.

In addition Quévy also has an in-house serviced wind turbine and 2,070 m² of solar panels are installed on the roof in Quévy (1,065) and Geluwe (170). These 1,260 solar panels together have a total capacity of 289 kWp.

Increasing energy efficiency.

A combination of various measures results in a continuous improvement of our energy efficiency:

- Prevention of compressed air leaks.
- New investments with an improved energy performance.
- Heat recovery on the biogas engines for drying e.g. green waste.
- Heat exchanger (ORC installation) extracts remaining energy from flue gas from biogas engine at Vanheede Biomass Solutions. This measure turned out not to produce the expected profitability and will not be implemented on other installations, for the time being.

In Quévy and Rumbeke the uncomfortable and energy-wasting office containers were replaced by a new sanitary block including a canteen, sanitary facilities, showers and dressing rooms.

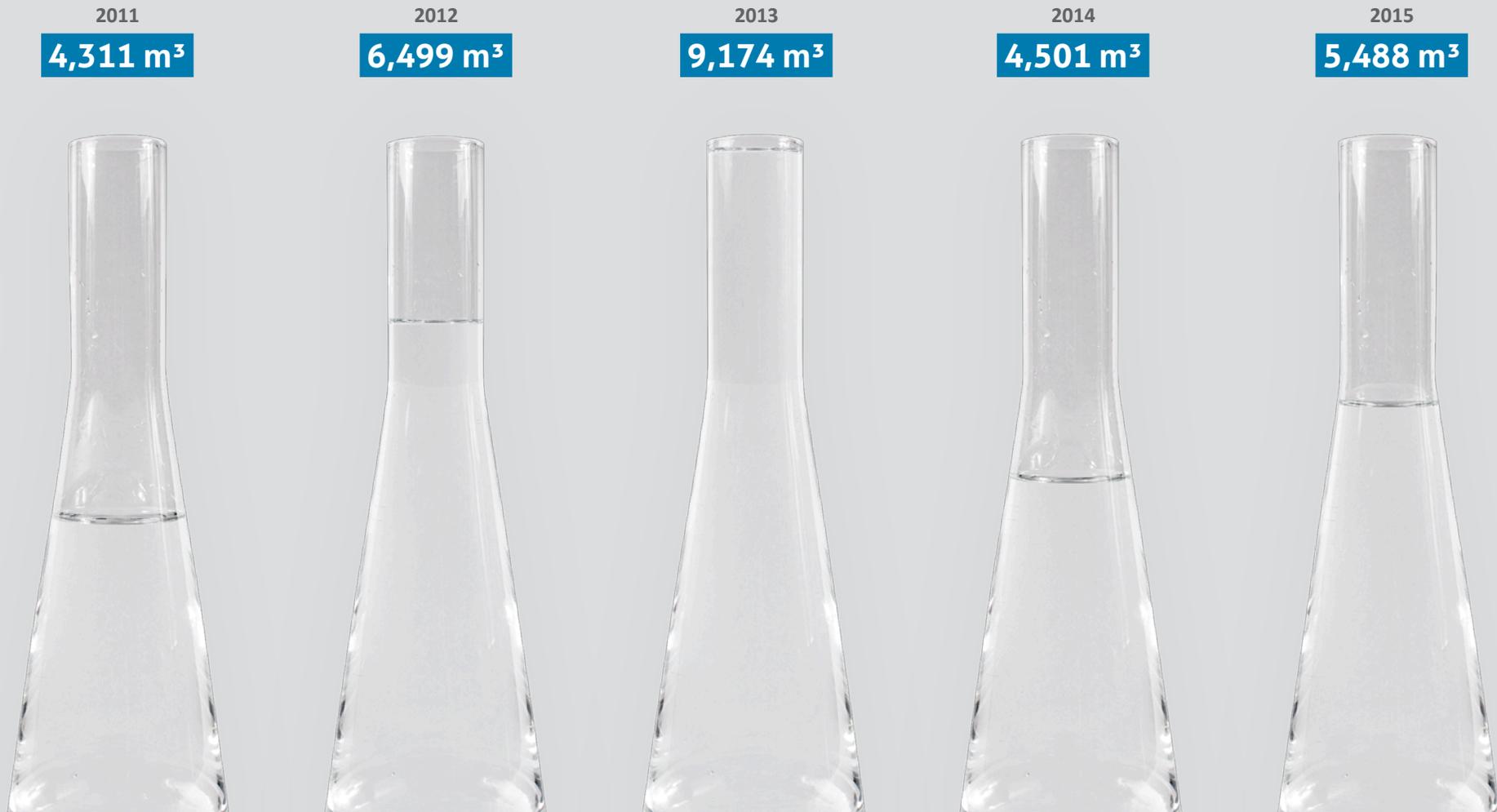


A SMALL ECOLOGICAL FOOTPRINT

Water.

The types of water that are consumed are mains water, water originating from in-house water purification, rainwater and well water.

Mains water consumption (in m³).



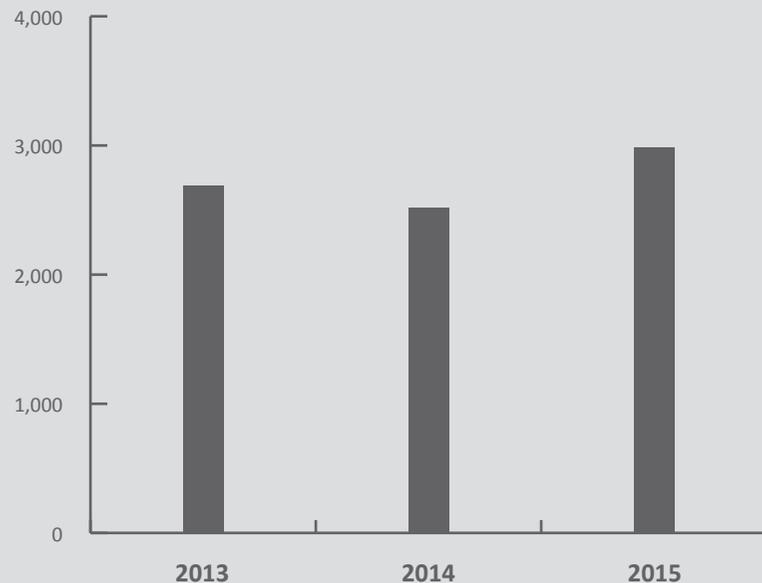
Our challenges and answers.

Avoiding water wastage.

Extra water meters for mains water, rainwater and waste water streams allow us to better monitor and handle (any leakages, such as in 2013).

In 2015 however there is an increase in water consumption. This is due to considerable staff increases in Geluwe, Rumbeke and Vanheede France (sanitary facilities not yet fully operating on rainwater), more processing at Vanheede Polymers & Compounds (plastic waste) and extra use of the washing site in Wanze (not yet operating on rainwater). In addition, it is the first time that we report on all establishments this year.

Rainwater consumption (in m³).



Reducing water dependency.

Especially **Vanheede Biomass Solutions** uses water in the production processes: when moistening the compost, adding water in the unpacking line, cleaning containers used for food waste. In addition water is used at the **washing sites** for trucks and containers. And finally there is the household water consumption of the office buildings.

The use and re-use of rainwater results in a decrease in mains water consumption. The sites in Antwerp, Rumbeke and Geluwe mainly operate on rainwater with respect to toilet flushing.

As from early 2015 we have started monitoring the rainwater consumption. A first meeting tells us that we use 2,987 m³ of rainwater on an annual basis. With respect to 2016 the monitoring is extended to all sites in order to get the best possible view of overall consumption.

In Rumbeke we inaugurated a **new warehouse** of ± 50,000 m². Here the large majority of our wheeled containers and recipients are cleaned and stored in anticipation of being transported to the customers. The **extremely modern washing site** is operating on rainwater, in a closed system with external processing of the produced industrial waste water.

Reducing industrial waste water.

Waste water plan

Our waste water mainly consists of contaminated rainwater. By the end of 2018 we seek to reduce this industrial waste water to a maximum intent by:

- Prevention at the source: disconnection of the parking space for vehicles and storage areas for empty containers, earlier covering of landfill cells with foil, etc.
- Pre-treatment by means of a sludge repository and hydrocarbon (HC) separator. When the waste water is dumped on surface water the HC separator is to be equipped with a coalescence filter.
- When economically feasible the establishments will invest in in-house water purification installations, where the purified water can again be used as process water (washing installations, to avoid dust pollution, ...).
- Making sure that all washing water is collected in order to be purified afterwards in an in-house or external water purification installation.

We constructively participate in the research for the best available techniques regarding waste water and are collaborating very closely with the public authorities to incorporate reasonable discharge standards in legislation, focusing on validity.

In addition we intend to maximize the re-use of rainwater. Whenever possible mains water is to be replaced by rainwater.

Ecological parking space

At the end of June 2015 we put into operation the new employees parking space in Rumbeke. As base material for the parking lots was opted for grass concrete tiles, allowing an immediate infiltration of the rainwater into the soil. On the central asphalt pavement the rainwater is guided towards a wadi (infiltration facility). This way Vanheede actively contributes to the prevention of floods and overloads in the sewerage system.

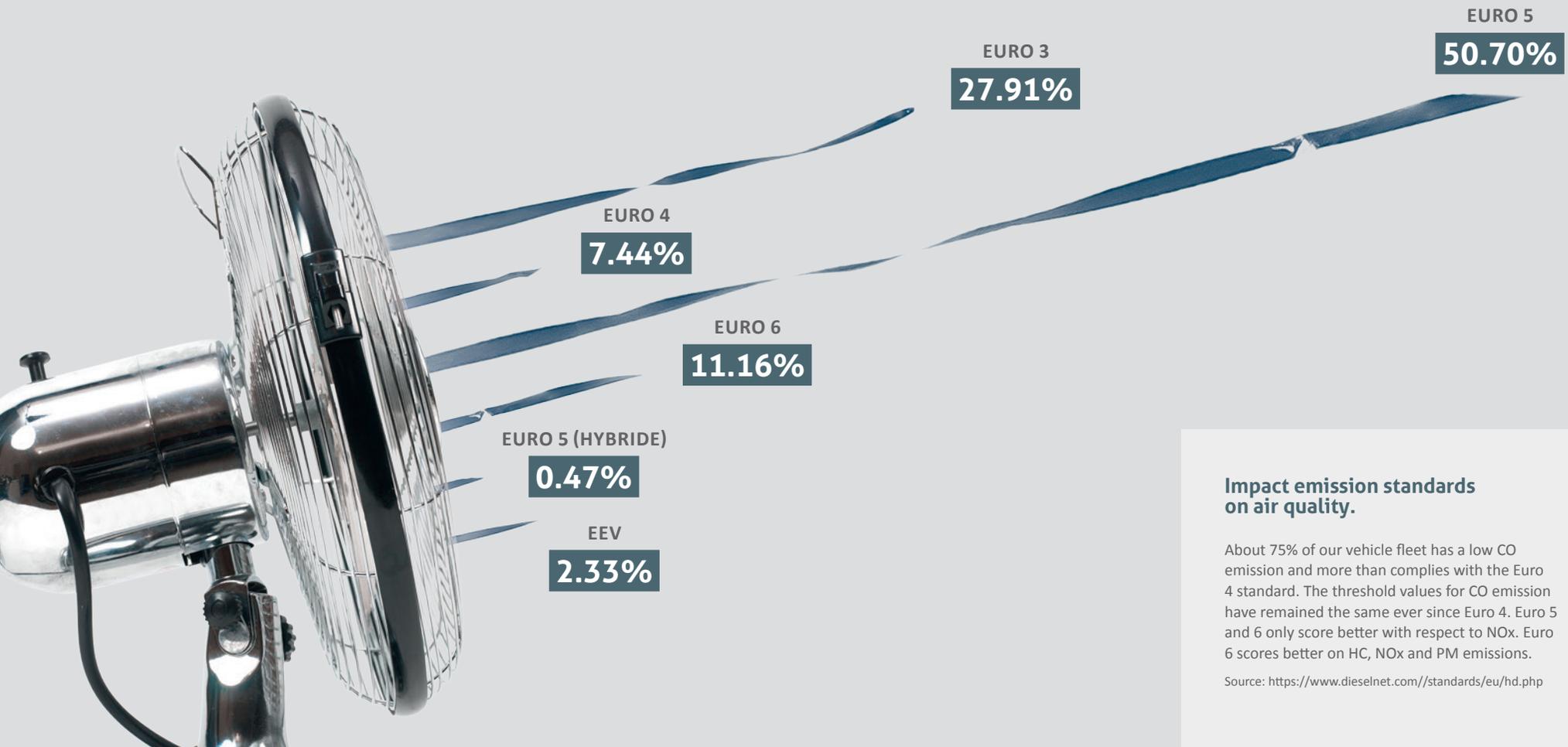


A SMALL ECOLOGICAL FOOTPRINT

Air.

Reduction of emissions in terms of air or dust pollution and odour hindrance.

Composition of vehicle fleet in accordance with emission standard.



Impact emission standards on air quality.

About 75% of our vehicle fleet has a low CO emission and more than complies with the Euro 4 standard. The threshold values for CO emission have remained the same ever since Euro 4. Euro 5 and 6 only score better with respect to NOx. Euro 6 scores better on HC, NOx and PM emissions.

Source: <https://www.dieseln.net.com//standards/eu/hd.php>



Our challenges and answers.

Reducing emissions & global CO₂ reduction.

The activities of Vanheede have an impact on two greenhouse gases, that is carbon dioxide (CO₂) and methane (CH₄).

The impact of CH₄ as a greenhouse gas is 25 times that of CO₂. So prevention is the key message here. By arranging smaller landfill cells at the landfill and applying intermediate foil coverings in the landfill cells for organic waste, emissions are reduced.

The principal CO₂ sources are the transport activities within and outside the site. A **better organization of the working place** prevents unnecessary travelling. The same applies to the baler in Rumbeke, where the bales can now be stored closer. Or at the PMD (Plastics, Metals, Drinks) building, where the bales of sorted PMD were relocated. An improved internal logistics, but also an improved internal safety. Because this way there is less crossing traffic from mobile work equipment and internal employees.

Monitoring.

Young and well-maintained truck fleet

Within the logistics companies the diesel consumption of our 226 trucks represents most of the energy consumption. The consumption is monitored on a monthly basis per type of truck and per driver. This way unnecessary high consumptions are detected and addressed. In addition efforts are made to maximize transport efficiency: by means of the best transport routes, combi-transports, the use of light trucks, reverse logistics or by optimizing the quantity of waste per vehicle, ... The golden rule in this respect is never to drive an empty truck.

Vanheede is investing in a vehicle fleet that ensures low emissions and low CO₂ emissions.

Prevention of nuisance.

Preventive odour rounds

Three times a week Jan Dujardin is making his odour rounds. Following the rearrangement of the site the round was somewhat adjusted and now also the sorting line (residual waste) and the washing area have been included.

Hybrid waste collection truck

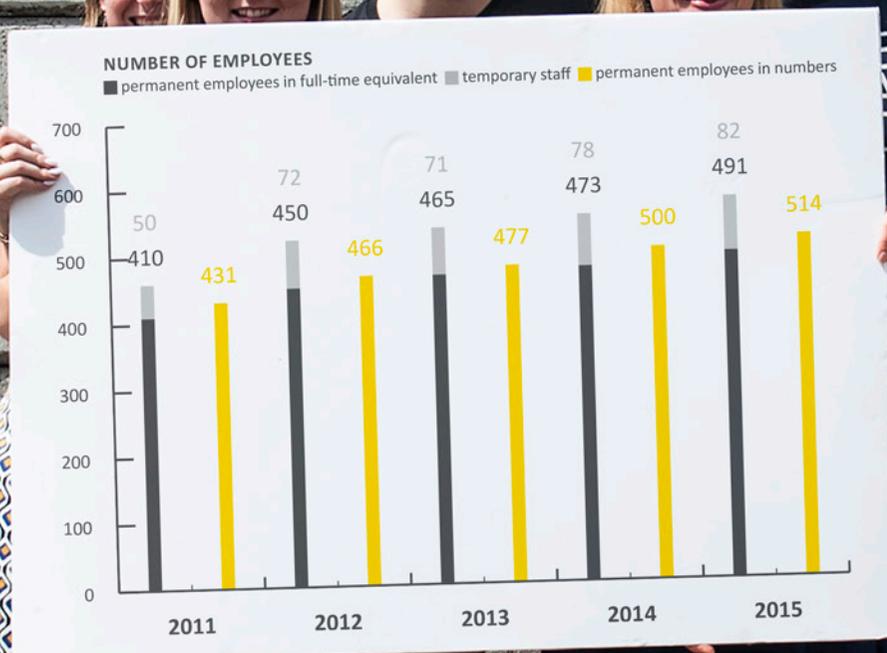
Vanheede has Belgium's first hybrid waste collection truck (26 tonnes) in its fleet. The batteries that allow the truck body construction to operate, are charged by green energy generated by Vanheede. Furthermore, this unique whole results in far less noise.



Upgrading a generation.

“Everything is continuously changing. The speed of change is the result of the adaptability level of each individual employee. Time is of crucial importance in this respect. We believe it is important to take time and to give our people time to adapt and prepare themselves for the future.”

DAVID VANHEEDE, CEO
VANHEEDE ENVIRONMENT GROUP



Working at Vanheede means engaging in a long-term relationship where we continuously keep strengthening one another. Vanheede offers its employees an exciting job in a future-oriented sector. Meaningful work with a positive impact on society.

As employer we offer a **people-friendly company culture**. We strive for a healthy balance in the development of motivating and supporting structures and attention for the individual, but always linked to result. We cherish our colourful mix of employees regardless of age, gender, nationality, educational level, ... As a matter of fact a diverse team can benefit from a wide variety of knowledge, ideas and experiences. This way, the whole is more than just the sum of its parts.

Maréchal becomes Vanheede.

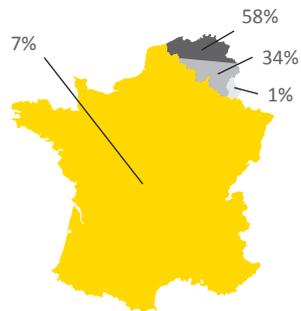
A national spreading of activities was at the basis of our decision to take over Maréchal Location in 2010. The site is located in Messancy, a municipality in the far south-east of Belgium, only a stone's throw away from the Grand Duchy of Luxemburg and France. The name Maréchal Location was maintained for a couple of years. **As from October 2015 the company with ten drivers, three sorters and five administrative employees continues under the name of Vanheede.** Together we cover the local market, 95% of which consists of professional customers, half of which are industrial customers and half of which are operating in the construction sector.

Venturi sends us into the digital future.

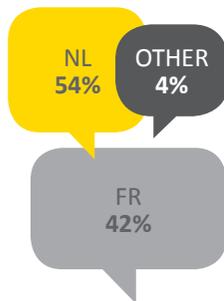
Our extended and complete service package results in a growing complexity of our internal processes. That called for optimization and automation. Under the name of Venturi a new information system (ERP) based on Microsoft Dynamics AX was introduced. But Venturi is an innovation project rather than an automation project. It made every employee change his/her views on how to improve processes. The existing knowledge, the so-called Business Intelligence, is bundled and then cast into patterns. The system is conceived in such a way that it suggests the right solution in the form of a complete service package with a lot of options and products. That is where the real power of the Venturi lies. In this respect, in 8 weeks' time, **14 key-users have given 1,500 hours of training to 160 employees on 7 different sites!**

In 2015 there were two milestones in the ERP package going live: 1 June 2015 in France and 28 September 2015 with all companies and all activities. The implementation of the new system was just a top performance of every one of us, that's for sure!

Classification by region



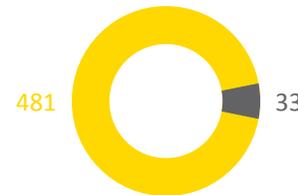
Classification by language



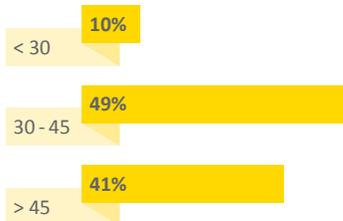
Classification by gender



Full-time | Part-time



Classification by age



Workers | Administrative employees | Drivers



Did you know that ...

- Apart from our 514 employees in 2015 we also used a lot of temporary workforce, representing the equivalent of 82 FTEs.
- The last couple of years our workforce has been gradually growing with ± 5 to 10% a year.
- We have given 11,631 hours of registered training. In addition a lot of trainings were organized that were not registered.
- The Vanheede team mainly consists of men. However, within Vanheede also a number of women assume functions in contrast with traditional gender conventions. 3 female colleagues e.g. are drivers.
- Our team counts 12 different nationalities.
- The average seniority within Vanheede amounts to 7 years.
- The average age of our employees is 43 years old.



THE VANHEEDE FAMILY

A satisfied employee at the right place, for a long time.



RACHID BOUFTIH | 5 YEARS OF SENIORITY

Nothing is too heavy.

Mainly operates forklift trucks: loading (evacuation) and unloading (own drivers, self-supplies) of trucks, emptying of boxes containing e.g. paint waste, empty dangerous packages, clearing waste in disposal containers, which in turn are evacuated to the processor by means of a hook lift truck.



TANJA VERSHELDE | 5 YEARS OF SENIORITY

Administrative jack-of-all-trades.

Tanja is a workfloor manager (together with Stephane), i.e. the link between the people on the workfloor and the supervisor. Her tasks have shifted a little from mainly 'weighing and acceptance' to more administrative work: processing the non-compliant substances, assisting in the monitoring of tracing, stock (scanning), preparing evacuation, taking and managing samples, handling the difficult cases (both in terms of scanning and in terms of waste matter) ...



NAZIR KARIMI, SAID TALBI, MUSTAFA CIMENDAG, ANASTASIOS PANTELIOS | TOGETHER 33 YEARS OF SENIORITY

Brave knights of wastes in Antwerp.

Nazir, Said and Mustafa together with a few other colleagues take care of waste sorting at the storage hall in Antwerp. To this effect they use a crane, bulldozer and forklift truck. Anastasios has been a driver with us for several years now and mainly services customers at the harbour of Antwerp. "Tasos", as he is called by everyone, has ended up with us after he had left Greece to try his luck here.



ROMAIN BAILLET | 2 YEARS OF SENIORITY

Sorting mixed waste.

Romain is a sorter at our sorting hall in Billy-Berclau, Vanheede France. He, together with his colleagues, is responsible for sorting mixed waste using a crane and bulldozer.



MIEKE LEUPE | 14 YEARS OF SENIORITY

The right way, the right weight.

Mieke, together with her colleagues Johan Claerhout and Ann Delanoeye, is responsible for site operation in Oostkamp. She is mainly responsible for truck dispatching and weighing.

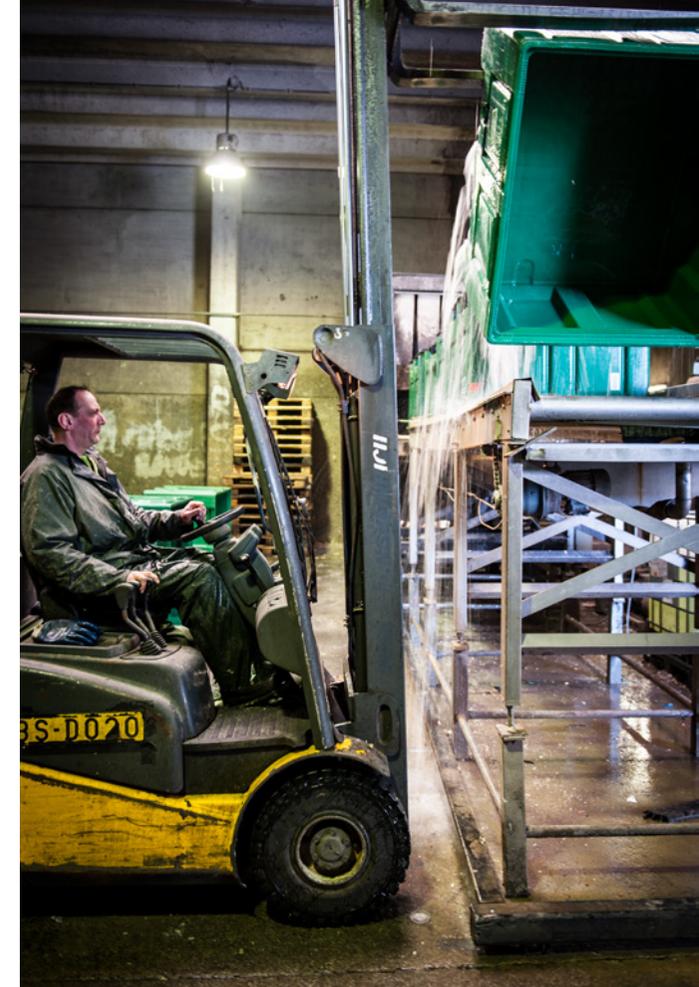


THE VANHEEDE FAMILY

SYLVAIN LEBON | 2 YEARS OF SENIORITY

Steering and monitoring.

Sylvain is employed as Operations Supervisor within Vanheede France. He is responsible for monitoring and steering the sorting departments of mixed and dangerous waste. He also monitors technical maintenance.



MOHAMMED IDBAHA | 2 YEARS OF SENIORITY

From Genk to Dottenijs.

Every day Mohammed is ready to produce plastic granules in Dottenijs. Last year he moved, together with the plastic recycling machine, to Dottenijs.

JEAN-JACQUES GOBERT | 23 YEARS OF SENIORITY

The man of the clean boxes.

Jean-Jacques is responsible for cleaning and storing boxes for Vanheede Biomass Solutions.

GEERT D'HAENE | 23 YEARS OF SENIORITY

Experienced driver.

Geert has been a driver with Vanheede for more than 20 years. Nowadays he drives a trailer. He is mainly responsible for the evacuation of stored PMD waste from "Ter Polder" to our site in Rumbeke. In addition he also transports matter from Rumbeke to external processors.

Geert wanted to introduce us to his personal Vanheede mascot with matching green-yellow scarf that is accompanying him on the road in Flanders. That's the spirit, thumbs up for all our drivers.



We have more than 580 employees. Fortunately not everyone is the same.

HEIDI LESTHAEGHE | 8 YEARS OF SENIORITY

Management of waste streams.

"In the outlet service we manage the various sales channels of the Group. We provide commercial assistance to the customers so that they choose the right processing option. The various waste streams are divided among six persons: Nathalie, Thomas, Jeroen, myself ... our great chief Pieter ... and our enthusiastic administrative employee Anneleen."



SAFETY AT THE WORKPLACE

Vanheede cares about you and your safety.



FREQUENCY RATE (FR)

Thanks to our continuous focus on the safety of our employees the number of accidents has greatly decreased compared to last year. With a **frequency rate** of 31.15 we are largely below our internal objective of maximum 50.

Safety, both on the company sites and on the road, is an important building stone for the well-being of our employees. An accident can happen in a few seconds, but may have permanent consequences. Investments in the landfill in Rumbek, in new machinery and in computerization, must make work even more manageable. Safety performances are measured by means of the frequency rate (number of occupational accidents involving work stoppages per million working hours) and the severity rate (number of days of work stoppages per thousand working hours). For both factors therefore applies: the lower, the better. We are ambitious and have shifted the internal Vanheede frequency rate objective from 55 to 50 for the year 2015. With respect to the severity rate the internal Vanheede objective is 0.85.

Vanheede combats the blind spot.

In addition to the proper setting of the obligatory rear-view mirrors of the truck, Vanheede has taken other measures to ensure safety on the road.

All new pressing trucks are provided with a 360° camera as from 2015. The images of the 360° camera are presented on a 10-inch display. This piece of top technology ensures that the blind spot decreases for the driver. There still remains a bit of blind spot but there is no doubt that this camera will contribute to a decrease in blind spot accidents.

Sensitisation.

A proper training programme focusing on safety, including regular repetitions thereof, in combination with sensitisation campaigns are key concepts of a successful safety policy. Safety is to be provided by everyone, for everyone! Therefore we must keep on working together in order to further decrease the number of occupational accidents and the severity thereof in the next few years. In 2015 the following themes were addressed by means of a newsflash (letter sent together with payslip, with if necessary the corresponding safety instruction cards):

- Safe driving, following the road accident with the pressing truck.
- Mandatory wearing of safety belt.
- Smoking policy.
- Operation loading system of pressing truck, following the occupational accident where the victim's arm was jammed between the loading system and the chassis.

Also a safety training was provided for the hook lift truck drivers about securing a container on their hook lift truck and trailer.

The award for best safety protection goes to ...

In the extended range of personal protection equipment the users have the final word with Vanheede. Over the last one and a half years a number of safety shoes have been tested extensively. Objective: to get a uniform safety shoe for all employees of the Vanheede Environment Group. All establishments and a variety of functions were actively involved in this test. The tested shoes were assessed in terms of waterproofness, seam strength, wearing comfort, lining (thermal comfort), sole (smoothness), protection against winter conditions and life of the shoe. The voice of the final wearer of the safety shoe was decisive in the choice that was made.

But safety shoes is only one example of the safety equipment Vanheede invested in in 2015. In consultation with the users the ideal glove (finger-sensitive but still offering optimum protection) was selected in function of the specific activity to be performed. And with respect to the treatment of dangerous waste streams an investment was made in respiratory protection, providing the user an enhanced protection against organic gasses and highly toxic dust, mist and smoke particles.

2015

0.82**SEVERITY RATE (SR)**

The **severity rate** has also considerably decreased compared to last year, going from 1.24 to 0.82. With a severity rate of 0.82 we are just below the objective of 0.85.





FINANCIAL RESULTS

Key figures 2015.

The annual accounts of 2015 (01/01/2015 - 31/12/2015) of Vanheede Environment Group nv and its subsidiaries, as well as the consolidated annual account, are freely accessible at the Central Balance Sheet Office of the National Bank of Belgium. In this sustainability report we will give you a brief outline.

The non-consolidated turnover in the year 2015 has grown with more than 5% compared to last year, i.e. from K€ 110,024 to K€ 115,982. Breaking down our non-consolidated turnover by activity gives the following results:

- Logistics (logistics activities with the exclusion of special wastes)
- Services (logistics activities with respect to special wastes and decontaminations)
- Renewable Energy (renewable energy; secondary fuels)
- Raw Materials (secondary raw materials)

NON-CONSOLIDATED TURNOVER In KEUR by activity.



Balance sheet.

The consolidated balance sheet over the year 2015 is closed with a balance sheet total of K€ 108,276.

As far as assets is concerned the book value of the fixed assets has increased. Investments made in the financial year amount to K€ 13,058; a strong increase of 34% compared to last year. In terms of valuation rules there are no changes compared to last year.

Under the amounts receivable within one year the outstanding trade receivables have increased as per 31/12/2015, due to an enhanced invoicing activity during the last months of the year. The available cash has decreased up to K€ 7,675.

The liquidity rate is 1.27, which is sufficient to comply with all short-term obligations. The positive result of the financial year makes the equity capital grow.

The financial debts (long-term and short-term together) have slightly decreased. The trade debts however have increased due to an increase in the number of supplier credit days. Total debts have increased.

The solvency of Vanheede Environment Group has remained stable: 49.29% in the year 2015 compared to 49.48% in the year 2014; in this respect we add the long-term subordinated 'DACAR' loan (M€ 34.02) to the equity capital (Dacar: family holding family Vanheede).

Consolidated balance sheet (in KEUR).

| ASSETS | 2015 | 2014 |
|--------------------------------|----------------|----------------|
| Intangible fixed assets | 10,893 | 11,537 |
| Tangible fixed assets | 52,385 | 50,600 |
| Fixed financial assets | 891 | 925 |
| FIXED ASSETS | 64,169 | 63,062 |
| Long-term receivables | 0 | 0 |
| Inventories | 2,076 | 2,033 |
| Current receivables | 33,607 | 27,035 |
| Cash and cash equivalents | 7,675 | 9,210 |
| Prepayments and accrued income | 749 | 556 |
| CURRENT ASSETS | 44,107 | 38,834 |
| TOTAL ASSETS | 108,276 | 101,896 |

| LIABILITIES | 2015 | 2014 |
|--|----------------|----------------|
| Capital | 3,350 | 3,350 |
| Consolidated reserves | 16,000 | 12,751 |
| EQUITY | 19,350 | 16,101 |
| Provisions for risks and charges | 3,813 | 3,310 |
| Deferred tax expenses | 97 | 132 |
| PROVISIONS, DEFERRED TAX EXPENSES | 3,910 | 3,442 |
| Long-term debts | 52,222 | 52,776 |
| Current debts | 32,608 | 29,035 |
| Accruals and deferred income | 186 | 542 |
| PAYABLES | 85,016 | 82,353 |
| TOTAL LIABILITIES | 108,276 | 101,896 |



Profit and loss account.

Consolidated profit and loss account (in KEUR).

| | 2015 | 2014 |
|--|----------------|---------------|
| Turnover | 102,489 | 96,554 |
| Movements in inventory | 363 | 717 |
| Other operating income | 1,209 | 811 |
| OPERATING INCOME | 104,061 | 98,082 |
| Purchases and subcontractings | 34,817 | 31,331 |
| Services and miscellaneous goods | 25,965 | 25,947 |
| Remunerations and social charges | 25,567 | 24,066 |
| Amortisation and depreciation | 10,197 | 9,890 |
| Impairments and provisions | 568 | 432 |
| Other operating costs | 1,295 | 1,032 |
| Amortisation and depreciation on consolidation differences | 1,056 | 1,056 |
| OPERATING COSTS | 99,465 | 93,754 |
| OPERATING PROFIT | 4,596 | 4,328 |
| FINANCIAL INCOME | 633 | 345 |
| FINANCIAL EXPENSE | 1,107 | 1,460 |
| PROFIT/LOSS FROM ORDINARY OPERATIONS | 4,122 | 3,213 |
| EXTRAORDINARY INCOME | 422 | 953 |
| EXTRAORDINARY EXPENSE | 236 | 154 |
| PROFIT/LOSS FOR THE FINANCIAL YEAR BEFORE TAX | 4,308 | 4,012 |
| WITHDRAWALS | 35 | 39 |
| TAXES | 683 | 1,084 |
| CONSOLIDATED PROFIT/LOSS | 3,660 | 2,967 |

Summary consolidated income statement (in KEUR).

| | 2015 | 2014 |
|---------------------------|---------|---------|
| Turnover | 102,489 | 96,554 |
| EBITDA | 16,417 | 15,706 |
| Net income | 3,660 | 2,967 |
| Equity | 19,350 | 16,101 |
| Subordinated 'DACAR' loan | 34,023 | 34,320 |
| Adjusted equity | 53,373 | 50,421 |
| Balance sheet total | 108,276 | 101,896 |
| Solvency ratio | 49.29% | 49.48% |
| Liquidity ratio | 1.27 | 1.25 |

The consolidated profit and loss account was closed as per 31/12/2015 and showed a consolidated profit of K€ 3,660.

The consolidated turnover has increased by more than 6% to K€ 102,489. The 'purchases and subcontracted activities' however have increased by 11%, especially due to an increase in the categories of 'subcontracted transport activities' and 'processing costs'. This way the gross margin has decreased by ± 1.5% compared to last year.

The 'services and other goods' (code 61) have remained unchanged.

The own wage costs (code 62) have increased in proportion to the turnover.

The annual amortization on goodwill (at a rate of 5%) is mentioned in the consolidation under the category of amortizations on consolidation differences' and amounts to K€ 1,056.

The amortizations on intangible and tangible fixed assets and the recorded write-downs and provisions have increased.

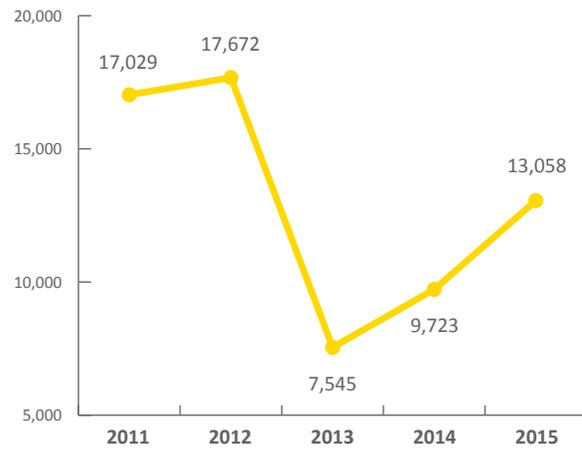
The exceptional result of the financial year on the one hand, on the proceeds side, refers to a final amount of damages following an incident at our Quévy site in 2014 and on the other hand, on the costs side, refers to a loss following two accidents with trucks (partly damage to be paid by our own and partly recovered from the insurance company).

The EBITDA of Vanheede Environment Group has increased in absolute figures, but in percentage terms it has decreased slightly compared to last year: 16.02% in the year 2015; 16.27% in the year 2014. EBIT has remained unchanged: 4.48%.

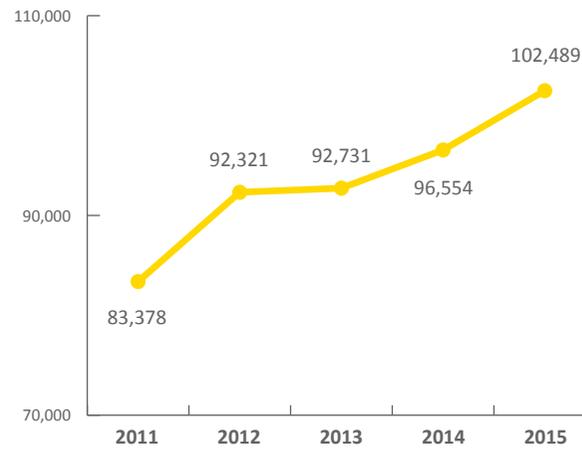
The consolidated result after taxes for the year 2015 amounts to a profit of K€ 3,660 (by way of comparison: in the year 2014: consolidated profit of K€ 2,967).

INVESTMENTS

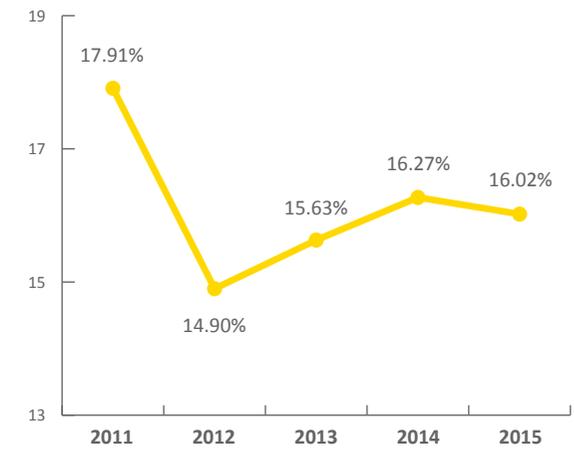
Movements in investments (in KEUR).

**TURNOVER**

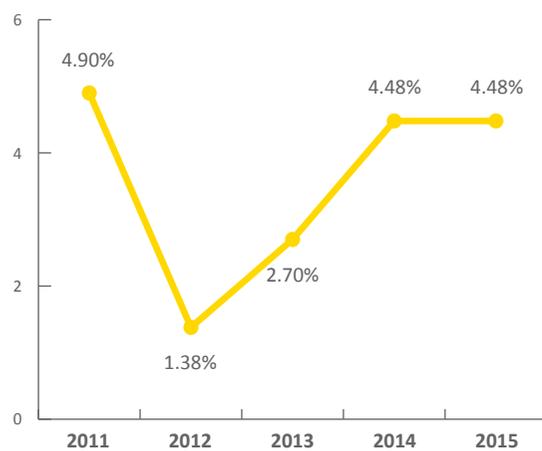
Movements in turnover (in KEUR).

**EBITDA**

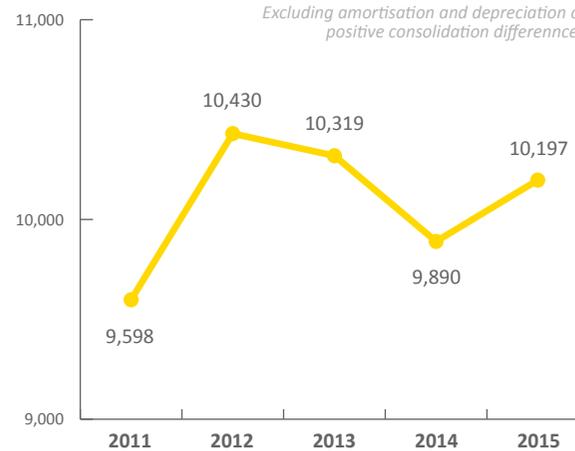
Movements in EBITDA (in % of the consolidated turnover).

**EBIT**

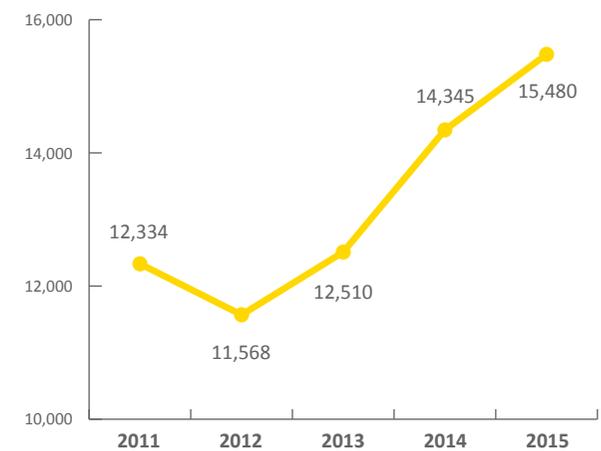
Movements in EBIT (in % of the consolidated turnover).

**AMORTISATION AND DEPRECIATION**

Movements in amortisation and depreciation (in KEUR).

Excluding amortisation and depreciation on positive consolidation differences.**CASH FLOW**

Movements in the cash flow (in KEUR).





Scope and approach of this report.

Vanheede Environment Group is an integrated waste processing company specializing in waste management and innovative environmental technologies. Apart from an internationally organized waste logistics the group has its own treatment centres. A major part of the waste streams is upgraded in-house to raw materials or used for energy creation. This is our eleventh sustainability report, so we definitely have some experience in this area.

Being a family group, Vanheede acknowledges the importance of reporting every year on its sustainability performances. We report in accordance with the GRI G4 guidelines, option Core. Previous versions of the sustainability report can be consulted on www.vanheede.com/nl/documentatie.

This sustainability report contains all activities of Vanheede Environment Group nv, in Belgium and in France. We report on the results of the financial year 2015 and the realizations and insights of 2016.

CEO David Vanheede is a permanent representative in the Board of Directors (Vamastine bvba), where also Caroline Vanheede (Vanica bvba), Commercial Manager and Claudette Descamps (Imdaca nv), director, are fixed representatives. They have themselves assisted by the advisory committee, consisting of two external experts, Mr. Arnold Deceuninck and Mr. Karel Gielen, and one internal expert, Mrs. Evelyne Vanheede-Decrans.



THE VANHEEDE FAMILY

A satisfied employee at the right place, for a long time.



RACHID BOUFIH | 5 YEARS OF SENIORITY

Nothing is too heavy.

Mainly operates forklift trucks: loading (evacuation) and unloading (own drivers, self-supplies) of trucks, emptying of boxes containing e.g. paint waste, empty dangerous packages, clearing waste in disposal containers, which in turn are evacuated to



TANIA VERSCHelde | 5 YEARS OF SENIORITY

Administrative jack-of-all-trades.

Tanja is a workfloor manager (together with Stephan), i.e. the link between the people on the workfloor and the supervisor. Her tasks have shifted a little from mainly "weighing and occupation" to more administrative work: processing the non-compliant substances, assisting in the monitoring of tracing, stock (scanning), preparing evacuations, taking and managing samples, handling the difficult cases (both in terms of scanning



NAZIR KARIM, SAID TALBI, MUSTAFA CIMENDAG, ANASTASIOS PANTELIOS | TOGETHER 33 YEARS OF SENIORITY

Brave knights of wastes in Antwerp.

Nazir, Said and Mustafa together with a few other colleagues take care of waste sorting at the storage hall in Antwerp. To this effect they use a crane, bulldozer and forklift truck. Anastasio has been a driver with us for several years now and mainly services customers at the harbour of Antwerp. "Tasso", as he is called by everyone, has ended up with us after he had left Greece to try his luck here.



MIKKE LEUPE | 14 YEARS OF SENIORITY

The right way, the right weight.

Mieke, together with her colleagues John Claessens and Ann Dierckx, is responsible for site operation in Oostkamp. She is mainly responsible for the maintenance and repair of

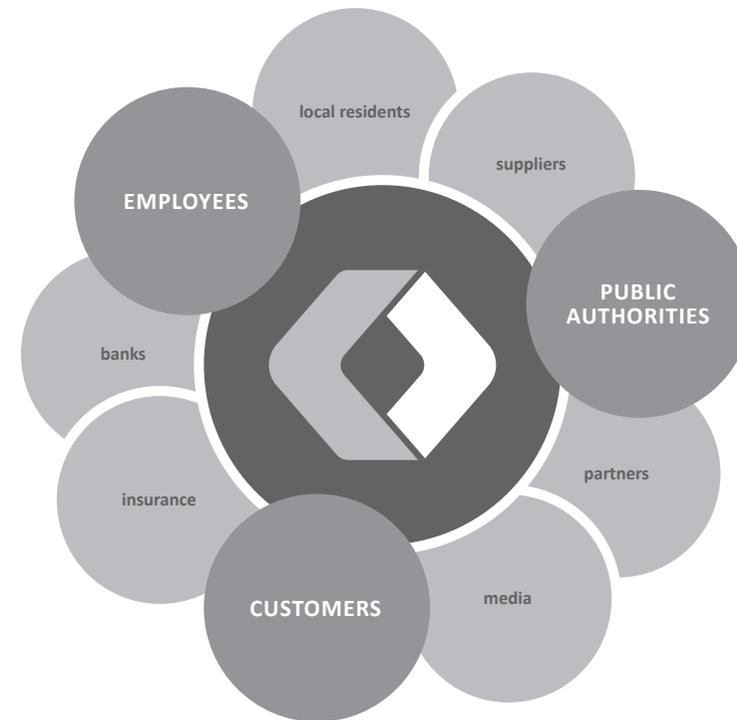


ROMAIN BAILET | 2 YEARS OF SENIORITY

Sorting mixed waste.

Romain is a sorter at our sorting hall in Billy-Berclaux, Vanheede France. He, together with his colleagues, is responsible for sorting mixed waste using a crane and bulldozer.

Stakeholder and company interests in balance.



The process for determining the strategic focal points for a sustainable future went over 3 phases:

- 1 An internal brainstorming on the key questions:
 - What is the **added value** of Vanheede? Where does Vanheede make the difference for its own business, its employees, society, the environment as well as its customers?
 - For which **(social) trends/ challenges** Vanheede seeks to provide a solution?

This resulted in a longlist of relevant topics, which was measured against the CSR sectoral passport for waste processing companies, drawn up by our professional federation Febem, and some sustainability reports from peers in Belgium and abroad.

- 2 In a second phase it was determined which challenges also constitute **'material' aspects**. These are aspects that are important for the long-term strategy of Vanheede and at the same time respond to the (reasonable) expectations of our stakeholders.

In order to understand who our stakeholders are, which interests they represent, how much impact they have on our operation and/or to which extent they support our organizational goals, we have determined their relevance (stakeholder mapping) taking into account the following criteria: What is the impact/influence of the stakeholder on Vanheede?

- What is the impact/influence of the stakeholder on Vanheede?
- What is the stakeholder's interest for Vanheede?

Stakeholders in the dark grey circles (high extent of power and interest) are of priority importance to Vanheede. For determining and realizing our ambitions their expectations and interests are guidelines. With respect to the stakeholders in the light grey circles: we wish to respond to their expectations by keeping them well-informed or satisfied.

At first instance we mainly searched the answers on the stakeholders' interests with a number of internal stakeholders: some employees and executives shared their insights and challenges for the future.

- 3 In 2015 we have extended this exercise with a number of external stakeholders. Within the special CSR think-tank we have decided not only to use the international **GRI reference framework for sustainability reporting** but also to examine in which way we can contribute to the **Sustainable Development Goals** (SDG's). The fresh views of the think-tank members on entrepreneurship and the opportunities and challenges that lie ahead of us, really have meant a surplus value to us. This way our sustainability report presents more than just a fair view of what has been realized in the past year, it also creates a dynamics that makes us contemplate about our mission and about our way of doing business.



GRI INDEX

| GRI | DISCLOSURE | PAGE |
|---|---|-------|
| G4 CONTENT INDEX | | |
| G4 GENERAL STANDARD DISCLOSURES | | |
| 1. Strategy and Analysis | | |
| G4.1 | Statement from the most senior decision-maker of the organization | 8-9 |
| 2. Organizational Profile | | |
| G4.3 | Name of the organization | 1 |
| G4.4 | Primary brands, products, and services | 16-17 |
| G4.5 | Location of the organization's headquarters | 5 |
| G4.6 | Number of countries where the organization operates, and names of countries where the organization has significant operations | 5 |
| G4.7 | Nature of ownership and legal form | 44 |
| G4.8 | Markets served / types of customers and beneficiaries | 5 |
| G4.9 | Scale of the organization | 17 |
| G4.10 | Workforce | 32-33 |
| G4.11 | Percentage of total employees covered by CBA (collective bargaining agreements) | 100% |
| G4.12 | Organization's supply chain | 17 |
| G4.13 | Changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain | n/a |
| Commitment to external initiatives | | |
| G4.14 | Precautionary approach or principle | 8-9 |
| G4.15 | Externally developed economic, environmental and social charters, principles, or other initiatives | 12-13 |
| G4.16 | Memberships of associations | 18-19 |
| 3. Identified Material Aspects and Boundaries | | |
| G4.17 | All entities included in the organization's consolidated financial statements | 44 |
| G4.18 | Process for defining the report content and the Aspect Boundaries / Explain how the organization has implemented the Reporting Principles for Defining Report Content | 45 |

| GRI | DISCLOSURE | PAGE |
|----------------------------|---|--------------------------|
| G4.19 | Material Aspects identified in the process for defining report content | 48 |
| G4.20 | Aspect Boundary within the organization | 16-17, 48 |
| G4.21 | Aspect Boundary outside the organization | 16-17, 48 |
| G4.22 | Restatements of information provided in previous reports | n/a |
| G4.23 | Changes from previous reporting periods in the Scope and Aspect Boundaries | n/a |
| 4. Stakeholders engagement | | |
| G4.24 | List of stakeholder groups engaged by the organization | 45 |
| G4.25 | Basis for identification and selection of stakeholders with whom to engage | 45 |
| G4.26 | Approach to stakeholder engagement | 14-15, 18-19, 32-33 |
| G4.27 | Key topics and concerns that have been raised through stakeholder engagement | 10-11 |
| 5. Report Profile | | |
| G4.28 | Reporting period | 44 |
| G4.29 | Date of most recent previous report | 44 |
| G4.30 | Reporting cycle | 44 |
| G4.31 | Contact point for questions regarding the report or its contents | 48 |
| G4.32 | In accordance, GRI Content Index, External Assurance | 44 |
| G4.33 | Policy and current practice with regard to seeking external assurance for the report | no external verification |
| 6. Governance | | |
| G4.34 | Governance structure | 44 |
| 7. Ethics and integrity | | |
| G4.56 | Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics | 8-9 |

| GRI | DISCLOSURE | PAGE |
|---|--|-------|
| G4 CONTENT INDEX | | |
| G4 SPECIFIC STANDARD DISCLOSURES | | |
| Economic | | |
| Economic performance | | |
| G4 EC1 | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments | 40-43 |
| Environmental | | |
| Materials | | |
| G4 EN1 | Materials used by weight or volume | 24-25 |
| Energy | | |
| G4 EN3 | Energy consumption within the organisation | 26-27 |
| Water | | |
| G4 EN8 | Total water withdrawal by source | 28-29 |
| Emissions | | |
| G4 EN19 | Reduction of greenhouse gas (GHG) emissions | 30-31 |
| Effluents and waste | | |
| G4 EN23 | Total weight of waste by type and disposal method | 24-25 |
| Social: Labor Practices and Decent Work | | |
| Occupational health and safety | | |
| G4 LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender | 38-39 |

102,489^{KEUR}

TURNOVER

16,417^{KEUR}

EBITDA

3,660^{KEUR}

NET INCOME

108,276^{KEUR}

BALANCE SHEET TOTAL

53,373^{KEUR}

ADJUSTED EQUITY

49.29%

SOLVENCY RATIO

1.27

LIQUIDITY RATIO

VANHEEDE ENVIRONMENT GROUP provides the best, most valuable destination for wastes. With our specialized knowledge we help our customers searching for the best way to handle their waste (or materials). We do this by informing them on the most valuable processing options where a maximum of materials or energy is recovered. Apart from an internationally organized waste logistics Vanheede also has its own processing sites, where a wide variety of waste streams are being processed and valorised. Our primary concern will always be to minimize our impact on the environment. An intensive preventive policy and the required investments reduce the environmental impact. With a dedicated team adhering to the right values, we obtain excellent results. As an employer we will do our utmost to attract the correct profiles of people and keep them with us. Thanks to our positive company results we can further grow on a sustainable basis.

Publication

VANHEEDE ENVIRONMENT GROUP nv
Dullaardstraat 11, 8940 Geluwe
www.vanheede.com

Editor-in-charge

Kim Delvoye, Marketing Manager
c/o Dullaardstraat 11, 8940 Geluwe

Contact

Kim Delvoye, Marketing Manager
Please address any reactions concerning
this report to kim.delvoye@vanheede.com.

CSR-expertise and -support

slidingdoors
www.slidingdoors.be

Concept and design

Hit The Moon
www.hittthemoon.com

Print

Drukkerij Jacobs
www.drukkerij-jacobs.be

