News from our Green Kitchen

SOCIAL IMPACT REPORT 2021

RESULTS, INITIATIVES AND AMBITIONS

HAK

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News from our Green Kitchen

TIMO HOOGEBOOM, CEO HAK

‘Demonstrating active leadership is critical to the times we’re living in’

This is the second edition of our Social Impact Report. In the previous edition, we set out our ambitions, goals and plans. This time, together with our employees, we tell you about how we have gone about realising these, as well as the challenges we have encountered along the way and areas where we’re not there yet. We also look ahead to the future. Because one thing is certain: green can always be greener. Even in our Green Kitchen.

Here at HAK we are continuing to invest in sustainability and health, even through these undoubtedly challenging times where we are facing not just one crisis, but many: the climate crisis, problems in agriculture, the energy crisis, inflation, and not least a health crisis. These affect us all and we can no longer see them as isolated issues. We see it as our responsibility to actively contribute to positive change. Only then will we have earned our right to exist and endure as a business over the coming decades. To play our part – together with our supply chain partners – we need to be in ‘action mode’. Not just talking about and outlining visions, but demonstrating the active leadership; that is critical to the times we are living in.

On the way to organic

We have a clear focus on making farming more sustainable. By the end of 2021, we will grow vegetables and pulses for every crop within a 125-kilometre radius in line with the requirements of the independent On the way to PlanetProof label. I am immensely proud of this achievement. Particularly because this has been realised in close cooperation with the growers who really got behind this initiative. They were compensated for the extra costs they incurred in being part of the scheme and these were passed on further down the chain. We also developed a successful consumer campaign featuring our new face Elise Schaap who promotes the value of local, sustainable farming in an accessible way. Here is the proof that sustainability and value creation really can go hand in hand.

We are also looking further ahead. Because we’re not there yet. As part of our Green Field Plan, we have identified specific actions to further enhance soil health and biodiversity on the land over the coming years. Under this plan we will work towards switching to organic farming for all local vegetables and pulses by 2027. That equates to 85% of our total volume of produce. The first organically produced vegetable – beetroot – will appear on the shelves this autumn. Other vegetables will follow over subsequent years in a rolling programme.

Timo Hoogeboom, CEO HAK

Deciding to switch to organic is no small ambition. There are some real hurdles to be overcome before we can get there. But, we want to step up to this challenge because we feel a sense of responsibility both for the continuity of our business that depends on healthy arable farming with thriving growers, and to act as a custodian to ensure future generations can enjoy healthy food and a good living environment. With the switch we have made to On the way to PlanetProof, we have already seen it is possible to achieve weighty ambitions.

At the same time, we see organic as an opportunity in terms of developing local, future-proof arable farming with good earning potential for growers. Agricultural policy at both international and local level is also moving in this direction and HAK is keen to be at the forefront of this movement.

Ultimately, the goal is to make organic for everyday, something that is accessible to everyone at an affordable price. The first key to success is to increase demand and that can only be achieved with a disruptive approach and by scaling up. The transition can be driven in the Netherlands by measures such as transition payments for growers, a VAT exemption for organic products and campaigns to make the organic offer attractive and accessible to consumers.

It also requires a huge increase in the supply of organic products, even to the point where standard varieties are no longer on offer, where possible. After all, there shouldn't really be a choice between sustainable and non-sustainable anymore. That's also why we are switching to organic for our entire range of locally produced vegetables and pulses at pace.

We also undertake to provide additional compensation to growers for the extra demands of organic farming, and are committed to working with the government and the supply chain on ensuring consumer prices for organic products are affordable for all. In short: we will be playing an active part as HAK in the market development plan over the coming years.

HAKtivism

At HAK, we like to say: you can come up with all the forecasts you like but, in the end, you need to DO something. Change happens through action. Like growing exotic pulses such as kidney beans in our own country. We are now growing kidney beans 100% locally for the first time, instead of 8,000 km away in North America. Clearly, not every new thing you try is going to be a success. We were not successful in our attempts to grow chickpeas locally, for example. But we are able to learn from such experiences and that all adds up to progress, and forms part of the HAK can-do attitude that characterises us. We call it HAKtivism.

Other action on sustainability

We invest heavily in reducing energy consumption and CO_2 emissions through electrification and the 'greening' of energy. For instance, HAK has installed 10,000 square metres of solar panels on the roof of its factory in Giessen, capable of generating 25% of the site's electricity needs. We are also investing in making the boiler house more energy efficient to reduce gas consumption wherever possible. Furthermore, residual heat from cooling water in the sterilisation tower will soon be used to preheat the preserving liquid. Unfortunately, despite these investments and measures, it is nowhere near enough to offset the higher energy prices currently prevailing. For this reason, as previously announced, it will not be feasible to continue production over the coming winter. The pause in production for winter 2023 will not have an impact on the supply of HAK products to shops. No fresh vegetables that have to be processed immediately are harvested in January. Winter is a relatively quiet period at the factory, allowing schedules to be pushed back. Our employees have been extremely helpful and added their own ideas in terms of how we can make this happen.

Timo Hoogeboom, CEO HAK

Timo Hoogeboom, CEO HAK

Pulses: People, Planet and Purse

Meanwhile, the protein transition continues unabated. Pulses play a key role in this process as a source of plant-based protein. They are extremely healthy, tasty, many times more sustainable to produce, and represent a much cheaper source of protein for consumers than meat. Given all their excellent qualities, there are nowhere near enough beans being grown. This situation needs to be substantially improved and there is work for us to do with retailers in this regard.

This category of vegetables deserves to be showcased in supermarkets. In our present situation, pulses should be marketed as a highly cost-effective alternative to meat. Pulses are the perfect combination benefiting people, planet and purse.

Always relevant

HAK celebrated its 70th anniversary last year. Our mission continues to be relevant, now as in former decades. In the 50s and 60s, we preserved vegetables in times when there were no fridges and fresh food was not available all year round. And today, when people need to put together a healthy meal quickly, we provide plant-based convenience solutions that help people eat a greener, more plant-based diet with the minimum of fuss.

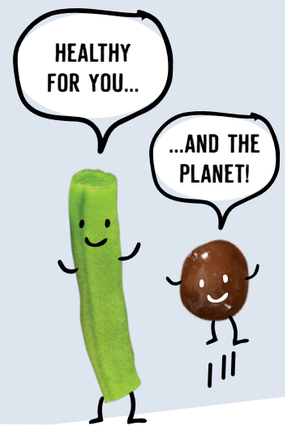
In recent years, we have also launched many new products that play a role here, such as Mexicanez for Mexican food and 'Uit de Oven' to enrich oven dishes with vegetables and pulses. All of these have a Nutri-Score of A, with no added sugar and the minimum of salt, all seasoned with herbs and spices. These days, nearly all our products contain 100% natural ingredients. However, there are still challenges we need to overcome. We are transparent about these and you can read more on them in this report. We are not shying away from the issues we face, and are confident that we will ultimately make our ambitions reality.

Moving forward together

It is our mission at HAK to help as many people as possible eat their 'greens and beans' all year round at any and all mealtimes. Together, we make that happen. This was certainly the case over the past couple of years when the coronavirus crisis put us under extra pressure. All our employees and each step in the process are equally as important. We are constantly improving, learning and identifying where things could or should be better. For example, we felt there was scope for further improvement in the area of health & safety at our factory and, to this end, we have launched the Programma Veilig Samenwerken [working safely as a team programme]. We also monitor the wellbeing and ongoing employability of our employees with a PAGO (regular work-related check-up)/PMO (preventative medical check-up) and formulate action plans accordingly. For example, during the coronavirus pandemic, we put more of an emphasis on encouraging exercise as we clearly identified this as an area needing attention.

This second Social Impact Report not only provides an account of our sustainability actions, but also a clear ambitions framework and a call-to-action to all players in the supply chain to join with us in these ambitions. For us, it is an important part of the journey we are on, towards even greater sustainability in our healthy, plant-based food business. 'Producing HAK's vegetables is something we do together!'

TIMO HOOGEBOOM
CEO and HAKtivist
January 2023



MAIKEL JONGENELIS, CFO HAK

‘Impact on issues that matter’

In this document, we report on current issues where we can make a real difference. We are transparent about the steps we are taking to become an even greener company.

Determining materiality

To determine whether the objectives we set ourselves as a company align with the expectations of our stakeholders, the material themes outlined in the Materiality Matrix have been tested once again. The outcome was measured against the level of impact HAK seeks to have on these issues. The material topics have been validated by the board of HAK.

There is a slightly different emphasis in a number of areas when compared to the previous report in 2019. Specifically, carbon emmission and energy reduction, sustainable growing and the wellbeing of our employees were pushed even higher up the agenda by our stakeholders in the latest analysis. The importance of consumer health is unchanged, and it is clear from the matrix that we can only have this social impact if the company is in a healthy financial position. The matrix shows that HAK’s objectives are in line with the expectations of our stakeholders. Most of the material topics are covered in detail in this Social Impact Report.

Value creation model

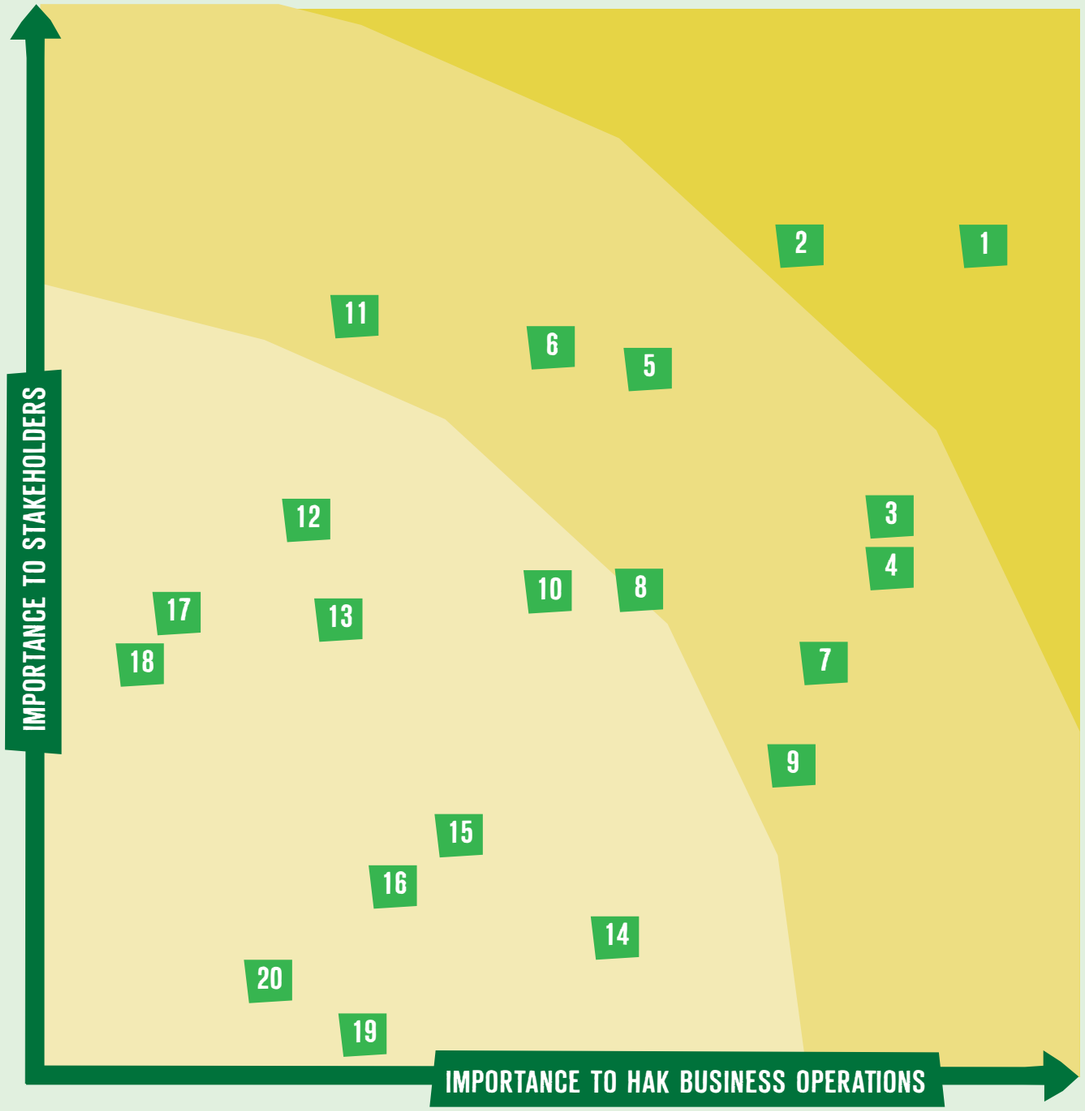
The Value Creation Model provides insight into the social, economic and environmental capital utilised, how we add value in this respect and the major social themes and goals to which our activities make a positive contribution. We also show how these link to the Sustainable Development Goals (SDGs). These are the 17 goals agreed by countries in the United Nations (UN) whose aim is to make the world a better place. We believe it is important in this respect to be able to link financial impact to social impact. This keeps us focused on our responsibility in terms of both the health and continuity of our business, and that of people and nature.

We have translated the objectives from the Green Kitchen, such as reducing CO_2 emissions through investment in ‘greening’ and reducing energy, future-proofing farming through On the way to PlanetProof and Organic growing, and increasing the consumption of vegetables and pulses in a more healthy way, into KPIs that are explained in greater detail later in this report.

Continued investment in these areas is essential for our future resilience as a company and for society as a whole to maintain a healthy supply of local vegetables and a viable environment in the long term.

THE MATERIALITY MATRIX AND THE VALUE CREATION MODEL ARE SHOWN ON THE FOLLOWING PAGES.

HAK materiality matrix



	DESCRIPTION
1	Food safety and quality
2	Sustainable growing (biodiversity, soil, water, energy)
3	Employee health, welfare and safety
4	Employee engagement and satisfaction
5	Reducing CO_2 emissions & energy consumption
6	Consumer health
7	Achieving financial targets (stability)
8	Innovation and development of technologies
9	Integrity/ethics
10	Product responsibility (fair and transparent)
11	Raw material usage and waste reduction
12	Reduction in packaging use/recyclable packaging
13	Socially responsible purchasing
14	Training and development
15	IT security & privacy
16	Human rights
17	Efficient water management
18	Community involvement
19	Responsible tax regime
20	Diversity and inclusion

Value creation model

6 TYPES OF CAPITAL

KPIS 2021

HUMAN

We set great store by the quality, talent and energy of our employees. We seek to create a safe and inspiring working environment where employees can develop further in all areas. We are a diverse organisation within which everyone feels at home.

- 148 FTEs
- 5 accidents with absence
- 4.75% sickness absence
- 71/29 male/female ratio - MT
- 88/12 male/female ratio - production
- 52/48 male/female ratio in offices

PRODUCED

Our glass jars and pouches are produced in-house. The pouches are enabling us to develop even more mealtime solutions with vegetables and pulses for new markets and applications.

- 33.8 mln. euro Tangible assets (machinery)
- 4.8 mln. euro Investments (CAPEX) in the factory

NATURAL

We contribute towards a fairer and greener economy by increasing sustainability throughout the chain. We take the initiative with regard to sustainable, local growing and processing which has the lowest possible negative impact.

- 53,191 tonnes of raw goods
- 8.18 water consumption per TMP
- 2.83 energy consumption per TMP

Input KPIs

Integrity and reciprocity form the basis. Our core values are clearly set out and actively applied; responsibility from farm to fork and HAK quality. We work on our mission and make our contribution to a society in which we aim to play a central role, together with stakeholders and partners.

SOCIAL

- Membership of GPA, SFA
- HAS collaboration
- Foodbank
- Community involvement, e.g. shirt sponsor for GRC

Innovation and research is central, and is always focused on promoting vegetable consumption. We have invested in technology to make a lid that is easy to open and to package vegetables and pulses in stand-up pouches. We continuously invest in our brand as a powerful, impactful supplier.

INTELLECTUAL

- 27.4 mln. euro Intangible assets
- Continuous investment in brand and innovation

We invest in increasing the sustainability of our growing processes, new production and packaging technologies, product innovations and activities from which we expect an above-average and sustainable return and on which we pay our fair share of taxes.

FINANCIAL

- 34.7 mln. euro Shareholders' Equity
- 40.1 mln. euro Borrowing
- Net turnover 100.2 mln. euros
- Net profit 4.7 mln. euros

Green Kitchen

1. MORE NATURAL GREENS AND BEANS
2. ECO-CONSCIOUS GROWING CLOSE TO HOME
3. CIRCULAR BUSINESS PRACTICES FROM FARM TO FORK
4. BEING ENERGY-CONSCIOUS
5. AS TRANSPARENT AS GLASS

KPIS 2021

SUSTAINABLE DEVELOPMENT GOALS

Output KPIs

HUMAN

- 91% 100% natural products (target: 100%) 1
- Consumption p/p 131g[1] vegetables per day and 35g[1] pulses per week (target: 250 grams per day and 135 grams per week) 1
- 0.27% Added salt (target: 0%) 1
- 2.26% Added sugar (target: 0%) 1
- 100% vegetables and pulses with Nutri-score A (target: 100%) 1

PRODUCED

- 124 mln. units produced (jar/pouch) 1

NATURAL

- 88% vegetables and pulses within a radius of 125 km (target: >85%) 2
- 91% On the way to PlanetProof certified vegetables and pulses within 125 km radius (target: 100%) 2
- 99% Recycled residual streams (target 100%) 3
- 96% recyclable packaging in KGs (target: 100%) 3
- 165.1 KJ per tonne of CO_2 emissions (target: -7% per year) 3
- 91.8 KJ per unit of CO_2 emissions (target: -7% per year) 3
- 95% proportion of green power (target: 100%) 3
- 0% proportion of self-generated electricity[3] (target: 25%) 3

SOCIAL

- 0% proportion of products with digital traceability information throughout the chain (Target >70%) 5
- Social Impact Report every 2 years 5
- 0 visitors to 'Pottenkijkers' open days (due to pandemic)
- B corp certification: assessment ready in Q4 2021[4]

INTELLECTUAL

- 92% aided brand recognition of HAK 1

FINANCIAL

- 89% sales share 100% natural products 1
- 96% sales share Nutri-score A 1
- 17.3% sales share On the way to PlanetProof products 1

[1] latest figures from the Dutch National Food Consumption Survey produced by the RIVM
[2] scope 1 and 2
[3] the solar panels that should enable us to meet our target will have been installed by 2022
[4] Q4 2022 in verification stage

Vision and mission

As a major vegetable brand with a leading position in our market, our mission is to help as many people as possible to eat their ‘greens and beans’ – at any moment throughout the day, at home and on the move.

MORE VEGETABLES AND PULSES, WITH RESPECT FOR THE PLANET

HAK believes eating more vegetables and pulses can make the world a better place, one in which we can all live healthier and longer lives. We are driven by our desire to help consumers in the Netherlands, Belgium, Luxembourg and Germany to eat more greens and beans.

We want to do this by making it easier for people to eat tasty vegetables and pulses. With natural, good quality products that are quick and easy to prepare as a meal in their own right or as a meal component. Products that are produced locally, as far as possible, and prepared with minimal negative impact on the environment. With respect for the earth on which our vegetables and pulses grow.

Green needs to be greener. Now, more than ever

HAK aims to make a significant positive contribution by promoting plant-based eating, local and sustainable growing, and by acting in a progressive role. Because green needs to be greener. Now, more than ever. Let's come together to be the change we want to see. We want to play our own part and shoulder our responsibility.

3 CURRENT SOCIAL THEMES

Here, there are 3 current social themes where we aim to make a positive impact:

- Increasing the consumption of vegetables and pulses
- Accelerating the protein transition: more plant-based, less animal-based
- Future-proofing agriculture: from more to better

THEME 1:

CONSUMPTION OF VEGETABLES AND PULSES IN THE NETHERLANDS: ‘GRADUALLY INCREASING’

Let’s start on a positive note: Dutch consumers are eating more vegetables and pulses! The average shopping basket contains slightly more vegetables than in the pre-2020 period. This development fits the trend of a healthy and more sustainable diet seen in recent years, partly due to the coronavirus.

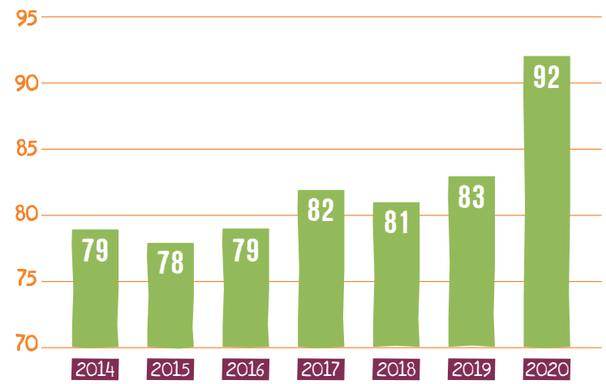
When the pandemic began, Dutch people started to make healthier choices: more exercise, healthier food, more vegetables. Many people started preparing meals with vegetables and fruit at home, leading to new habits, such as taking the time to cook, discovering new products and choosing local seasonal vegetables.

Let’s hope these good habits stick.

However, we have still got a way to go. The total consumption of vegetables and pulses in grams per day is still too low. Particularly when measured against the recommended amount and the European average.

GROENTENFRUITHUIS GFK/KANTAR

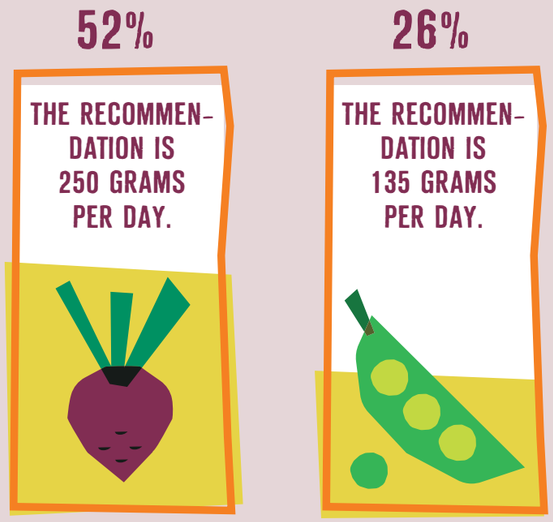
FRESH VEGETABLE CONSUMPTION PER HOUSEHOLD IN KG (2014 - 2020 TOTAL NL)



Trend for greater fruit and vegetable consumption continues in 2021

In the second year of the pandemic, Dutch consumption of fresh fruit and vegetables increased by 3%, according to figures for 2021 from GroentenFruit Huis.

That’s great news! Read the report here.



VEGETABLES AND PULSES: THE FIGURES

Vegetables: an extra spoonful!

Dutch people eat an average of 131 grams of vegetables a day, according to the RIVM (National Institute for Public Health and the Environment). The recommendation is 250 grams per day. Some 83% of vegetables are eaten with an evening meal, 11% at lunch and 5% as a snack *(Source: RIVM food consumption survey).*

Pulses: better with beans

On average, Dutch people eat pulses once every three weeks, which equates to 5 grams a day. The recommendation is to eat 135 grams of (cooked) pulses a week.

WHY ARE WE STILL NOT EATING ENOUGH VEGETABLES AND PULSES?

There are several reasons why overall consumption of vegetables and pulses is on the low side. The main causes are:

CONSUMERS THINK THEY ARE DOING FINE

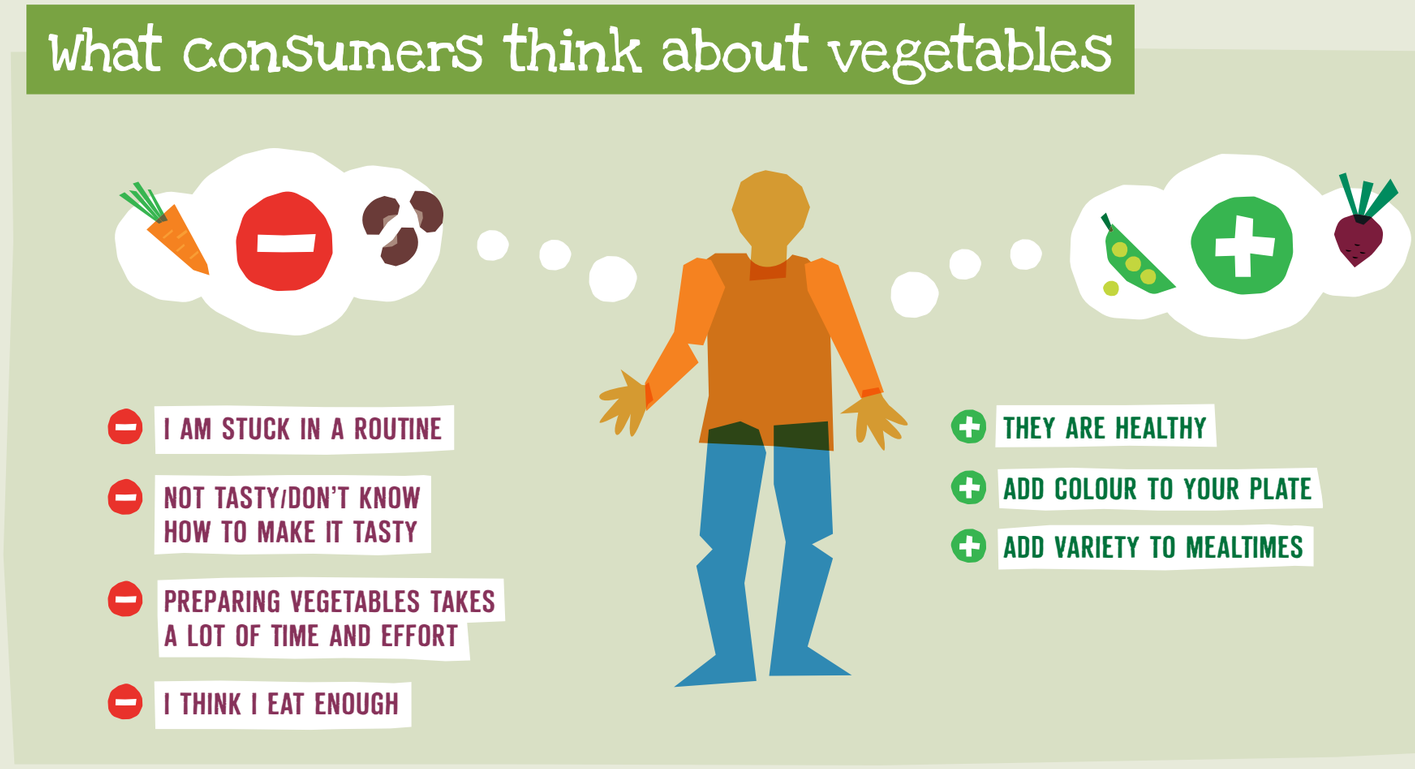
Many people think they eat more vegetables than they actually do. They overestimate daily vegetable consumption. Which is quite understandable as it's hard to gauge how many grams are on your plate. Pulses are consumed even less and are not part of a regular routine for many people.

PREFERRED MEAL CHOICES CONTAIN FEW VEGETABLES

People's weekly menu is made up of around 6-10 dishes that they prepare regularly. Pasta and Mexican food are gaining in popularity. Such meals have fewer vegetables in them than the traditional Dutch offering of potatoes, vegetables and meat (or meat substitute). Pulses are for occasional consumption. It is difficult to change eating patterns and break fixed routines. Offering solutions that fit people's existing routines and weekly menus is often a better way to bring about behavioural change.

NOT APPETISING

Not everyone likes vegetables and pulses or knows how to prepare them to create a tasty meal. Some people think cooking and preparation is complicated, more so when it comes to pulses.



VEGETABLES AND PULSES: GOOD FOR PEOPLE AND PLANET

VEGETABLES: ESSENTIAL TO A BALANCED MEAL

PACKED WITH VITAMINS AND MINERALS

Vegetables contain all sorts of vitamins and minerals. These include vitamin C, (the precursor to) vitamin A, folic acid, potassium, iron and calcium.

PLENTY OF DIETARY FIBRE

Vegetables are high in dietary fibre, which is good for bowel movements and blood sugar levels and helps make you feel full after a meal.

LOWERED RISK OF CHRONIC DISEASE

Because of all these valuable nutrients, eating vegetables is linked to a lower risk of chronic disease, cardiovascular disease, type 2 diabetes and some types of cancer.

GREAT FOR YOUR FIGURE

Vegetables (with the exception of avocado) contain very few calories, so you can enjoy eating them without watching your waistline!

Sources: The Netherlands Nutrition Centre, Iedereendoetwat.nl and Milieu Centraal

PULSES: THE SUPER-HEROES ON YOUR PLATE

LOW CARBON FOOTPRINT

The production of pulses requires the input of fewer raw materials and produces lower CO_2 emissions. Pulses can be grown in the Netherlands and require little fertiliser or water. They improve the soil in which they grow and are often used in organic farming as a natural way to regenerate the soil.

SUPER-HEALTHY

Pulses contain fewer calories and much more fibre compared to the same amount of meat (beef, pork or chicken). They are also a source of plant-based protein.

PACKED WITH VITAMINS AND MINERALS

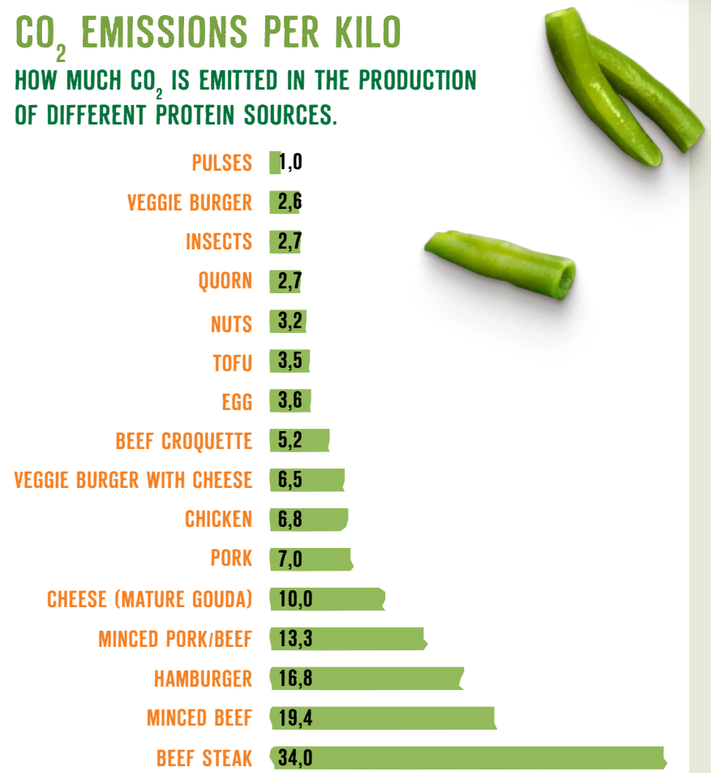
Pulses contain iron, potassium, magnesium, zinc, vitamin B and more.

EAT HEALTHILY WITH LESS MEAT

Pulses make a great substitute if you're foregoing meat, fish or eggs for a day!

CO_2 EMISSIONS PER KILO

HOW MUCH CO_2 IS EMITTED IN THE PRODUCTION OF DIFFERENT PROTEIN SOURCES.



Figures per kilogram of product bought in the supermarket.
Source: Milieu Centraal

We need to consume more plant-based proteins such as pulses, both for our health and the climate.

WE SHOW HOW THIS CAN HAPPEN IN THE FOLLOWING THEME: 'MAKE WAY FOR THE PROTEIN TRANSITION'.

THEME 2:

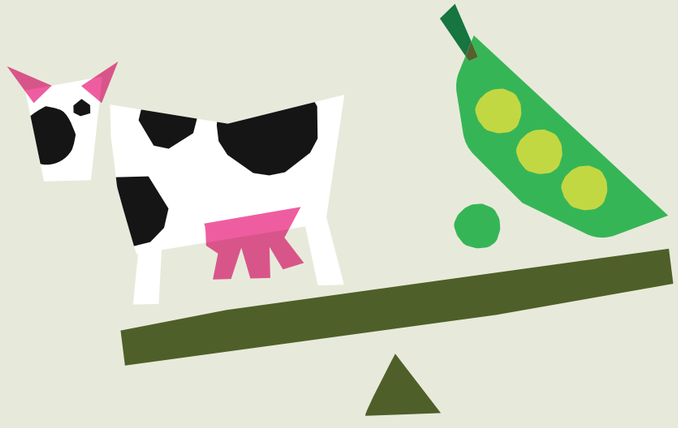
MORE PLANT-BASED, LESS ANIMAL-BASED: ‘MAKE WAY FOR THE PROTEIN TRANSITION’

In Western countries, we consume a lot of animal protein: meat, dairy, eggs and fish. Less of our protein comes from plant-based sources, such as pulses, cereals and nuts. On average, Dutch people get 60% of their protein from meat, dairy, eggs and fish and the rest from plant sources. Moving from eating (a lot of) meat and fish to a more plant-based diet is far from easy, but it is important we make this change.

Why do we need to change?

The protein transition, i.e. the transition to a diet with more plant-based protein, is vital to combat climate change and ensure we are able to feed the world’s growing population with a nutritious diet. The protein transition is about getting the balance right, both in terms of production and consumption.

These recommendations come from the Health Council of the Netherlands (Gezondheidsraad), and are based on national and international scientific literature.



Impact on the climate and environment

Eating animal protein has a big impact on the climate and the environment. For example, it takes on average 5 kg of plant material (in the form of animal feed) to produce 1 kg of meat (Milieu Centraal). Meat production also generates higher greenhouse gas emissions and leads to the acidification of soil and air. The same is true of dairy production.

Health benefits

Eating more plant-based foods is also good for your health. People who eat a diet with less meat and more wholegrain cereal products, pulses, vegetables, fruit and nuts have a lower risk of cardiovascular disease.

We can conclude from this that changing the proportion of different foodstuffs in our diet – away from animal-based towards plant-based products – is good for both our health and the planet.

PROTEIN TRANSITION: TARGETS

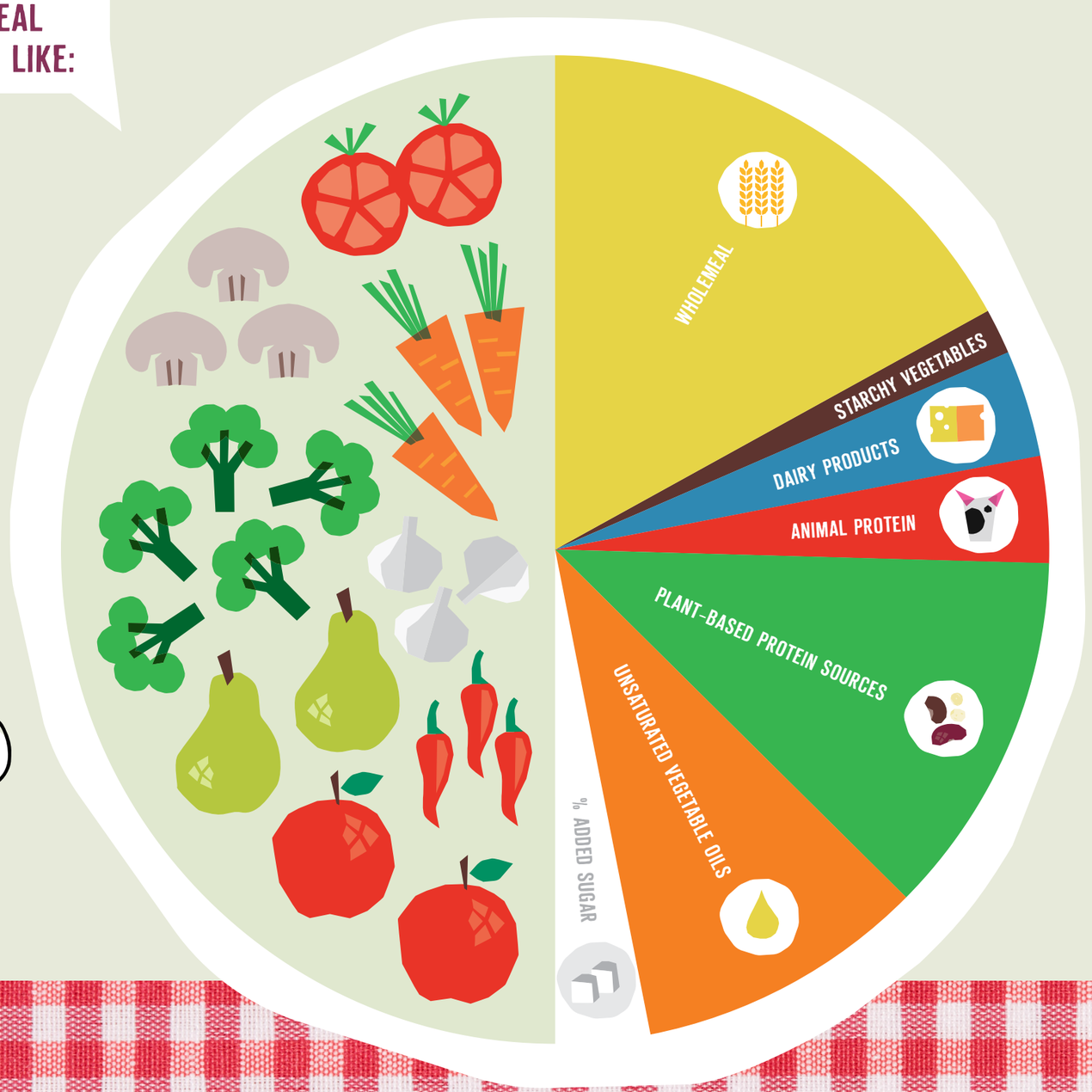
Based on recommendations from the Health Council (Good Nutrition Guidelines 2015), clear targets have been set for the protein transition. By 2030, 60% of the protein we eat should come from plant-based sources, and 40% from animal-based sources, up from 60% animal-based and 40% plant-based at present.

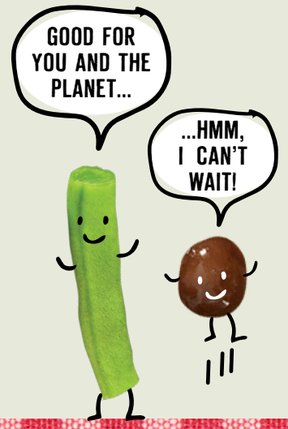
The 50:50 ratio is an important first step: half animal-based/half plant-based (Health Council recommendation, 2025 target).

Central to this is striking a healthy balance; adding in a few more plant-based/meat alternatives and cutting down on animal-based products. And, if you can, a day without meat makes a great start.

The Food Transformation

WHAT THE IDEAL PLATE LOOKS LIKE:





GOOD FOR YOU AND THE PLANET: THE RECOMMENDATIONS

The EAT-Lancet Commission on Healthy Diets from Sustainable Food Systems (2019) is a globally recognised report with guidelines for feeding the global population a healthy diet within the limits of what the earth can sustain by 2050.

The guidelines boil down to eating a healthier diet from sustainable food sources. This means more vegetables, fruit, pulses, nuts and wholegrain cereals. Together with dairy and animal protein (meat, fish and eggs) to a lesser degree, and a modest amount of sugar per day.

See the full report.

What would our menus and agriculture look like if we switched wholesale to the EAT-Lancet diet?

Watch this interview with an academic specialising in health and nutrition.

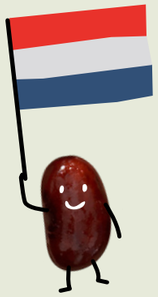
Start the film!

THE PROTEIN TRANSITION: A BROAD-BASED APPROACH ON MULTIPLE LEVELS

EUROPEAN CONTEXT: FARM TO FORK STRATEGY

The European Farm to Fork strategy is aimed at accelerating the transition to a sustainable food system. Farm to Fork means that everyone – from the farmer to the consumer – has a role to play. One of the key points of the strategy considers the shift to a plant-based diet as it touches on overconsumption and food waste. There is also a focus on organic farming and greener, more efficient production methods. The action plan is primarily aimed at policymakers and outlines what needs to happen.

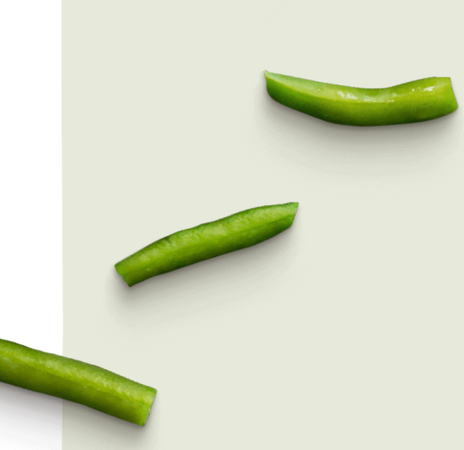
Read the Farm to Fork strategy and recommendations



NATIONAL CONTEXT: NATIONAL PROTEIN STRATEGY

Whereas Farm to Fork just outlines the strategy, the National Protein Strategy goes into the specifics. The Netherlands needs to increase the supply of plant-based, sustainable protein and new types of protein. The National Protein Strategy addresses: making agriculture more sustainable, improving soil quality and biodiversity, and reducing emissions. Another key element within the protein strategy is encouraging the demand side and closer collaboration in the supply chain. The latter is formulated in the Protein-rich Crops Green Deal (Green Deal Eiwitrijke Gewassen).

The National Protein Strategy from A to Z



Government campaign Doing Your Bit

The Doing Your Bit (Iedereen Doet Wat) campaign put out by the government demonstrates that adding pulses to meals is an important step towards a more sustainable lifestyle. Want to do your bit?

Check out the website for lots of practical tips!

GREEN DEAL: BEAN DEAL

The Protein-rich Crops Green Deal – also known as the 'Bean Deal' – is a direct expression of the National Protein Strategy. The Bean Deal was signed by 57 parties from industry, academia and national and local government. HAK is one of the signatories.

The Protein-rich Crops Green Deal has several goals for the next five to ten years:

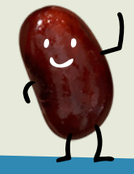
- Making the Netherlands more self-sufficient in new and plant-based proteins
- Creating a healthy earnings model for more Dutch growers of protein-rich crops
- Increasing sales of food containing protein grown in the Netherlands
- Increasing the proportion of plant-based protein grown in the Netherlands in food products
- Close collaboration throughout the supply chain. Circularity as the starting point.

See the Protein-rich Crops Green Deal

Drivers: Green Protein Alliance

The Green Protein Alliance (GPA) is an alliance of sustainability pioneers in the food industry. Their shared ambition is a market in which choosing products made from plant-based protein is second nature. The products should be suitable for any meal throughout the day, be high quality, and offer value for money.

By 2025, protein consumption should have reverted to 50:50, and then balance out at 40:60 by 2030 (animal to plant-based), in line with the National Protein Strategy. HAK is one of the founding members of the GPA.



Consuming more plant-based protein with a greater proportion of vegetables and pulses is important for both people and the planet. Agriculture has a key role to play here.

READ ABOUT WHAT'S INVOLVED AND THE ASSOCIATED CHALLENGES IN THEME 3: FUTURE-PROOFING AGRICULTURE: 'FROM MORE TO BETTER'.

THEME 3:

FUTURE-PROOFING AGRICULTURE: ‘FROM MORE TO BETTER’

For us to be able to continue to enjoy good quality, locally grown food into the future, we need to move to a new, more sustainable form of agriculture.

Restoring the natural balance

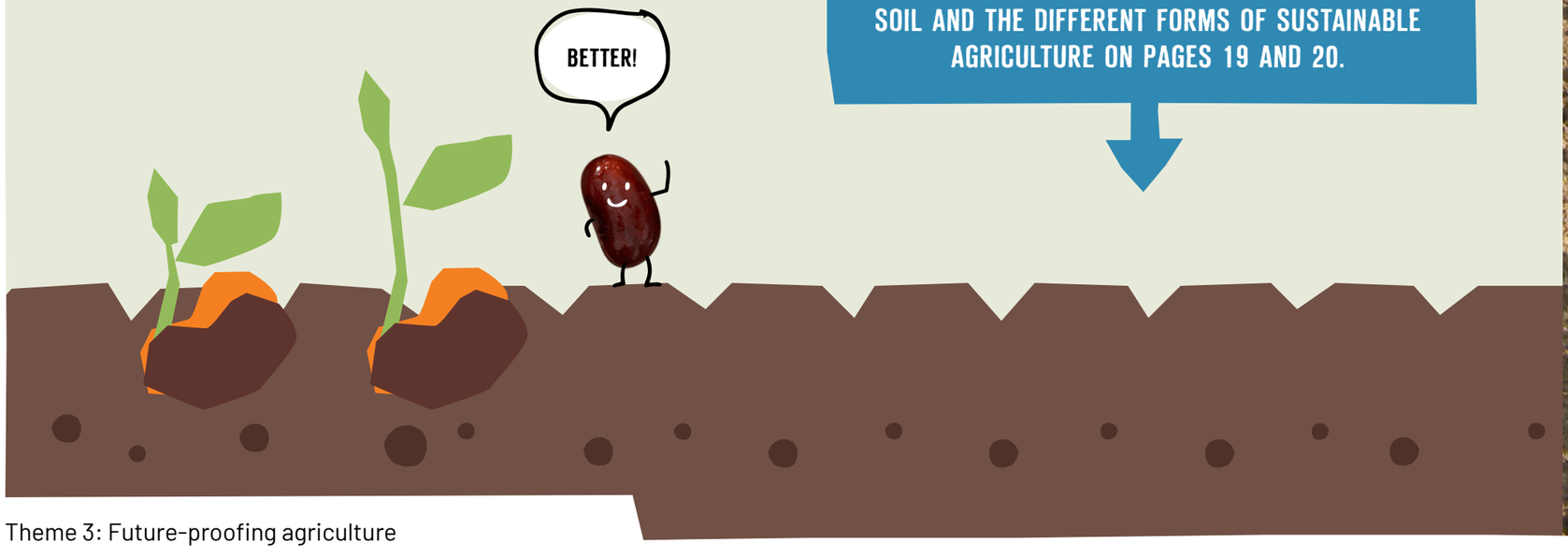
The term sustainable agriculture means producing and doing business in balance with nature, with a shift from more to better. With this approach, we are working towards healthy soil, in conjunction with nature, climate and the grower, while taking into account challenges such as nitrogen surplus, climate change, water quality, declining biodiversity and greenhouse gas emissions.

A fundamental requirement is that growers should be able earn a decent living. This is only possible if the whole food chain – from grower to consumer – is involved in the transition.

Why do we need to change?

Sustainable growers have a big focus on soil health. After all, when the soil is healthy, resilient crops and nutritious vegetables and pulses can continue to be grown, now and into the future. Working to improve biodiversity plays a big part in good soil quality and crop pollination, as does clean air, fresh water and other ecosystem services. This, in its turn, helps fight climate change and mitigates against natural disasters.

READ MORE ABOUT THE IMPORTANCE OF HEALTHY SOIL AND THE DIFFERENT FORMS OF SUSTAINABLE AGRICULTURE ON PAGES 19 AND 20.



IT ALL STARTS WITH HEALTHY SOIL

The key to truly sustainable agriculture is healthy soil. With healthy soil, we can continue to grow resilient crops now and in the future providing nutritious vegetables and pulses that form the basis of a healthy, plant-based diet. There are many ways soil health can be enhanced, for example by improving soil fertility and increasing biodiversity.

IMPROVING SOIL FERTILITY

Soil fertility is important for good water regulation, disease and pest control, purification and the sequestration of carbon dioxide (CO_2). The more fertile a soil is, the less tillage is required to get crops to grow. Growers who farm sustainably have a specific focus on using organic fertilisers, and growing cereal crops and green manures in a crop rotation system. They use green manures, such as grass clover, which are sown to provide natural soil protection and additional nitrogen. This ensures good nutrient supply and the build-up of organic matter while preserving living organisms in the soil.

INCREASING SOIL DIVERSITY

Growers who farm sustainably fertilise their soil with animal manure and compost. This can sometimes result in slightly lower yields per hectare, more labour-intensive working or higher costs in the short term. However, at the same time the soil is left fallow for longer, which ultimately results in greater biodiversity with more soil fauna. These in turn are important for soil fertility and hydrology. Fertile soil is also more resilient to the extreme weather conditions brought about by climate change.

RESILIENT, HEALTHY SOIL LIFE

Growers are largely dependent on the weather for the success or otherwise of their crops. Climate change brings major uncertainties: erosion, prolonged drought or, conversely, heavy rainfall can threaten yields. A resilient soil with plenty of soil life in the form of living organisms helps the farmer combat these challenges. Greater diversity in the soil (e.g. worms digging holes) aerates the soil. During heavy rainfall, the soil will then act like a sponge, and help to prevent flooding. Healthy soils are also better able to withstand very hot and dry conditions.

Healthy Soil = nutritious vegetables

The intensification of agriculture has led to a reduction in the number of micronutrients in the soil. Not just in the soil, but in the fruit and vegetables produced from it, in particular vitamins A, B, E and D, and the minerals calcium, iron, phosphorus, magnesium, selenium and zinc. Between 1985 and 2002, the nutritional value of fruit and vegetables dropped significantly. To cite a few examples: calcium levels in broccoli decreased by 73% between 1985 and 2002. The amount of vitamin B6 in beans decreased by 77% over the same period, and vitamin C in apples by 60%. You can read more about this in a report issued by the Council for the Environment and Infrastructure titled 'De Bodem Bereikt?!' (Is the soil spent?!).

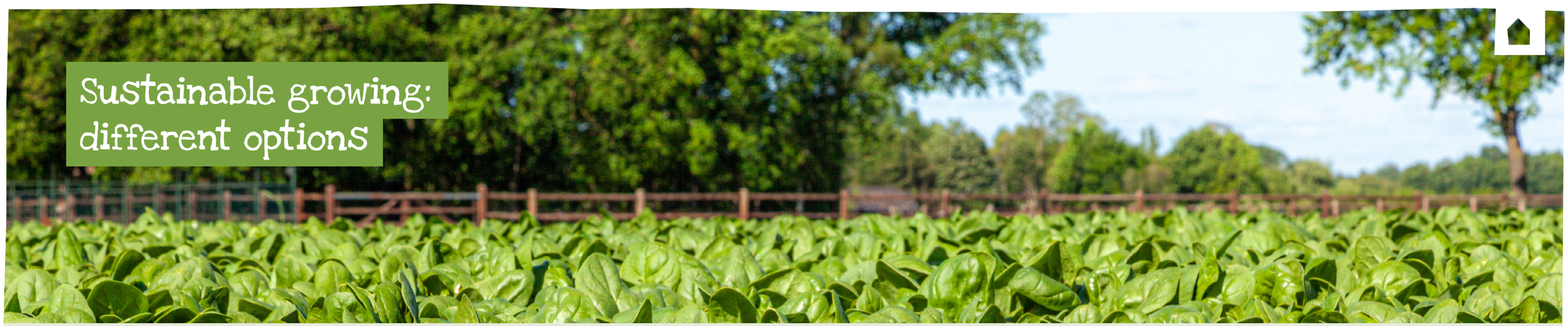
Read the full report from the Council

Is the Soil Spent?!

Short animation on the how, what and why of soil.

Start the video!

Sources: Bionext Bio Greenpaper edition 2022, De Bodem Bereikt (Council for the Environment and Infrastructure), Atlas Natuurlijk Kapitaal and Milieu Centraal.



Sustainable growing: different options

TAKE A LOOK AT THE DIFFERENT FORMS OF SUSTAINABLE, LOCAL AGRICULTURE.

ON THE WAY TO PLANETPROOF:

Independent quality mark from Stichting Milieukeur with its main emphasis on the environment. It attests to production with the minimal use of pesticides and fertilisers. This label is used for dairy products, fruit and vegetables, eggs, flowers, plants, trees and bulbs.

NATURE-INCLUSIVE AGRICULTURE:

A form of sustainable agriculture based on resilient food and ecosystems. It makes maximum use of the natural environment ('natural capital') and integrates it as part of the business model.

ORGANIC AGRICULTURE:

Form of agriculture that explicitly considers environmental impacts and animal welfare. Organic farming does not use chemical pesticides, fertilisers or genetically modified organisms. The use of the organic label is subject to legal requirements. Animals are given more space and can engage in natural behaviour.

CIRCULAR AGRICULTURE:

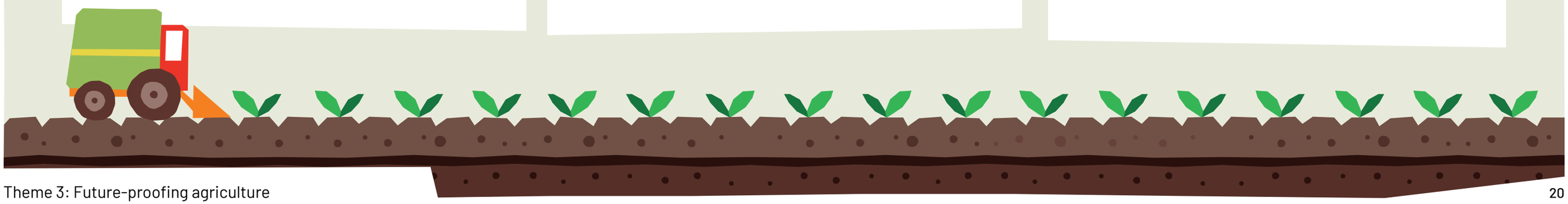
A closed-loop system of sustainable agriculture in which the farm recycles all nutrients and organic matter back to the soil on the farm or other farms nearby.

REGENERATIVE AGRICULTURE:

Production method where natural resources are enhanced rather than depleted. This method focuses primarily on improving soil quality.

BIODYNAMIC AGRICULTURE:

Biodynamic agriculture is based on a holistic view of farming and nature and is founded on Rudolf Steiner's anthroposophical principles.



Organic

Organic farming is increasingly seen as the best and most internationally harmonised system for sustainable, future-proof agriculture. The aim is to produce healthy food within the limits of nature, the environment and habitats in order to have a positive impact on soil, biodiversity and the climate.

A stable and robust farming system, based on a resilient form of agriculture that is climate-adaptive and resistant to disease and pests, in which we rely on the power of nature through biodiversity, natural soil processes and other ecosystem services.

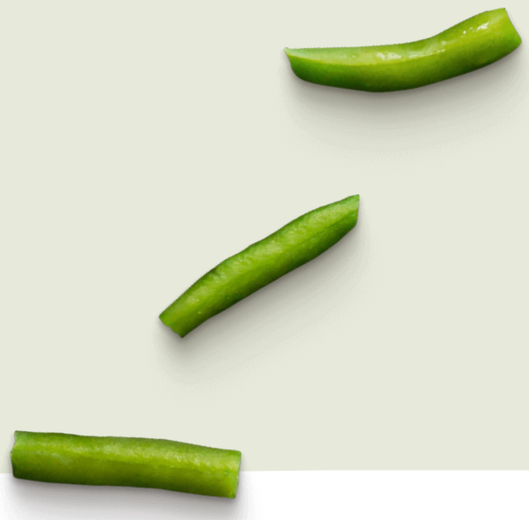
Organic and nature-inclusive farming work come from the same place. Organic farmers work in a nature-inclusive way. Consumers who choose organic are in fact choosing agriculture that works in tandem with nature.

A transition to more organic growing still represents a significant challenge in the Netherlands.

Challenges

Firstly, progress in terms of organic farming in the Netherlands has been slow. Only 3.9% of agricultural land is currently organic compared to an average of 9.2% in Europe. So, we still have a good way to go. Incidentally, the provinces of Flevoland and Friesland lead the Netherlands with 17% and 14% respectively. Challenges to accelerating growth include conversion costs for growers, the cost and price gap as against standard growing, and low consumer demand. We will have to invest in this together with the government and the supply chain in order to be successful. Examples include transition payments for growers, true pricing so that standard growing becomes more expensive by including external costs, VAT exemption for organic products and, above all, impactful (government) campaigns, and widening and enhancing the presentation of the organic offer.

WORK IS BEING DONE AROUND ORGANIC FARMING AT THE LEVEL OF INTERNATIONAL, NATIONAL AND LOCAL POLICY. YOU CAN READ MORE ABOUT THIS ON THE NEXT PAGE.

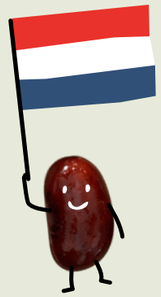


GREEN GROWING: A BROAD-BASED APPROACH ON MULTIPLE LEVELS

EUROPEAN CONTEXT: 23-POINT ACTION PLAN

Europe is giving the organic sector a major boost with a new Action Plan. The target is to ensure that at least 25% of European farmland is organic by 2030. To this end, 23 actions around three axes – boosting consumption (demand), upping production and making the sector more resilient – have been outlined to ensure balanced growth in the sector. The Action Plan aligns with the European Green Deal, 'farm-to-fork' strategy and biodiversity strategy. European member states can help drive organic growth by developing their own national strategies around organic farming.

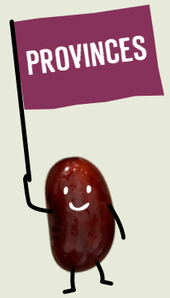
- The full European Action Plan to boost the organic sector



NATIONAL CONTEXT: ORGANIC ACTION PLAN

In the Netherlands, the Ministry of Agriculture, Nature and Food Quality is working on a National Organic Action Plan. The key target is for 15% of agricultural land to be organic by 2030. Nearly 400 stakeholders from different stakeholder groups took part in an interactive online dialogue to contribute ideas, preconditions and ideas for the direction they thought solutions should take. This dialogue took place in the first half of 2022. Links to the results of both the consultation and the National Organic Action Plan itself are provided below.

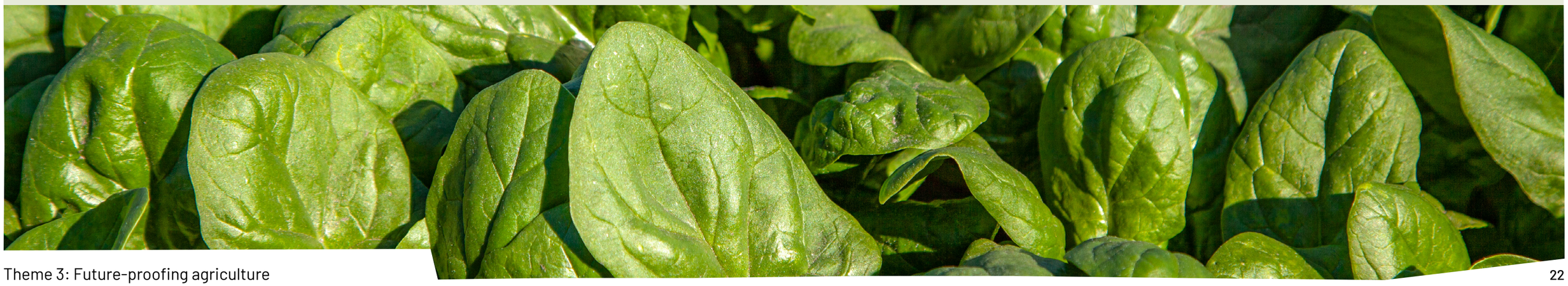
- Read the final Organic Action Plan report (stakeholder consultation)
- Read the National Organic Action Plan here



PROVINCIAL CONTEXT: SUSTAINABLE AGRICULTURE

The Sustainable Agriculture Programme 2020-2023 gives the provinces scope to achieve progress in organic farming. Three examples:

- Brabant to work on sustainable production
- Organic Farming Groningen
- Friesland encourages sustainable, future-proof farming



HAK's Green Kitchen

HAK's Green Kitchen shows what we are doing to boost the consumption of vegetables and pulses, and how we grow and process our products as sustainably as possible. We are able to show some great results from our work over the past two years, but this period has also been marked by challenges that are proving to be more difficult than we hoped. The following pages describe in detail the steps we have taken so far and our ambitions for the future.

In HAK's Green Kitchen we show what we are doing to make a positive impact in terms of consumption and cultivation, and what we are doing to minimise the negative impact of our activities.

We have set ourselves ambitious health and consumption targets, such as 100% natural ingredients and all vegetables and pulses to have Nutri-Score A. In addition, we are aiming for at least 85% of our vegetables and pulses to be grown within a 125 km radius of the plant and so gain On the way to PlanetProof certification for them. We are also working towards a carbon neutral supply chain.

We focus in on the areas where we can have the greatest impact: contributing to vegetable consumption, transitioning to more plant-based protein and encouraging more sustainable, local growing.

So, how is HAK doing?

The pages below provide a detailed picture of what we are doing and our progress so far.

FIELD OF IMPACT

Health & Consumption

MORE NATURAL GREENS AND BEANS

250G VEGETABLES PER DAY
135G PULSES PER WEEK
IN 2035

100%
NATURAL INGREDIENTS
BY 2021

NUTRI-SCORE A B C D E

100%
OF OUR VEGETABLES AND PULSES WITH NUTRI-SCORE A
BY 2020

FIELD OF IMPACT

Growing & production

ECO-CONSCIOUS GROWING CLOSE TO HOME

ON THE WAY TO PLANET PROOF

100%
ON THE WAY TO PLANETPROOF
BY 2021
for all our Dutch vegetables and pulses

CIRCULAR BUSINESS MODEL FROM FARM TO FORK

A WASTE-FREE SUPPLY CHAIN
BY 2035

BEING ENERGY-CONSCIOUS

A CARBON-NEUTRAL SUPPLY CHAIN
BY 2035

AS TRANSPARENT AS GLASS

FULLY DIGITAL SUPPLY CHAIN INFORMATION
BY 2025
for >70% of our range

More natural greens and beans

Health & Consumption

SERVING UP MORE NATURAL GREENS AND BEANS

HAK wants to help people make healthier choices when they are doing their grocery shopping by encouraging vegetable and pulse consumption. We do this by developing products that are not only great-tasting but that also fit into daily eating routines and that can be added to existing meals. The same goes for vegetables and pulses: both taste great and are good for young and old alike.

OUR TARGETS AND RESULTS TO DATE

	More natural greens and beans	Target	2016	2018	2019	2020	2021
KPI 1	% HAK vegetables and pulses with Nutri-Score A	100%	N/A	N/A	89%	100%	100%
KPI 2	100% natural ingredients in all our products	100%	48%	84%	88%	90%	91%
KPI 3	% added salt	0%	0.40%	0.32%	0.32%	0.31%	0.27%
KPI 4	% added sugar	0%	3.48%	2.69%	2.47%	2.30%	2.26%
KPI 5	Encouraging the consumption of vegetables and pulses: 250g* vegetables per day and 135g* pulses per week	to be achieved by 2035	131g* 35g*	N/A	N/A	N/A	N/A

**source: The Netherlands Nutrition Centre*

*** RIVM Food consumption survey*

KPI 1:
VEGETABLES AND PULSES WITH NUTRI-SCORE A

We have started introducing the Nutri-Score logo on our products. Most of HAK's products have a score of A (in dark green). This indicates these products contain a high volume of vegetables, fibre and/or protein, with a small amount of salt and little to no added sugar.

Nutri-Score label: positive experiences

The pilot with the Nutri-Score label proved to be positive. The independent, science-based label is clearly understood by consumers. Consumers are able to easily identify how healthy a product is from the colours and letters of the logo. However, it is clear there is little awareness of Nutri-Score and that wide adoption and communication is needed. This has not been possible to date because the food choice logo has not yet been officially introduced in the Netherlands.

Nutri-Score campaign

The Belgian government produced a Nutri-Score campaign.

Watch the advert

HAK Nutri-Score

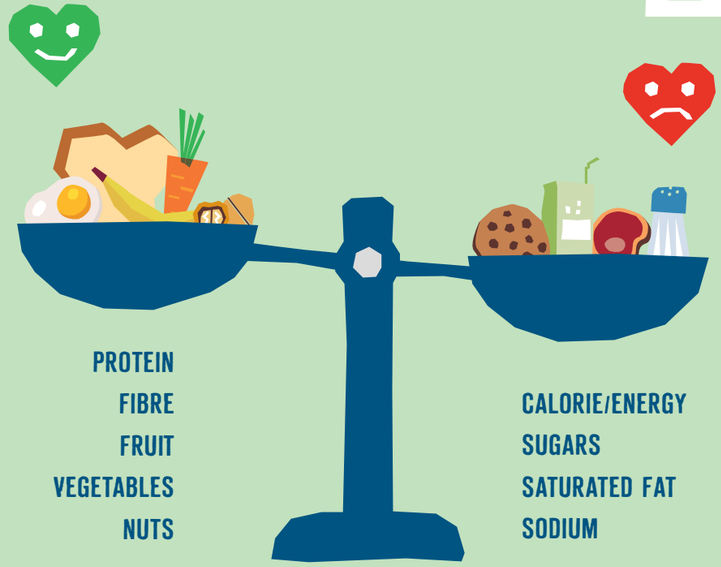
Wondering what the Nutri-Score is for HAK products?

Why not check it out?!

Nationwide adoption of Nutri-Score

The Nutri-Score scientific committee and international steering committee tightened the criteria in the summer of 2022 to ensure it aligns better with dietary guidelines. The Health Council will issue an opinion to the Ministry of Health, Welfare and Sport by the end of 2022. If they come back with a positive recommendation, the ministry is expected to give the green light for the adoption of the Nutri-Score scheme in the Netherlands (2023). Further action can then be taken on raising awareness of Nutri-Score to offer further support in making healthy choices while shopping.

It is worth noting that the Nutri-Score label is already widely used in Belgium, France, Germany, Luxembourg, Spain and Switzerland, where it is actively promoted by government and other agencies. The Belgian Federal Public Health Service, for example, has developed two Nutri-Score adverts and a leaflet.



FAVOURABLE NUTRITIONAL VALUE (PREFERRED)

UNFAVOURABLE NUTRITIONAL VALUE (AVOID)

NUTRI-SCORE: COMPARE PRODUCTS SIMPLY AND QUICKLY

Nutri-Score is easy to understand and has been independently developed on a scientific evidence base. It is the only food choice logo that indicates a product's overall nutritional value. The algorithm weighs positive attributes (amount of protein, fibre and fruit, vegetables, nuts) against negative attributes (energy, sugar, saturated fat, sodium) to arrive at a score between -15 (best choice) and +40 (unhealthiest/worst). This score results in the combination of a letter from A to E with a colour from dark green to red. Dark green represents the best nutritional value, red the poorest nutritional value.

KPI 2:

100% NATURAL INGREDIENTS IN OUR PRODUCTS BY 2021

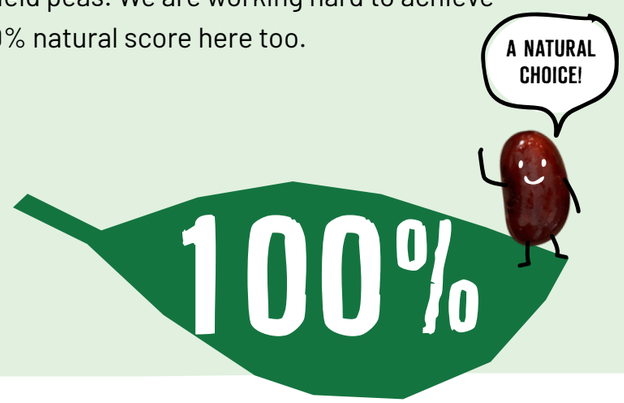
We grow and process vegetables and pulses with minimal additives, so they are as pure as possible. Our goal is 100% natural ingredients in all our products, and we have worked hard to achieve that over the past few years. We have made great strides, but we're not quite over the line yet.

As pure as possible

We now have a 100% score for all vegetables and apple puree. When it comes to pulses, the Mexican bean mix, chickpeas, our 0% brown beans in a jar and all pouches (such as the red and brown bean mix, black beans, edamame, lentils, kidney beans, chickpeas and bean meals) are all 100% natural. However, we still have a few challenges facing us when it comes to 100% natural ingredients, specifically in relation to brown beans and field peas.

Brown beans and field peas

Brown beans and field peas are naturally high in iron. As a result, the preserving liquid turns black during sterilisation (when it is heated to preserve the product). To prevent this, we add a small amount of chelating agent/antioxidant (EDTA). While completely safe and harmless, it is not 100% natural. The challenge we face is: will these products sell without additives? This was certainly what happened for the two Bean Mixes in jars (Mexican and Giant Beans) and the HAK 0% Brown Beans. We have stopped adding the chelating agent, and research shows that consumers have now got used to it. We are trialling normal brown beans in the same way, live in the market and the results look promising so far. We are hopeful it will work! Then there are field peas. We are working hard to achieve a 100% natural score here too.



What additives do we use?

Want to know precisely what additives we use in our products?

Handy overview ▶

Get pulses on show

JOHN VAN BOKHOVEN, ACCOUNT MANAGER

'Looked at over the year, we are the leading player in our category. We dare to take the lead. Eating more plant-based food, sustainability and local growing are more than just words at HAK. And let's not forget that pulses are playing an increasing role as an alternative to meat. Along with retailers, we need to promote this to consumers as part of the protein transition. Consumers tend to follow a set route around the supermarket and, in all honesty, this does not automatically take them past the shelf with pulses. So, along with my colleagues, I'm constantly urging supermarkets to ensure that shoppers see pulses elsewhere too, such as on the promotional shelves. When that happens, sales instantly increase. It's all about what's good for people and the planet.'

'We dare to take the lead.'

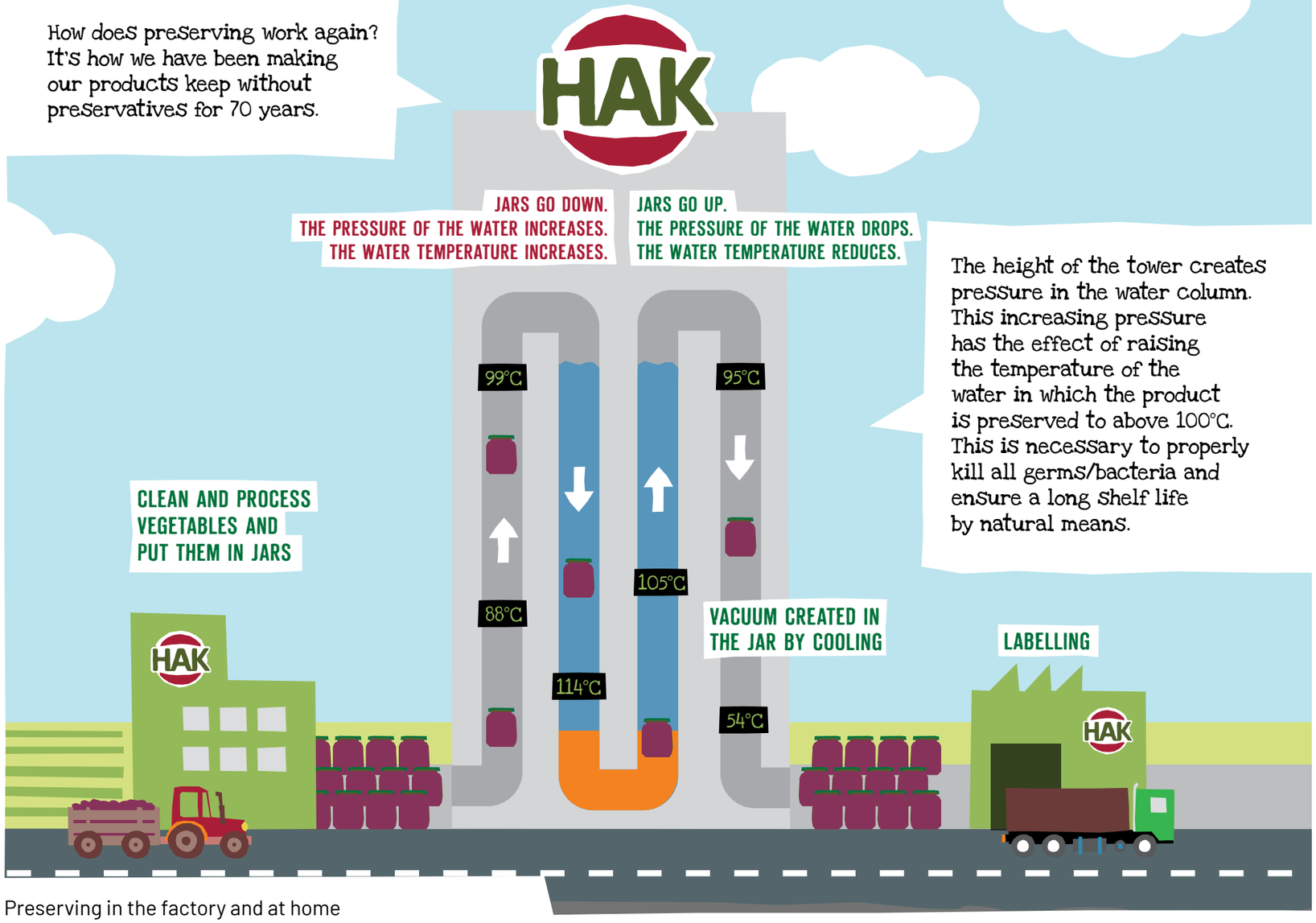
Preserving in the factory

DO HAK PRODUCTS CONTAIN PRESERVATIVES?

No, absolutely not. None of our products contain preservatives to extend their shelf life. Preserving is a method of keeping food for longer and there are several ways of doing this. HAK preserves food using heat and vacuum processing. We explain exactly how it works here.

How does preserving work again? It's how we have been making our products keep without preservatives for 70 years.

PRESERVING FRUIT AND VEGETABLES ON A LARGE SCALE USING HEATING AND VACUUM



The height of the tower creates pressure in the water column. This increasing pressure has the effect of raising the temperature of the water in which the product is preserved to above 100°C. This is necessary to properly kill all germs/bacteria and ensure a long shelf life by natural means.

Preserving at home

1

STERILISE JAR

with bicarbonate of soda and boiling water.

2

FILL WITH BLANCHED VEGETABLES

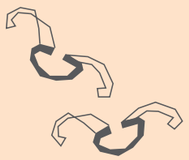
fill up to the rim.

3

GLASS LID + SEALING RING + CLIPS

4

BOIL JAR IN WATER



5

- COOL
- VACUUM
- REMOVE CLIPS

6

FRESHLY PRESERVED VEGETABLES THAT WILL KEEP FOR YEARS!*

* If you are preserving at home, you need to boil for a further 15 minutes. This is not necessary in the factory, because we can heat above 100 degrees.

KPI 3 AND 4:

LESS ADDED SALT AND SUGAR IN OUR PRODUCTS

Over three quarters of our range has no added sugar. We are also continuing to gradually reduce the amount of added salt. This is part of our efforts to develop ingredient and recipe combinations, improve existing products and to introduce new ones. We prefer to use vinegar, herbs and spices as seasoning in our recipes.

Salt and sugar content continually being reduced

We further reduced the salt and sugar content in our products in 2020 and 2021 – by 15.6% and 8.5% respectively – without consumers noticing any difference. Not only that, we apply the principle that new products should not contain any added sugar.

Summer vegetables without added sugar and salt

All our single summer vegetables, such as garden peas and French beans, have contained no added sugar since 2017. We're now keen to eliminate salt in the same way wherever possible. That's why, as of 2020, we have been bringing out more and more products without added salt. HAK reduces the levels of salt and sugar incrementally so consumers don't notice the difference. This seems to work in most cases!

The popular favourites in the HAK range are also available without added sugar, salt or sweeteners. In this case, natural seasonings such as vinegar, herbs and spices are used to bring out the flavour in the recipes. Fans can opt for this 0% version alongside the old favourites.

Natural and added sugar and salt, how much is in what?

Want to know precisely which products contain natural and/or added sugar or salt?

Take a look! ▶

GOING GREENER WITH HAK FRESH

At the HAK Fresh vegetable factory in Den Bosch, that is BRCGS AA certified, the focus is on chilled fresh vegetable solutions that will add nutritional value and colour to any meal. For example, vegetable toppings for pizzas, fillings for sandwiches, wraps and salads destined for food service customers at petrol and train stations, corporate catering events, and within franchise formulas and food production. HAK Fresh also supplies ready-to-eat and ready-to-heat mealtime solutions, such as salads and grilled/roasted oven vegetables, to supermarkets. These can be mixed and matched to make an appetising complete meal. In this way, HAK Fresh forms a key pillar of our mission and strategy to make as many eating occasions and meals as 'green' as possible.

KPI 5:

ENCOURAGE VEGETABLE AND PULSE CONSUMPTION

Vegetable and pulse consumption in the Netherlands is showing a tentative increase, which is good news! You can read more about this and the data on which this analysis was based in the Current Topics section. Our focus within this KPI lies in three areas: bringing attractive products and new concepts to market, developing relatable public campaigns, and forging solid partnerships with organisations that, like us, want to encourage the consumption of vegetables and pulses.

New products and concepts

In the years of the coronavirus pandemic between 2020 and 2022, people's routines and day-to-day life were significantly impacted. Public life ground to a halt and, at the same time, supermarkets became that much busier. Vegetables in jars and tins in particular proved their worth at this time: their long shelf life and healthy properties made them ideal for those who were isolating or who wanted to visit the shops less. We have introduced new products and concepts to our range, developed according to the principles of our Green Kitchen.

New bean meals in pouches

We have added to our range of bean meals in pouches (Bonenschotels in stazak) that now includes two more variants: Curry Korma and a Tortilla Meal with pulses and vegetables. We also introduced edamame beans in pouches at home and in Germany, and 'Grüne Kidneybohnen' and 'Adzuki Bohnen' in pouches in Germany.

From the Oven

Also new: From the Oven (Uit de Oven), a rich mix of vegetables and pulses in a pouch that is easy and convenient to combine with fresh ingredients. Twenty minutes in the oven and you're done! As with our other pouches, this innovation was developed in line with the principles of the Green Kitchen. The four varieties have a Nutri-Score of A, are made with 100% natural ingredients and are flavoured with herbs, spices and a pinch of salt. So, there is added no sugar. From the Oven pouches contain an average of 425 grams of vegetables and beans per pouch and are completely vegan.

Mexicanez

Mexicanez is a new, colourful vegetable and bean concept. This is HAK's response to the growing popularity of Mexican food on Dutch dinner tables. Our aim was to enrich these dishes with more vegetables and pulses. Shoppers tend to go to the Mexican section for Mexican food and that's where the three pouches can be found: nachos, tacos and wraps in line with the most popular Mexican meals.

Easy, delicious and a great choice

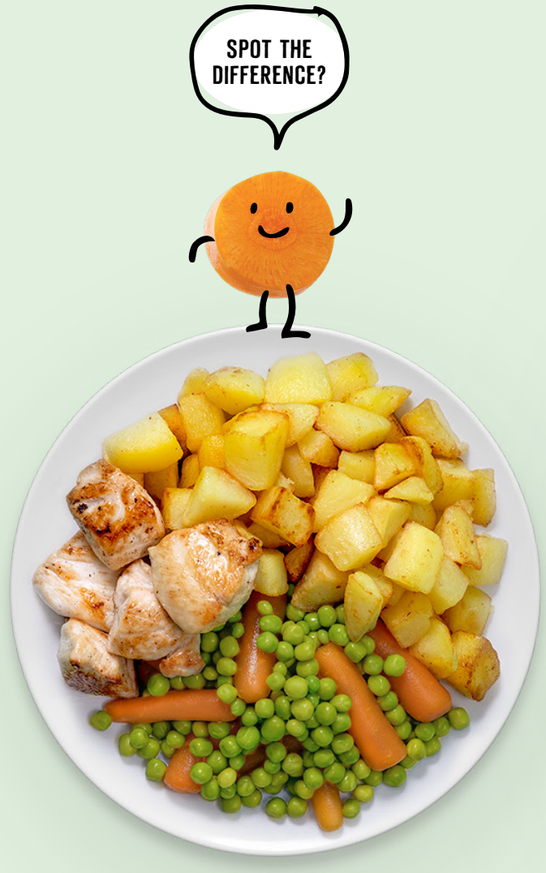
ILSE VAN DER VOORT, PRODUCT DEVELOPER

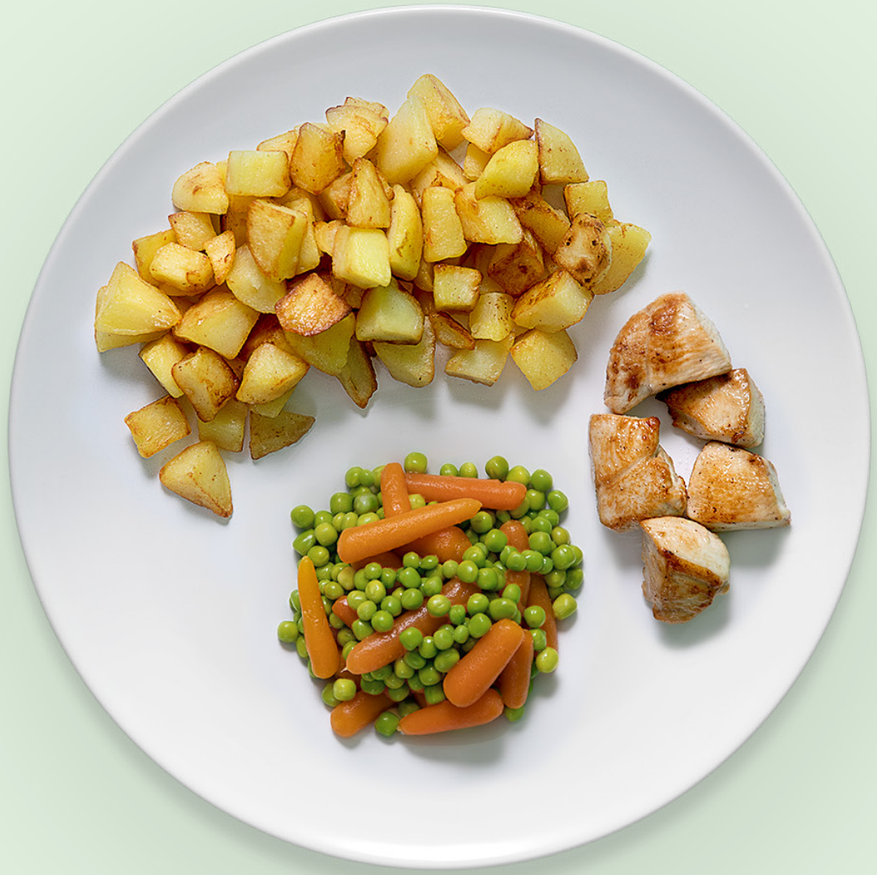
'To develop and introduce new meal solutions and flavours, you need to appeal to a wide range of consumers. I really enjoy the search for the right mix of herbs and spices to bring out the distinctive flavour of varied vegetables and pulses. And we have come up with some great results: three products for a new Mexican line from HAK that are quick and easy to prepare. When it comes down to it, this makes perfect sense because which meals are hugely popular while becoming more plant-based? That's right - nachos, tacos and wraps. Consumers just need to add HAK Mexicanez and they can turn out a delicious meal chock full with vegetables and pulses in no time. I'm really proud of our success.'

'Nachos, tacos and wraps are super popular.'

The Helping Plate

In 2021, we introduced The Helping Plate (Het Helpende Bord), developed using the latest science to help children eat more vegetables without realising it. The plate uses five clever scientific principles to encourage children to eat more vegetables. It is so much more than just a white plate with a depression in it.





Tempting

It applies all sorts of subtle nudging techniques, such as an integrated bowl specially for the vegetables. The child is subconsciously tempted to eat more vegetables than they would otherwise. Practical studies show that children eat no more than 73 grams of vegetables a day on average (The Netherlands Nutrition Centre). That is on the low side; health guidelines for this age group recommend eating between 100-150 grams of vegetables a day.

Helping hand

Parents appreciate the clever combination of size, shape and colour and the underlying nudging techniques. That's a source of great pride for us! Getting their children to eat more vegetables each day remains a challenge for many parents. We are hoping that The Helping Plate will give parents a helping hand and make daily battles over eating less of a thing.

The Helping Plate is an initiative of HAK and was created in collaboration with Waarmakers, Royal Goedewaagen, Wageningen University & Research, DDB Unlimited and others.

ON THE NEXT PAGE, YOU CAN READ MORE ABOUT HOW THE HELPING PLATE HELPS CHILDREN UNCONSCIOUSLY EAT MORE VEGETABLES USING 5 NUDGING TECHNIQUES BASED ON SCIENTIFIC UNDERSTANDING.

HOW THE HELPING PLATE HELPS CHILDREN EAT MORE VEGETABLES WITHOUT REALISING IT

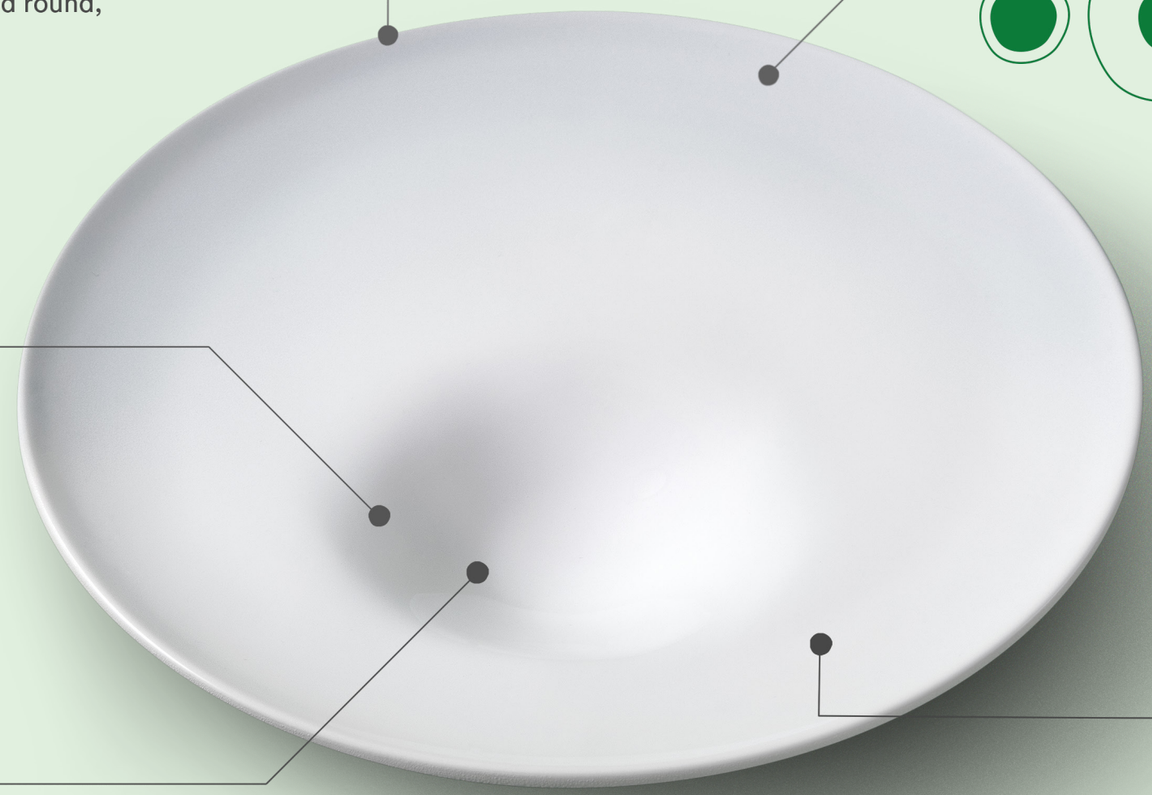
5 NUDGING TECHNIQUES BASED ON SCIENTIFIC UNDERSTANDING

Mirror

The child's brain constantly mirrors its parents. The plate is not plastic and in bright colours, but ceramic and round, just like the parents' plate.

More = more

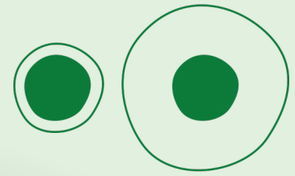
When there is more of something on your plate, you automatically eat more of it. A depression in the plate allows you to serve more vegetables without it looking like there are more.



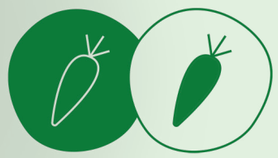
The path of least resistance

Food that is closer to you also ends up in your stomach more easily. So, always position the plate with the vegetables facing your child.

Delboeuf illusion



The plate is bigger than an ordinary child's plate, which makes the portion of vegetables seem smaller. This sends a message to the brain, making the meal seem much more manageable.



Flavour through colour

A white background allows our brains to perceive vegetables as tastier. The place for the vegetables is the whitest spot on the plate, this helps to make them even more appealing compared to the rest of the meal.

Read the literature review here.

NEW GREEN CAMPAIGN

We are delighted to welcome on board actress Elise Schaap, with whom we have entered into a multi-year collaboration. The new campaign resurrects the familiar HAK in-jokes and trademark humour. From Mr In 't Veld (formerly Mr De Haan) giving 'helpful' comments in the background as 'rookie' Elise speaks to camera surrounded by the crop – to the old-familiar payoff: 'When it comes to veggies, it's got to be HAK!'. Elise Schaap succeeds two icons who were long associated with HAK, the unforgettable Martine Bijl and renowned chef Herman den Blijker.

Relatable publicity campaigns and commercials

Bright, light-hearted, relatable and humorous campaigns, online videos and plenty of exposure in supermarkets: that's HAK all over! The ongoing aim is to make consumers more aware of sustainably and locally grown vegetables and prompt them to make sustainable, local and plant-based choices.

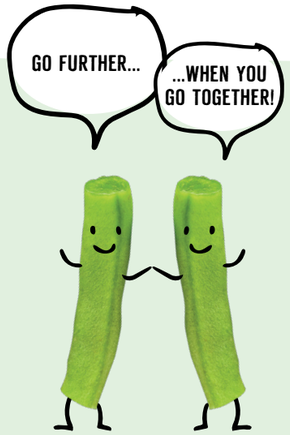
See this green cabbage

Watch the commercial featuring our new rookie

Lights, camera, action...!

SOLID PARTNERSHIPS AND COLLABORATIONS

Through national and international platforms, we engage with partners who are in sympathy with our Green Mission: to boost the consumption of vegetables and pulses, with produce that is locally grown, and to reduce our impact on the planet as far as possible.



Green Protein Alliance: is a broad-based alliance made up of stakeholders from society that aims to accelerate the protein transition.

Smart Food Alliance: a platform with a membership of 50 or so (medium-sized) agri-food businesses. Over the coming 10 years, the SFA aims to rationalise growing, production and distribution to ensure our food is nutritious, carbon neutral and circular. It aims to realise all this for a fair price so that the consumer can eat a better diet and farmers can continue to innovate and invest.

We worked with **Wageningen University Research** to collate insights for the Helping Plate. Other areas we are cooperating on include approaches to food waste and food choice behaviour in supermarkets.

As a permanent partner of the **Voedselbanken Nederland**, we have schemes in place to supply food banks with vegetables and pulses throughout the year in order to help their clientele to eat well and put a nutritious meal on the table.

National Meat-free Week happens every March and is widely supported by food industry partners, such as supermarkets and producers. HAK has been a partner since the first year.

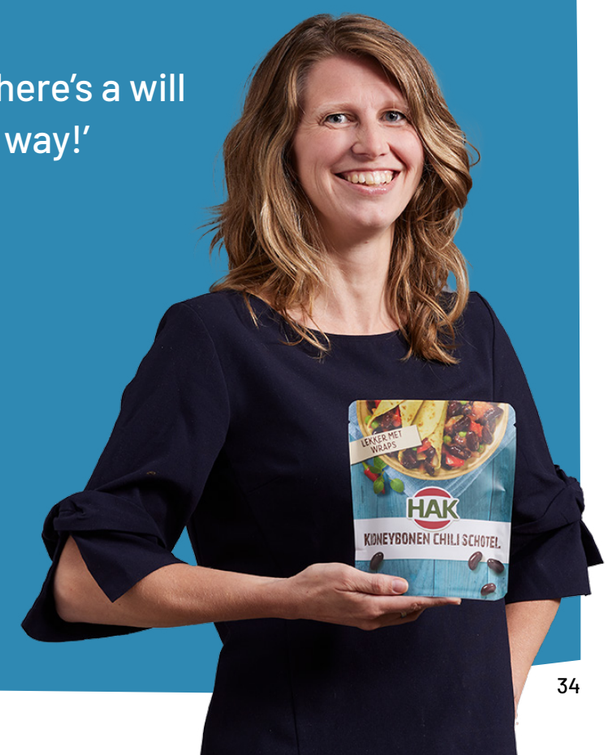
HAK is a partner in the National **Food Boost Challenge**. Team Veggie Smooth was the winner of the first edition and that's given us a taste for more. The Food Boost Challenge is an initiative of Medical Delta Living Lab VIT for Life, HortiHeroes, Foodvalley NL and The Hague University of Applied Sciences. In it, young people are challenged to come up with their own ideas to make healthier eating more appealing to young people aged between 12 and 20.

Doing my bit

WILKE RAES – SUPPLY CHAIN

'Together with my colleagues in Supply Chain, we ensure that the food bank receives vegetables and pulses that will help their clients put a healthy meal on the table. It gives us great pleasure to be able to support the Food Bank. I appreciate the fact that my role allows me to do my bit in this way. Ultimately, I find issues and challenges that span the entire Supply Chain the most interesting, such as supply issues or stock shortages. You have to look beyond your own 'four walls'. It's not always easy, but where there's a will there's a way!'

'Where there's a will there's a way!'



HAK offers college students from **HAS Green Academy** and **HAN** annual guest lectures and graduation projects in the field of plant-based nutrition, more specifically in agriculture, product development and commerce. All this aligns with the transition to a more plant-based, less animal-based food system.

The Adri den Dekker award

The Adri den Dekker award was created by HAK and is a collaboration with the HAS Green Academy in Den Bosch and Venlo. The award is presented annually and recognises the student who comes up with the best idea for making agriculture in the Netherlands more sustainable and future-proof. Thijs Brooijmans (21) was the very first winner of this incentive award for his essay entitled 'Strip cultivation is the future; by contrast with the monocultures of today, it represents a resilient growing system'. The award is named after Adri den Dekker, former director of Purchasing, Agriculture and Sustainability at HAK, and comes with a bursary cheque for 2,000 euros.

More on the first edition

The Adri den Dekker award recognises the student with the best idea for making agriculture more sustainable and future-proof.

Producing HAK's vegetables is something we do together

HAK is a welcoming place for all, whatever your background or wherever you are from. We are very proud of all our employees, some of whom have been with HAK for more than 40 years. A safe and healthy working environment, trust, appreciating one another and taking personal responsibility are all reflected in our core values. We take responsibility from farm to fork and stand for HAK quality in all that we do. Below we home in on three areas: the impact of the coronavirus crisis, physical and mental health, and safety at work.

OUR TARGETS AND RESULTS TO DATE

	2019	2020	2021
FTEs	150.32	150.86	148.49
Accidents with absence	0	2	5
Sickness absence	3.27%	3.27%	4.75%
% women (diversity) on management team*	42.9%	42.9%	28.6%
% women in offices	53.5%	51.1%	47.8%
% women in production	9.5%	10.8%	11.8%

* *The drop in the percentage of women on the MT is the result of the departure of a female member from the MT who has been succeeded by a male colleague.*

IMPACT OF THE CORONAVIRUS: HEALTH COMES FIRST

The coronavirus pandemic has affected us and how we our work in a number of ways. Consumer demand for HAK's vegetables and pulses initially sky-rocketed and this meant pulling out all the stops to meet this challenge. At the same time, like other businesses, we had to make adjustments at our production site for social distancing. The coronavirus pandemic impacted our office staff in a major way too, meaning they have had to work from home to a greater degree. We had to be flexible and find a way to respond to these challenges, which was not always easy.

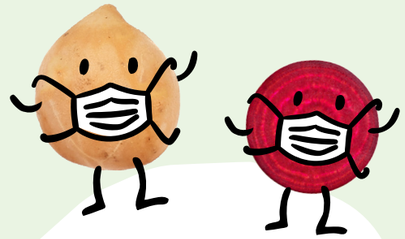
A multidisciplinary coronavirus team was put together within HAK to steer us through the tricky waters of the pandemic. The team was responsible for planning around ensuring staff could continue to work safely, monitoring the continuity of operations and keeping an eye on how production and office workers were being affected.
We believe in the principle that health comes first, which is why staff stayed home preventively if they developed symptoms – even mild ones. In this case, colleagues were able to get a test straightaway by means of a PCR test at the GGD or the laboratory at the business park in Giessen, for which they were issued with vouchers.

Production site

Employees working in production had to abide by the social distancing guidelines. We implemented a one-way system and markings on the floor to enable work to continue. The factory floor and the offices were cleaned and sanitised more frequently during the coronavirus period. Personal protective equipment such as face masks, disinfectant and screens are examples of measures put in place to help limit the spread of the virus.

Offices

The biggest change for our office staff during the coronavirus was the requirement to work from home. There were still hopes during the first lockdown of a rapid return to 'normal' working life. The rules were relaxed somewhat in the summer of 2020, which meant some employees could come into the office to work at particular times. But, by the end of 2020, the situation changed again and it was back to working from home, this time for a more extended period.



Expression of appreciation

During the pandemic, staff members including those based at home regularly got a 'thank you' of one form or another coming through their letterbox – as a small mark of appreciation during what were tough times. Operational workers ran busy shifts in the factory and office staff had to cope with the loss of structure and daily routine at home: instead of going into the office and seeing colleagues in person, having to work at the kitchen table, sometimes surrounded by a busy family situation. We are hugely proud of how our employees in the factory and in the office stepped up when it came to this new and unfamiliar challenge.

The unparalleled efforts of those on the HAK frontline during the peak of the pandemic (March/April 2020) was recognised with a financial bonus. A similar amount was donated to the Food Bank. Of course, the coronavirus meant the annual staff party could not go ahead, and so the budget for this was also used to pay everyone an extra bonus.

PHYSICAL AND MENTAL HEALTH

Being healthy is one thing, but it's also important to feel good in your own skin. So, we had an extra focus on mental as well as physical health through the two years of the coronavirus crisis. We conducted two surveys; one among employees who were working from home and one among those who were working on site. The surveys looked at work, home life, the individual and the organisation. The overall picture was, thankfully, positive but there were also a few factors that needed extra attention.

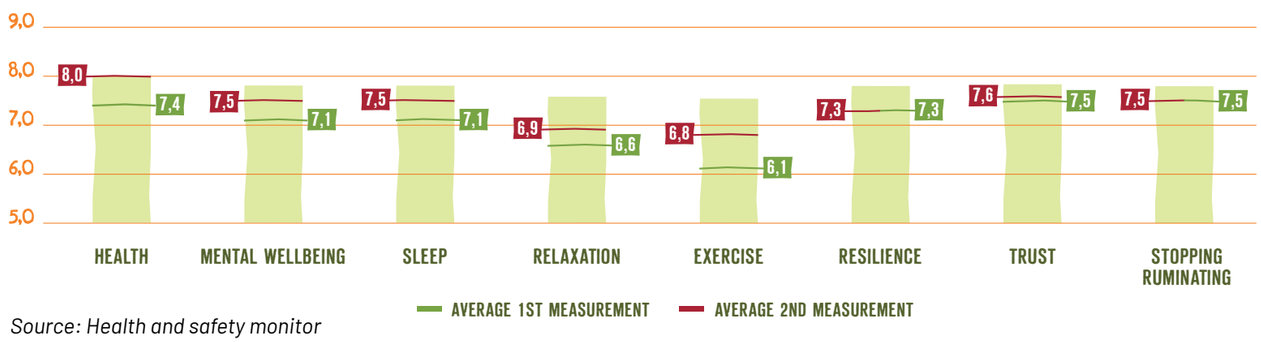
There were two recurring themes among office staff who were working from home, namely exercise and relaxation. It was noticeable that many people were struggling to exercise enough, so we homed in on that issue. Using the 'Ommetje' app, brought out by the Hersenstichting [brain foundation], we introduced an exercise challenge: our very own HAK walking competition (corporate version). A large number of employees were keen to get involved and the results were very encouraging. The follow-up survey (monitor) showed a marked improvement on the exercise aspect, although there is still room for further improvement.

Health and vitality

Health and vitality is a fixed item on the agenda in the annual review, when we talk about what individual 'can and wants to do' and look at how this might develop over the coming years. We look with the employee at where their needs lie and what might help them. This could be specific coaching, training, a different workplace or changing their shift pattern. The distinction between work and home life has become increasingly blurred through the pandemic, particularly for office workers. Being able to strike a personal balance is important for us all. The 2021 PAGO/PMO report showed that HAK employees experience this balance positively. However, there is no doubt there are risks in relation to psychosocial work pressures, and this is where we have turned our attention now.

WORKING FROM HOME MONITOR 2020/2021

The baseline measurement showed there was room for improvement. The second measurement showed progress in all areas.



Source: Health and safety monitor

At HAK you can be who you are

BRENDA AMBAGTSHEER, HEALTH & SAFETY COORDINATOR

DENISE TAN, PREVENTION OFFICER

Brenda: 'HAK provides a safe place, both literally and figuratively. From a health & safety and prevention perspective, we are hot on safety rules and ensuring compliance with them. That sometimes means an intervention, but most of the time it is about striking a balance between output, quality and safety.'
Denise: 'There is greater focus on safe working practices these days, a world away from where we were, say, 50 years ago. We always say, have the courage of your convictions to do the right thing: tell us what could be done better or differently. More and more colleagues are coming forward to do just that. Trust and respect act as catalysts for openness and change. At HAK you can be who you are.'

'Have the courage of your convictions.'

Enjoyable, healthy place to work

We want HAK to be a great place to work where you are never far from a great-tasting, healthy snack every day of the week. Showing our appreciation and thanking others for their efforts makes work more enjoyable.

AN APPLE (OR PEAR) A DAY KEEPS THE DOCTOR AWAY

Free fruit is always on hand in reusable fruit boxes from our local partner.

Someone's got a birthday

All HAK colleagues receive a birthday gift of a bug hotel. The hotel is green and sustainable, and gives nature a helping hand.

A 'DOPPER' FOR EVERY HAK EMPLOYEE

Every HAK employee received a Dopper water bottle. One Dopper prevents around 40 disposable water bottles a year ending up in the world's oceans. As well as reducing waste, drinking water is super healthy and tastes great.

Meat-free delicacies

We want to inspire our colleagues to choose plant-based more often too. During National Meat-free Week, everyone received a delicious plant-based treat to enjoy at home.

YOUNG PROFESSIONALS AT HAK

Young HAK (Jong HAK) is a networking club for young professionals within HAK founded in September 2022. Young HAK organises workshops, training courses and farm visits, as well as social and sports events. It is a great place for people to get to know their colleagues better, and offers an opportunity to take a look behind the scenes with growers and/or other businesses.

SICKNESS AND SAFETY AT WORK

We had a low rate of sickness in 2020 at 3.30%, but in 2021 the figure rose to 4.75%. There were more instances of people being off long-term sick and, for the first time, people taking time off with mental health issues. Much of this was down to the coronavirus, but even as the pandemic recedes an increased rate of sick leave continues to be a feature, with people with flu symptoms staying at home for longer.

There is a strong focus within production and in the offices on safe working practices, based on protocols and procedures. Despite this, sadly five workplace accidents necessitating sick leave occurred last year. Fortunately, there were no serious injuries requiring hospitalisation. Nonetheless, every accident is one too many, and that is why safety at work is our top priority. Our main goal is to prevent accidents happening and, where they do, to learn from them.

We understand that safety is not just something you do once, it's part of the culture and we need to ensure it stays embedded in our thinking. It may well be that the pressures that came with the coronavirus pandemic have weakened this culture somewhat. As a result, there is a need to focus on this area, something we are doing through the Safety Action Programme.

Working Safely Together Programme

The Working Safely Together Programme has a strong focus on following procedures, the use of safety equipment and briefing on safety at work, quality and inspections. Key to this approach is the modelling of good practice by managers and holding one another accountable for safety at work. In the same way that green can always be greener, so safe can always be safer. This means enhancing the level of (technical) understanding of safety among staff and proactively working on safe/safer behaviour in practice.

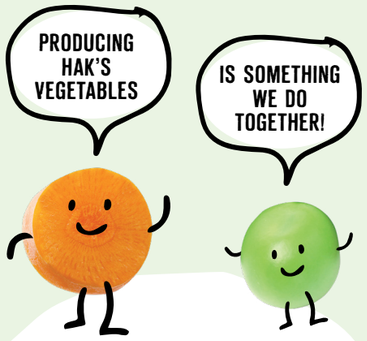
Workplace Training

In the coming years, we expect to welcome (many) new employees to the production site, due to natural outflow combined with expected growth. The Workplace Training Programme (WPO) was launched with this in mind. New staff members are supervised by an experienced employee, go through a standard induction process and are fully trained in the production processes to ensure the existing knowledge is transferred. The training plan has been taking shape over the past few months and specific WPO modules have been developed for the pouch line at every level. WPO modules for other processes are under development.

New: employer branding campaign

Finally, we are delighted to offer a sneak preview of our employer branding campaign. This is an entirely new campaign with an attractive online job site and vacancies page. The slogan 'Producing HAK's vegetables is something we do together (with you)' really puts our values out there. We are keen to welcome new talent at HAK while seeking to retain and keep current colleagues engaged.

The campaign was produced with input from our staff; you can see them in the campaign photos and the slogan was put together on the basis of interviews with employees.



As part of our on-the-job Workplace Training, new staff members are supported by a mentor.

Eco-conscious growing close to home

Growing and production

ECO-CONSCIOUS GROWING CLOSE TO HOME

At least 85% of our vegetables and pulses come from within a 125-kilometre radius of Giessen in North Brabant, where our factory is located. Our brown beans and field peas, for example, come from Zeeland and our red cabbage is grown at Land van Heusden and Altena. Growing crops locally reduces food miles and is good for the earnings model of local farmers. At the same time, it helps us to farm as sustainably as possible.

OUR TARGETS AND RESULTS TO DATE

	Eco-conscious growing close to home	Target	2016	2018	2019	2020	2021
KPI 6	% vegetables and pulses grown within 125 km of HAK factory	85%	88%	87%	87%	86%	88%
KPI 7	% On the way to PlanetProof certified vegetables and pulses within 125 km of HAK factory	100%	0%	0%	13%	40%	91%* (NL 100%)

** For the Dutch market, the figure was 100%. It now stands at 100% for all markets including Belgium and Germany.*

KPI 6:

VEGETABLES AND PULSES GROWN WITHIN 125 KILOMETRES OF THE FACTORY

HAK's vegetables are largely sourced from within a radius of 125 kilometres of Giessen in Noord-Brabant where our factory that processes the vegetables is located. For example, our brown beans and field peas come from Zeeland and our red cabbage is grown right next to our factory by Land van Heusden and Altena. HAK's vegetables are grown according to the harvesting calendar. Not all produce can be grown in the Dutch climate, but we are experimenting with trial crops and have learnt a great deal about growing exotic beans here at home.

Success with kidney beans

HAK has conducted a successful trial with large red kidney beans in Zeeuws-Vlaanderen (NL) in recent years, showing that these beans can do well in Dutch soil. Kidney beans are now being grown in Zuid-Holland as a commercial crop. HAK is therefore scaling up its production of kidney beans, going over entirely to locally grown large red kidney beans this year. Increasing numbers of growers are seeing opportunities to grow these and other bean varieties, given the growing demand for plant-based protein as well as their positive attributes when it comes to soil health and biodiversity. Consequently, this development fits seamlessly within the protein transition (Protein-rich Crops Bean Deal), sustainable agriculture and the move to locally produced food.

We have grown brown beans and field peas in the Netherlands, mainly in Zeeland and Zuid-Holland, since time immemorial. These continue to be the most popular types of beans in the Netherlands, but the greatest growth in the market can be seen in exotic beans, such as kidney beans and lentils.

Home-grown exotic beans

Besides red kidney beans, the growers/bean experts in Zuid-Holland and Zeeland/Zeeuws-Vlaanderen have sown trial fields with different varieties of haricot bean (large and small), black beans, edamame beans, pinto beans and borlotti beans. Growing locally reduces transport kilometres. Growing close to home also allows HAK to work more effectively with growers and farming organisations and so make further progress towards our goals in the area of sustainable growing.

We work on the basis that we buy everything as close to home as possible. Ideally in the Netherlands, but quality comes first. For example, chickpeas do not grow well in the Netherlands. We concluded from our trials that the season is too short here and the conditions too wet. From there, we moved to sourcing supplies within the EU. We now source our chickpeas from France and Spain rather than Canada.

Taking 'greening' further together

JOACHIM NIEUWHOFF, DIRECTOR OF PURCHASING, SUPPLY CHAIN AND AGRICULTURE

'The grower and HAK need to come together and to understand one another in order to further the aims of sustainability. My main job was to ensure that the On the way to PlanetProof mission was a success. Working alongside the growers, we ensured it succeeded. Sustainability is what happens in the growing process and in our joint partnership. It's more than just a quick chat in a field of kidney beans. Growers can be honest with us about problems they're encountering or what is holding them back. I see how we work together within HAK as being like links in a chain. Each link is treated with careful consideration and respect.'

'Being honest about problems you're encountering.'

KPI 7:

100% ON THE WAY TO PLANETPROOF CERTIFIED VEGETABLES AND PULSES WITHIN 125 KM OF HAK FACTORY

A key milestone within the sustainability strategy has been the successful implementation of the On the way to PlanetProof sustainability plan. We are pleased and proud of this certification, which was achieved in close cooperation with growers.

On the way to PlanetProof

We are aiming for all vegetables and pulses we grow locally (within a 125 km radius) to be certified with the independent On the way to PlanetProof label. Despite that, the percentage* reported on the previous page is slightly below our target (91%). Why is that? This percentage figure refers to products destined for all markets. In 2021, we did not quite manage to deliver On the way to PlanetProof for all markets, but we did reach 100% in terms of all locally grown vegetables and pulses for the Dutch market. We now supply all markets, including Belgium and Germany, with 100% On the way to PlanetProof certified vegetables and pulses. This is a huge milestone worthy of being celebrated. But, it's not something we have achieved alone: this success is down in large part to the efforts of our growers.

Rewarding sustainable growing

A total of roughly 250 growers within a 125-kilometre radius of the HAK factory in Giessen are part of the implementation of On the way to PlanetProof certification. The additional compensation paid to these growers varies depending on the crop and ranged from approximately +7% to approximately +30% between 2019 and 2021.

This system represents the best of all worlds, allowing for greater sustainability over time, large-scale, local growing and income security. These three aspects are vital if we are to make real headway when it comes to making agriculture more sustainable, while the requirements imposed by the system itself will become more demanding over time. The new certification scheme will take effect on 1 January 2023.
The aspects where more stringent requirements apply tend to be around further reducing the use of chemical crop protection agents and the promotion of biodiversity.

On the way to PlanetProof

On the way to PlanetProof is an independent label providing proof that a product has been produced more sustainably.

On the way to PlanetProof

You know you can count on one another

MAURIJN LODDERS, GROWER

For us, the switch from conventional growing to On the way to PlanetProof was a natural next move. We hold by the belief that, if you take care of the soil, the soil will take care of you. Switching to organic farming is the next step, but it comes with a number of challenges. It really helps being able talk to about some of these issues. The lines are short, we have good contact and quality always comes first. We have been working with HAK for three generations, so we know we can count on one another, even when the going gets tough.'

'The lines of communication are short, contact is good and quality always comes first.'

OUR PLAN FOR THE FUTURE: HAK'S GREEN FIELDS

There can be no doubting we are clearly focussed on 'greening' agriculture yet further. The coming years will be see even more sustainable farming methods being introduced. Because green can always be greener. In doing so, we take into account current challenges such as excess nitrogen, climate change, water quality and greenhouse gas emissions with the ultimate goals of achieving a healthy soil and the restoration of biodiversity.

Restoring biodiversity

We are working hard to increase biodiversity in our fields. Biodiversity contributes to clean air, fresh water, good soil quality and crop pollination. This, in its turn, helps fight climate change and mitigates against natural disasters.

Working towards healthy soil

The earth is not only where we live, but also where we our food comes from. Healthy soil will continue to bring forth strong, resilient crops of highly nutritious vegetables and pulses to feed not just the generations of today, but also for those that come after us. Nutritious vegetables and pulses form the basis of a healthy, plant-based diet. Degraded soil with reduced fertility will not be able to continue to provide us with the food we need.

By facing up to the challenges and taking risks, we can make the change that is needed through more sustainable, resilient and healthy farming methods.

New indicators

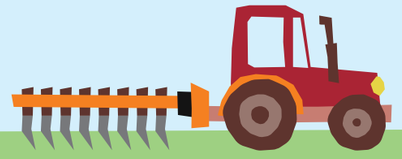
From 2023, we will bring out new indicators representing actions that have the greatest impact on soil fertility, biodiversity and the climate. Together with our growing partners, we will systematically record and monitor these, and convert them into actions.

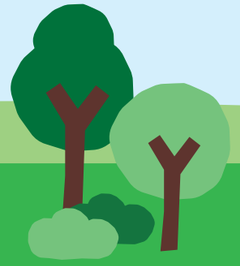
Eco-conscious growing close to home	2023	2025	2027
Set of new sustainability indicators and targets (Green Fields Monitor)	v		
Proportion of locally grown organic vegetables and pulses (by volume)	6%	30%	100%
Number of HAK trial farms	1	3	5

OUR GREEN FIELDS PLAN SETS OUT THE CONCRETE ACTIONS WE WILL BE PUTTING IN PLACE. READ MORE ON THE FOLLOWING PAGES.

HAK's green fields

Our approach is characterised by a good dash of HAKtivism: a down-to-earth can-do attitude and clear ambition (making agriculture 'greener' in the short term to leave a resilient agricultural system and green fields for the generations that come after us). We are pro-actively seeking the participation of both national and provincial government and growers. Together we can take the steps that are needed to shape our future positively, by starting small, learning as we go and building from there. Welcome to HAK's green fields.



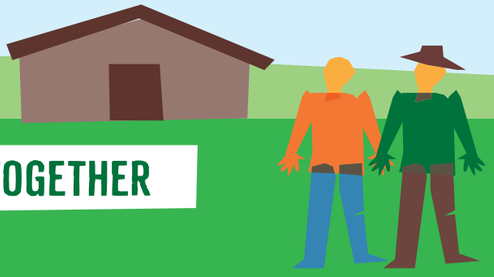


ON THE WAY TO ORGANIC

- More demanding requirements for On the way to PlanetProof
- All our locally grown vegetables and pulses 100% organic by 2027
- Active contribution to organic market development plan
- First organic vegetables (beetroot) on the market by 2023

CLOSE TO HOME

- Increase local growing of exotic pulses
  - ▶ Scaling up the growing of local kidney beans
  - ▶ Trial crops of black beans, pinto beans, haricot beans, edamame beans and borlotti beans



WORKING TOGETHER

- Even closer long-term partnerships with growers
- Premium for growing sustainably
- Innovating on HAK Trial Farms

ON THE WAY TO CARBON NEUTRAL

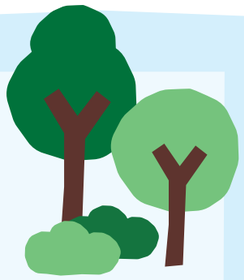
- Increase CO_2 capture by means of healthier soil
- Move towards electrification of agricultural machinery

A CIRCULAR CHAIN

- Trial 50 km green radius for reuse of residual streams

DATA AND AUTOMATION

- Draw up a new set of indicators (Green Field Monitor)
- Use of drones and robots



ON THE WAY TO ORGANIC

Our fields are part of nature, and we aim to farm with this in mind. We took the first step with the independent On the way to PlanetProof label. Our next step is for all local vegetables and pulses to be grown organically by 2027. This will mean that no chemical crop protection agents or fertilisers can be used on crops. We have a roadmap to help us realise this ambition and, under this, started our first organic trials in 2022. We will be launching our first organic vegetables as early as 2023, when we will market organic beetroot for the first time. We want to add further new crops to the range every year after that. There can be no doubt this is a major ambition, one that will not be easy to achieve. There are going to be bumps in the road ahead, but we're going for it!

Why organic is still complicated

The cost and price gap compared to standard growing is still very high, and consumer demand for organic produce is still too low. We will have to do a lot of groundwork together with the government and the supply chain to make it a success.
Measures to help could include transition payment for growers, true pricing, VAT exemption for organic products and, above all, impactful campaigns and widening the presentation of the organic offer.
We need to work with these parties to draw up a market development plan, to which HAK will be actively contributing!

CLOSE TO HOME

HAK has been growing seasonal produce close to home for many years. Growing locally reduces food miles and is good for the earning power of local growers as they do not have to compete in a global market at low prices.

We work very closely with growers and can further increase sustainability, while maintaining a short, transparent chain for the consumer. We have already run a number of trials with locally grown sources of new protein, including exotic pulses such as red kidney beans. We now grow these entirely locally. We are still working on black beans, different varieties of haricot beans, pinto beans and edamame beans. We have not been successful in growing certain crops locally, like chickpeas, despite a number of attempts. From there, we moved to identifying growing partners as close as possible within Europe. Finally, growing locally creates greater connection between the consumer and grower. The online Field Finder and HAK signs in fields mean that consumers can see where our vegetables and pulses are grown. The planned local HAK Trial Farms will also be open for consumers, as well as our customers and stakeholders, to visit.

WORKING TOGETHER

Together with our growers, we want to forge new ways of doing things in order to make HAK's fields even more sustainable. Growing vegetables and pulses more sustainably requires an extra effort from our growers, a different way of working, learning together and trying new things. It also requires a different mindset: it's not necessarily about growing more, but growing better. Here at HAK, we realise none of this can be taken for granted and therefore we want to support growers in this regard.

Rewarding extra effort

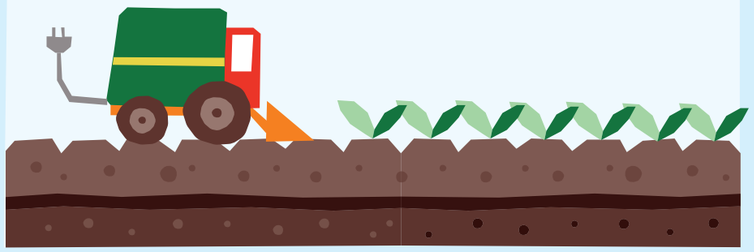
At HAK, we believe that a chain is sustainable only when everyone who puts in the effort sees a corresponding reward. If you add value to the chain, you deserve to be remunerated for it. That means we want to ensure value creation and earning power. We reward growers for their extra efforts with a higher price that we communicate transparently to the outside world. As part of this, we seek to form long-term partnerships. That way we can really learn and build something together, while our growers can be sure of a market for their produce.

HAK Trial Farms

There are some growers who like to be at the forefront and are keen to try out new techniques and innovate with us. These future HAK Trial Farms will act as a breeding ground for new techniques and growing methods that we can then scale up further if they are successful.
In the future, we would also like to open the doors of these Trial Farms to welcome consumers, customers and stakeholders so that they can see first-hand how growers produce high quality vegetables and are contributing to a more sustainable future. This can then act as a trigger for further conversations.

ON THE WAY TO CARBON NEUTRAL

As HAK, we have set ourselves the goal of operating in a carbon neutral chain by 2035. Sustainable and smart growing methods play an important part in this: better CO_2 sequestration in the soil and reducing CO_2 emissions. Another key step we want to take is the electrification of (agricultural) machinery, and/or use of other non-fossil fuels to work the land.



A CIRCULAR CHAIN

At HAK, we believe in closed-loop agriculture: residual streams are not the end, but rather the raw material for a new chain. 100% of all our residual plant streams are reused. So, offcuts from our vegetables and pulses produced at the factory become the basis for good quality fodder for cattle and pigs. We prefer to keep this within a radius of up to 50 kilometres, so that we can maintain an entirely closed-loop system. Arable and livestock farmers within this radius work together to make best use of each other's residual streams. For example, supplying vegetable residues from the land or grass clover as fodder to a goat farmer who then supplies goat manure to the arable farmer. Our Trial Farms are used to test precisely this type of system.

DATA AND AUTOMATION

Nature and innovation go hand-in-hand when it comes to sustainability. To minimise the environmental impact while optimising quality and yields within extensive cropping systems, the use of data and innovation is essential. We use the data we collect in our Green Field Monitor to acquire information on aspects such as soil conditions, biodiversity indicators, climatic conditions, disease burden and manure use. We use the data collected to develop expertise, advance learning, and take the next steps together with growers.

We also want to be able to share data transparently with stakeholders and consumers to raise awareness and educate them about how HAK's vegetables are grown. We are learning about and utilising the potential of (non-fossil-fuelled) mechanisation and robotisation. This will allow us to replace chemicals for weed control, for example, as well as address future staff shortages.

We will increasingly be using drones with growers as an efficient way to monitor crops during the growing season. Sensors and cameras can be used to assess quality and yield during the harvest, enabling more efficient processing in the factory and helping to prevent losses and waste in the chain.

Circular business model from soil to jar

Growing and production

CIRCULAR BUSINESS MODEL FROM SOIL TO JAR

We aim to realise a circular business model, right through from soil to jar. We are aiming to become fully circular throughout the supply chain by 2035. That means recycling of all scarce raw materials if possible, economising on water and making progress on recycling packaging. In terms of packaging, not everything is technically possible yet, although developments are moving rapidly at the moment.

OUR TARGETS AND RESULTS TO DATE

	Circular business model from soil to jar	Target	2016	2018	2019	2020	2021
KPI 8	% residual streams recycled on site	100%	98%	99%	98%	98%	99%
KPI 9	100% recyclable packaging	100%	100%	99.8%	99%	99%	96%*

** Because we started selling more pouches than glass jars proportionally, and pouches are not yet fully recyclable, this percentage has gone down. However, a fully recyclable solution is in the offing. Read more about this on page 52.*

KPI 8:
RECYCLING OF RESIDUAL STREAMS

We produce the lowest possible levels of waste and our production location generates close to zero waste. Our production site produces less than 1% waste. The other residual streams go from the factory back into the supply chain.

Residual flows of fruit and vegetables

During the processing of the vegetables and pulses in our plant, we produce around 12,000 tons of waste each year; these are called residual streams. One half is made up of fruit and vegetable waste. These include the tips of green beans, the heart and outer leaves of red cabbages, peapods and the core and skin of apples. But, it doesn't all get thrown away, instead it is turned into high-quality animal feed. It's a great example of circular agriculture.

Vegetable and fruit residues unsuitable for animal feed naturally ferment or compost on the land. The former provides natural fertiliser and the latter biofuel.

More than 20 different residual streams

The remaining 6,000 tons of waste is made up of over 20 different residual streams. These include paper and card for our packaging materials, various plastics, glass waste, metal waste, condensate and other materials used during the production process. Here, too, we ensure that almost all residual flows are usefully (re)used: as a raw material for new paper, glass, plastic or metal.

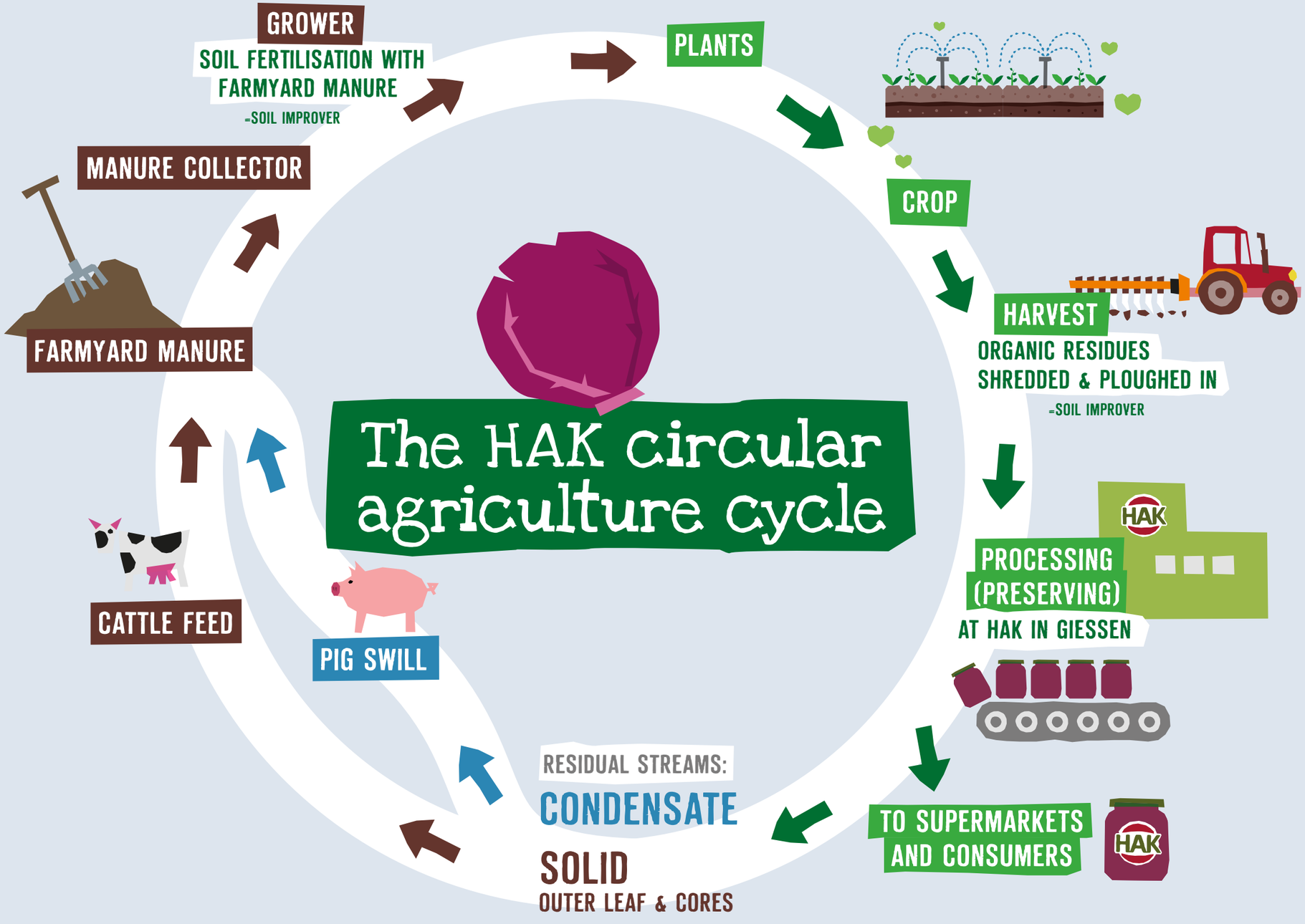
The cycle completes the circle

SJOERD KORVING, PRODUCTION

'I enjoy variety and that's what I get here. Recently, I became a mentor for the Workplace Training scheme, which pairs experienced professionals like me with (new) colleagues. They might be already know, for example, that residual streams get reused, but not necessarily that it's something HAK has been doing for a long time. Waste from peas, red cabbage leaves; it's been going to nearby cattle farms almost since day one. The waste from pulses goes to professional composting plants. The cycle completes the circle, and that is typically HAK.
It does not say 'Living interdependently' (Leven uit afhankelijkheid) at the main entrance for nothing. It's not just about taking, but giving too. I can't conceive of any other way of working.'

'It's not just about taking, but giving too. I can't conceive of any other way of working.'

LOCAL AND SUSTAINABLE CIRCULAR AGRICULTURE: GROWING AND PROCESSING RED CABBAGE.
THE RESIDUAL STREAMS GO BACK INTO THE CHAIN WITHIN A 60-KILOMETRE RADIUS OF THE PLANT.



Careful use of water

The vegetables and pulses are washed, blanched and refrigerated, which takes a lot of water. For this reason, the plant has a number measures in place to reduce water consumption and keep our water footprint down. But we also feel we can improve on this further. We are seeking to actively reduce water consumption. In this context, we will set and work on firm targets. You will read more about this in our next report.

Water treatment

HAK has its own waste water purification plant that purifies water to the level at which it can be processed by the Werkendam water purification plant. The soil sediment produced during the purification process can be used as natural fertiliser (as long as it meets the appropriate standards). If these standards cannot be met, we use the sediment in bio-fermentation and to generate energy.

CERTIFICATION

At HAK, food safety and HAK-level quality are at the top of our list of priorities. We work in line with specific procedures and methods and are always looking to raise the bar. For this reason, we are inspected by independent bodies and we hold the following certifications.

BRCGS A

This is a standard for food safety. It sets out hygiene and food safety requirements for food-processing companies that must be assured.

ISO 14001 INCLUDING CO_2 MANAGEMENT LEVEL 1

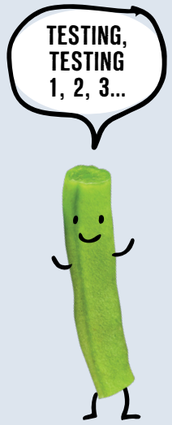
This is the internationally accepted standard with requirements for environmental management systems and was developed by the International Organisation for Standardisation. The environmental management system should be used to inform the environmental policy of a company and then ensure its implementation. We have additionally attained CO_2 management Level 1 Energy Management: at this level, energy saving opportunities are determined for scope 1 and 2 emissions* for each energy carrier, supplemented by transport.

GMP+

This standard enables us to ensure our residual streams can be used as animal feed wherever possible. It allows companies to demonstrate that animal feed and feed ingredients meet the statutory and non-statutory requirements agreed with the chain parties.

** For explanation of scope 1 and 2 see p.58*

KPI 9:
RECYCLABLE PACKAGING



Pouches, glass jars, lids, cans, paper labels, cardboard boxes and outer packaging: most HAK packaging can be recycled. But, we are not happy to leave it there and are continuing to research and innovate. Sometimes we are closely involved in the development of new materials, at others we will test out a manufacturer's development at HAK and implement it where appropriate.

Constant balancing act

Not everything is technically possible yet, and there are often trade-offs to be made. New packaging should not lead to a loss of quality or a shorter shelf life, as that would result in food waste. In short, when it comes to recyclable packaging, it's a constant balancing act.

Lighter bag: -10,000 KG

The pouch has a host of benefits. It is lightweight compared to jars and cans, making it more environmentally friendly to transport. Pouches for single pulses (such as lentils, kidney beans and chickpeas) has been made thinner by removing 1 layer, amounting to nearly 10,000 kg less packaging weight per year (in the Netherlands, Belgium and Germany). The packaging continues to meet strict requirements on shelf life, sterilizability, permeability to water vapour and oxygen, and others.

Pouches: emissions reduction

The change to the weight and materials of the pouches has led to a significant reduction in waste. In addition, they have a lower carbon impact, up to 32% lower, as has been calculated in the case of the thinner/lighter pulse pouch. Its light weight and lower carbon footprint are great arguments in favour of the pouch. Unfortunately, this packaging also comes with a downside, as it is not always easily recyclable at present. A broad consortium of manufacturers, raw material suppliers and research bodies are working on identifying the options for a fully recyclable pouch.

Bringing about a fully recyclable pouch comes down to the chain: plastic manufacturers who are able to produce recyclable film, converters for the pouches, producers who can fill them, consumers who know where to dispose of them and the sorters/waste processing firms who will ultimately recycle the pouches. We are working together with all of these stakeholders and can reveal that, together with packaging suppliers, we are in the midst of developing new pouch materials that are easily recyclable. A solution is in sight, so we hope our long-cherished wish of bringing out a recyclable pouch can soon become a reality. You can read more about this under 'The pouch moves on'.

THE POUCH MOVES ON

The plastic pouch is one of the packaging types in the supply chain with the lowest carbon footprint. This is because not much material is needed to package the raw material (when you compare the weight of an empty pouch to an empty can or jar, there is quite a difference). The fact that little packaging material is used means less space and energy is needed for production and transport.

The only drawback is that the plastic packaging used by HAK must be able to withstand very high temperatures during processing. The same goes for other companies that use pouches for their products, such as big brand soup producers.
Not only that, because the pouch has to preserve the food and ensure it has a long shelf life, it must have a highly effective 'barrier function' (as it is known in the industry). This is the reason why pouch packaging is currently made from a range of different plastic materials and is not always easily recyclable at present.

We are in the process of looking at alternatives that require only one type of plastic, but that do not come at the expense of shelf life. Fortunately, developments are moving fast, and so we expect this type of packaging to become more easily recyclable in the near future.

Cleaning and reusing, rather than going straight into the glass bin after a single use?

Futureproof 1-2-open lid

Lids also perfectly exemplify the trade-offs you have to make as a manufacturer. We are one of the few to choose to use the 1-2-open lid. This type of lid is secure, food-safe and ensures the jar can be easily opened by all consumers. The lid contains a thin plastic PVC inner layer that ensures a good vacuum and easy opening. However, chemicals are released from the lids during waste disposal and, for this reason, we would like to move to a PVC-free inner layer. Together with our lid supplier, we are working on creating an appropriate solution within the foreseeable future. The challenge is to ensure that the lid is not inferior to the current one and remains secure, food-safe and easy to use. As our lid is one of a kind at the moment, it might take a while to crack this nut.

Glass jars

When it comes down to it, glass is easy to reuse and recycle. We work largely with recycled cullet (71%). Reusing the whole jar, rather than melting it down again, would save (a lot of) energy. Technological developments are moving fast in this area and we are supporting initiatives to conduct research and practical trials in this area, including by PAKT Packaging, a young start-up. PAKT Packaging is aiming to make glass reusable. That means cleaning and reusing, rather than putting glass straight into the recycling bin after a single use. The benefit is that you do not have to make as much new glass, so huge savings can be made in energy costs. To this end, PAKT is working on a new logistics model. This is an interesting case study with plenty of potential, while involving a number of complexities. If it is successful, we will scale up further. Before that happens, however, we are hoping to learn significant lessons from this pilot.

Jars staying as jars

Take a look at the ins and outs of the PAKT trial.

See the PAKT trial here

We make a difference in practice

ARIANNE GROENHEIDE, INNOVATION MANAGER

'I work with colleagues from all sorts of different disciplines, because for new product launches or improvements, you need everyone on board; from quality and production to product development and logistics. Planning is great, but it's when you work as a team to put it into practice that you make the difference and have the most fun. What I am most proud of is the great strides we have made in recent years in making pouch packaging more eco-friendly; it has gone from aluminium to plastic (lowering its carbon footprint) and has gone down significantly in weight. The next step is to make packaging more recyclable. It's my firm belief we will get there together.'

'We will get there together.'

Being energy-conscious

Growing and production

BEING ENERGY-CONSCIOUS

Alongside ‘greening’ the growing processes further, further measures to green the production site continue to be a priority. Sustainability, electrification and reducing our carbon emissions are the norm. A reduction of nearly 25% has now been achieved (through new processes & policies, technology and working methods). We generate our own green electricity from the HAK Solar Power Plant: no fewer than 10,000 square metres of solar panels generate close to 2,000 kilowatts at the peak.

OUR TARGETS AND RESULTS TO DATE

Being energy-conscious	Target	2016	2018	2019	2020	2021	vs. 2019
CO_2 emissions in KJ per tonne	-7% per annum	152	166	170	168	165.1	-2.9%
CO_2 emissions in KJ per unit	-7% per annum	96.3	103.6	107.7	100.5	91.8	-14.8%
Proportion of green energy	100%	0%	100%	100%	100%	95%*	
Proportion of self-generated electricity	25%	0%	0%	0%	0%	in use by 2022	

** In 2021, higher than expected sales volumes meant we used more (green) electricity than provided for under our energy contract. This issue will no longer arise from 2022 onwards: all power that we use, regardless of the amount, will then come from renewable sources (Dutch wind power or from our own solar plant).*

KPI 10:
SUSTAINABILITY AND CO_2 REDUCTION

We are serious about saving energy and reducing our CO_2 emissions. Recently, we took action to further reduce our carbon footprint and improve our sustainability in other areas. We had the gas consumption in the factory and the impact of the company cars measured and analysed (direct emissions, Scope 1*), as well as electricity consumption (indirect emissions, Scope 2*). Not only do we now have precise consumption figures, but also have an understanding of where the biggest improvements and reductions can be made. We have also implemented several energy-saving measures in the recent period:

Hydrophore
Efficient hydrophore pumps and additional measures that make water consumption more energy-efficient and reduce waste. A hydrophore has been installed to pump water used in cleaning through the cleaning water mains. The hydrophore consumes around 22,680 kWh per year. The old pump consumed approximately 86,100 kWh per year. This equates to an energy reduction factor of more than 3.5.

Oxygen meter
The water treatment plant is an aerobic (oxygen) water treatment environment. The wastewater in the plant is aerated by up to 6 high-capacity aerators. The oxygen meter used to become clogged over time. An automatic oxygen meter now ensures that the meter remains stays clear at all times and reads the correct value. This has resulted in an approximate 10% energy reduction (on the total energy consumption of the water treatment plant).

Effective insulation in blanching unit
The windows in the blanching unit are now double-glazed and the wall panels have been insulated.

LED lighting outdoor site, production unit and offices
The vast majority of light bulbs on the outdoor site were HPL-N bulbs (high-pressure mercury vapour bulbs) and have been replaced with around 100 LED luminaires. This equates to an energy reduction factor of approximately 2.5.

Electric business vehicles
The six charging stations for electric vehicles are partly powered by green electricity from HAK's solar panels. Fully electric vehicles will be the preferred option from now on and, if that is not an option, then hybrid as a minimum.

By bike
We encourage people to come to work by bicycle (through our cycle plan).

Waste management
Circular cleaning/waste separation in the plant. We believe there is more we could do in terms of our offices.

Ambitions to achieve a lot

FRANS KUIJPERS, HEAD OF QUALITY DEPARTMENT

'My motto is if you want to change the world for the better, you have to start small – and tackle one little thing every day. By the end of the year, you will have improved 250 things. My work has inspired and energised me hugely for more than 20 years. Call me a generalist. The impact of the energy crisis, proper environmental certifications, audits, food safety and consumer questions and complaints: all these and more pass over my desk. Part of my role is about seeing the bigger picture, and sometimes taking one step forward and two back. HAK is a big brand but, at the same time, we are a compact organisation and that gives us the scope to achieve a lot.'

'If you want to change the world for the better, you have to tackle one little thing every day.'

* See page 58 for a visual of the 3 scopes

Ambition 2024

The next point at which measurement data will be gathered for analysis is in 2024. By then, we need to have achieved at least a 5,200 tonnes reduction in CO_2, equating to -46% direct and indirect emissions (Scope 1 and Scope 2*).
Key points for action over the coming years are reducing our gas consumption and moving to renewables for our electricity:

Boiler house efficiencies

Main boiler to be optimised with the introduction of highly energy-efficient technology and an effective heat recovery system:

- Deliver -700 tonnes CO_2 emissions.
- Save 280,000 m^3 of gas per year.
- -10% gas consumption.

Reusing heat

Reuse heated cooling water from the sterilisation towers to pre-heat the preserving liquid, and TSAs (heat exchangers) with residual heat instead of steam:

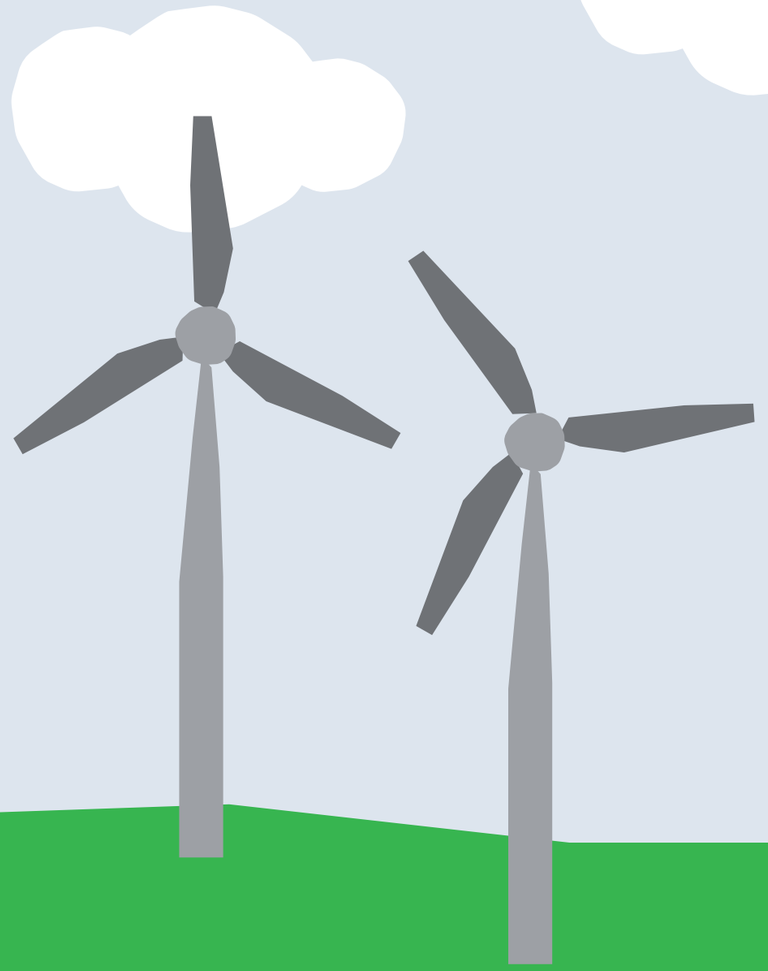
- Achieve -500 tonnes CO_2 emissions.
- Save 240,000 m^3 of gas per year.

Green local energy

Generate green electricity: 10,000 m^2 of solar panels on the roof of the production buildings.
In addition, the procurement of Dutch wind energy (rather than from Spain).

- Equates to -800 tonnes of CO_2 emissions.

Further electrification of the business and manufacturing processes is challenging as the grid operator has indicated that the grid is full. So for now, our carbon reductions come from cutting gas consumption and renewable electricity (the latter has been implemented). We are also exploring new technologies and alternative energy sources, such as the use of hydrogen.



* See page 58 for a visual of the 3 scopes

New technology will inevitably come on stream

HENK DE GRAAF
INDUSTRIAL AUTOMATION ENGINEER

'We have already done a huge amount when it comes to energy-saving measures, both in the factory and on the site. One example is lighting in the factory. This also means gains in other areas. So, LED bulbs last much longer than conventional bulbs, which means far less regular maintenance is required. However, I do think we still have a long way to go in terms of achieving our goal of becoming carbon neutral. The challenge we face is that we need and use relatively high amounts of energy in the plant. That's why we are investing so much in energy saving technology and measures. At the same time, development is moving at pace, and new technology will inevitably come on stream sooner or later. It's going in the right direction, towards alternative energy sources. Once this technology is available, and we have people with the right skills to implement it, we will be sure to achieve our goals. There can be doubt about that.'

'Development is moving at pace.'

SOLAR POWER PLANT WITH 10,000 M² OF SOLAR PANELS ON THE ROOF AT HAK

Generating power through solar, wind or water power is more sustainable and no additional CO_2 is released.

The roof of our production site in Giessen accommodates an impressive solar panel plant. No fewer than 4,380 solar panels were installed by energy network Groendus, equivalent to 10,000m² of solar panels. This allows us to generate a quarter of our electricity ourselves.

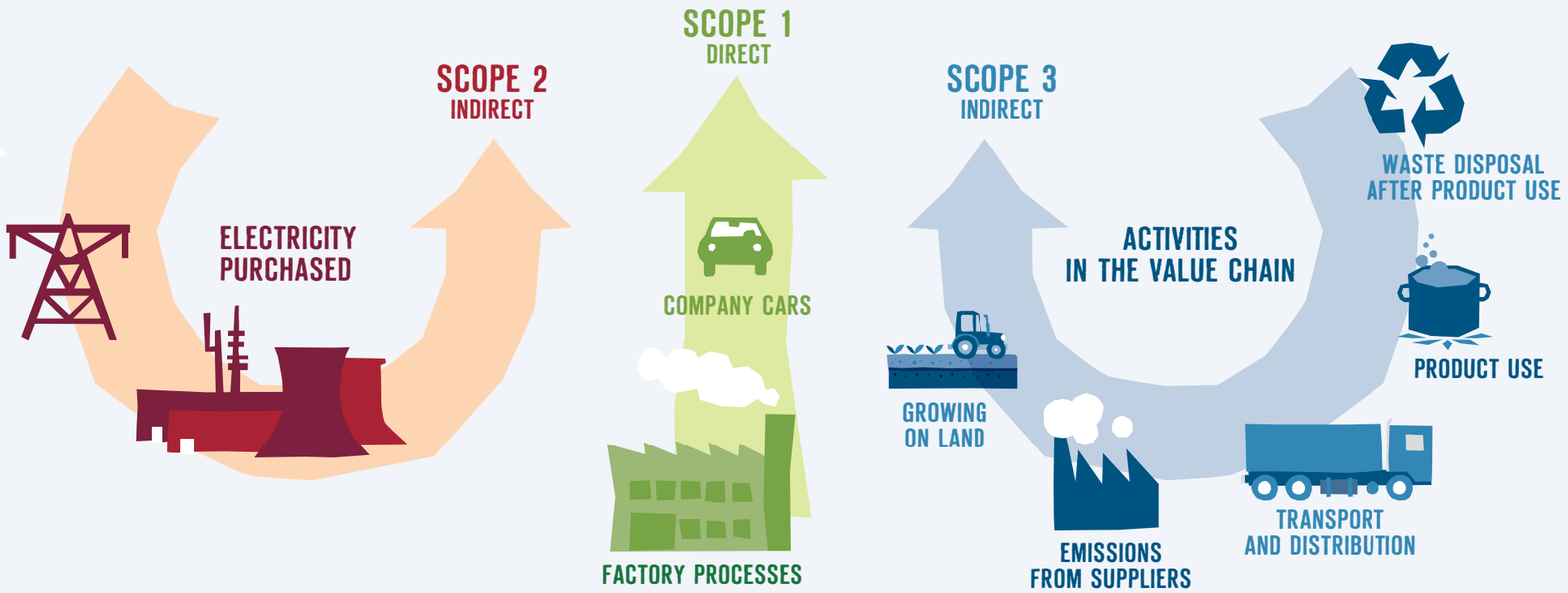
The transition to renewable energy comes with challenges, including grid congestion where the electricity supply exceeds the amount the grid can handle. Giessen is a grid-congested area and, as a result, HAK does not benefit from feeding in excess capacity from the solar panels to the grid.

For this reason, businesses often put off or cancel big projects in grid-congested areas until capacity is increased. That was not the case for our solar power plant, however: we went ahead and made it happen. We are also looking – with a number of other parties – at how we can start using excess capacity further.

We are spreading the risks by partnering with Rabobank and Groendus. Groendus took care of the investment costs, while HAK pays a monthly lease fee, equating to at least 80% of the solar power generated. Rabobank assists us with finance, which covers us for uncertainties about capacity and feed-in capacity. The problem of grid congestion is expected to be resolved in 3-5 years.

How CO_2 emissions work

In general, a distinction is made between direct and indirect emissions; Scope 1 (what comes out of my own chimney and car exhaust), Scope 2 (what comes out of my energy supplier's chimney) and Scope 3 (what comes out of the chimneys of my suppliers, customers, employees, etc.).



2035: carbon-neutral chain

With a 46% reduction to be achieved by 2024, we are certainly not there yet. We are working towards achieving a carbon-neutral supply chain by 2035.
For this, in addition to energy and emission reductions at our production site, we also need to allow for Scope 3 impacts: all other indirect emissions. To this end, we will carry out analyses and actively work with our supply chain partners to see how we can further reduce CO_2 emissions.

Impact Scope 3

Scope 3 is mapped on the basis of the entire chain analysis or full Life Cycle Analysis (LCA): all emissions created during raw material extraction, transport movements, production, assembly and sale of one specific product. The aim is to delve into this more deeply in our next Social Impact Report, as part of our moves towards a carbon-neutral supply chain by 2035.

The power of apples

An apple tree removes CO_2 from the air, captures it and emits oxygen. As a result, the apples purchased by HAK contribute to a CO_2 offset of 454 tonnes CO_2/year on average. We do not currently include this reduction in our carbon analysis, but its effects may come into play in the Life Cycle Analysis.

As transparent as glass

Mapping and inter-linking the data we hold helps us be more specific about planning, and optimise yields and minimise losses, not only for us, but for our consumers too. The online Field Finder was produced on the basis of data sourced from growers. We are now all set for B Corp certification. The B Corp philosophy aligns closely with our mission and sustainability strategy. The assessment process has now been concluded.

OUR TARGETS AND RESULTS TO DATE

	Target	2016	2018	2019	2020	2021
% share of products with digital traceability information throughout the chain	>70% by 2025	0%	0%	0%	0%	_*
Report every 2 years		N/A	N/A	N/A	Yes	Yes
Number of visitors to 'Pottenkijkers' Days		N/A	330	230	0	0**
B Corp certification	end 2021					assessment complete

** We are halfway there, read more on p. 60.*

*** The annual 'Pottenkijkers' Days did not take place in 2020 and 2021 due to the coronavirus. The rules did not permit large gatherings, in part for the safety of our own staff.*

KPI 11

FULLY DIGITAL SUPPLY CHAIN INFORMATION BY 2025 FOR MORE THAN 70% OF OUR PRODUCT RANGE

We are working hard on long-term accessibility and transparent information. We have made huge strides in transparent measurement, and the recording and sharing of chain data, and are now halfway towards our goal!

Transparency in the supply chain

We now know the location of all plots, growers, sowing dates, and varieties for our local vegetables and pulses and have fully digitised this data. This means we can closely monitor the development of our plots and crops and track them from the factory. Mapping and interlinking the data we hold helps us be more specific about planning, jointly define cultivation measures, optimise yields and minimise losses. It also has a positive impact on cooperation with partners and growers in the chain.

With this understanding of the data, we are halfway to our goal of making the entire chain digitally transparent, and with the introduction of our new ERP system in 2024, we will be able to digitally trace down to the level of the jar for every unit.

Field Finder

The Field Finder shows where HAK's vegetables and pulses are grown, down to field level.

See the Field Finder ▶

Field Finder

In addition to analysis, measurement and planning, we already share some of the data we hold with the public at large. We do this using the online Field Finder, which shows where HAK's vegetables are grown down to the level of the field. We are gradually adding more and more detail to the Field Finder for consumers about how and where our crops are grown. Ultimately, we want to link this to the products themselves (e.g. using QR codes) so that we can give customers full information down to the level of the plate.

Knowing what you're eating

ARTHUR KOEKKOEK, DATA ANALYST

'The online Field Finder was realised based on data sourced from growers. All plots within a 125-km radius of the plant are shown in the Field Finder, sometimes with extra information from our side aimed at the growers; after all, where does the data end up? That's a reasonable question and appropriate agreements have been put in place. The Field Finder is just the beginning; there is much more information we can show. So, a scannable QR code on the jar could be used to provide further details about the crop: from local growing and harvesting to a delicious meal on your plate. I can see it all very clearly in my mind's eye.'

'The Field Finder is just the beginning, we can do much more.'

KPI 12:
B CORP CERTIFICATION

The route to official B Corp certification is now largely concluded, however certification itself is still some way off. In autumn 2021, we completed the comprehensive B Impact Assessment. Since then, we have been waiting for the B Corp verification call. As the B Corp movement is experiencing rapid growth, they are very busy with assessments, leading to waiting times for assessment and verification. We have had to wait a while, but we now have confirmation that it will take place at the end of 2022.

B Corp

The B Corp Impact Assessment provides insights into the impact of HAK's operations and business model on employees, the surrounding area, customers and the environment. For us, it has been a very interesting and instructive journey that has challenged us internally with respect to our ambitions and the impact we want to have.

Articles of association amended

An important step towards B Corp certification is the amendment of our articles of association. They now stipulate that HAK aims to 'have a significant positive impact on society and the environment at large through its business operations and activities', and that the Management Team will also 'consider social, economic, legal or other impacts on stakeholders and the environment' in its decision-making. It sends a clear message to all our stakeholders about what we stand for now and in the future as a business.

In short, we are all set for B Corp certification. It should be said that does not mean we can sit back and relax. We will be reassessed by the certification committee every three years. That will help keep us on track and maintain our ambitions when it comes to increasing and accelerating our positive impact.

B CORP

The B Corp philosophy aligns closely with our mission and sustainability strategy.
The independent B Corp label is an initiative of the US non-profit organisation B Lab, founded in 2006, and is considered to be proof that a company achieves social and sustainable impact, without sacrificing profit. A B Corp company is transparent in everything they do. They monitor and are transparent about their impact on society and the environment, and comply with accountability standards. Big-name B Corps include ice cream manufacturer Ben & Jerry's, outdoor clothing manufacturer Patagonia and (plant-based) dairy manufacturer Danone.

A summary of our goals again

This report has already set out the goals we have set ourselves for the future. To demonstrate that we take these seriously and are committed to them, we have summarised them here for convenience. It's a great way to end the report. Let's go for it again!

Health & Consumption

MORE NATURAL GREENS AND BEANS

250G VEGETABLES PER DAY
135G PULSES PER WEEK
IN 2035

100%

100% NATURAL INGREDIENTS
IN 2021

NUTRI-SCORE
A B C D E

100% OF OUR VEGETABLES AND PULSES WITH NUTRI-SCORE A BY 2020

	KPI	Target	2016	2018	2019	2020	2021
KPI 1	% HAK vegetables and pulses with Nutri-Score A	100%	N/A	N/A	89%	100%	100%
KPI 2	100% natural ingredients in all our products	100%	48%	84%	88%	90%	91%
KPI 3	% added salt	0%	0.40%	0.32%	0.32%	0.31%	0.27%
KPI 4	% added sugar	0%	3.48%	2.69%	2.47%	2.30%	2.26%
KPI 5	Encouraging the consumption of vegetables and pulses: 250g* vegetables per day and 135g* pulses per week	to be achieved by 2035	131g* 35g*	N/A	N/A	N/A	N/A

**source: The Netherlands Nutrition Centre*

*** RIVM Food consumption survey*

Growing and production

ECO-CONSCIOUS GROWING CLOSE TO HOME

100% ON THE WAY TO PLANETPROOF BY 2021

CIRCULAR BUSINESS MODEL FROM SOIL TO JAR

A WASTE-FREE SUPPLY CHAIN BY 2035

BEING ENERGY-CONSCIOUS

A CARBON-NEUTRAL SUPPLY CHAIN BY 2035

AS TRANSPARENT AS GLASS

FULLY DIGITAL SUPPLY CHAIN INFORMATION BY 2025

	KPI	Target	2016	2018	2019	2020	2021
KPI 6	% vegetables and pulses grown within 125 km of HAK factory	85%	88%	87%	87%	86%	88%
KPI 7	% On the way to PlanetProof certified vegetables and pulses within 125 km of HAK factory	100%	0%	0%	13%	40%	91%[1] (NL 100%)
KPI 8	% residual streams recycled on site	100%	98%	99%	98%	98%	99%
KPI 9	100% recyclable packaging	100%	100%	99.8%	99%	99%	96%[2]
	CO_2 emissions in KJ per tonne	-7% per annum	152	166	170	168	165.1
	CO_2 emissions in KJ per unit	-7% per annum	96.3	103.6	107.7	100.5	91.8
	Proportion of green energy	100%	0%	100%	100%	100%	95%[3]
	Proportion of self-generated electricity	25%	0%	0%	0%	0%	in use by 2022
	% share of products with digital traceability information throughout the chain	>70% in 2025	0%	0%	0%	0%	_[4]
	Report every 2 years		N/A	N/A	N/A	Yes	Yes
	Number of visitors to 'Pottenkijkers' Days		N/A	330	230	0	0[5]
	B Corp certification	end 2021					assessment complete

New targets	2023	2025	2027
Set of new sustainability indicators and targets (Green Fields Monitor)	v		
Proportion of locally grown organic vegetables and pulses (by volume)	6%	30%	100%
Number of HAK trial farms	1	3	5

[1] For the Dutch market, the figure was 100%. It now stands at 100% for all markets including Belgium and Germany.

[2] Because we started selling more pouches than glass jars proportionally, and pouches are not yet fully recyclable, this percentage has gone down. However, a fully recyclable solution is in the offing. Read more about this on page 52.

[3] In 2021, higher than expected sales volumes meant we used more (green) electricity than provided for under our energy contract. This issue will no longer arise from 2022 onwards: All power that we use, regardless of the amount, will then come from renewable sources (Dutch wind power or from our own solar plant).

[4] We are halfway there, read more on p. 60.

[5] The annual 'Pottenkijkers' Days did not take place in 2020 and 2021 due to the coronavirus. The rules did not permit large gatherings, in part for the safety of our own staff.

SOURCES AND BACKGROUND

The information in this Social Impact Report is derived from a number sources. In terms of vegetable and pulse consumption, we rely on the VCP, the RIVM food consumption survey and other sources. The most current food consumption survey shows figures for the period 2012-2016. Further up-to-date data and more recent developments come from sources such as industry association GroentenFruit Huis (consumption figures and analysis period 2021-22), IRI Netherlands (that plots sales trends in supermarkets), and Wageningen University Research (the impact of the coronavirus pandemic on food choice behaviour by Dutch consumers during the pandemic). Online publications, analyses and in-depth dossiers were also consulted.

ONE MORE THING BEFORE WE CLOSE THIS GREEN KITCHEN REPORT

This second HAK Social Impact Report on our Green Kitchen is an account of our sustainability efforts, but more importantly, it is also an ambitions framework and a call-to-action to all players in the supply chain to join with us in our ambitions to help as many people as possible eat more plant-based food and more local and sustainable vegetables and pulses.

Producing HAK's vegetables is something we do together

So, one more thing before we really do round up this edition: let us know what you think of our approach, the actions we are taking and its results. You can find us here:

@hakgroenten
@HAKgroenten
@HAKgroenten
youtube.com/hakgroenten
linkedin.com/company/hak

EDITORIAL DETAILS

Contents: HAK B.V.
Text and Editing: Elles Rozing
Design: Communication Team

HAK B.V.
Hendrik Cornelis Hakstraat 1
4283 KA Giessen
The Netherlands
0183 446 500
info@HAK.nl
www.HAK.nl