



SUSTAINABILITY REPORT

2021

BELTASTE 



Beltaste,  
the taste of durability

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# ABOUT THIS REPORT

## Corporate passport

Beltaste originated from the Belgian family business Vanreusel Snacks, which since 1953 had positioned itself as a leading player in high-quality frozen meat snacks for the entire food service industry. From own brands and private labels for the food service business to new business in retail, BtB and halal. In 2018 Ergon Capital Partners came on board as a co-shareholder to realise Beltaste's further growth plans.

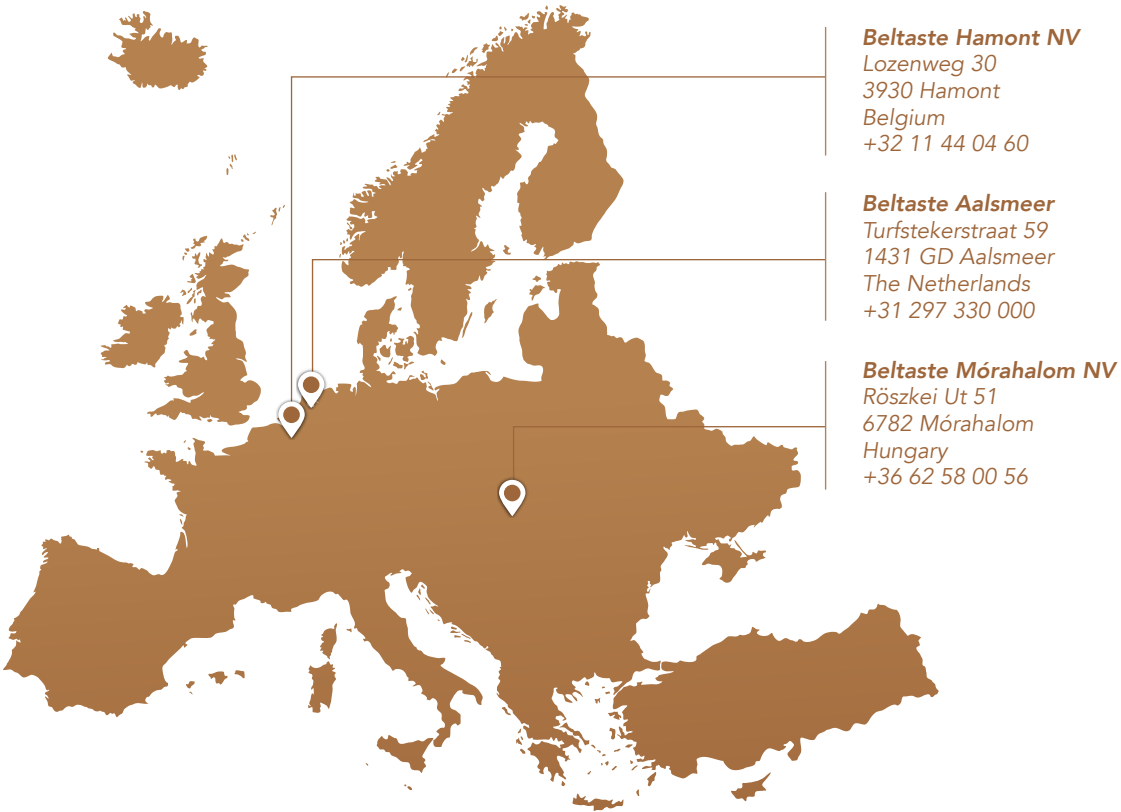
*"Ergon Capital Partners believes that the principles of responsible investment are essential for long-term success and crucial to maintaining the trust we receive from investors, business owners, management teams and our own employees. That is why we promote environmental, social and corporate governance (ESG) in our investment process, in our portfolio companies and in our own corporate culture."*

**Ergon Capital Partners, ESG vision**  
(Responsibility - Ergon ([ergoncapital.com](https://ergoncapital.com)))

## Scope of this sustainability report

We have 3 production locations: Beltaste Hamont (Belgium), Beltaste Mórahalom (Hungary) and Oma Bobs (the Netherlands). In Belgium, we focus on frozen cooking and roasting products. In Hungary we only produce products on skewers such as satay. Oma Bobs in the Netherlands specialises in traditional croquettes and bitterballen.

## Our sites



This report refers to the period 2019-2021. It was drawn up in accordance with the GRI standards, Core level. Our aim is to publish an update every three years.  
You can find the first edition of our sustainability report (2015-2018, scope: Beltaste Hamont) on our website at [www.beltaste.eu](https://www.beltaste.eu).

A photograph of two young women with blonde hair, smiling and looking at each other. The woman on the left is holding a large burrito in a paper wrapper. The woman on the right is holding a small white cup filled with french fries. They are both wearing casual clothing. The background is slightly blurred, showing what appears to be an outdoor or semi-outdoor setting with some greenery and a building.

*We create a  
moment of  
happiness  
for everyone!*



# FORE-WORD

*Beltaste is the no.-1 partner for delicious, high-quality snacks, serving all customer types in the food industry. Looking to the future, as one family, we continue to innovate so as to inspire and delight our customers. In doing so, sustainable production and entrepreneurship will always be a part of who we are.*

Securing the BelPROF values (passion, respect, openness and a family feel) within our family business, with a result-oriented culture, is very important to us. The 2022-2025 Beltaste strategy is our compass for the future, which will help us safeguard our innovative product portfolio, channels and markets. We think long term and are close to our employees, customers and suppliers. We cherish our partnerships at all levels.

In 2018 we joined forces with Ergon Capital Partners, which not only injected capital into the company but also boosted our know-how/professionalisation in support of our growth strategy and helped us tap into new markets.

Our deep-frying snacks are by far and will continue to be our best-selling products: our main market is the food service market, with an exclusive focus on hospitality and catering. However, we also want to grow in other segments/channels such as halal, BtB (industrial partners) and retail with specific offerings. Through acquisitions (buy & build), we aim to further expand our product portfolio to existing or new customers and/or grow faster in specific market segments.

A first example is the acquisition of Oma Bobs, a producer of traditional croquettes and bitterballen, in early January 2020. Both our family businesses share the same vision - to offer customers high-quality products. Through this takeover, Beltaste is strengthening its position on the Dutch

market and at the same time launching a new product range on the Belgian market.

Beltaste is highly committed to sustainable entrepreneurship. To fulfil our responsibility on a social and societal level, we continuously invest in:

1. Producing ethically sound products based on high-quality ingredients and in line with socially accepted nutritional insights.
2. Putting the employee first in a safe, healthy and pleasant working environment - 'safety first' is our main motto.
3. Reducing our environmental impact by focusing on preventing waste (material efficiency) in the entire chain, sustainable processing, solar energy, physico-chemical water treatment and the recovery of by-products.
4. Striving for 100% food safety and quality.
5. Working towards a fair competition policy and integrity.

This sustainability report discusses each of these commitments in more detail and also takes stock for the future. A future in which we want to continue to respond to market trends and our customers' needs, focus on craftsmanship and quality, and develop innovative concepts through strong partnerships with customers, suppliers and colleagues.

**Davy De Vlieger**  
CEO

*"Our ESG policy and experiences will increasingly become part of the authentic Beltaste DNA."*

**Belteam**

*"At Ergon, we are convinced that corporate social responsibility and consideration for environmental, social and governance principles can create value. That is why we have put ESG at the core of our strategy. We are pleased that Beltaste shares that same philosophy and are happy to support them in their ESG developments."*

**Pieter Lambrecht**

Managing Partner, Ergon Capital Partners

# HOW IT ALL BEGAN

**1953**

Paul Vanreusel starts a trade in traditionally crafted butcher's products (hams, pies and various types of sausage) in Leuven.



**1976**

Paul Vanreusel's four sons take the helm. The company moves from Leuven to Hamont (Belgian Limburg) and focuses on frozen snacks such as frikandellen, hamburgers, cervelas and meatballs.

**1992**

The production of satay and shaslick starts in Hamont.



**2003**

The product range expands and the cooking area in Hamont is renovated.



**2009**

The third generation of the Vanreusel family is in charge of the company together with Theo Vanreusel (one of Paul Vanreusel's sons).

**2010**

The popular XXL frikandel (now known as De Romeo's Frikandel XXL) makes its entry in the Vanreusel range.



**2007-2008**

The production in Mórahalom (Hungary) is started up. The satay, shaslick, and crizly are now produced in Hungary under the watchful eye of the team in Belgium.





# A long tradition of craftsmanship!

## 2013-2014

The freezing and packaging line and the refrigeration unit in Hamont are given a solid upgrade.



## 2015

New technologies are introduced and new freezing and deep-frying lines are installed in Mórahalom (Hungary).



## 2016

The names of the production locations in Hamont and Mórahalom are changed to Beltaste Hamont NV and Beltaste Mórahalom NV respectively.

## 2018

The first sustainability report is published, focusing on Beltaste Hamont.

Ergon Capital Partners joins the business.

**ERGON**  
CAPITAL



## 2020

Beltaste expands its range with the acquisition of the Dutch croquette factory Oma Bobs.



## 2022

The second sustainability report is published, focusing on Beltaste Hamont, Beltaste Mórahalom and Oma Bobs.



# BELTASTE IN A NUTSHELL

*As a leading player in high-quality frozen meat snacks, Beltaste has positioned itself as the preferred partner for the entire food service industry. At Beltaste, customers always take centre stage, because they are the beating heart of our business. All our departments are committed to this value.*

## Food service



**PRIVATE  
LABEL**

## New business

Tapping into new markets and responding to consumer trends:

**Retail**

**BtB**

**Halal...**



## Vanreusel

The Vanreusel range is exclusively available for the hospitality and catering sectors. We provide a wide range of products and services centred around high-quality products, striking promotional materials and pleasant sales contacts.

The wide range includes all the well-known best-selling snacks, such as frikandellen, meatballs, cervelas and a delicious, varied selection of hamburgers. But the snack market is dynamic. Hence our constant focus on innovation and inspiration. Through our HOT range, Mad Roosters Family, Zero range and Prohalal range we develop exclusive concepts. Find out more at [www.vanreusel.eu](http://www.vanreusel.eu).



Our high-quality range is available exclusively to the hospitality and catering sectors. Time and again, we also develop striking promotional materials and ensure good contact with the sales staff.



Vanreusel has been known as a close-knit family business for more than 65 years. In 2021, our focus was on sustainable production and entrepreneurship, with quality as our greatest source of pride.



Vanreusel was founded in Leuven in 1953 and moved to Hamont (Limburg) in the mid-1970s, making it Belgian to the core!





### Oma Bobs

Through the takeover of the Dutch croquette factory Oma Bobs, Beltaste further expanded its brand portfolio. Oma Bobs offers a wide range of croquettes and bitterballen (from the standard beef croquette to the Vegan bitterbal), exclusively produced for the hospitality and catering sectors, just like the snacks under the Vanreusel brand.

For Beltaste, the takeover is an important next step in its growth strategy and ambition to further boost its presence in the Netherlands. Beltaste wants Oma Bobs to grow into the largest artisan manufacturer of croquettes in the Netherlands, without sacrificing the quality for which Oma Bobs has been known from day one. Find out more at [www.omabobs.nl](http://www.omabobs.nl).

### With love from Oma Bobs

The chefs at Oma Bobs take craftsmanship very seriously. The croquettes and bitterballen are still developed and prepared the way 'Oma Bob' - Grandma Bob, the grandma of founder Jurgen Ottenhoff - used to make them. In the production of all snacks, only the very best fresh ingredients are used, from the meat to the herbs and vegetables used in the delicious broth for our croquettes and bitterballen. It's simply part of our DNA. Of course, today we use larger herb bundles than the ones Oma Bobs used for the shrimp croquettes she made very Sunday. Given the wide range of snacks we produce, we are now also putting together more varied herb bundles. But thanks to the traditional preparation - with love from Oma Bobs - you can be sure that you are serving your customers only the very best: with Oma Bobs snacks, you are truly spoiling your guests with an explosion of flavour.

### PRIVATE LABEL

#### Private labels for retail

Do you want to offer value-added retail products under your own label? Then Beltaste is the way to go! We provide the perfect product that meets all your requirements.

#### Semi-finished products for BtB

As a manufacturer, are you looking for products that can add value to your range? We will be happy to advise you and offer you the best products, entirely tailored to your needs. We are the perfect partner to help you find solutions to your challenges.

### Key



Founded in 1953



Own production site in Hungary since 2008



Active in the Netherlands since 2020 (through the acquisition of Oma Bobs)



Large R&D team focusing on product development and innovation



Ergon Capital Partners joined the company in 2018 and the Executive Board was formed

### Facts & figures

#### Belgium (Hamont)



Annual turnover €54.8 M



+/- 20.3 K tonnes per year



220 employees



IFS - Higher Level-certified

QA quality control and R&D research & development

#### Hungary (Mórahalom)



Annual turnover €7.8 M



+/- 1.7 K tonnes per year



125 employees



IFS - Higher Level-certified

QA quality control and R&D research & development

#### The Netherlands (Aalsmeer)



Annual turnover €5.5 M



+/- 0.95 K tonnes per year



25 employees



FFCC 22000-certified

QA quality control and R&D research & development

# VALUE CREATION IN THE CHAIN

*The three companies within the Beltaste Group each have their own speciality and business strategy. Beltaste Mórahalom focuses on operational excellence, while Oma Bobs wins the hearts of its customers through product leadership. Beltaste Hamont combines efficiency (operational excellence) and product leadership to remain competitive in the market*



## Incoming goods

Beltaste only works with suppliers who hold a GFSI-approved certificate. In this way, we can guarantee that the raw materials we purchase are checked according to the same standards that we observe every day. The products are checked by our expertly trained staff before they are accepted and stored under the correct conditions.



## Cold preparation

Once we have received the approved raw materials, we start making the doughs or ragouts based on various recipes, and herb and spice mixes. Since this process is computer-controlled, it enables us to always guarantee the same temperature and mixing time, and a consistent final product. If something does go wrong, our skilled staff always step in to correct the issue.



## Cooking, steaming, deep-frying and smoking

Our large and varied machine park allows us to create a variety of shapes, weights and structures. The products are all heated to a minimum core temperature of 72°C, in order to guarantee a food-safe product. Our operators attend an annual refresher course on how to make food-safe products.



## Frozen/Cooled

Most products are IQF ( Individually Quick Frozen). By freezing our products quickly and individually, the ice crystals that form are smaller, which, in turn, benefits the quality.



## Packaging

Our products are packed manually. There's no better quality control than this! Products can be packed in American folding boxes, sprinter boxes, bulk packaging, vacuum packaging and bags, all made of food-grade packaging materials of course. Products are either frozen directly in line or they are packed in cold storage and then left overnight at -40°C, which enables them to reach a core temperature of -18°C.



## Storage/Dispatch

All packages are coded and allocated a place in our storage warehouse. Through our tracking system, we know at all times where the products are and which raw materials have been used to produce them. The cold chain is continuously monitored in this process, both through manual checks and via an online alarm system. After our sales desk team has accepted the order and entered it into the system, the order is prepared for shipment. We have our own fleet of trucks and distribute orders in such a way that a maximum of boxes is delivered with a minimum of kilometres driven. If the distance combined with the quantity of goods to be delivered is not justifiable, we use external transport to dispatch them together with other similar products.



In addition to the international GRI reference framework for sustainability reporting, we are also investigating how we can contribute to the Sustainable Development Goals (SDGs). These Sustainable Development Goals were adopted on 25 September 2015 by 193 heads of state and government at a special summit of the United Nations in New York. They cover a whole range of sustainability themes, such as climate change, biodiversity, public health, education and the battle against poverty, and determine the global sustainability agenda. Throughout our sustainability report, we refer to the SDGs where we believe we can play a role.

## A responsible product

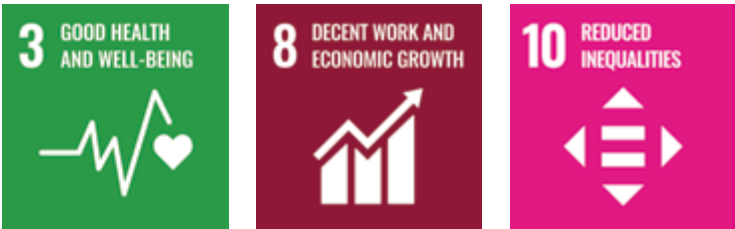
With our raw material suppliers, we strive towards a long-term partnership and consistently high product quality. Together with our customers, we innovate our recipes and product composition.



As a producer of a product containing mechanically deboned chicken meat, we are doing our bit to reduce **food loss**. Customised **recipes**, an eye for **animal welfare** and **ethical business practices** make your snack ethically sound.

## Ensuring people come first

Beltaste wants to guarantee dignity and equality for all employees and partners, in terms of **opportunities**, **training**, and **safe and healthy working conditions**.



➤ Find out more on p. 34

## Reducing our environmental impact

Beltaste is a **sustainable and profitable company**. We strive to improve our operational efficiency and reduce our **ecological footprint**.



Managing raw materials, energy and water sustainably and using them efficiently is a must. We also aim to reduce food waste and produce less waste overall.

➤ Find out more on p. 46

## Good governance

Thanks to our many years of **experience**, we guarantee not only the high quality you are looking for, but also the **freshness and food safety** of our products. Together, we do our utmost to provide the best possible service, day in, day out.



We ensure that at all stages of production, processing and distribution, our products meet the (legal) requirements for food safety (unintentional contamination), food defence (control and protection against intentional contamination), food fraud (scams), quality and traceability. These efforts were rewarded with the **IFS Food Standard Higher Level**, **FSSC 22000** and **Autocontrole labels**.

➤ Find out more on p. 54



We want to  
ensure dignity  
and equality for  
our workers!



# A RESPONSIBLE PRODUCT

Consistent quality starts with the right ingredients. We select our raw materials on the basis of trust, fair relationships and long-term partnerships. What's more, we innovate to develop more sustainable and healthier products.

## Key figures

- + 4 Zero range (meatless) snacks
- + 2 vegan croquettes
- 100% RSPO palm oil
- Almost €115,000 donated to Make-A-Wish® Belgium and the Netherlands since the start of our cooperation

## Beltaste ESG charter 2022-2025

- We strive for greater sustainability for our **products** (ovenable, never fry, ...) through the use of **certified raw materials**, palm oil (RSPO), soya (RTRS) and FSC-certified cardboard.
- We also remain committed to **charitable initiatives**.



## Meat, fish, vegetarian, vegan and halal

Our wide range contains all our well-known best-selling snacks, such as frikandellen, meatballs, cervelas and a delicious, varied selection of hamburgers. Oma Bobs also specialises in croquettes and bitterballen. But the snack market is dynamic. Hence our constant focus on innovation and inspiration. With our Zero range (meatless snacks) and Prohalal range, we develop exclusive concepts for specific requirements. Oma Bobs also offers a selection of vegetarian and vegan snacks.

**The Flanders' Food research project Meat Mimic Matrix investigates meat alternatives** In recent years, we have seen the eating patterns in Flanders evolve. Vegetable proteins becoming increasingly popular and the number of flexitarians, i.e. people who deliberately eat no meat at least one day a week, is growing. A recent market study by KU Leuven has revealed that 1) meat alternatives contain many different ingredients of which the technological and functional role (structure-generating capacity, water binding and fat binding) is not always clear and 2) the texture/structure of meat alternatives is often not of high quality (too soft, brittle, mushy, having little bite, ...).

Beltaste is therefore participating in the collective research project MeatMimicMatrix with the aim of developing vegetarian/vegan meat alternatives with an optimal structure, water and fat binding through an intelligent choice of proteins, fats and functional ingredients, the so-called "MeatMimicMatrix M<sup>3</sup>". Through the knowledge matrix and the developed prototypes, we can then proceed to develop and implement proprietary meat alternatives.

↗ Source



## Zero range

The Zero range by Beltaste includes four delicious vegetarian snacks, specially developed for all veggie lovers. In 2021, we launched the latest product in the Zero range: the vegan Loempidel Zero, which we are promoting together with Dylan Haegens, a popular Dutch YouTuber.

## ProHalal range

Our ProHalal range includes six delicious halal snacks, produced according to a certified halal procedure. This range is perfectly suited to today's multicultural society.



## BtB range

Our BtB range offers custom solutions. For example, we developed a perfectly straight frikandel for more efficient processing in sausage rolls.



## High-quality, sustainable raw materials

Beltaste purchases its raw materials from certified, mainly European suppliers. All raw materials are stored under the right conditions during transport and prior to further processing. They must be accompanied by product specifications, a GMO-free declaration, quality certificates (IFS, BRC or FSSC 22000) and analysis reports. Suppliers must also guarantee full traceability.

All suppliers are continuously assessed for quality, delivery reliability and general cooperation.

After all, our ultimate goal is to nurture long-term partnerships and guarantee consistent product quality. Based on this assessment, we divide suppliers into four categories:

- A suppliers meet all our expectations
- B and C suppliers must start an improvement process under our guidance.
- D suppliers do not meet our expectations. We stop our collaboration with these suppliers.

Beltaste is committed to observing the highest standards of business ethics and demands the same commitment from its business partners. Our ethical procurement policy specifies our expectations.





## Product composition

The main ingredient of our classic products is mechanically deboned chicken meat. After the removal of the breast, thighs and wings, carcasses which still have a lot of meat attached are not thrown away, but the remaining pieces of meat are removed from the bone by mechanical pressure. The result is mechanically deboned chicken meat. **Circular economy avant la lettre.** These and other meat parts are then mixed with water, breadcrumbs and recipe-specific spice mixes. In addition to chicken, our range also includes products based on beef, veal, turkey, fish or shrimps.

In the Zero range, the mechanically deboned meat is replaced with 5-10% wheat or soya protein. In addition, these recipes contain water, vegetables (onion), fat, spices and functional additives.

### Beter Leven (Better Life) Chicken/Pork \*

The Beter Leven (Better Life) quality label is a 1-, 2- or 3-star label for animal welfare that can be found on the packaging of meat, chicken, eggs and many composite products. The more stars, the better the life of the animals has been. The label is issued by the Dutch Society for the Protection of Animals, which works with independent certifying bodies. Some of our raw materials bear the 1-star label. Together with our customers, we aim to improve this performance.

### Sustainable palm oil and soya

To ensure the sustainable cultivation of palm oil and soya, we support RSPO (Roundtable on Sustainable Palm Oil) and RTRS (Roundtable on Responsible Soy). Both organisations developed global standards and a certification system for the responsible production, processing and trade of palm oil and soya. The palm oil we purchase is 100% RSPO-certified. However, for the time being, we have not yet been able to purchase RSPO-certified soya.



## Snacks and a varied diet

Snacks are part of a varied and balanced diet.

We are assuming our responsibility by:

- not using genetically modified or irradiated raw materials;
- not using synthetic colourings;
- innovating with clean-label products: without artificial aromas, colourings and flavourings;
- reducing the salt and fat content of our recipes;
- innovating with meat substitutes (wheat and soya) or alternative fats (rapeseed);
- increasing the fibre content of our products;
- improving the Nutriscore of our products.

We are gradually replacing palm oil with rapeseed oil. Of all the vegetable oils, rapeseed oil has the lowest amount of saturated fatty acids. Rapeseed oil contains antioxidants, which can fight against so-called free radicals. Moreover, it is rich in unsaturated fatty acids and contains vitamin K and vitamin E. Finally, rapeseed oil also has a lower environmental impact as, unlike palm oil, it often comes from Europe.

Our products are accompanied by cooking instructions to ensure optimal taste and quality. Tests with alternative cooking methods such as hot air ovens and air fryers are helping us make our products future-proof. Currently, over 90% of our products are suited for these alternative and healthier cooking methods.



### Vanreusel and De Romeo's support Make-A-Wish®

Make-A-Wish® is a voluntary organisation that fulfils the wishes of children aged 3 to 18 who suffer from life-threatening diseases. Our goal is to provide these children and their families with a dream moment that gives them hope, strength and joy to continue the fight against their illness. Since March 2017, Vanreusel, together with De Romeo's, has been supporting Make-A-Wish through the Frikandel XXL. The more pieces of the extra large frikandel are sold, the higher the annual donation! But our support goes beyond a donation. Vanreusel also helps Make-A-Wish boost its brand awareness by serving the large frikandel in a tray with a dedicated Make-A-Wish design. In 2022, a child also visited Hamont through the organisation. A huge fan of frikandellen, we made him the director of our factory for a day.

Through this cooperation, today we are selling about 4 frikandellen a minute, day and night! This translates in a donation to Make-A-Wish® of 53,400 euros in Belgium and 60,375 euros in the Netherlands.



"We believe in the healing power of a wish! When a child sees their wish come true, they can also believe that they will get better. The cooperation with Vanreusel perfectly reflects this positive mindset: eating chips and an XXL frikandel is a lovely activity to enjoy with the whole family. For Make-A-Wish too those are moments to be cherished. We are enormously grateful and honoured to have joined this beautiful and warm partnership!"

Hilde Vanderstichele, CEO Make-A-Wish



## Innovations and continuous improvements

We cherish our relationships with our customers. Our in-house sales team informs you about the latest trends and market developments. In our test kitchen we develop new snack products and concepts together.

Our focus on innovation and continuous improvement allows us to grow in other market segments as well, for example through industrial customers who process our products, such as sausage roll manufacturers, the development of the Zero and Prohalal ranges or our private-label products for retail.

### The Dutch trade magazine 'Out of Home Shops' voted the Loempidel the Best New Product of 2019 in the Netherlands.

Every year, this magazine chooses the best new product in the hospitality and catering sectors. After the nomination, the jury surveyed many leading wholesalers and end customers. Based on their findings, the Loempidel, a frikandel wrapped in a surprising Oriental crispy jacket, emerged as the winner.







# ENSURING PEOPLE COME FIRST



## Key figures

### Belgium (Hamont)

- 220 employees
- 10 nationalities
- 60% men / 40% women
- 80% on an indefinite employment contract
- 93% full-time
- 70 aged < 30 years
- 79 aged 30 to 50 years
- 37 aged > 50 years
- 30 colleagues commuting by bike

(number of employees by age range)

### Hungary (Mórahalom)

- 125 employees
- 3 nationalities
- 35% men / 65% women
- 95% on an indefinite employment contract
- 95% full-time
- 50 aged < 30 years
- 116 aged 30 to 50 years
- 13 aged > 50 years

(number of employees by age range)

### The Netherlands

(Aalsmeer)

- 25 employees
- 2 nationalities
- 75% men / 25% women
- 83% on an indefinite employment contract
- 93% full-time
- 6 aged < 30 years
- 11 aged 30 to 50 years
- 7 aged > 50 years

(number of employees by age range)



## Beltaste ESG charter 2022-2025

In this framework we:

- strengthen the perception of the **BelPROF values**
- are committed to **diversity and inclusion** within the organisation
- carry out an annual NPS measurement (**satisfaction survey**) with related actions: baseline measurement 2022
- **communicate** with our employees (orange box, consultation hours, special moments...) and we **share successes**
- safeguard our **safety first** culture, supported by the management

## A close-knit family

Beltaste is a family business where relationships are cherished. We make sure that every employee feels at home and we create a warm atmosphere at work. As part of our corporate culture, everyone is personally approachable and open to constructive comments and suggestions that could make Beltaste better.

"We want new employees to instantly feel part of the family. We also put great emphasis on training our staff, for example through buddy programmes to put new employees at ease and enable them to integrate quickly."  
Lore Vervloet, HR Manager

Discrimination, violation of human rights and exclusion of minority groups are not acceptable to us. All groups and layers of society are given a fair chance to integrate, both at Beltaste itself and at our suppliers. That is why temporary employees are treated in the same way as our permanent staff.

Everyone enjoys the necessary training and new employees are always guided by a buddy during the onboarding. During the first weeks, we focus on product and lines training, but also on integration within the team.

We attract employees based on their 'fit' with the company. Personality and work ethics are more important than one's experience on the CV. We offer our non-Dutch-speaking colleagues Dutch language lessons at work and we also provide English-language communication.

Beltaste takes care of its employees by being flexible at the individual level and actively seeking solutions. Examples include:

- Flexible working hours: flexible start and end times
- Extra leave days, in addition to the statutory leave
- No limitation of time credit (despite the 5% rule). In addition, work arrangements (1/5, 1/2, ...) are always negotiable
- Permanent introduction of occasional teleworking

## Our BelPROF values



### Passion

Fun, enthusiasm and healthy ambition are key

Our employees are proud to work at Beltaste. When we head to the chip shop, we scour the counter for Vanreusel products. Even seeing a flag outside gives us a sense of pride.



### Respect

We respect each other, our products, customers, suppliers, the environment and all stakeholders

We have a very diverse employee population from different backgrounds, age groups, etc... Yet this is not a stumbling block and everyone treats each other with a lot of respect.



### Open and honest

We are innovative, eager to learn, professional and consistent

Communication and transparency are very important! Likewise, we are not afraid to give feedback, and we are open to receiving it.



### Familial

Together we go for it

The Beltaste group feels like one big family. Together we work hard to achieve our collective goals, but we can also turn to each other when things get tough.



**A survey conducted in 2021 concretely showed how our BelPROF values are experienced in practice:**

“ At Beltaste you don't feel like a number. People take their time to listen to me.  
*Leonarda Van Der Vorst, packaging operator* ”

“ At Beltaste, the individual takes centre stage. We are treated in a very humane way and they are eager to listen to our concerns. And working with great colleagues keeps my job fun!  
*Bieke Vaesen, packaging operator* ”

“ I feel appreciated in my work. I have growth opportunities, which keep me challenged.  
*Johan Bloemen, senior packing, and cooking and roasting department* ”

“ Despite the many changes, the family feel still prevails. Although not all changes are equally great, these challenges bring a breath of fresh air to the company.  
*Sven Crijns, Prevention Advisor* ”

“ On special occasions, we pay tribute to our employees, from birthdays to births and work anniversaries. Likewise, when someone passes away, we pause and try to lift our spirits and express our sympathy with flowers.  
*Lore Vervloet, HR Manager* ”

**Satisfied employees make for satisfied customers**

Customer satisfaction and employee satisfaction go hand in hand. That is why we have been working extra hard in recent months on communication and proximity. As we have a highly diverse employee population, we try to communicate in different ways. To communicate with the labourers who do not have a professional e-mail address, we use a WhatsApp group, where we share all useful information. We also communicate via a TV screen and by post. Sometimes we even communicate in print, to be able to reach everyone through as many channels as possible.

The bi-monthly information meetings for employees on strategy, planning, safety, new products and investments were also restarted in March 2022. These are the so-called ‘orange box sessions’ of the CEO.

"We try to distinguish ourselves by generating as much ownership as possible among employees. We don't just impose things without explaining the reasoning behind them and highlighting why they are for the better."  
Lore Vervloet, HR Manager

In 2022, we conducted our first employee satisfaction survey. Based on the findings, we drew up an action plan to further improve the results in the year ahead. Some notable positive results were the trust that our employees experienced from their superiors and the joint commitment towards achieving Beltaste's objectives.

Meanwhile, in Hungary, efforts were made to improve the working conditions by introducing break times, improved ergonomics and a proportionate distribution of the workload. For a process that still requires a lot of manual labour (piercing), this is a step in the right direction.



## Job security, also in turbulent times

The chip shop sector was hit hard during the Covid-19 crisis. Due to falling demand, production had to be cut back. We always did this in consultation with our employees so as to find the best solution for everyone. At all times, we guaranteed that our employees would keep their wages; in Belgium we did this through the system of temporary unemployment, while in the Netherlands and in Hungary, the cost was borne entirely by the company.

“ Beltaste definitely offers growth opportunities. I have already been able to take some steps myself. And in my team, too, I always try to give employees the opportunity to realise their ambitions. My job is varied, which keeps it fun and interesting. I also love the social contacts and the feeling that what I do makes an impact.  
*Tom De Graaf, head of the packaging, and cooking and roasting department* ”

“ When I look at my career at Beltaste, I can clearly see that the company offers growth opportunities. This shows that knowledge and commitment are just as important as a diploma. I started here 32 years ago as a meat slicer. Then I became meat slicer manager, substitute satay department manager, goods receipt manager, prevention advisor and production planner. From the cold production area to a warm and cosy office job.  
*Sven Crijns, Prevention Advisor* ”

“ New employees are assisted by their peers and learn their tasks from their fellow operators. By working together in the same shift, every new operator learns the whole process on the job. We inform and listen, and where possible we also think along to solve any problems. We are happy to take certain government applications or formalities off your hands, for example.  
*Beáta Bisztran, HR Manager, Beltaste Hungary* ”

## A healthy and safe working environment

The health and safety of our staff and the people around us is essential. Beltaste strives for a safe, healthy and pleasant working environment without occupational accidents by removing or minimising hazards or risk factors in the working environment.

The past two years have been marked by the impact of the Covid-19 pandemic, not only in terms of production downtime (complete lockdown in the first half of 2020, restart at half speed), but also in terms of measures taken on the shop floor to keep our employees healthy (100% production provided that distance and hygiene rules were respected). From day one of the Covid-19 crisis, communication has been key. We adhere very strictly to the measures that are imposed and try to communicate very transparently and clearly about these measures. Even when the news we have to deliver is not the most pleasant, for example the extension of the obligation to wear a face mask. However, this approach paid off as we have been spared cluster infections and the impact on staff attendance has been fairly small.

“ At Beltaste, everyone is open to questions and comments, with the necessary respect. Every employee has an important role within Beltaste. A missing link can sometimes result in the whole chain needing to adapt. Employees show the necessary flexibility to help across departments when needed. We experience new challenges every day due to the rapidly changing market (partly due to Covid-19). To meet these challenges, a rapid and targeted response is a must. Therefore, flexibility and our employees thinking along are very important.  
*Kristof Rutten, manager, shipping and incoming goods department* ”



# Safety first

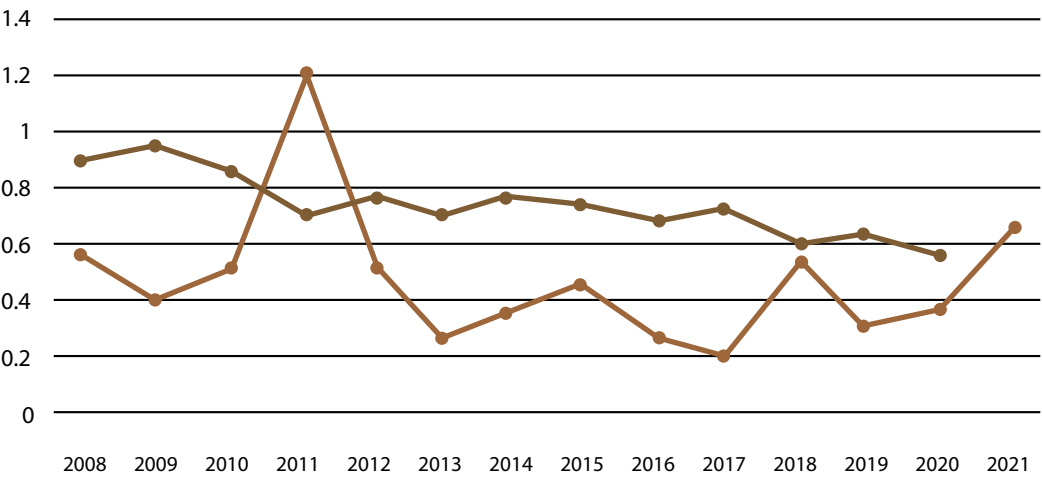
We must be able to avoid every occupational accident. All occupational accidents (number, severity, causes) are recorded and evaluated for future prevention.

The main causes of such accidents are:

- Slips, falls and trips
- Cutting and bumping

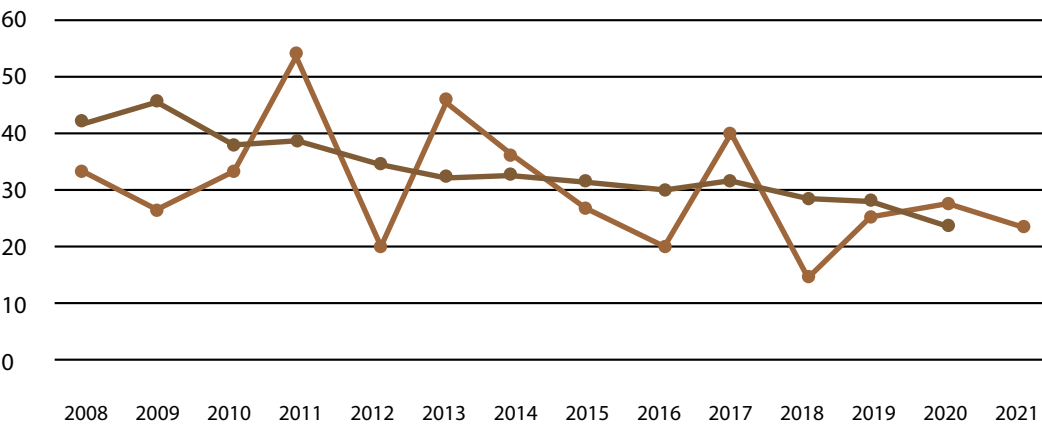
At Mórahalom, most accidents occur while the employees are cutting onions and meat parts. In order to prevent cuts, investments were made in iron gloves.

Severity rate = number of calendar days lost per 1,000 hours exposed



Beltaste. H    Avg. Sector

Frequency rate = number of accidents per million hours exposed



Beltaste. H    Avg. Sector

By making some operational changes and adapting operations, we saw a decrease in the number of occupational accidents in Hamont.

The ultimate goal remains 0 accidents by:

- offering targeted training courses
- creating a safety culture
- investing in safety measures (brackets to move carts, electric pallet trucks to work safely at a height in the freezer)

During our monthly rounds, we inspect safety behaviour on the shop floor, but we also look out and listen for points of improvement and minor annoyances. Being present on site and paying attention certainly benefit the safety and health of our employees.

## A strong safety culture to reduce and prevent accidents at work

Every accident is one too many! To reinforce this commitment, we developed a safety campaign in cooperation with Fullmark with the aim of improving both the attitude and behaviour of our employees.

The initiative includes:

- training to increase the impact of managers in discussions on safety
- targeted focus themes (every 2 months) to strengthen the safety culture

“ Due attention is paid to safety and ergonomics. We try to improve this every day, together with my team, with the help of technical services and the prevention advisor.  
Tom De Graaf, head of the packaging, and cooking and roasting department ”



## BELFIT for a healthy and pleasant workplace

Beltaste wants to increase the well-being and health of its employees in a fun way via BELFIT. In this way, we hope to employ satisfied, motivated and enthusiastic employees. With a healthy mind in a healthy body.

### Within BELFIT we focus on 3 specific areas



**Food**

e.g. by offering our employees fruit twice a week and soup three times a week.



**Exercise**

e.g. through walks in small groups



**Mental fitness**

e.g. through a quiz for the whole family



BELFIT strengthens the team spirit. Great initiatives, organised by an enthusiastic group, time and again. The activities also act as team building, which makes it fun to participate.

*Tom De Graaf, head of the packaging, and cooking and roasting department*



Belfit is a fun initiative where you can let off steam in a rather informal setting. In this way, colleagues get to know each other better, which ultimately also contributes to increasing productivity in the workplace.

*Lore Vervloet, HR Manager*



### The Beltaste Bicycle Plan encouraged more than 30 colleagues to commute by bike

To encourage our Belgian employees to come to work by bike, we launched the Beltaste Bicycle Plan in 2019. All Beltaste employees have the possibility of leasing a bicycle of their choice for commuting, including insurance, maintenance and breakdown coverage. The lease is concluded for a period of 3 years, in exchange for a part of the gross salary. Beltaste employees who commute by bicycle continue to receive a bicycle allowance (€0.24/km). More than 30 employees have already made use of this benefit: a win for the environment, their health and their wallet.



# REDUCING OUR ENVIRON- MENTAL IMPACT

## Key figures

+ 60 extra solar panels

Continuous improvement of our processes

- 0.5% reduction in breakage losses over 2 years
- water reduction of 0.35 l/kg in 2021

### Belgium (Hamont)

- 1.5% green electricity
- 0.25 tonnes CO<sub>2</sub>/tonne product carbon footprint scope 1 and 2
- 3-4 m<sup>3</sup> water/tonne product
- 4% non-recycled residual waste

### Hungary (Mórahalom)

- 0% green electricity
- 0.30 tonnes CO<sub>2</sub>/tonne product carbon footprint scope 1 and 2
- 4-5 m<sup>3</sup> water/tonne product
- 1.3% food loss

### The Netherlands

(Aalsmeer)

- 0% green electricity
- 0.34 tonnes CO<sub>2</sub>/tonne product carbon footprint scope 1 and 2
- 4-7 m<sup>3</sup> water/tonne product

## Beltaste ESG charter 2022-2025

In this framework we:

- are calculating and intend to reduce Beltaste's total carbon footprint by 2024, including that of our suppliers
- are carrying out an energy audit in 2022 and setting reduction targets
- are further increasing the share of renewable energy
- focus on internal recycling and energy/water recovery in our processing activities
- are making our car and transport policies greener



## Efficiency gains on the new production line

In 2022, a new line will be put into service in Hamont that:



can reduce breakage losses by 30-40%



consumes less compressed air



can be cleaned more efficiently



can freeze directly, leading to 1/3 energy savings



emits less cooking fumes



## Sustainable entrepreneurship takes centre stage at Oma Bobs

Oma Bobs has more than 69 different flavours of bitterballen and croquettes - from the classic beef bitterbal to exclusive truffle croquettes. This wide variety of products requires many production changes. We were able to achieve a 30% increase in production volume through various interventions: lower product losses, optimised cleaning and a more efficient cooling system.

In 2022, a second production line will be built that will allow us to make our production process even more efficient. By better coordinating the runs, water consumption and cleaning can be optimised.

We also focus on:

- waste recycling
- the use of FSC-certified packaging materials
- maximum energy recovery
- an electric/hybrid fleet



Beltaste is fully committed to sustainable entrepreneurship. Through the thorough separation and valorisation of waste streams, the recovery of energy (heat and cold) to be used elsewhere in the production process, extra focus on reducing water consumption, and investment in solar panels.

*Gert Poets, QA Manager Hamont*



At Beltaste, sustainability is alive and thriving, not only through major adjustments such as solar panels and heat recovery, but also through smaller initiatives. Instead of offering drinks in bottles and cans, we now have a water fountain, and we have set our printers to automatic black-and-white printing instead of colour for everyone. In the near future, we also aim for a greener vehicle fleet.

*Lore Vervloet, HR Manager*



Energy

The economical use of energy starts as early as the purchase of systems and machinery. Energy-efficient purchasing is a conscious choice. We consume the highest amounts of power for freezing and meat preparation. We produce part of our electricity ourselves (through solar panels). In Hamont, in addition to the existing 600 solar panels, we installed an extra 60 panels in 2021.

Gas is consumed in the steam generator and for heating thermal oil (frying lines).

Our central NH3/CO2 cold plant supplies cold in various temperature ranges. The central pumping system works with ammonia (NH3) and carbon dioxide (CO2), two natural refrigerants which have low values that give an indication of their environmental impact:

- for the Ozone Depletion Potential (ODP) the following applies: **NH3= 0 ; CO2=0**
- for the Global Warming Potential GWP the following applies: **NH3= 0 ; CO2=1**

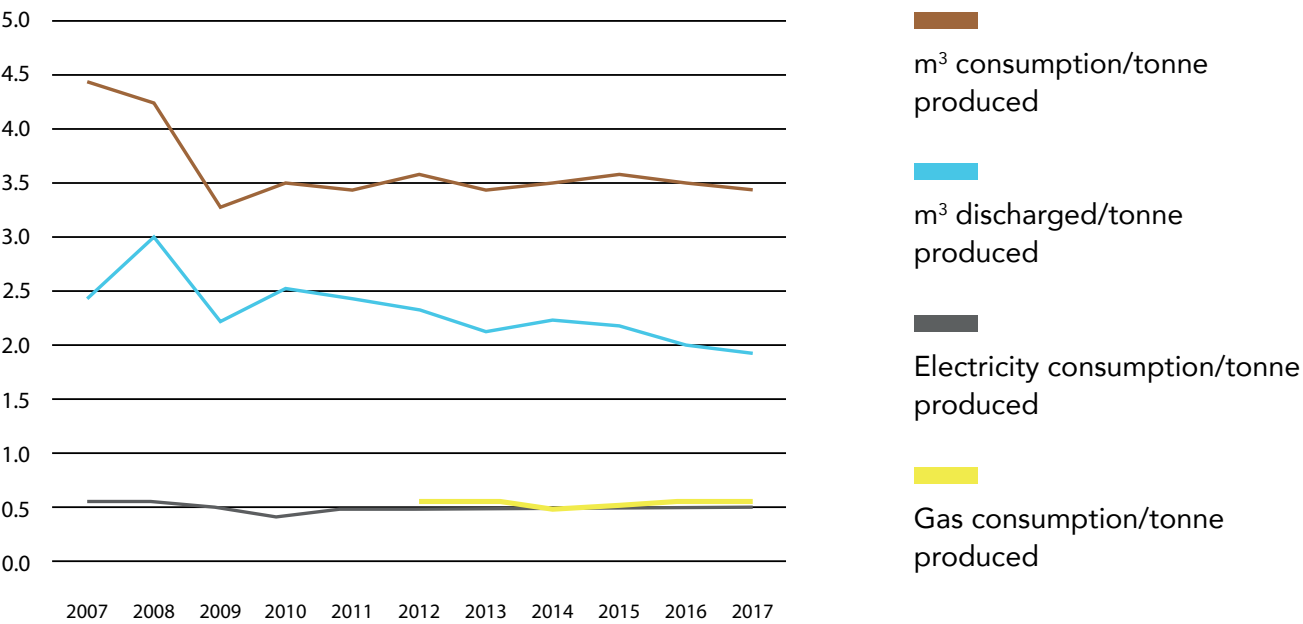
Our company buildings are heated via residual heat from the cooling plant. Through additional recovery via the cooling plants we will be able to heat an additional 120,000 m³ through residual heat from 2022 onwards. We will then install a heat exchanger to recover some of the heat from the compressed gases. Behind this heat exchanger (which heats the water up to 30°C), there will also be heat exchangers in the oil circuit of the compressors. These will reheat the water to 50°C. These interventions will relieve the cooling tower, reduce the motor current of the compressors and reduce the amount of water the condenser has to evaporate. This will save water and chemicals for the treatment of water from the cooling tower.

Water

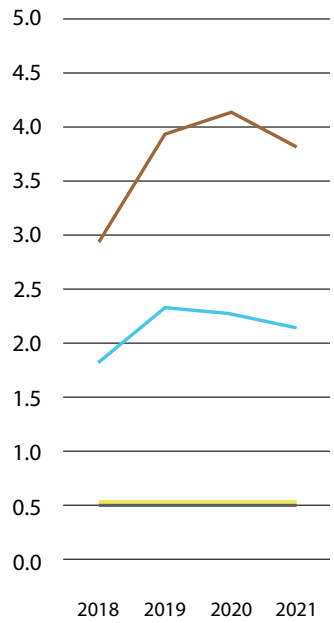
Water is essential in our production process, both for the preparation of the products and the cleaning of all the production machinery. By making small adjustments, we were able to save up to 0.35 litres per kg of product made in 2021. Furthermore, we have our own physico-chemical water treatment system.

We switched to a new chemical supplier for more efficient cleaning (1 step instead of 2 steps).

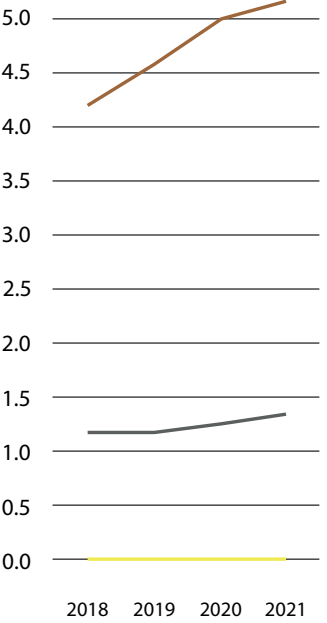
The Netherlands



Belgium



Hungary





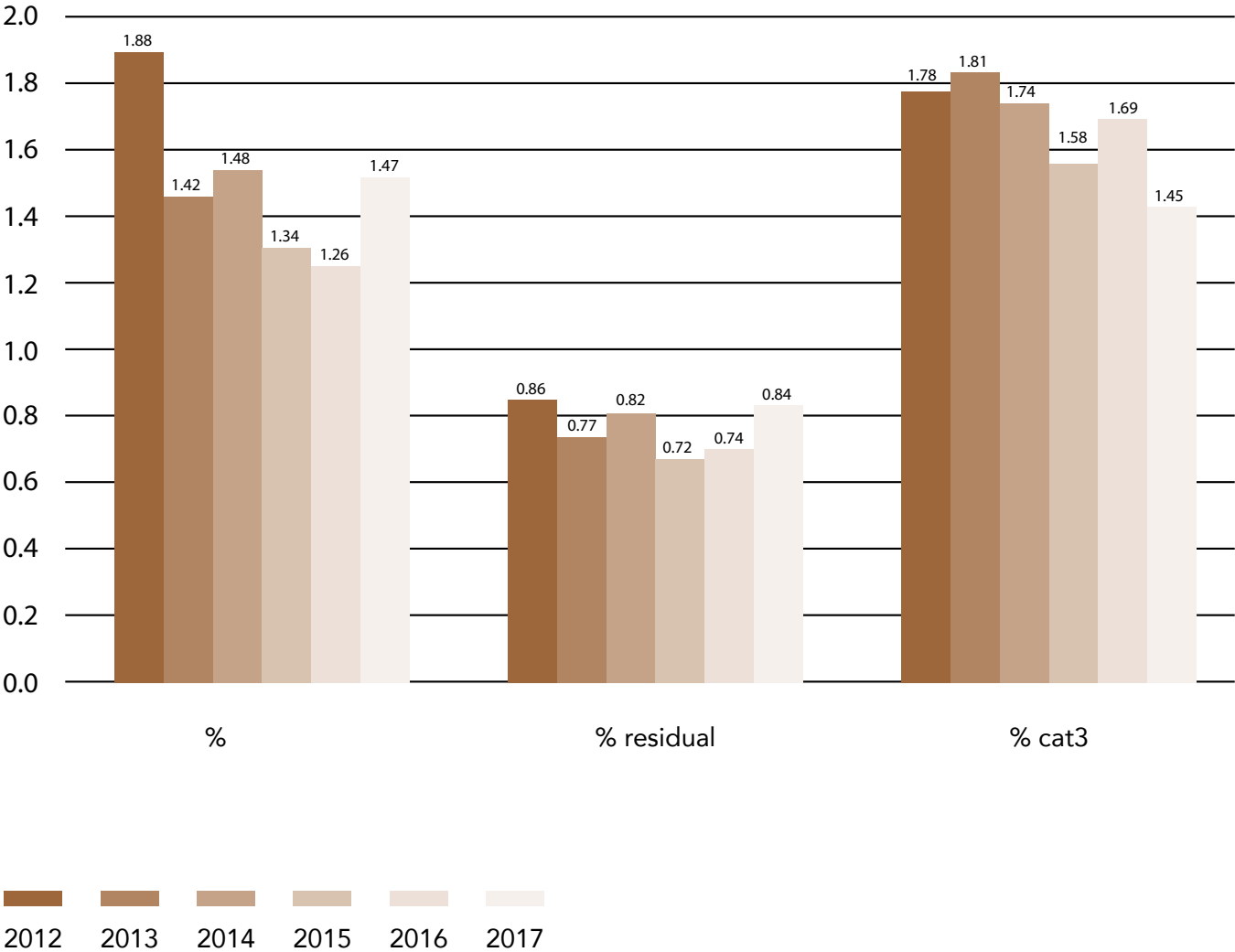
## Reduction of food loss and waste management

We strive to waste as little food as possible. Breakage is the biggest cause of food loss. Improved monitoring of our production lines in Hamont enables us to follow the returns online and in real time, and make adjustments more quickly.

**Within two years, we were able to reduce breakage losses by 0.5%.**

In Mórahalom, piercing still requires a lot of manual work. We invested in a robotic piercing installation. Not only can it be used for 16 to 24 hours a day (instead of 8 hours), it also causes fewer breakage losses.

Other waste streams are also avoided as much as possible and all our waste is optimally sorted. The aim is for as many waste fractions as possible to be recycled and/or used for the production of green energy (especially flotation sludge and cat 3 = biological waste). For example, we installed an extra container for wood and we now work with colour codes to sort the various streams.



## Packaging

Packaging is indispensable for all our products. Its main function is to ensure that the quality, food safety, freshness and shelf life of our products are maintained, to protect our products during transport and to prevent food loss. In addition, it supports our marketing efforts by providing our customers and consumers with essential product information (e.g. nutritional table, ingredients, preparation method, etc.).

We also supply chip shop owners with consumer packaging when we deliver our products. These are now made of paper instead of plastic.

## Logistics

For the delivery of semi-finished products from our site in Hamont to Mórahalom, we use reusable meat bins. Other raw materials are also purchased centrally, collected in our warehouse in Hamont and from there they are optimally bundled for transport to Mórahalom. This saves us intermediate transport to suppliers and ensures full return shipments. Our trucks are EURO 5 or EURO 6.

### A makeover for our boxes

Recently, we gave our boxes a modern makeover. Our delicious Zero range, HOT range, Mad Roosters Family, etc. are now even easier to recognise thanks to the unique icon we developed for each of them! The new packaging also features our brand value vignette, which was specifically developed to emphasise the Vanreusel brand values: a Belgian family business, exclusively for the hospitality and catering sectors. As such, you can see at a glance who we are and what we stand for.



# GOOD GOVERNANCE

*Quality is our priority. Since 2006, we have held the IFS (International Food Standard) and FSSC 22000 (Oma Bobs) certificates: this is the result of daily monitoring of food safety throughout the chain, but also of our ability to offer a consistent product to our customers. Our long-term partnership with all partners in the chain results in a stable and high-quality end product. You don't check quality, you make it!*

## Beltaste ESG charter 2022-2025

In this framework we:

- implement our 'Belcode of conduct'
- focus on fair competition, correct communication to stakeholders, integrity and respect
- focus on high-quality products
- publish an annual sustainability report with communication to all stakeholders

We ensure that at all stages of production, processing and distribution our products meet the (legal) requirements for food safety (unintentional contamination), food defence (control and protection against intentional contamination), food fraud (the deliberate substitution, addition, manipulation or misrepresentation of foods, food ingredients or food packaging; or false or misleading statements about a product for the purpose of economic gain), quality and traceability. The food safety culture (attitude and behaviour) is also measured. Our efforts were rewarded with the IFS Food Standard Higher Level (IFS V7) for Belgium and Hungary, FSSC 22000 for Oma Bobs (the Netherlands) and Autocontrole (ACS G-014, G-017 and G-019) in Belgium.

Since 2017, our annual IFS audit is unannounced. In principle, the full range of IFS requirements can be audited at any time. Moreover, the result of the audit is the final result of the assessment. As such, there is no option of providing evidence after an audit that the identified shortcoming has been adequately addressed. Once again, quality is an everyday responsibility.

“ Food safety is never a given and can be constantly improved. As a company, we have the necessary working regulations, we operate according to the HACCP guidelines and we focus on training, inspections and analyses in order to tackle risks. But food safety can often also be traced back to human behaviour and actions, which are determined by the prevailing climate within Beltaste. Only a positive food safety culture can result in food-safe, high-quality products.

If every employee feels involved in the organisation and does their best to ensure food safety and quality based on intrinsic motivation, this will certainly benefit the entire organisation.

Delivering quality costs money. Failure to deliver quality costs capital.

*Gert Poets, QA Manager Hamont* ””





### Food safety and quality in every step of the chain

Beltaste only joins forces with **quality-certified suppliers**. IFS, BRC or FSSC 22000 are a basic requirement. The quality parameters for each raw material and for our packaging material are laid down in mutually agreed-upon specifications between the suppliers and Beltaste. Through site visits, we also ensure solid cooperation on the ground.

Only approved raw materials and packaging materials (in terms of temperature, labelling, visual and sensory aspects, packaging, etc.) are accepted and used in the production process. Sampling and (visual) checks also take place throughout the production process. Educating and training our employees is an important part of our quality programme, and these training initiatives contribute to monitoring and further raising our quality standards.

### More efficient work with the 5S Method

Lean is a management philosophy aimed at creating long-term **value for customers** in all business processes. This is done by eliminating waste. The philosophy is supported and implemented across the entire organisation through employee empowerment, supported by the management. In 2021, we introduced the 5S method on the shop floor. 5S is a method within Lean Management to organise the workplace so that shortcomings are instantly visible and wastage such as waiting or searching for materials, tools or information can be avoided. The purpose of 5S is **to work more efficiently**. A workplace organised according to the 5S method is safe, efficient and pleasant. It automatically contributes to the **avoidance of waste**. It also **prevents unsafe situations** and therefore accidents.

### Towards 100% customer satisfaction

At Beltaste, customer satisfaction is very important. We can learn a lot from our satisfaction surveys, and we also use this knowledge to raise our products and services to an even higher level. To calculate the Net Promoter Score, we asked the chip shop owners we work with to indicate on a scale of 0 to 10 how likely it is that they would recommend our company and products to a colleague. **The official Net Promotor Score for 2021 is 39.** (Score based on a survey of 400 chip shop owners in Flanders (160), Wallonia (80) and the Netherlands (160))

That is 4 points more than in 2020! And 9 points more than in 2019. This means that we have a growing group of loyal customers who also act as brand ambassadors and see us as a reliable partner. The majority of satisfied customers are particularly satisfied with the quality, taste and price of our products.

### However, we can learn from our mistakes as an input for process improvement

In order to prevent as many product shortcomings as possible, we work with both an internal and an external complaints system. **Quality is everyone's concern.** All employees are encouraged to report as many faults, deviations and possible shortcomings as possible, so that corrective action can be taken. If, after this intensive care process, there are still any issues, do not hesitate to contact our sales team, which together with the quality department, will be happy to tackle your complaints. A complaint trend analysis is carried out monthly and used for optimisation and adjustment, i.e. we focus on preventive rather than corrective action.



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