

Reference matrix Holland Malt

ISO 26000



Holland.Malt
your quality in our hands

Introduction

Holland Malt is a malting company dedicated to produce and deliver the best malted products for the beverage and food industry. The company is the result of a joint-venture of a beerbrewer and a farmer's co-operative. We have the ambition to grow to a strong and valuable chain partner for both brewer's and farmers in Europe, as well as outside of Europe. We are committed to be a top quality and service provider to our clients.

Further information on the company can be found on our website: www.hollandmalt.com

Malt production of Holland Malt is located at 2 sites:

Holland Malt Lieshout (head office)	Holland Malt Eemshaven
De Stater 1	Westlob 4
5737 RV Lieshout	9979 XJ Eemshaven
The Netherlands	The Netherlands

Activities of Holland Malt

Storage and transshipment of grains and the production of malt for use in food and beverages.

Scope

This declaration is applicable to head office and all production locations of Holland Malt. It includes all activities such as acquisition of barley or other cereals, malting, and the shipping of malt.

Current document

Version:	mrt-16
Validity:	According to ISO 26000 procedures priority matrix and reference matrix are validated on a yearly basis. Next validation is to be done in 2017.
Status:	Final



Appendix B Reference Matrix (NPR 9026+C1:2012)			
No.	Question	Answer to the question	Source
The Seven Principles of ISO 26000			
1	Our organization is accountable for its impacts on society, the economy and the environment. Which activities does your organization undertake to give substance to this principle?	<p>We are accountable for:</p> <ul style="list-style-type: none"> √ the impacts of our decisions and activities on society, the environment and the economy, especially significant negative consequences; √ the actions taken to prevent repetition of these negative consequences. <p>Clarification/examples: Holland Malt accounts for its actions in several ways. We report to our stakeholders via an annual financial and a bi-annual CSR report. We also put information on our website and we engage in an active stakeholder dialogue; we actively use our contact and communication opportunities to discuss CSR issues with our stakeholders. Control, evaluation and continuous improvement of our activities is embedded in our daily practice through our own management system (ISO 22000); we monitor via several CSR related KPIs and management reviews hereof.</p>	<p>Website Holland Malt CSR report Holland Malt Annual report Holland Malt (via Chamber of Commerce)</p>
2	Our organization is transparent about decisions and activities that have an effect on society and the environment. Which activities does your organization undertake to give substance to this principle?	<p>We are transparent regarding:</p> <ul style="list-style-type: none"> √ the purpose, nature and location of our activities; √ the identity of any controlling interest in the activity of our organization; √ the manner in which decisions are made, implemented, and reviewed; √ the definition of the roles, responsibilities, accountabilities and authorities across the different functions in our organization; √ the standards and criteria against which our organization evaluates its own performance relating to social responsibility; √ our performance on relevant and significant issues of social responsibility; √ the sources, amounts and application of our funds; √ the known and likely impacts of our decisions and activities on our stakeholders, society, the economy and the environment; √ our stakeholders and the criteria and procedures used to identify, select and engage them; <p>This information is:</p> <ul style="list-style-type: none"> √ Public and easily available. √ Understandable for our stakeholders. √ Timely, factual correct, clear and objective. <p>At Holland Malt, we developed a communication plan for our communication activities based on ISO 26000. Holland Malt wishes to publish the information above and more in a biannual CSR report. Here, more information and news can be found about our company as well. Holland Malt also publishes an annual financial report, available via the Dutch Chamber of Commerce. Furthermore, we engage in an active stakeholder dialogue. We actively approach our stakeholders to share ideas on CSR development and to get feedback from them. Stakeholders can also always contact us by phone or e-mail with any questions they might have.</p>	<p>http://www.hollandmalt.com/nl/sustainability</p> <p>Information about our management / decision makers: http://www.hollandmalt.com/nl/about-us/people</p> <p>CSR fact sheet Holland Malt Annual report Holland Malt (via Chamber of Commerce) Communication plan Holland Malt (not publicly available)</p>
3	Our organization behaves ethically. Which activities does your organization undertake to give substance to this principle?	<p>We:</p> <ul style="list-style-type: none"> √ identify and state our core values and principles; √ develop and use governance structures that promote ethical behavior within our organization, in its decision making and in its interactions with others; √ identify, adopt and apply standards of ethical behavior appropriate to our purpose and activities and consistent with the principles outlined in NEN-ISO 26000; √ encourage and promote the observance of these standards; √ define and communicate the standards of ethical behavior expected from our governance structure, personnel, suppliers, contractors, owners and managers, and particularly from those that have the opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of our organization and people acting on its behalf; √ prevent or resolve conflicts of interest throughout the organization that could otherwise lead to unethical behavior; √ establish and maintain oversight mechanisms and controls to monitor, support and enforce ethical behavior; √ establish and maintain mechanisms to facilitate the reporting of unethical behavior without fear of reprisal; √ recognize and address situations where local laws and regulations either do not exist or conflict with ethical behavior; √ adopt and apply internationally recognized standards of ethical behavior when conducting research with human subjects; <p>The aspect of respecting the welfare of animals is at the moment not relevant for the activities of Holland Malt.</p>	<p>CSR policy Holland Malt Code of conduct Company Code</p>



No.	Question	Answer to the question	Source
		<p>How is this ethical behavior formalized? Holland Malt uses a:</p> <ul style="list-style-type: none"> √ Code of behaviour, namely a "gedragsregels" document for all employees, this is part of our company regulations and CAO and needs to be signed by employees at the start of their employment. There is an extra Code for our employees with commercial functions. We are currently looking into the options of providing annual training for these employees. √ Policy or standard for ethical behavior, namely our CSR policy statement that includes our mission, vision and strategy on CSR. √ A Code of conduct for our suppliers, based on ISO 26000. We started implementing this Code with our 3 most important suppliers (appr. 60% of our spend) and plan to expand this in the near future √ At the moment, Holland Malt does not have a Whistle-blower policy. Employees can discuss any issue they might wish to bring up with our employee relations officer ("vertrouwenspersoon"). <p>We also actively ask feedback on our behavior and decisions through our stakeholder dialogue and respond to requests for information. Furthermore we do due diligence checks annually on our own activities and that of our contacts in the value chains.</p>	
4	<p>Our organization respects the interests of our stakeholders and takes them into account. Which activities does your organization undertake to give substance to this principle?</p>	<p>We:</p> <ul style="list-style-type: none"> √ identify our stakeholders; √ recognize and have due regard for the interests as well as the rights of our stakeholders and we respond to their expressed concerns; √ recognize that some stakeholders can significantly affect the activities of the organization; √ assess and take into account the relative ability of stakeholders to contact, engage with and influence the organization; √ take into account the relation of our stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with our organization; √ consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests. <p>As stated above, we engage in an active stakeholder dialogue. Holland Malt identified its stakeholders and actively seeks to inform them about our activities and decisions and to take into account any concerns they might have. Our stakeholder dialogue documentation is not publicly available, but we report on issues that have come up in our CSR factsheet. We also report our CSR ambitions and goals, that are decided on taking stakeholder expectations into account.</p>	<p>stakeholder dialogue plan and related documentation (not publicly available) CSR factsheet Holland Malt</p>
5	<p>Our organization respects the applicable laws and regulations. Which activities does your organization undertake to give substance to this principle?</p>	<p>We:</p> <ul style="list-style-type: none"> √ comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced; √ ensure that our relationships and activities comply with the intended and applicable legal framework; √ keep ourselves informed of all legal obligations; √ periodically review our compliance with applicable laws and regulations. <p>This is also formalized in management systems for different subjects like environmental laws and regulations, food and work safety. Different departments within Holland Malt have their own responsibility. Holland Malt makes use of the legal expertise of Bavaria. Work safety issues are i.e. dealt with by Holland Malts plant managers with periodical risk checks being done by Bavaria staff members.</p>	<p>CSR factsheet (Holland Malt will report any significant fines received)</p>
6	<p>Our organization respects the international norms of behavior. Which activities does your organization undertake to give substance to this principle?</p>	<p>We:</p> <ul style="list-style-type: none"> √ respect international norms of behavior in situations where the law or its implementation does not provide for adequate environmental or social safeguards, or conflicts with international norms of behavior; √ reconsider our relations and activities in areas where the law or its implementation is in conflict with international norms of behavior and where not following these norms would have significant consequences; √ consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy conflicts of laws and regulations with the international norms of behavior; √ avoid being complicit in the activities of another organization that are not consistent with international norms of behavior; <p>At Holland Malt, we have a code ("Bedrijfscode") for our employees which is part of our company regulations, and which is signed by the employees. Ethical behaviour in our external relations is part of this code.</p> <p>For problems that employees might have, Holland Malt has a relations officer.</p> <p>Holland Malt purchases its main ingredients in Western Europe. For suppliers there is a Code of Conduct. Packaging material is from China and Eastern Europe. We plan to expand discussion with our suppliers to CSR issues in the near future.</p> <p>Our products are shipped to customers all over the world. These are mostly big companies with their own CSR policies. Holland Malt inventorized the CSR activities of our main customers. Customers in Africa appear to be relatively inactive on CSR issues. This is an issue of concern but the sphere of influence of Holland Malt is limited.</p> <p>We work actively to extend and implement sustainable supply chains with both suppliers and clients.</p>	<p>Company code Code of Conduct Inventorisation of CSR activities customers Holland Malt (not publicly available)</p>



No.	Question	Answer to the question	Source
7	Our organization respects and recognizes the universal human rights. Which activities does your organization do to give substance to this principle?	<p>We:</p> <ul style="list-style-type: none"> √ respect these rights in all countries, cultures and situations; √ do not make misuse of or take advantage from situations where human rights are not sufficiently protected; √ respect the international norms of behaviour <p>At Holland Malt, we have a code ("Bedrijfscode") for our employees which is part of our company regulations. The code is signed when employees sign their contract. Respect for human rights is included in the code. As stated above we implemented a Code of Conduct for suppliers.</p>	Company Code Code of Conduct
Stakeholder identification and engagement			
8	How did your organization identify its stakeholders (who were involved and how were they consulted)?	<p>Holland Malt identified our stakeholders using all the criteria below:</p> <ul style="list-style-type: none"> √ To whom does the organization have legal obligations? √ Who might be positively or negatively affected by the organization's decisions or activities? √ Who is likely to express concerns about the decisions and activities of the organization? √ Who has been involved in the past when similar concerns needed to be addressed? √ Who can help the organization address specific impacts? √ Who can affect the organization's ability to meet its responsibilities? √ Who would be disadvantaged if excluded from the engagement? √ Who in the value chain is affected? <p>The identification of stakeholders is the responsibility of the CSR manager as are annual updates of the list. Other members of the organization can add stakeholders if necessary. The management of Holland Malt approves the selection.</p>	stakeholder dialogue plan and related documentation (not publicly available) CSR factsheet
9	Who are the stakeholders of your organization?	<p>Stakeholders in the following categories were identified for the company:</p> <ul style="list-style-type: none"> The owners/shareholders. Sector organisations (NIBEM, Euromalt, Brewer's of Europe) Competitors (analysis) Director/management Local communities in Eemshaven and Lieshout Investment professionals Customers / consumers Farmers Suppliers NGOs (Stichting Veldleeuwerik) Media Governmental authorities: provinces Noord-Brabant, Groningen, municipalities Lieshout and Eemsmond Professional relations (Groningen Seaports) Employees Knowledge institutions (WUR, VLB, TUM) 	stakeholder dialogue plan and related documentation (not publicly available) CSR factsheet
10	Why and how does your organization engage its stakeholders? Give examples.	<p>We engage our stakeholders to:</p> <ul style="list-style-type: none"> √ increase our understanding of the likely consequences of our decisions and activities on specific stakeholders; √ determine how best to increase our beneficial impacts of our activities and decisions and how to decrease any adverse impact; √ determine whether our claims about our social responsibility are perceived to be credible; √ help us review and improve our social responsibility performance; √ reconcile conflicts involving our own interests, those of our stakeholders and the expectations of society as a whole; √ fulfill legal obligations we have towards stakeholders; √ increase transparency of our activities and decisions; √ form partnerships to achieve mutually beneficial objectives; <p>At Holland Malt we wish to engage in an active stakeholder dialogue with suppliers, customers, governmental organisations and our own employees. We discuss CSR with our stakeholders both in meetings specifically on this topic and in every day contact moments. This is the responsibility of our CSR manager but others who have contact with external stakeholders discuss CSR as well. The CSR manager collects the outcomes and discusses these with management. Actions and improvements (in i.e. policy, instruments, communication) are suggested for the management of Holland Malt.</p>	stakeholder dialogue plan and related documentation (not publicly available) CSR factsheet
Determining relevance, significance and priority			
11	State whether during the determination of relevant issues you have looked at:	<ul style="list-style-type: none"> √ The activities and decisions of your own organization. √ Activities and decisions of organizations in the value chain and sphere of influence of your organization. √ Daily activities as well as extraordinary situations. <p>Holland Malt used the criteria above to select the relevant issues for our organization and value chain.</p>	ISO 26000 scan Holland Malt issue selection (not publicly available)
12	Which subjects are relevant?	<p>Almost all subjects are considered relevant for Holland Malt, except for the issue of access to essential services and technology development. The issue of technology development is considered not relevant as it is considered to be outside the sphere of influence of Holland Malt</p>	issue selection (not publicly available)
13	Which criteria did you use in determining the significant issues?	<ul style="list-style-type: none"> √ The extent of the impact of the issue on stakeholders and sustainable development. √ The potential effect of taking action or failing to take action on the issue. √ The level of stakeholder concern about the issue. √ The societal expectations of responsible behavior concerning these impacts. <p>Holland Malt used the criteria above to select the significant issues for our organization and value chain.</p>	issue selection (not publicly available)



No.	Question	Answer to the question	Source
14	Which issues are significant?	All relevant subjects are considered significant for Holland Malt, although some subjects are more significant than others. Important issues for Holland Malt are i.e. organizational governance, consumer health and safety (food safety), health and safety at work and several environmental issues like sustainable resource use.	issue selection (not publicly available)
15	Which criteria did you use in determining the issues of high priority?	<ul style="list-style-type: none"> √ The current performance of the organization with regard to legal compliance, international standards, international norms of behavior, the state-of-the-art and best practice. √ Whether the issue can significantly affect the ability of the organization to meet important objectives. √ The potential effect of the related action compared to the resources required for implementation. √ The length of time to achieve the desired results. √ Whether there can be significant cost implications if not addressed quickly. √ The ease and speed of implementation, which may have a bearing on increasing awareness of and motivation for action on social responsibility within the organization. Holland Malt used the criteria above to select the issues with priority for our organization and value chain. Hereby, we act specifically on the expectations of our stakeholders, as discussed in several meetings that are part of our stakeholder dialogue activities.	issue selection (not publicly available)
16	Which issues have priority?	Promoting social responsibility in the value chain is an issue with priority at Holland Malt. Other issues that have priority with Holland Malt and that are raised by our stakeholders are calculating the CO2 footprint of Holland Malt and promoting sustainability in the barley production as part of our supply chain.	issue selection (not publicly available) CSR factsheet
17	Which actions have been taken as a result of these priorities or which actions are you going to take?	Holland Malt intensified the CSR dialogue with our suppliers including the introduction of a code of conduct. We also intensified our stakeholder dialogue and developed our communication on CSR with a section on our website and a CSR factsheet. Biannually we publish a CSR report.	CSR factsheet Website Holland Malt
18	Explanation on determining priorities (explain also why certain issues are or are not considered).	We determined priorities using the criteria mentioned. As mentioned, promoting social responsibility in the value chain is an issue. The choice of which suppliers to communicate our Code of Conduct to is an issue. We cannot approach all our suppliers at once so we choose a trapped approach here, starting with the biggest/most important suppliers in terms of volume and spend. We wish to follow with suppliers that might be smaller in spend/volume but that might be useful to approach from a CSR risk perspective.	issue selection (not publicly available)
19	Indicate which stakeholders you have involved in determining relevancy, significance and the issues of priority and how you have done this.	we have involved both internal and external stakeholders in determining our issues. Internally we involved plant managers, director and senior management and our CSR manager. Externally we involved customers, mostly to determine priorities.	issue selection and stakeholder dialogue documentation (not publicly available)
Chain responsibility and sphere of influence			
20	Which (types of) organizations are in your sphere of influence and how are they related to your organization?	Holland Malt defined the following categories in its sphere of influence: Ownership and governance Owners and companies Economic relationships Competitors Clients: global, regional and craft brewers Investors/financial sector Professional relations such as agents, foundations, local organisations Sector organizations Suppliers: barley, packaging materials, services Academics / Research Public opinion Inhabitants of the regions Lieshout and Eemshaven NGOs Media Legal/political authority Employees, works council (OR), labour unions via the works council. Governmental authorities nVWA (keuringsdienst) Customs An overview of all stakeholders of Holland Malt can be found in the stakeholder plan (not publicly available).	Description of sphere of influence (not publicly available)



No.	Question	Answer to the question	Source
21	How does your organization encourage social responsibility with other organizations? Give examples.	<p>√ By setting social responsibility criteria in contractual provisions or incentives, and by asking our suppliers to sign the Code of Conduct.</p> <p>√ By making public statements about social responsibility.</p> <p>Holland Malt makes public statements on social responsibility on occasions where we have a chance, i.e. at events. We also use our website to make statements on CSR.</p> <p>√ By engaging with the community, political leaders and other stakeholders.</p> <p>In the Lieshout region, Holland Malt engages with the community, (local) political leaders and others via Bavaria, in the Groningen Region we engage i.e. with Groningen Seaport.</p> <p>√ By applying social criteria while making investment decisions, e.g. we invest in safety, and employability of our personnel.</p> <p>√ By sharing knowledge about social responsibility issues with stakeholders, thereby enlarging their awareness.</p> <p>Holland Malt engages in an active stakeholder dialogue with our customers and we work on sharing knowledge on CSR with our suppliers as well. Other stakeholders include governmental bodies and our own employees.</p> <p>√ By undertaking responsible lobbying and using media relations.</p> <p>Holland Malt doesn't do a lot of lobbying, nor are we active in the media. We do publish on CSR related topics sometimes in specialist journals</p> <p>√ By promoting good practices</p> <p>√ By working together with suppliers, customers and sector associations on sustainability projects. As mentioned we engage in a dialogue with suppliers on CSR. An example of a project that we participate in is the Skylark foundation (In Dutch: stichting Veldleeuwerik), with activities aimed at stimulating arable farmers and food processors in their joint effort to improve sustainable arable farming.</p>	<p>CSR factsheet</p> <p>Website Holland Malt investment procedures (not publicly available)</p> <p>Code of conduct Holland Malt</p>
Due diligence			
22	How does your organization review (potential) (negative) impacts of its activities and decisions on society, environment and economy?	There are several ways in which Holland Malt reviews (potential) negative impacts. We do so via our annual management review, which takes CSR issues into account. Furthermore, we review impacts of our activities via our stakeholder dialogue, i.e. with our employees and with governmental bodies concerning our permits. We discuss the outcomes with the management, coordinated by our CSR manager.	<p>management review</p> <p>stakeholder dialogue</p> <p>documentation (not publicly available)</p>
23	How does your organization review (potential) (negative) impacts of the activities and decisions of organizations in your sphere of influence on society, environment and economy?	We review (potential) impacts via our stakeholder dialogue as described. Furthermore, we participate in the activities of JOSUA, these are mostly focussed on food safety up til now.	<p>http://www.iosua-malt.eu</p> <p>management review</p> <p>stakeholder dialogue</p> <p>documentation (not publicly available)</p>
24	How is due diligence exercised or implemented in your organization. Give examples.	<p>√ Organizational policies that give meaningful guidance to those within the organization and those closely linked to the organization.</p> <p>The mission and core values are written down in our CSR policy that is part of our management system.</p> <p>Holland Malt also engages suppliers in an active dialogue, including a Code of Conduct.</p> <p>√ Means of assessing the impact of existing and proposed activities.</p> <p>Holland Malt executes on a regular basis management reviews to check the organization on due diligence.</p> <p>√ Means of integrating social responsibility core subjects throughout the organization.</p> <p>Holland Malt integrates social responsibility subjects in our organization by having company rules, a Code of Conduct for employees, which contributes to due diligence and by discussing CSR topics in team meetings with our employees</p> <p>√ Means of tracking performance over time, to be able to make necessary adjustments in priorities and approach. Holland Malt executes on a regular basis management reviews to check the organization on due diligence.</p> <p>√ Appropriate actions to address possible negative impacts.</p> <p>Holland Malt engages suppliers in an active dialogue, including a Code of Conduct.</p> <p>For employees, appropriate measures will be taken on due diligence issues when necessary. Furthermore, we address possible CSR issues with suppliers if we think there is a need.</p>	<p>CSR policy</p> <p>Code of conduct for suppliers</p> <p>Company Code</p> <p>management system</p> <p>certifications</p> <p>Management review</p> <p>documentation</p> <p>(not publicly available)</p>
25	Which (potentially) negative impacts on society, environment and economy has your organization identified?	Our energy use and emissions are the most important impacts identified. Food safety is an important responsibility but not so much a negative impact.	



No.	Question	Answer to the question	Source
Vision, mission, policy and strategy			
26	How does your organization give direction to its social responsibility? Give examples.	<p>√ By including in the organization's aspirations or vision statement reference to the way in which it intends social responsibility to influence its activities.</p> <p>√ By incorporating in our purpose or in a mission statement specific, clear and concise references to important aspects of social responsibility, including the principles and issues of social responsibility that help determine the way the organization operates.</p> <p>√ By adopting written codes of conduct or ethics that specify the organization's commitment to social responsibility by translating the principles and values into statements on appropriate behavior.</p> <p>At Holland Malt, we have a code ("Bedrijfscode") for our employees which is part of our company regulations. The code is signed when employees sign their contract.</p> <p>√ By including social responsibility as a key element of the organization's strategy, through its integration into systems, policies, processes and decision-making behavior.</p> <p>√ By translating the priorities for action on core subjects and issues into manageable organizational objectives with strategies, processes and timelines. Objectives should be specific and measurable or verifiable. This includes detailed plans for achieving the objectives, including responsibilities, timelines, budgets and the effect on other activities of the organization.</p> <p>Holland Malt integrated all of the above in our organization to realize continuous improvement in the field of CSR (see examples in brackets above).</p>	<p>CSR policy Holland Malt</p> <p>Code of conduct for suppliers</p> <p>Company Code</p> <p>Management system</p> <p>KPI dashboard</p> <p>CSR action plan</p> <p>(not publicly available)</p>
Creating awareness and developing competencies			
27	How does your organization raise awareness for social responsibility, within your organization and outside?	<p>At Holland Malt, we give attention to increasing the knowledge of the principles, social responsibility core subjects and issues by discussing CSR in our stakeholder dialogue, with customers and our suppliers, through our activities with the Skylark foundation and, on a day to day basis, by discussing CSR as a topic in team meetings. We do this next to the Company code we have and that is signed by our employees. Furthermore, we involve our director by integrating CSR in public talks on special occasions like new year. This is also how we try to create a culture of responsibility.</p>	<p>website Holland Malt</p> <p>stakeholder dialogue</p> <p>documentation</p> <p>Company Code</p> <p>Supplier Code of Conduct</p>
28	How does your organization build the necessary competency for taking social responsibility, within the organization and, if relevant, outside?	<p>At Holland Malt we create the necessary competency for taking social responsibility via:</p> <ul style="list-style-type: none"> - our code of conduct suppliers - the company rules for our employees - the Code and compliance Manual for employees in commercial functions - general awareness raising through communication actions <p>CSR as topic in team meetings</p>	<p>Company Code</p> <p>Code of conduct</p>
Integration of CSR in governance, systems and procedures			
29	How has your organization integrated its social responsibility in its governance structure, operating systems and procedures?	<p>CSR is the responsibility of our QA/CSR manager and in the end, of our management. Our organization has integrated this in our governance structure, mainly by:</p> <p>√ monitoring and carefully managing the impacts of our activities on society, environment and economy (via our management review).</p> <p>√ monitoring the impacts of organizations within our sphere of influence (via our CSR risk scan and our stakeholder dialogue).</p> <p>√ taking into account impacts of decisions, for example about new activities (by taking up CSR criteria in investment procedures).</p> <p>√ ensuring that the principles of social responsibility are part of our governance structure and are applied to our operating systems and culture (by our different codes and dialogue with our employees).</p> <p>√ periodically reviewing whether we sufficiently take social responsibility into account in our procedures and processes. (CSR is part of our management review).</p> <p>√ making CSR an integral part of our frequent management meetings</p>	<p>management review</p> <p>stakeholder dialogue</p> <p>documentation</p> <p>CSR risk scan analyses</p> <p>Company Code</p> <p>Code of Conduct</p>
Communication and reporting			
30	Does your organization adhere to the following criteria when communicating on social responsibility?	<p>The criteria for communication on social responsibility are taken up in our communication plan and are used when publishing our CSR factsheet</p> <p>√ Complete: information should address all significant activities and impacts related to social responsibility.</p> <p>√ Understandable: information should be provided with regard for the knowledge and the cultural, social, educational and economic background of those who will be involved in the communication. Both the language used, and the manner in which the material is presented, including how it is organized, should be accessible for the stakeholders intended to receive the information.</p> <p>√ Responsive: information should be responsive to stakeholder interests.</p> <p>√ Accurate: information should be factually correct and should provide sufficient detail to be useful and appropriate for its purpose.</p> <p>√ Balanced: information should be balanced and fair and should not omit relevant negative information concerning the impacts of an organization's activities.</p> <p>√ Timely: out of date information can be misleading. Where information describes activities during a specific period of time, identification of the period of time covered will allow stakeholders to compare the performance of the organization with its earlier performance and with the performance of other organizations.</p> <p>√ Accessible: information on specific issues should be available to the stakeholders concerned.</p>	<p>communication plan (not publicly available), CSR factsheet</p>



No.	Question	Answer to the question	Source
31	How does your organization communicate on its social responsibility? Give examples.	<ul style="list-style-type: none"> √ In meetings or conversations with stakeholders and by communication with stakeholders on specific issues or projects of social responsibility √ Communication with suppliers about procurement requirements related to social responsibility We engage in stakeholder dialogue with our stakeholders and cooperate with suppliers using i.e. our Code of Conduct √ Internal communication between management and employees or members of the organization √ Internal team activities focused on integration of social responsibility throughout the organization CSR as a fixed topic in team meetings. √ Communication on the performances in the area of social responsibility √ Public social reporting We communicate on our performance via a biannual CSR report. Internally, we also communicate on our performance as part of our management review √ Communication to the public about emergencies, in preparation for as well during an emergency Holland Malt has a calamities plan for communication in case of emergencies √ Product-related communication for consumers Product related CSR information is mostly focussed on our Skylark activities and the engagement of Holland Malt herein which occurs via website or open publications (magazines / website). √ Articles on social responsibility in magazines or newsletters From time to time, we communicate via an article, i.e. in the magazine "Nieuwe oogst". Furthermore, there is a newsletter from the Skylark foundation. √ Advertisements or other public statements to promote social responsibility Holland Malt makes public statements on CSR in our CSR factsheet and on our website, we don't do a lot of advertizing √ Submitting information to government bodies or public inquiries On request, we supply information for the provinces, city councils and water boards that we have responsibilities towards. 	<p>CSR factsheet</p> <p>Website Holland Malt</p>
32a	Does your organization report on social responsibility via a social report (with an independent report or otherwise)?	Biannually Holland Malt published a CSR report.	CSR report
32b	Indicate whether your social report contains information on:	<p>Holland Malt made sure the CSR factsheet contains information on the aspects below.</p> <ul style="list-style-type: none"> √ Goals related to issues and core subjects. √ Performances related to issues and core subjects. √ How and when stakeholders are involved in the reporting. √ Successes and failures and how failings are dealt with. 	CSR report
32c	Did you consider the following while preparing your social report?	<p>Holland Malt considered the aspects below in developing the CSR report. We took into account wishes that stakeholders communicated about the topics.</p> <ul style="list-style-type: none"> √ The scale, substance and scope of the report should be appropriate for the size and nature of the organization. (Small organizations generally provide less information, discuss less issues and have a smaller scope than bigger organizations.) √ The level of detail reflects the extent of the organization's experience with such reporting. 	CSR report
33a	Has your organization experienced conflicts or disagreements with stakeholders?	At Holland Malt, we did not experience conflicts with stakeholders, there were some differences in opinion, i.e. with respect to priorities like calculating our CO2 footprint.	Information on this is collected by the CSR manager and not publicly available. In case of serious issues, we would report this in our CSR factsheet., depending on the nature of the issue.
33b	Which mechanisms have you developed to resolve possible conflicts or disagreements?	<p>The mechanisms used by Holland Malt to resolve possible conflicts are:</p> <ul style="list-style-type: none"> √ Direct discussion with affected stakeholders (this is often the preferred option). √ Provision of written information to prevent misunderstandings (i.e. via contracts). √ Holland Malt does not make use of forums in which stakeholders and the organization can present their points of view and look for solutions √ Formal complaints handling procedures - this is also monitored as a KPI √ Mediation or arbitration procedures - via our counselor √ Systems that enable reporting of wrongdoing without fear of reprisal - via our counselor 	we report on possible conflicts and the methods used to resolve them in our CSR factsheet, depending on the nature of the issue.
Monitoring activities and assessing performance			
34a	How does your organization monitor the activities which affect the relevant subjects and issues?	<p>At Holland Malt, we use different kinds of activities and input for monitoring:</p> <ul style="list-style-type: none"> √ Feedback from stakeholders. √ We don't use benchmarks but we do compare data from different years to one another √ We measure by means of performance indicators using our KPI dashboard and analyzed in our management review √ For new investments, we use BAT principles. <p>We use KPIs on all our CSR core subjects. Examples are: number of stakeholders that we discussed CSR with, number of food safety incidents, number of suppliers that signed the Code of Conduct, new CSR initiatives developed or joined, number of accidents, energy use, etcetera.</p>	<p>KPI dashboard (not publicly available)</p> <p>The CSR factsheet gives information on several important KPI's</p> <p>BAT techniques</p>



No.	Question	Answer to the question	Source
34b	Indicate whether the following points apply for this monitoring:	The following points apply to our monitoring, although high quality monitoring is ongoing work in progress, in discussion with internal and external stakeholders. <ul style="list-style-type: none"> √ The extent of the monitoring is in line with the extent and the importance of the activities. √ The monitoring gives results which are reliable, timely available and easy to understand - this is work in progress, sometimes there difficulties here √ The monitoring is tuned to the needs of the stakeholders - this depends on the priority of the issue. 	KPI dashboard, management reviews (not publicly available)
35	How does your organization review its performances on relevant subjects and issues?	At Holland Malt, we do an annual management review that involves the questions below. We also discuss our CSR activities and progress twice a year in our CSR working group. <ul style="list-style-type: none"> √ Did we achieve the intended goals? √ If we look back, did we choose the correct goals? √ Did we choose the proper strategies and processes for these goals to be achieved? √ What worked out well, and why? What did not work out well, and why not? √ What should we have done different? √ Are all relevant persons involved? 	Management review
36	Did you involve stakeholders, if so which ones?	The owners Sector organisations Director/management Locals involved in Eemshaven and Lieshout (mainly concerning complaints) Investment professionals Clients (via i.e. Client Satisfaction analysis) Suppliers Government representatives Professional relations, i.e. the occupational health doctor Employees, via the works council Knowledge institutions, i.e. to get benchmark information, such as specific use per production unit We have not involved NGOs and Media, due to the scale and activities of Holland Malt, this seems to be not very relevant at the moment.	stakeholder plan Holland Malt (not publicly available)
37a	Which improvements or successes did your organization achieve?	We succeeded in building several supply chains with special attention towards Sustainability	CSR factsheet
37b	Which objectives have not (yet) been achieved?	We have not been able to finalise the discussions with our neighbours on a co-operation on the field of Sustainability items.	CSR factsheet
Selecting CSR initiatives and tools			
38	In which social responsibility initiatives and possible matching instruments does your organization partake?	Holland Malt is an active member of the Skylark Foundation. Furthermore, we participate in the "Farmer, Beer, water initiative". We are member of SAI Platform and actively seek to implement SAI measures in different barley chains	See for more information: www.veldleeuwerik.nl
39	Which of the points underneath did you consider while choosing this initiative?	We choose to participate in the Skylark Foundation because it stimulates arable farmers and food processors in their joint effort to improve sustainable arable farming. To enable this, a specific Skylark methodology is developed. The essence of this methodology is that every arable farmer, supported by colleagues, writes and realises his own sustainability plan. Thus, building experience and actively exchange information, the farmers continuously increase their contribution to more sustainable arable farming. See for more information www.veldleeuwerik.nl . We think it ticks the following boxes: <ul style="list-style-type: none"> √ Gives practical guidelines to initiate working with social responsibility. √ Is designed for your type of organization or its field of interest. √ Is developed to be used by different organizations. √ Assists the organization to reach specific groups of stakeholders (farmers). √ Is managed by a not-commercial organization. √ Has a good reputation where credibility and integrity are concerned. √ Has been established in an open and transparent way. √ Is accessible. √ The initiative was developed with different stakeholders from developed countries. 	See for more information: www.veldleeuwerik.nl
40	Which specific actions are carried out related to the social responsibility initiative?	Improving sustainable growing of barley by local and regional agriculture organisations through knowledge transfer. We are member of SAI Platform and seek to benchmark our supply chains according to the SAI methods.	See for more information: www.saiplatform.org