



PRODUCT OF PROGRESSION

ANNUAL CSR REPORT VIVERA 2015

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Vivera, product of progression

As a producer of meat substitutes, Vivera cares about corporate social responsibility. Sustainability is not about “a green appearance” but is an inherent part of all our business activities. Choosing a vegetarian meat substitute is a conscious choice to go for lower CO₂ emission levels and reduce the environmental impact. Fortunately, more and more consumers are starting to make this responsible choice.

9.000.000.000 inhabitants

If our planet continues to develop at this rapid pace, there will be around nine billion mouths to feed by the year 2050. If we keep producing the way we do today and use animal products for our protein, we end up needing four Earths’ worth of farming land to meet our needs.

Corporate social responsibility is a necessity, yes, but it is one that Vivera is happy to work on 24/7. It requires us to take charge and regularly exceed ourselves in order to see things clearly and continue moving forward. That is why in the near future we strive to achieve a completely vegan factory. Every form of progression begins with a visionary outlook.

Heite Dommerholt

General director

1.0 Summary

CSR in the eyes of Vivera

Corporate social responsibility involves more than just sustainable production processes.

Our CSR policy is based on sensible use of the three Ps: People, Planet and Profit.

Our four universal core values outline this policy:

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Our core values

- + Transparent
- + Sustainable
- + Innovative
- + Local

This method allows us to develop the sustainability of our brand and increase our visibility.

- + Our CSR efforts contribute to a strong brand image and brand value. This puts Vivera in a leading role in Europe;
- + Through transparent, open communication using social media, Vivera manages to connect to a growing group of conscious consumers and engage in an active dialogue with them.

The four focus areas of our sustainability policy

Sustainable entrepreneurship means that we take our responsibilities, even outside the limits of our organisation.

Our CSR policy is based on the following four focus areas:

1. Optimising production processes;
2. Participating in sustainable chains: major national initiatives to improve innovation and the sharing of knowledge;
3. Producing healthy food;
4. Investing in our people.

Furthermore, we ensure several universal basic conditions for our corporate processes, including the use of sustainably grown, GMO-free raw materials, the humane treatment of workers, a safe work environment and a ban on child labour.

Our primary objectives for the coming years are:

- + After the certification of our environmental policy (ISO 14001) and transport (Lean & Green), the certification of our CSR policy (ISO 26000) is next and we will continue to climb the respective performance ladders;
- + We keep reducing our energy consumption every year and are increasingly making use of renewable energy;
- + Choosing the right materials and processes helps us further reduce the amount of waste produced both by us and in our consumers' homes;
- + Raw materials grown using increasingly sustainable processes, a move from vegetarian to vegan.

Optimising production processes

To produce in a sustainable manner and meet our CSR objectives, Vivera is continuously streamlining its production processes to achieve greater efficiency. There are three focus areas:

- + *Environmental management system*

A systematic approach allows us to control and reduce

environmental effects.

+ *Efficient production*

By reducing losses, we save on raw materials and energy.

+ *Waste water*

Our state-of-the-art purification facility turns waste into a raw material for the production of biogas.

Participation in sustainable chains

Sustainable entrepreneurship is a team effort. That is why Vivera takes part in various major national initiatives to improve innovation and share knowledge.

+ *Rabo Circular Economy Challenge*

The Rabobank Circular Economy Challenge has been completed. A valuable process; not just because of its networking opportunities and prominence, but also because of the knowledge we acquired and the development of a collective vision on sustainable and circular entrepreneurship.

+ *Natural Captains*

Within this programme, Vivera specifically aims for accelerating the use of vegetarian protein sources in meat substitutes in order to increase biodiversity.

+ *Local farming of protein sources*

Rapeseed press cake can be a good source of protein for human consumption. That is why Vivera has its own production area to support the growing of sustainable rapeseed and to introduce this product to others.

+ *Lean & Green transport*

Vivera only works with "Lean & Green transporters" in order to keep CO₂ emission levels per product as low as possible.

+ *Packaging materials*

By developing lighter packaging materials, we can achieve considerable savings on raw materials. At the

moment, we are researching the viability of biodegradable packaging materials.

A healthy diet

Vivera products are a healthy choice because of the ingredients they contain. Additionally, we have conducted several projects to further manage and improve the quality of our products:

+ *Clean Label*

We make use of natural ingredients and avoid additives whenever possible. Vivera strives to achieve completely vegan production methods by 2025.

+ *Managing allergens*

At Vivera, we believe that a healthy diet must be suitable to as many people as possible. That is why we try to reduce the presence of food allergens as much as possible and inform consumers via our packaging materials.

Our human capital

Our organisation's most valuable capital is our human capital. That is why we offer a variety of training programmes that allow our employees to grow within their area of expertise.

Sustainability – the dynamic of the future

Sustainable entrepreneurship requires continuous innovation: adjusting, improving, daring to examine the wider, broader perspective and completing the circle yourself. We will begin covering the roof of our production facility in Holten with solar panels this year. In the future, this will allow us to make use of our own renewable energy supply.



EVERY PRODUCT IS GROWN
AND PROCESSED AS
SUSTAINABLY AS POSSIBLE

2.0 Vivera's views on Corporate Social Responsibility

For over 25 years, Vivera has been producing delicious vegetarian and vegan products. An increasingly large part of our ingredients comes from our own soil – from our lupin fields in Holten, for example. Every Vivera product is grown and processed in as sustainably a manner as possible. As such, they are all “products of progression.” We are truly proud of that fact.

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People, Planet, Profit

Corporate social responsibility goes beyond “just” sustainable production methods. Our CSR policy is based on a sensible use of the three Ps: People, Planet, Profit. This means that every step is taken while always keeping people and the environment in mind, without compromising our profitability.

It also means that we take the various social and economic effects of our decisions on stakeholders – e.g. business partners, consumers and employees – into account in all layers and whenever we make a business decision. That requires transparent policies and open communication, to ensure that all stakeholders can make their voices be heard. Our CSR policy is therefore founded on these four core values:

- + Transparent
- + Innovative
- + Local
- + Sustainable

2A. Basic principles of our CSR policy

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The four points of attention of our CSR policy

Vivera employs a strict CSR policy, which is based on the following four focus areas:

1. Optimising production processes and safeguarding increased efficiency throughout the entire process;
2. Participation in sustainable chains: major national initiatives to improve innovation and share knowledge;
3. Producing healthy food on a natural basis and with responsible nutritional values;
4. Investing in our people: the human capital.

2B. Conditions

Conditions for successful corporate social responsibility.

Corporate social responsibility means dedicating a lot of time and attention on making production processes more sustainable and on accurate chain management. We therefore employ certain conditions. These might be “business as usual” for us, but they are far from common in other parts of the world. To safeguard our CSR basic principles throughout the entire chain, we employ the following conditions:

- + **No GMO:** We use pure, natural components of our products and do not process any genetically modified ingredients.
- + **Sustainable soy:** We only use soy that has been grown using sustainable methods and certified by the internationally renowned Round Table of Responsible Soy (RTRS).
- + **No child labour:** Child labour, as defined in the treaties of the International Labour Organization (ILO) and the United Nations, is forbidden throughout Vivera’s production chain. In the international SA8000 standard or in national prescriptions.
- + **Human dignity:** Human dignity, as an essential precondition of any humane society, must be respected.
- + **Safe work environment:** Safe and healthy conditions must be guaranteed at all our production sites. In all production and business facilities, situations that violate any fundamental human rights are strictly forbidden.

2C. Vivera's CSR objectives

Short- and long-term CSR objectives

Objective	Objective for 2016	Objective for 2025
CSR management	Examining ISO 26000	CSR performance ladder level 4
Environmental management	ISO 14001 certified	ISO 14051 certified
Optimising production processes		
Renewable energy	Start installing solar panels at Vivera site	100% renewable energy
Energy consumption	2% reduction annually	2% reduction annually
Waste water	Waste 25% compared to 2012 reference	Waste 15% compared to 2012 reference
Waste reduction lease vehicles	Use hybrid or electric vehicles as much as possible	100% electric vehicles
Chain measures		
Packaging materials	Further reduction of the use of packaging materials	Fully biodegradable
Transport	Lean & Green	Lean & Green at a high level
Food allergens	Examining the Vital 2.0 standard	Management in keeping with the current Vital standard
Healthy diet		
Proteins	Examining the introduction of European soy	100% of European origin
Raw materials	Fully transparent raw materials chain	Entire chain fully vegan (free of animal proteins)
Chicken egg	Free-range eggs. Product range partially egg-free	Chicken egg fully replaced by non-animal proteins
Human capital		
Internal training	Ten employees certified Food Operator (MBO-level)	Training programmes are expanded and safeguarded in the Vivera Training Centre
	All employees have successfully completed the education programme HACCP & "Veilig Werken"	
	Operators have more insight into their work with TWI training programmes	
Increasing employee commitment	Turning the canteen into a meeting area that stimulates creative sessions and the sharing of knowledge	Vivera employees see themselves as ambassadors of the organisation
	Employees are actively informed via newsletters	The potential of multimedia is fully utilised to increase commitment

3.0 Maximising Vivera's value

Building a sustainable brand

Sustainable entrepreneurship means building a strong, sustainable brand. Our CSR efforts contribute to a solid brand image and added brand value on the long term.

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Vivera, product of progression

Vivera plays a leading role in the European sector. Our innovative approach has led to, among other things, one of Europe's most advanced green production facilities. The new water purification system, for example, leads to energy recovery. The silt that is left after purification is fermented elsewhere and transformed into biogas, which supplies power to no less than 3,900 households. This approach is attracting interested parties from all over the world. At the same time, retail is becoming more sustainable as well. Consumers are becoming increasingly critical of their purchases. Most consumers know that buying Vivera products means making a conscious choice.

3A. Sustainable production: a win-win situation

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Building a sustainable brand

Sustainable production pays off. Most gains in efficiency that we achieve at the process and chain levels immediately contribute to improved business results and a better environment. Naturally, they also lead to a stronger, more sustainable brand.

Take packaging foil, for example, which we collect separately. Processing waste costs money, but handing in this foil earns us money instead. It saves the environment tons of waste and earns us around €30,000 per year. We can use that money to finance other sustainable improvements.



FOR 3,900 HOUSEHOLDS,
OUR WASTE IS
TOMORROW'S ENERGY

3B. Sharing knowledge = multiplying knowledge

Through transparent, open communication via social media, Vivera manages to connect to a growing group of conscious consumers. By now, our Facebook fan base has grown to over 28,000 loyal followers. We expect to reach 30,000 followers this year.

Actively engaging in a dialogue

Monitoring this community provides us with useful insights into the interests, behaviour and preferences of our end users and allows us to literally engage in a dialogue with them. This, in turn, allows us to anticipate new developments at the earliest opportunity.

Your wish is our command...

Via our customer service department and through social media, we regularly received the question 'why our range of vegetarian products is not very wide' and 'why certain products are not 100% plant-based (vegan)?' Our product developers took these issues to heart and developed the Pumpkin Sweet Potato burger, the Mushroom Paprika burger and the Green Beans burger. These products are being received exceptionally well. Many supermarkets have even put all three on their shelves. The reactions on Facebook, Twitter and Instagram have also been mostly positive!





3C. Employee policy: product of sustainable commitment

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Our organisation's most valuable capital is our human capital. That is why we are happy to invest in the personal development of our more than 180 employees. Our employee policy is based on our core values.

A good employee policy means paying attention to what is happening on the work floor and anticipating developments. Open communication leads to clarity and transparency. This lets us increase commitment and improve interpersonal relationships.

This communication takes place both formally, at scheduled times, and informally during daily contact between people. We actively engage with our employees and are happy to listen to individual wishes to improve labour conditions and create an even better work environment.

Win-win situation

In order to develop a sustainable relationship with our employees, we invest in our people. This is a win-win situation in which personal growth of the employee ties in with their improved deployability within the organisation itself. Training expert employees is evident. That is why we offer a variety of training programmes which allow our people to continue their development in their chosen field of expertise. In addition to group training, such as the two-year education Food Operator programme, we also make use of e-learning modules (e.g. on food safety and allergens) and offer room for a variety of individual programmes.

Through education and training, we ensure that Viverra can anticipate the continuously changing demands and wishes from society and translate them into new work methods and technologies. That is why innovation is so important at Viverra.

Local talent

Besides investing in growth opportunities for our own employees, we also focus extensively on recruiting young talent in our own immediate environment. Local entrepreneurship means bringing in local people. We offer students a chance at a job and support local schools during events and by offering internship positions.

Corporate social responsibility implies that everyone gets equal opportunities on the labour market. At Viverra, we believe that people who are not doing so well on the labour market deserve an encouraging push. That is why we actively offer positions to this group of people.

4.0 Production and operations

Sustainable production begins with taking initiative

In order to produce in a sustainable manner and meet its CSR objectives, Vivera is continuously striving to further streamline its production processes and achieve an even greater level of efficiency. There are three focus areas: the organisation, energy consumption and water purification.

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4A. ISO 14001/Environmental management system

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Environmental management system: the road to a certified environmental policy

At Vivera, we work with an environmental management system that we have audited and certified in accordance with the ISO 14001 standard. The ISO certification is a tool with which to anchor this system within our environmental policy. The certification calls for a proper structure in order to safeguard the environmental process and continuously revise and improve it. The ISO methodology is based on the principle of “doing

what you say and saying what you do.” This makes our environmental policy clear and transparent. The first audit is scheduled to take place in early 2016.

Key issues at Vivera

In order to acquire this certification, we begin by listing all environmental aspects of our production processes and ranking them in an Environmental Aspects Register. This results in a list of priorities. In 2016, we will focus on the following:

- + **Raw materials:** The transition from meat to soy is an excellent development, but the question remains whether soy from another continent is really the most sustainable ingredient to be working with. The European Union wants producers to be less reliant on regions outside Europe for our food supply. Its goal is therefore to stimulate the growth of protein-rich crops within the borders of Europe itself. We are examining the possibility of using soy grown domestically in the Netherlands.
- + **Energy:** An annual 2% reduction in energy consumption. In the year to come, we will present another four-year plan – the Energy Efficiency Plan (EEP 2017-2020) – with which to further reduce our energy consumption. Careful maintenance and timely replacement of outdated equipment allow for major savings. We are also examining the feasibility of using renewable energy sources in 2016.
- + **Packaging materials:** At the moment, we are working on a plan to analyse the potential savings on packaging materials and to examine whether we can reduce the number, weight and level of waste.
- + **Waste:** Waste reduction and waste separation remain constant points of attention that we continue to work on.

WHAT KIND OF A VEGETARIAN
ARE YOU, WHEN YOU HELP
CAUSE A MASSACRE ON THE
OTHER SIDE OF THE OCEAN?



4B. Energy consumption

Saving energy: a matter of clever coordination

By coordinating means of production more effectively, Vivera is constantly striving to reduce its energy consumption. We begin by taking a critical look at ourselves and our current situation: after all, sustainable production starts with taking initiative.

Sustainable developments in 2015:

Vega-in-line

A major part of the packaging department has been automated by linking packaging lines together. From now on, products are automatically routed to the correct packaging line. This removes the need for manual intervention, which in turn cuts down on energy- and labour-intensive activities that result in great physical strain.

Pallet wrapper

The new pallet wrapper makes wrapping products more efficient and lighter.

Modification sliding doors

Over the past year, we have fitted the sliding doors with sensors that ensure they open and close more easily from the internal transport trucks once the transport is passed. This reduces malfunctions and heat loss.

New assembly line

Crates are now moved via an assembly line, which speeds up the process and significantly reduces the physical strain per kilogram of product.

Improvements to packaging department and climate control

We have improved most of the packaging departments, e.g. by installing additional walls to better separate the departments with unpackaged products from the other areas.

High-care area

In this special area, there is an increased level of hygiene. The entrances feature air curtains to prevent air flowing in from outside the department. The improved separation between the areas results in considerable energy savings when there is a temperature difference.

Charging stations personal vehicles

In 2015, we introduced the first hybrid cars in our fleet of lease vehicles. We installed charging stations for these cars in the parking area. Our visitors can also make use of these stations.





4C. Water purification

Water purification: from waste to biogas

The new water purification system introduced by Vivera this year leads to a significant step forward in terms of recycling and energy recovery. From now on, we can remove 90% of the waste from water ourselves – an annual 900-ton reduction in CO₂. The purified (clear) water is dumped in the sewer.

Energy for 3,900 households

The remaining waste is contained in silt, which is fermented to biogas in an external fermenter in Apeldoorn. That gas is then turned into electricity and heat, enough to power 3,900 households and heat 1,550 homes.

High-tech installation

This new, advanced water purification system is a wonderful circular example of energy recovery. The state-of-the-art technology makes this installation one of the supplier's key demo setups. Global interest is massive: we have already shown visitors from North and South America and from several Arab countries around our purification system.



“USERSHIP” IS THE
NEW OWNERSHIP

5.0 Participation in sustainable chains

Sustainable entrepreneurship is a team effort. That is why Vivera takes part in various major national initiatives to improve innovation and share knowledge.

5A. Rabo Circular Economy Challenge

We completed Rabobank Circular Economy Challenge. A valuable process; not just because of its networking opportunities and prominence, but also because of the knowledge we acquired and the development of a collective vision on sustainable and circular entrepreneurship.

From “ownership” to “usership”

The core of this project is “changing your outlook.” The traditional linear economy is being replaced on a global level by a sustainable circular economy. The traditional, one-sided lifecycle of a product – from purchase, ownership and use of a product up to its eventual processing as waste – is being replaced by a cycle in which circles are closed. There is an ongoing transition from “owning” means of production to making effective use of them.

Light per unit

A famous example of a circular service is the Pay per Lux initiative from former lightbulb manufacturer Philips. Consumers or corporations only pay for the use of “light per unit,” a kind of light lease. The entire production chain - from development to recyclable waste product - remains in the hands of the manufacturer.

Exhaustion of natural resources

In our own sector, the non-circular effects of the current meat production methods are exhausting our natural resources. Unnecessarily large amounts of waste, greenhouse gases, exhaustion of the soil and water – all for a minimal amount of meat.

Motivating and moving

Inspired by the workshops during the Rabo Circular Economy Challenge, we have also introduced this circular concept to parties with whom we have a collaboration. This demonstrates both our leading position and the fact that it is often not yet possible to simply implement this transition. The concept is paying off, however, and is inspiring the Vallei and Veluwe water authority to close the biogas circle. Our supplier of water purification systems is also working with this concept on the management level. Our concrete demand for “purified water” – the hardware for which would remain under their ownership – initially led to some questions from the company. These days, however, they too are engaged in the discussion on the circular approach.

5B. Natural Captains

Participation in sustainable chains

Natural Captains is a front-runner programme in which Vivera works closely together with a growing number of other corporations in order to reduce pressure on the environment. The exhaustion of natural resources as a result of the production of goods is affecting our ecosystem and hurting the environment's biodiversity. This programme is supported by the Biodiversity, Ecosystems & Economy Platform (Platform BEE), an initiative set up by the entrepreneurial organisation VNO-NCW.

Opportunity cards

Within this programme, Vivera specifically focuses on speeding up the use of vegetarian protein sources in meat substitutes by acquiring insight into the technological, economic and especially ecological suitability of ten crops in order to increase biodiversity. To this end, we are developing a kind of opportunity card, on which both opportunities and obstacles to be overcome are listed. The entire sector can benefit from this project.

5C. Rapeseed production

Rapeseed production: an introduction to sustainable crops

On the plot of land next to the building, Vivera has grown around 2.5 hectares of sustainable rapeseed for the Coöperatieve Koolzaadvereniging Oost-Nederland (Colzaco - the Cooperative Rapeseed Alliance East Netherlands). This was done to support and familiarise ourselves with the growing of sustainable crops.

Reprocessing oil and proteins

Formerly, this plot was used to grow lupin. To prevent exhaustion of the soil and to gain experience with the rotation of sustainable crops, we opted to begin growing rapeseed here. Furthermore, we are experimenting with the recovery of oil and proteins from the rapeseed press cakes. The oil can be sold and the proteins can serve as the basis for new products.





5D. Lean & Green transport

The safeguarding of sustainable ambitions translates to all components of the chain. That is why we are currently hard at work to earn an award in the Lean and Green Logistics Award programme. This stimulation programme for organisations strives to get organisations to attain a higher level of logistical sustainability.

Besides our participation in this programme, we have recently implemented several sustainability measures within our logistical department.

Local cooperation

In 2016, we started a new cooperation with Muller Fresh Food Logistics, a local transporter. This new partner is itself also a member of the Lean & Green programme and has demonstrated in the past that sustainability is a key issue to them. Furthermore, this new transporter is literally located on the same block as us. We could not think of a better way to combine two of our core values: "local" and "sustainable." Additionally, we have entered into renewed cooperative alliances with transporters with local networks for our foreign transport needs. Preferably we focused on participants in the Lean & Green programme in our search.

The same volume, fewer trucks

Besides these new cooperative alliances, we have also continued our search for further improvements in sustainable logistics. Together with clients and transporters, we have managed to load trucks more efficiently and, whenever possible, stack pallets. For some clients, this has reduced the number of pallet slots they need on a truck by up to 60%. Furthermore, we are currently striving to combine as many trips between suppliers and clients. Combining these trips prevents empty trucks and a trial period has resulted in a savings of over 15,000 kilometres per year.

Improvements to the internal infrastructure

Besides these improvements to transport, we have also implemented some changes in our warehouse. By optimising temperatures in climate zones, we have reduced the energy consumption of our cooling system. At the same time, we are actively improving the temperature separation between climate zones.

Together, these measures help to make our logistical department more sustainable in innovative ways. Our ultimate goal is to make this department increasingly transparent and to introduce our improvements to others. Continuous cooperation between clients, suppliers and Vivera is vitally important to our efforts.

5E. Purchasing raw materials

Sustainability begins with purchasing

Sustainable production begins with careful chain management and with the right crops, grown and processed using sustainable methods. Our purchasing department plays an essential role in stipulating the right specifications and client demands. Viverra therefore works with regular suppliers, which we carefully screen in advance using a questionnaire and whom we visit in case we have any doubts about their methods. These suppliers are evaluated annually and any complaints are recorded and evaluated. This is all part of our constant search for progress.

Raw materials have to meet certain specifications. Viverra employs the following strict criteria for its raw materials:

- + **No GMO:** We only use pure, natural ingredients for our products and do not process any genetically modified raw materials.
- + **Sustainable soy:** We only use soy that was grown using sustainable methods and certified by the internationally renowned Round Table of Responsible Soy (RTRS).
- + **No child labour:** Child labour, as defined in the treaties of the International Labour Organization (ILO) and the United Nations, is forbidden throughout Viverra's production chain. In the international SA8000 standard or in national prescriptions.
- + **Human dignity:** Human dignity, as an essential precondition of a humane society, must be respected.
- + **Safe work environment:** Safe and healthy conditions must be guaranteed at all our production sites. In all production and business facilities, situations that violate any fundamental human rights are strictly forbidden.

5F. Packaging materials

Packaging materials: opting for or against biodegradable plastic?

At Vivera, we are always looking for the most profitable, sustainable solution, especially when it concerns packaging materials. Ideally, we would use renewable sources for our packaging materials, rather than plastic made of oil. The question whether current technology is advanced enough is still a point of discussion all over the world, however.

15% reduction

Our current packaging materials, the trays used by Vivera, are made entirely of recycled PET. We only use a new thin layer of plastic for sealing on the inside in order to guarantee that our products only come into contact with new (guaranteed to be clean) plastic. Whereas many competitors use a layer of new plastic on both sides of their trays, we use trays that only have plastic on the inside - where it is needed. That saves around fifty per cent in new raw materials. In the past year, Vivera managed to reduce the weight of many of its packaging trays by 15 per cent.



WHAT HAS NOT
BEEN ADDED PURPOSELY,
SHOULD NOT BE IN AT ALL

6.0 Health: a product of nature

Healthy food comes from adding healthy ingredients, not just from the absence of certain substances. That is why Viverra develops products with a responsible nutritional value, based on natural ingredients. We recorded our objectives in 2015.

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Healthy nutrients

Our products have a protein level comparable to that found in meat. We ensure that the proteins can easily be absorbed by the body and that they contain the right amino acids in the right quantities. We also keep iron and vitamin B12 levels where they should be.

The fat in our products mostly comes from vegetable oil with a lot of unsaturated fatty acids. Anyone using our meat substitutes can rest assured that they are consuming as many nutrients as someone eating meat – although the composition of Viverra products is often a bit healthier.

Clean label

We strive for transparent and understandable ingredient lists – so-called “clean label products.” That is why we employ the following principles:

- + Limit the number of ingredients used
- + Use as few allergens as possible
- + Avoid unnecessary use of additives (E numbers)
- + Use natural aromas and dyes
- + Avoid substances that are under discussion (in neighbouring countries), such as HVPs (Hydrolysed Vegetable Proteins), yeast extracts, hydrogenated fats and oils and flavour enhancers
- + Use free-range eggs for the production of our products

Less salt

Reducing the amount of salt in our products is also part of this process. The recommended daily dose of salt for adults, as advised by the Voedingscentrum (Nutrition Centre), is six grams. A lower dose is recommended for children. Reducing the amount of salt is possible when it does not compromise food safety and quality.

6A. The Vital standard

The Vital standard: the new standard in allergen management

The Vital standard is becoming the new global standard in allergen management. The term “Vital” stands for “Voluntary Incidental Trace Allergen Labelling.” Food must be suitable for as many people as possible. This is our goal and the standard was based on this principle. That is why we only warn of allergens that might actually be present in our products. Vivera strives to be ready for adoption of this standard within a few years. We have already begun taking the first steps:

Clean methods

The norm is based on the principle of “what you do not deliberately put in, should not be there at all.” This directs our production methods and gives us goals to strive for. We always work carefully and hygienically. At Vivera, we avoid empty claims and unnecessary warnings such as “this product may contain traces of peanuts.”

Use of allergens

Our product development department strives to avoid the use of the fourteen legally recognised allergens whenever possible. Soy is an exception to this rule, since it's used in several Vivera products. At the moment, our products may contain the following allergens: soy, gluten and glutencontaining grains, milk (lactose), egg and lupin.

In 2014, we completely removed peanuts from our product range. The allergens mustard and celery followed suit in 2015. We have started development projects to also remove proteins from chicken eggs and milk. We avoid the use of other allergens, such as glutamate (E620-E625).

6B. The Vivera test kitchen

The Vivera test kitchen: the tastiest evidence

This is perhaps the tastiest development of 2015: our new test kitchen. Naturally, our products are born at the design table. Once we figure out what it should look like, we carefully test and analyse each new product here. How practical is a product during actual use and how do certain components react to heating? It goes without saying that there is plenty to enjoy in the new kitchen...

Market introduction Vegan Chicken Bits

Our new Vegan Chicken Bits, for example, which we introduced on the market this year. Extremely tender, juicy and hard to tell apart from real chicken. This is definitely a top-of-the-line product in terms of taste and structure. A worthy alternative that offers a firm, meaty bite and the perfect way to get meat eaters to try something vegetarian for a change.



WORKING ON THE FUTURE
MEANS GIVING YOUNG TALENTS
THE OPPORTUNITY TO DEVELOP
THEMSELVES



7.0 P&O, investing in people

At Vivera, education is one of the most important ways in which we invest in our people. We train our employees to continue their personal development and to allow them to grow along with the organisation itself. This helps increase commitment and improves the quality of our products.

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“Vivera academy”

We offer internal training projects in close cooperation with an external educational institute. This allows us to insert a practical component in these education programmes and makes the material tangible for our employees. In 2015, a so-called “young talents group” started the All-round Food Operator programme. We offer these young talents the opportunity to develop themselves and improve their future prospects. After all, many students end up sticking with the jobs they held in college. Vivera makes clever use of this trend by retaining people for longer periods of time, e.g. via a practical educational programme.

60 - 80% less introduction time

Besides offering a part-time education programme, Vivera is extremely involved in staff training on the work floor. We make use of the TWI training method, which stands for “Training Within Industry.” This method trains people very effectively by involving them in practical situations. The use of the TWI method in training employees to do their jobs results in 60-80% less introduction time (the time it takes for the employee to learn their job properly) being needed. Furthermore, the chance of making errors is reduced to less than five per cent after the application of this method. To ensure its success, we trained a few of our

people internally to become TWI trainers themselves. We are basically creating our own training centre.

Local involvement

As described above, Vivera offers young talents from the local area the opportunity to discover what they truly want to do with their lives. We also welcome interns and graduates. There are countless possibilities within this fast-growing organisation. We are therefore always creating places for interns in all possible fields: the environment, food technology, logistics, commerce, etcetera. Recently, we had a stand on the open day of a school to inform visitors and get them excited about working in the food industry. The responses were overwhelmingly positive. This allows us to develop properly trained personnel and keep our own knowledge up to date at the same time.

8.0 Sustainability.

The dynamic of the future

Our nature is unpredictable, changeable and home to a wonderful dynamic. "Change is the only constant," said the Greek philosopher Heraclitus around 2,500 years ago. Today, that quote applies more than ever - to the question of energy, to our production methods and to our own awareness.

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Sustainable entrepreneurship requires continuous innovation: adjusting and improving. Nine billion mouths to feed by 2050 is an astonishing amount that exceeds all conventional notions.

This new dynamic is more confrontational than ever, because it requires us to take our responsibilities and exceed ourselves. We must dare to consider the larger, wider perspective and complete the circle ourselves. We must move from a linear economy to a circular economy – from ownership to use. Circles must be closed. One step at a time, but sooner is better than later.

This year, we will therefore begin to cover the roof of our production site in Holten with solar panels. In the future, this will allow us to make use of our own renewable energy supply.

The dynamic of the future entails more than noble intentions, however.

The dynamic of the future creates room for pure autonomy.



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