

Ambitions 2010

Equity

KPI	Achievements 2009	Ambition 2010
Mentor programme	41 per cent achieved, in January 2010 already 68 per cent (different mentors started early January).	Foresee at least one mentor in each collection region for initial and advanced information around safety and driving behaviour of chauffeurs and loaders.
Employees Motivation Study (MMS)	Results MMS 2008 expanded to the regions. These are picked up centrally.	Repeat MMS with score above the Dutch average.
Code of conduct	SHEQ Charter is distributed from October 1 st 2009.	Set up a central standard SHEQ document with a clear scope in which the local organizations can develop themselves.
Accidents resulting in absence	Accident frequency compared to 2008 decreased by 22 per cent. NL and BE below sector average.	Accidents frequency to best in class.
Sickness absence percentage	Several initiatives per P/L responsibilities to decrease sickness absence. The sickness absence percentage in NL was 5.1 per cent against 5.0 per cent in 2008. In 2009 it is decided how we are going to handle sickness absence for 2010.	Decrease to 4.5 per cent.
Sick reporting percentage	Several initiatives per P/L responsible to lower percentage.	Decrease to 1.5 per cent.
TrackWise	Full implementation around July 2009. Roll out within the planning.	TrackWise full implementation across total organization and dashboards available for all executives.
Policy concerning conditions of employment	With respect to economical crisis no priority is given.	Broaden opportunities for flexible working.
Remuneration and bonus	Existing system kept.	Defining remuneration system in relation to rewards and sustainability targets.
Certification	ISO 9001 81,5 per cent ISO 14001 79,2 per cent OHSAS 18001 21,6 per cent	Each company/region certified for ISO 9001, ISO 14001 and OHSAS 18001.
SHEQ Auditing	New external audit partner selected: Bureau Veritas Certification. A central external auditing team put together. Full audit cycles executed: all subsidiaries audited. SHEQ Charter is kept as a test scope.	Set up one external auditing programme for testing central requirements and what makes internal benchmarking possible.
Chain model	To form this model, research is conducted in co-operation with TNO.	Chain model collecting, recycling, processing, as part of the design production consumption cycles, expanded with a CO ₂ component.
Re-use hazardous waste	Target already achieved in 2009.	By even more intensive separation and processing, raise re-use to 50 per cent.
Useful application waste wood and wood shavings	In 2009 achieved a useful application of 99 per cent of the waste wood and wood shavings.	Ambition is to come to 100 per cent useful application.
Chain responsibility	Each Van Gansewinkel Groep company/region certified for quality, safety and environment according to international standards ISO 9001, ISO 14001 and OHSAS 18001.	To map all links in the chain up until end processing. Set up and impose proper contractual conditions and execution of proper supervision.

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Customers	Customer Satisfaction Study (KTO) NL and BE one-off execution with average score of 8.1. Maltha and Coolrec prepare KTO. Implement complaint management system. Organised for the fourth time and took place in February 2009. The meeting was focused on cost reduction. Initiative risk analyses deployed.	Keep high score (best in peer group) on customer satisfaction and further improve aspects. By active complaint management improve KTO score to best in class. Extend waste platform for industry. Guarantee supply reliability energy provision.
Reporting according to GRI guidelines	GRI B+ status achieved. Reporting manual developed.	GRI: From B+ to A+.
Stakeholder dialogue	Media campaign to inform stakeholder about 'Waste no more'. Decide round table themes 2010/2011.	Structurally map combined issues stakeholders. Organise round table discussions. Research if the setup and the content of the annual report 2009 answers the information needs of our stakeholders.
Education	Participation in several educational initiatives; supporting students with final projects and internships; achievements educational institute; supporting student companies.	Further intensify structural interpretation (regional) educational programmes.
Governments	Continue dialogue about developments in the area of law and regulation. Co-founder De Groene Zaak.	Continue active role in political discussions around waste, energy and sustainability issues.
Suppliers	Survey among suppliers executed. Contractors manual extended with sustainability variables.	Active dialogue with most important suppliers with respect to sustainability aspects purchase.
NGO's	Regular consultation with NGOs.	Continuation dialogue with NGOs and involve with round table themes.

Ecology

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Product innovation	Guarantees of Origin. Waste barometer. Research application C2C according to several projects.	Bring four new sustainable concepts on the market. Four C2C projects from concept to concrete application.
Optimize route planning and route optimisation	Research to opportunities performed. Implementation will take place in 2010 / 2011.	Introduce onboard computers. Route planning and optimisation. Reduce CO ₂ emissions by 10 per cent.
Reduced CO ₂ emission vehicles	Collection with electrical vehicles started. Further investments in extra electrical vehicles in 2010 / 2011. The Polish fleet has been renewed with almost 10 per cent to an average age of 13.01 year. Handing over 84 vehicles with EEV standard and 85 EURO 5 standard. Together with partners research to application of alternative fuels.	Further develop collection concept for the city centres and sustainable business parks using electrical vehicles. Renew Polish fleet. Purchase new vehicles always according to the highest environmental qualification, EURO 5 or EEV standard. Ongoing study on, and testing of alternative fuels (second generation biofuel – LNG truck start in 2009).
Reduction of CO ₂ emissions through external transport purchase	Co-operation carrier van der Lee. Cost saving of 5 per cent in 2009.	Further intensify CO ₂ reduction on external transport with ambition to also save 5 per cent in 2010.
Lease cars	Number of lease cars with A and B labels increased to 37 per cent. New lease arrangement steering on CO ₂ and fuel usage developed for Belgium.	Ambition to import all new lease arrangements, steering towards CO ₂ emissions and fuel usage.
Real estate	Energy savings study in 2 largest Van Gansewinkel regions. Took several energy saving measures among which: more selective application of frequency regulators.	Round up and implementation of energy savings plans in NL, BE 2011. Reduction of own usage of Electricity incineration process.
Bring down own energy usage (and therefore reduction CO ₂ emissions)	Inventory optimum energy production from start. Steering on basis electricity/ steam generation and heat supply.	Optimum inventory of energy production resources.
Process optimisation	Because of reduced supply no priority. All locations of Van Gansewinkel Groep in NL use green energy.	Further optimisation of incineration processes by means of night transports and bunker management. Continue preservation energy usage at Van Gansewinkel Groep with Guarantees of Origin.
Modernising Brielselaan	Because of economical situation the decision has been taken not to modernise. From 2013 onwards heat will be delivered from waste energy plant in Rozenburg.	See sustainable energy generation.
Biomass Energy Central (BEC)	BEC in full usage.	Optimising usage.
Sustainable energy generation	By heat supply from waste energy plant in Rozenburg from 2013 onwards, Van Gansewinkel Groep contributes to the efforts of the Rotterdam Climate Initiative to reduce CO ₂ emissions by 50 per cent.	Continue research and active knowledge-sharing with governments to help achieve social targets.

Ecology

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Heat supply	Co-operation Botlekloop. City heating Rotterdam out of Rozenburg. Determine steps for additional supply of city heating.	Double steam sales in Botlek area to surrounding industrial.
Heat supply	Contract prepared with city of Arnhem.	Increase supply of city heating by 10 per cent in Duiven.
Innovation	Organising innovation business park Roelofshoeve Duiven.	Optimising energy and raw materials-recycling Duiven.
Suppliers	Survey took place amongst suppliers.	Active dialogue with major suppliers re: purchasing sustainability components.
Sustainable procurement policy	More and more sustainability is taken into consideration in procurement decisions.	Sustainable procurement policy implemented in organization.
Office supplies	From 63 per cent to 68 per cent of the office supplies most sustainable in category.	Office supplies from 68 per cent to 75 per cent most sustainable in category.
Implement sustainability criteria with suppliers	Review contractors manual and completed with criteria on sustainability.	Consequently implement with selection of suppliers and sustainability audit implement with strategic suppliers.
Thin Clients	Implemented at 40 per cent of the workplaces Van Gansewinkel Groep. Ceiling seems to be reached.	Implement at 60 per cent of the workplaces complete group. Reduction CO ₂ emissions.

Economy

Corporate Governance	Appointment of two commissioners unrelated to the shareholders.	Arranging monitoring the company in accordance with the current insight concerning adequate corporate governance. Further completion of our reporting on strategy, results, risks and opportunities.
EBITDAE	EBITDAE decreased with 5 per cent to € 259 million.	Van Gansewinkel Groep strives to increase EBITDAE annually.
Cash flow	Operational cash flow remains strong (€ 245 million).	Van Gansewinkel Groep strives to a robust cash flow.
Debt position	Debt position further reduced.	Van Gansewinkel Groep wants to further reduce debt position.