



**CORPORATE RESPONSIBILITY REPORT**  
**JACOBS DOUWE**  
**EGBERTS B.V.**

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*For the year ending 31 December 2018*



# CONTENTS

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Corporate Responsibility Annual Report	3	Our Approach to Minimized Footprint	18
A message from the CEO	4	Our Commitments	19
Activities of JDE	5	Environmental Management	20
Our Approach to Corporate Responsibility	8	Waste	20
Sourcing of Coffee & Tea	10	Water	21
Packaging of our products	10	Energy	22
JDE Common Grounds	11	GHG Emissions	23
Our Commitments	13	Packaging	24
Common Grounds Methodology	14	Our Approach to Connected People	26
Common Grounds Projects through 2019	15	Business Ethics	28
Example: Vietnam	16	Training	29
Farmfit Fund	17	Health & Safety	29
		Diversity and Inclusion	30
		Community Engagement	30
		Conclusion	31

# CORPORATE RESPONSIBILITY ANNUAL REPORT

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*For the year ending 31 December 2018*

## A MESSAGE FROM THE CEO

Dear valued stakeholder,

I am pleased to share with you JACOBS DOUWE EGBERTS' (JDE) first Corporate Responsibility report. This report introduces our approach to Corporate Responsibility, highlights the progress we have made in 2018, and sets out the roadmap for addressing the critical sustainability issues we face. Our coffee & tea journey began over 265 years ago and continues today with the collective efforts of all JDE associates.

At JDE, we are particularly concerned about the significant challenges facing coffee producers around the world and are committed to supporting them through our Common Grounds program. We are also focused on minimizing the environmental impact of our operations and have firm commitments in place to ensure the recyclability or compostability of our products.

Thank you for your interest in JDE's Corporate Responsibility journey. I look forward to working with you and other stakeholders to improve the livelihoods of farming communities around the world while reducing our impact on the environment.

**Frederic Larmuseau**  
Chief Executive Officer

## ICONIC BRANDS WITH LONG HISTORIES

1753 	1853 	1895 
1923 	1960 	1978 
1987 	1992 	2001 
2004 	2016 	

## ACTIVITIES OF JDE

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**FOR MORE THAN 265 YEARS, JDE HAS BEEN INSPIRED BY THE BELIEF THAT IT'S AMAZING WHAT CAN HAPPEN OVER A CUP OF COFFEE. TODAY OUR COFFEE & TEA PORTFOLIO IS AVAILABLE IN OVER 143 COUNTRIES AROUND THE WORLD THROUGH ICONIC BRANDS.**

JDE's commercial activities are divided into in-home (Retail) and away-from-home (Professional). Our core activities include sourcing of raw materials (predominantly green coffee & tea), the conversion of these materials into finished products, and the distribution of such finished coffee & tea products to customers and consumers.

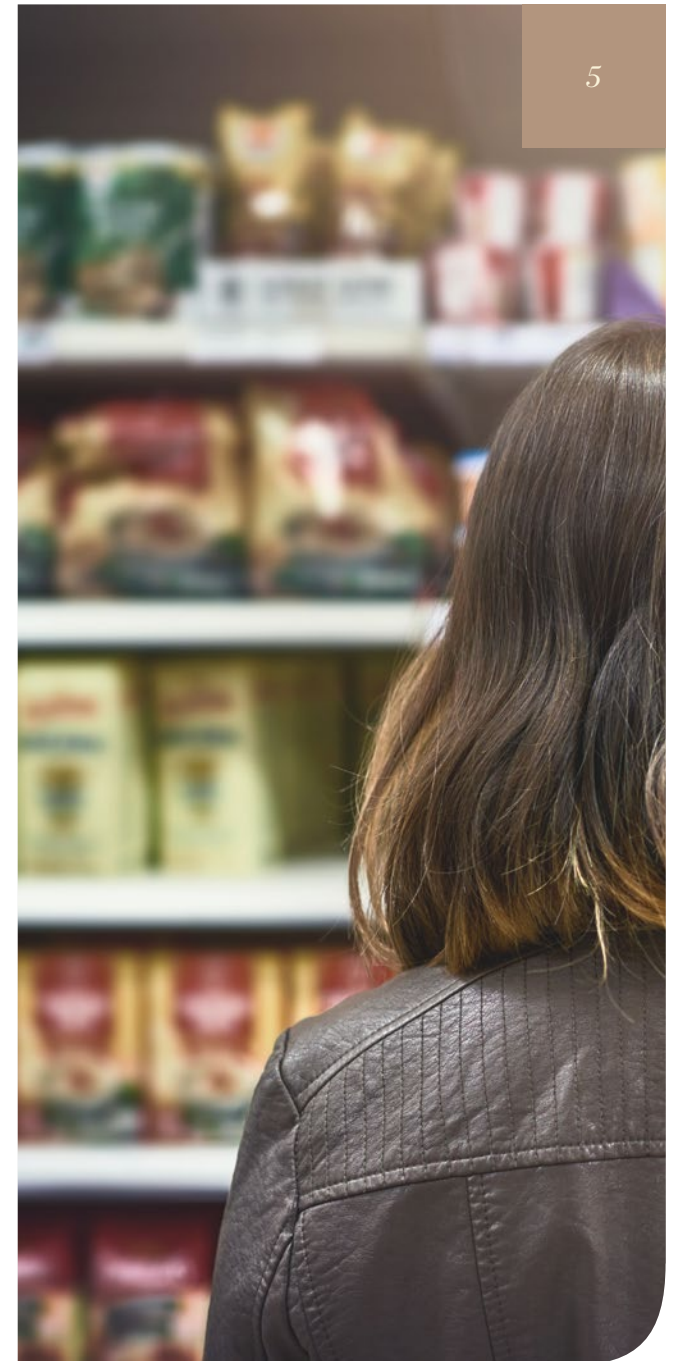
JDE's promise of A Coffee for Every Cup applies to our CR strategy where we believe in offering consumers a full range of sustainable choices. These choices include certified and verified coffees & teas from diverse origins and various packaging options. JDE products are also backed by farmer support programs, efforts to reduce our manufacturing footprint, and community initiatives.

JDE's supply chain includes the purchase of our main ingredients – coffee & tea –

from exporters, traders, and on the open market. These commodities are then shipped to our manufacturing facilities where we roast, grind, and blend before shipping to our customers across the globe.

### RETAIL

Within the Retail segments, JDE's principal products are roast and ground / filter coffee products, whole beans, portion-sized coffee pads and capsules, instant coffee, coffee-mixes, ready-to drink and cold coffee beverages & tea. JDE sells its products predominantly through modern retail trade (supermarkets and hypermarkets) and traditional trade such as "mom-and-pop" stores.



## ACTIVITIES OF JDE

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### PROFESSIONAL

In the Professional segment, JDE offers hot beverage full coffee solutions, which deliver the perfect combination of branded coffee & tea, equipment, and services to specific customer segments. JDE Professional's products are sold directly to, among others, businesses, hotels, hospitals, restaurants and foodservice distributors. We also operate "Coffee Company" retail cafes.

The Professional division strives to offer a total coffee solution, tailored to individual customer needs. Increasingly, JDE Professional's customers are demanding fully sustainable and circular choices, including certified coffees & teas, sustainable packaging and carbon-neutral footprints.

JDE Professional's strategic partnership with KLM airlines is an example of increasing demand for sustainable choices. On 1st October 2018, KLM Royal Dutch Airlines in partnership with JDE began serving Douwe Egberts certified coffee on all flights to European and intercontinental destinations.



*“We’re proud of our partnership with Douwe Egberts. Good coffee is important to our customers and, on top of that, at KLM we believe it is crucial that we serve sustainable coffee. Two typically Dutch brands, both pursuing the highest standards, will transport each other to new heights”*

Miriam Kartman, EVP Inflight Services.

Source: <https://news.klm.com/douwe-egberts-coffee-on-board-klm/>

# SIGNIFICANT M&A ACTIVITY

COMPLETED  
IN 2016

BRAZIL



CHINA



NEW ZEALAND



COMPLETED  
IN 2017

BRAZIL



DENMARK



ASIA



FRANCE



COMPLETED  
IN 2018

ITALY



ASIA



NORDICS



TURKEY



JDE's growth includes organic growth through our brands and geographic expansion as well as significant activity in mergers & acquisitions. Mergers & acquisitions provide distinctive challenges due to complexity of systems and process integration and therefore require phase-in periods across our CR reporting.

# OUR APPROACH TO CORPORATE RESPONSIBILITY

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# OUR APPROACH TO CORPORATE RESPONSIBILITY

AT JDE, WE ARE DRIVEN BY OUR PASSION FOR COFFEE & TEA, RESPECT FOR THE ENVIRONMENT, AND CARE FOR PEOPLE.

Our Corporate Responsibility Program has three pillars:

- *Common Grounds*
- *Minimized Footprint*
- *Connected People*

We routinely listen to our suppliers, customers, consumers, non-governmental organizations, and governments to determine what is material to the company from an Environmental, Social, and Governance (ESG) perspective. In 2018, the JDE Executive Committee reaffirmed that the two most critical areas from an ESG perspective are the sourcing of coffee & tea and the packaging of our products.



## COMMON GROUNDS

*Addressing the priority issues in our supply chain*

*Working towards 100% responsibly sourced coffee & tea by 2025*

## MINIMIZED FOOTPRINT

*Reducing our environmental impact step-by-step*

*100% recyclable or compostable packaging by 2025*



## CONNECTING PEOPLE

*It's amazing what can happen over a cup of coffee*

*Everyone deserves the coffee they love*

# OUR CORPORATE RESPONSIBILITY PROGRAM

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## SOURCING COFFEE & TEA

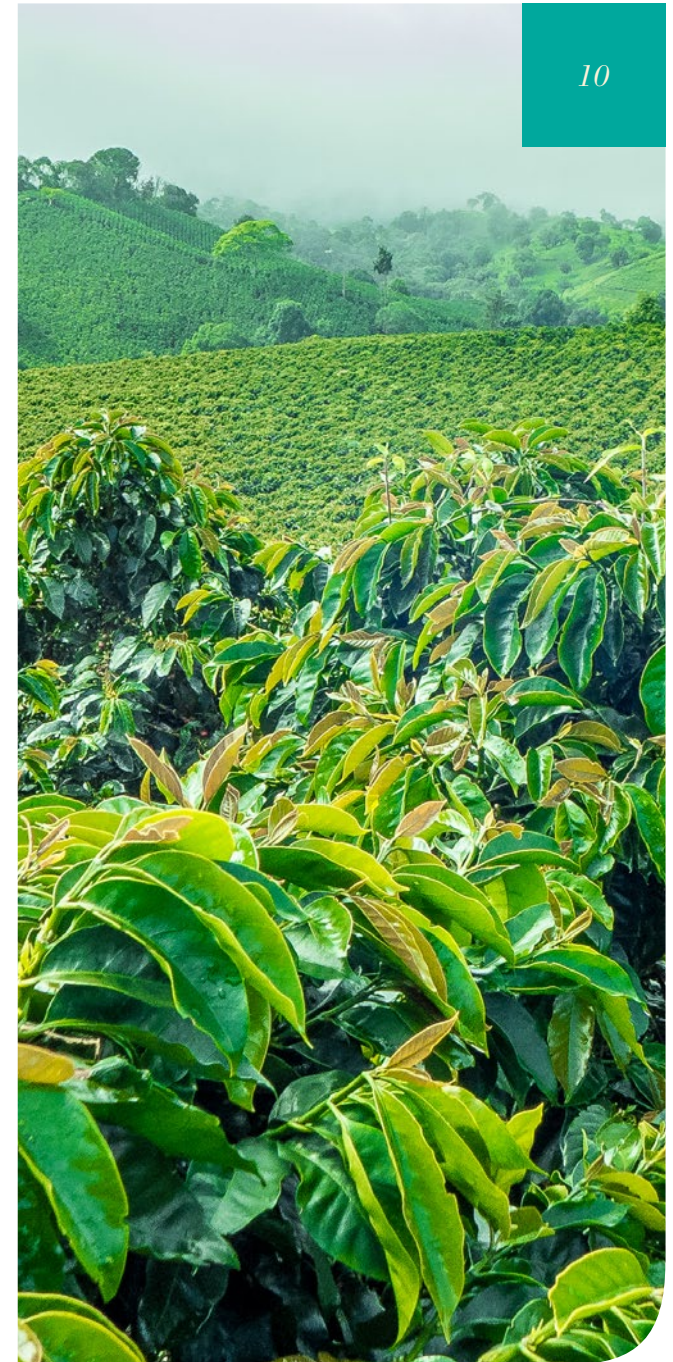
JDE sources approximately 9% of the world's coffee and less than 1% of the world's tea. Coffee and tea are produced in countries with key sustainability challenges primarily related to environmental and working conditions. JDE's *Common Grounds* initiative seeks to address these issues by working with farmers, suppliers, non-governmental organizations, and governments to address priority sustainability issues in our supply chain.

JDE's coffee & tea sourcing commitment – *Working Towards 100% Responsibly Sourced Coffee & Tea by 2025* – ensures we are doing our part to address sustainability challenges at origin.

## PACKAGING OF OUR PRODUCTS

JDE sells over 4200 cups of coffee & tea per second to consumers throughout the world and we offer our products in multi-serve and single-serve packaging formats. Recent consumer trends have driven increasing demand for single-serve coffee contributing to significant growth in this category. At JDE we believe it is important to strike an appropriate balance between meeting consumer preferences, preserving quality and freshness of our products, and offering environmentally friendly packaging.

JDE's packaging commitment – *100% Recyclable or Compostable Packaging by 2025* – ensures that we are addressing the sustainability challenges in the consumption of our products.



# **JDE COMMON GROUNDS**

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# JDE COMMON GROUNDS

COMMON GROUNDS BUILDS UPON A RICH LEGACY OF PUBLIC-PRIVATE PARTNERSHIPS, SUPPORTING SMALLHOLDER FARMERS FOR OVER 20 YEARS IN MORE THAN 15 COUNTRIES. OUR THREE FOCUS AREAS ADDRESS PRIORITY ISSUES TO DRIVE CONTINUOUS IMPROVEMENT IN OUR SUPPLY CHAIN.



## SUSTAINABILITY OF LAND

Agricultural methods that protect our planet for future generations



## EQUALITY OF PEOPLE

Awareness and practices that promote equal opportunities and improve working conditions that create better conditions for women, children and youth



## PROSPERITY OF FARMERS

Building capacities to make farming economically viable



Climate Change



Soil



Water



Gender and Youth Inclusivity



Child Labour



Working Conditions



Farm Management



Yield Improvement



Income Diversification

# OUR COMMITMENTS

## Since 2015 over \$80 million Invested in Responsibly Sourced Coffee & Tea



JDE has three commitments with respect to coffee & tea sourcing.

- **Working Towards 100% Responsibly Sourced Coffee & Tea by 2025;**
- **Directly Reaching over 500,000 Coffee & Tea Smallholders by 2025;** and
- **Investing 10 million Euros over 5 years to Improve Smallholder Farmers' Access to Finance**

Under Common Grounds we source certified / verified coffee or coffee from origins where JDE jointly addresses priority social and environmental challenges through impactful engagement with our suppliers and farmers by partnering with relevant governments, NGOs and civil society.

### TEA SOURCING

- In 2018, 100% of the tea (Camellia Sinensis) JDE sourced was responsibly sourced.
- 79% of this was certified (UTZ, Fairtrade) and 21% verified through the Ethical Tea Partnership.



### COFFEE SOURCING

	2018	2025
<b>Certified / Verified coffee</b>	22%	40%
<b>JDE Common Grounds</b>	~86% coverage*	~98% coverage
<b>Smallholders Reached</b>	280,000	500,000

\* Through Common Grounds we have conducted priority issue assessments for ~ 86% of our supplier volumes and are establishing programmes towards continuous improvement of the priority issues.

## A FOCUS ON CONTINUOUS IMPROVEMENT

**Developed with the Rainforest Alliance, Common Grounds identifies the most important social and environmental issues in our supply chain. This allows us to address these issues with our suppliers and other stakeholders.**

Through this program, we aim to directly reach 500,000 smallholder farmers by

2025. Currently, we have 25 projects in 11 countries promoting *Sustainability of Land, Equality of People, and Prosperity of Farmers*.

JDE believes that the best way to improve coffee & tea sustainability is to create partnerships between motivated farmers, cooperatives, exporters, traders,

roasters, civil society, and governments. We recognize that many issues are complex and will take multiple years to solve.



**1** We learn from our suppliers through open, direct communication



**2** We compare supplier (self) risk assessments with Rainforest Alliance and third-party targeted assessments



**3** We partner with suppliers, NGOs and governments to address the challenges faced by smallholders



**4** Finally, we measure results and impact of the programs and incorporate learnings for future interventions

# COMMON GROUNDS PROJECTS THROUGH 2019



## BRAZIL

- 2 projects, 7,300 smallholder farmers
- Agrochemicals, Forced Labour

## HONDURAS

- 2 projects, 5,800 smallholder farmers
- Child labour, Farm Management, Yield Improvement

## COLOMBIA

- 2 projects, 3,895 smallholder farmers
- Water management, Climate Change, Gender and Youth Inclusivity, Farm Management

## PERU

- 2 projects, 11,200 smallholder farmers
- Yield Improvement, Farm Management, Soil, Water

## ETHIOPIA

- 1 project, 7,500 smallholder farmers
- Agronomy, Working Conditions

## UGANDA

- 3 projects, 77,000 smallholder farmers
- Gender and Youth Inclusivity, Farm Management, Yield Improvement

## MALAWI (TEA)

- 1 project 30,000 smallholder farmers/workers
- Tea Revitalization

## VIETNAM

- 5 projects, 20,939 smallholder farmers
- Agrochemicals, Climate Change, Income Diversification

## INDONESIA

- 5 projects, 19,500 smallholder farmers
- Deforestation, Farm Management, Gender and Youth Inclusivity

## LAOS

- 1 project, 2,000 smallholder farmers
- Yield Improvement, Soil, Water

## CHINA

- 1 project, 5,000 smallholder farmers
- Agrochemicals, Water, Farm Management

## INDIA (TEA)

- 1 project, 250,000 beneficiaries
- Gender, Child Labour, Working Conditions



## EXAMPLE: VIETNAM

In Vietnam we are partnering with Louis Dreyfus Company (LDC) – one of our key suppliers in the region in a project that addresses the priority issues we jointly identified.

Acting on a Global Scale continued

### Asia continued



#### Vietnam Project Promoting Sustainable Land Management Practices

- **Partners:** Jacobs Douwe Egberts (JDE), the Sustainable Trade Initiative (IDH) through Initiative for Sustainable Landscape Approach (ISLA), Syngenta
- **Where:** Lâm Đồng, Central Highlands, Vietnam
- **Project Period:** 2016-2018, extended to 2021

- Key Focus**
- Agroforestry and intercropping to increase biodiversity
  - Shading and intercropping solutions
  - Improving the water retention capacity of farms
  - Plotting water-efficient irrigation techniques
  - Optimizing use of fertilizer and crop protection products, to reduce input costs
  - Reducing carbon footprint of coffee production
  - Improving soil quality

LDC's first program in Vietnam is in partnership with the Sustainable Trade Initiative (IDH) through Initiative for Sustainable Landscape Approach (ISLA), as well as Jacobs Douwe Egberts (JDE) and Syngenta. The initiative trained nearly 2,500 farmers to adapt to climate change. Topics included soil regeneration, irrigation, intercropping, shade trees and pesticide control. It also established 30 demonstration plots so that farmers could see for themselves the benefits of sustainable land management.

Encouraged by this success, LDC, JDE, IDH and Syngenta are launching a new three-year program for the Highlands region. It will reach 3,000 farmers and their families, who produce around 18,000 tons of coffee each year from 4,800 hectares in Đắk Lắk, Đắk Nông and Gia Lai provinces. Demonstration plots will teach farmers new climate-appropriate agricultural techniques, how to become more resilient, and how to use agrochemicals more effectively.



#### “ Testimonial Tin Nguyen, Senior Coffee Agronomist for LDC, Vietnam

The son of coffee farmers, Tin grew up in Đắk Lắk province, known as Vietnam's coffee capital. Today, he is a man on a mission.

*“Life on a farm is backbreaking labor and my parents worked hard from morning to night to support the family with our harvest. Understanding first-hand their challenges made me want to spend my career helping farmers to improve their production, reduce costs, while also protecting the environment.”*

In September 2011, Tin joined LDC as a coffee agronomist. Today, he is back in his home province, based in Buon Ma Thuot city, where he manages coffee research and sustainability programs in Đắk Lắk.

His work differs greatly from that of his parents. He focuses his reports on the latest trends, including the exponential growth of certified/verified coffee markets and a rapidly changing climate.

On “office days”, he has meetings and coffee catch-ups with colleagues, buyers, farmer group leaders, and agents. On “travel days”, he visits farms for research up to 800 on a crop tour), interviewing farmers using an in-depth questionnaire on topics such as coffee production, stock volumes, selling price and crop situation.

Training is an important part of the work. Tin conducts workshops for farmer group leaders not only on sustainable agricultural practices (crop protection products application, plantation of alternative species), but also on bookkeeping and recent market trends.

*“We have seen so much improvement since the training program started,” says Tin. “It amuses me how few people believe that agronomists can predict quite accurately the size of future harvests, but this is possible because of the amount of field research we conduct and the constant dialogue we are engaged in with the farmers.”*

1 <http://www ldc.com/blog/in-field/wake-and-smell-coffee/>



Acting on a Global Scale

#### “ Testimonial Do Ngoc Sy, Sustainability Manager, JDE, Asia Pacific

Farmers in Vietnam need urgent help. They're facing a range of complex issues from climate change and increasingly unpredictable weather patterns through to low production and sometimes unsafe work conditions too.

As a major coffee roaster operating in this country, JDE has a responsibility to help its suppliers. But we can't do it alone. We need partnerships – private and public – to address the core issues. That is why we work with LDC, one of our suppliers. LDC have the relationships and access to farmers. Their agronomists have the skills, knowledge, and tools to assist farmers on a range of appropriate techniques such as irrigation, pesticides, fertilizers, and safe working conditions.

Together with LDC, we are spreading our sustainability credentials to Indonesia, Colombia and other countries too.

We all have a common interest to support the production of sustainable coffee in Vietnam. That sustainability must go beyond certification and verification. Support for sustainability also needs to come with less administrative, financial, and organizational burden. For us and for the farmers too. Like LDC, we continue to buy certified and verified coffee, but the volumes are still small compared to our total volume. Going beyond certification and verification is in our mutual interest.



# FARMFIT FUND

In 2018, JDE was a founding member and committed €10m over five years to the €100 million IDH Farmfit Fund, which is designed to improve smallholder farmers' access to low-interest loans. The Fund will be enhanced by a \$30 million Farmfit Business Support mechanism which provides critical technical assistance to the farmers in addition to the low-interest loans. The Farmfit Fund aims to improve the livelihoods of 3-5 million farmers and increase their income by at least 50% and was launched by Her Majesty Queen Maxima of the Netherlands in her role as the UN Secretary General's Special Advocate for Inclusive Finance for Development (UNSGSA).



BILL & MELINDA GATES foundation



# **OUR APPROACH TO MINIMIZED FOOTPRINT**

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## OUR COMMITMENTS

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**JDE is committed to reducing our environmental footprint. We believe incremental efforts pursued over time have a substantial impact.**

In 2018, JDE committed to *100% Recyclable or Compostable Packaging by 2025.*

**REDUCING OUR ENVIRONMENTAL IMPACT STEP-BY-STEP**

*Zero waste to landfill by 2021.*

*100% recyclable and or  
compostable packaging by 2025.*



## ENVIRONMENTAL MANAGEMENT

JDE's Global Environmental Policy includes our Global Environmental Management System (GEMS), our standard operating system for manufacturing, and ISO 14001\* as the tools to drive continuous improvement, helping the business to integrate key environmental aspects.

Together, these policies, systems, and procedures ensure we pay constant attention to reducing waste and optimizing natural resources and energy usage to minimize our environmental impact.

Our commitments in this area include the following:

- Comply with or exceed applicable environmental legal requirements and JDE company standards;
- Continue to improve our environmental performance in a sustainable manner that respects the earth and its finite resources; and
- Work with our suppliers and engage in dialogue with members of our global community to make sound sustainable progress.

Currently, 18 of JDE's 38 manufacturing sites are certified against ISO 14001 and our goal is to certify all manufacturing sites under 14001 by 2021 (excluding recent acquisitions).

## WASTE

Since 2015, JDE reduced its total waste at manufacturing sites by -38% and waste to landfill by -69% (excluding recent acquisitions). Currently, 16 out of 38 manufacturing sites are landfill free.

JDE's goal is to reduce total waste produced at manufacturing sites by -10% and to achieve zero waste to landfill by 2021 (baseline 2015).

In Brazil, JDE achieved **Zero Waste to Landfill** in 2018 for all manufacturing sites including new acquisitions by raising awareness and investing in new technologies. At our Jundiai site, about **three thousand tons** of coffee husks are converted to produce fertilizer for agricultural crops annually.



## WATER

JDE has actively focused on reducing water consumption and adopting leading water treatment technology at our manufacturing sites. In 2018 JDE began to comprehensively measure and report on annual water usage, with the goal to progressively reduce the amount of water used per tonne of coffee produced per category.

At our factory near St Petersburg, Russia, we use one of the world's most advanced technologies for waste water. This technology reduces harm to aquatic flora and fauna by almost 68 times (from 9900 mg/dm<sup>3</sup> to 145 mg/dm<sup>3</sup>). Additionally, waste is used to generate steam to produce coffee, turning nearly 70 tons of waste into energy, daily. Similar infrastructure is present in our key installations at Banbury, in the United Kingdom and at Johor, in Malaysia.



## ENERGY

Since 2013, JDE has reduced our total manufacturing energy use by 5.8% and steadily increased the use of renewable energy. At the end of 2018, renewable energy constituted 18% of our total manufacturing energy use (excluding new acquisitions and the Asia-Pacific region). JDE is committed to reducing our manufacturing energy use (gigajoules/ton) by 10% per category by 2025 (baseline 2013).\*

\* JDE's reporting on energy focuses on our manufacturing because it is the largest material component of all energy consumption.

Several examples demonstrate this commitment to energy efficiency:

- We generate a large amount of electricity and steam at our sites through Combine Heat and Power (CHP) plants from natural gas. These CHP plants are more efficient than large scale electrical generation and transformation and therefore result in lower greenhouse gas emissions and fewer transmission towers.
- In Banbury, the United Kingdom, we generate electricity from the waste gases generated during our waste water cleaning process and spent coffee grounds are burned to generate electricity, resulting in 80% of the factory's energy needs being generated internally.
- In Elmshorn, Germany, our factory has reduced specific energy consumption by 20% from 2015.
- In Andréziueux, France and Valasske, Czech Republic, we use heat recuperation for heating of buildings.
- In Brazil we use biomass to roast our coffee and contribute towards our energy reduction targets.



JDE Banbury, United Kingdom  
Manufacturing Facility

## GHG EMISSIONS



### Biomass boiler

JDE is reducing CO<sub>2</sub> in its manufacturing facilities through various efficiency initiatives such as our biomass boiler in Joure, the Netherlands.

Designed to support the increasing production of the site, the biomass boiler consumes 33,000 tons of spent coffee grounds per year. The site has reduced its natural gas consumption, leading to a 70% reduction in its CO<sub>2</sub> emissions, the equivalent to 14,000 tons of CO<sub>2</sub> per year.



### Coffee train

Similarly, the use of the “coffee train” in Germany reduces by 13k tonnes the amount of CO<sub>2</sub> generated versus traditional road freight.

In 2019, JDE committed to measuring and reporting its CO<sub>2</sub> generation at manufacturing sites on an annual basis with a goal to progressively reduce the amount generated per tonne of coffee produced per category.

## PACKAGING

In 2018, JDE committed to *100% Recyclable or Compostable Packaging by 2025*.

- JDE tracks the percentage of product packaging which is recyclable and/or compostable, and the percentage made from recycled and/or renewable materials. As of 2018, this is where JDE stands: 78% recyclable and/or compostable by weight
- 25% from recycled or renewable materials by weight

These figures reflect over 90% of JDE's product packaging with limited exceptions that will be included in subsequent reports.

The primary challenges associated with reaching these commitments include:

- Consumer preferences towards single-serve packaging;
- Commercial availability of flexible, recyclable packaging which maintains the freshness and quality of coffee & tea; and
- Regulations prohibiting direct food contact with certain recycled packaging.

## EXAMPLE: LOOP® PILOTING REUSABLE PACKAGING

JDE is partnering with Terracycle and Carrefour in France to test and pilot reusable packaging in the form of glass jars for our L'OR instant coffee.





## EXAMPLE: TiORA® INTEGRATING SUSTAINABILITY INTO NEW PRODUCT DEVELOPMENT

An example of a new product designed with these objectives in mind is TiORA®. TiORA® features compostable tea bags and multiple sustainability credentials.



# OUR APPROACH TO CONNECTED PEOPLE

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## OUR APPROACH TO CONNECTED PEOPLE

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COFFEE IS AT THE HEART OF LIFE. IT IS WITH US AT THE BIG MOMENTS AND THE SMALL. JDE CELEBRATES LIFE BEYOND THE BEVERAGE, PUTTING THE COFFEE CUP AT THE CENTER OF THE CONVERSATION, WHEREVER IN THE WORLD IT TAKES PLACE.

*It's amazing what  
can happen over a  
cup of coffee*



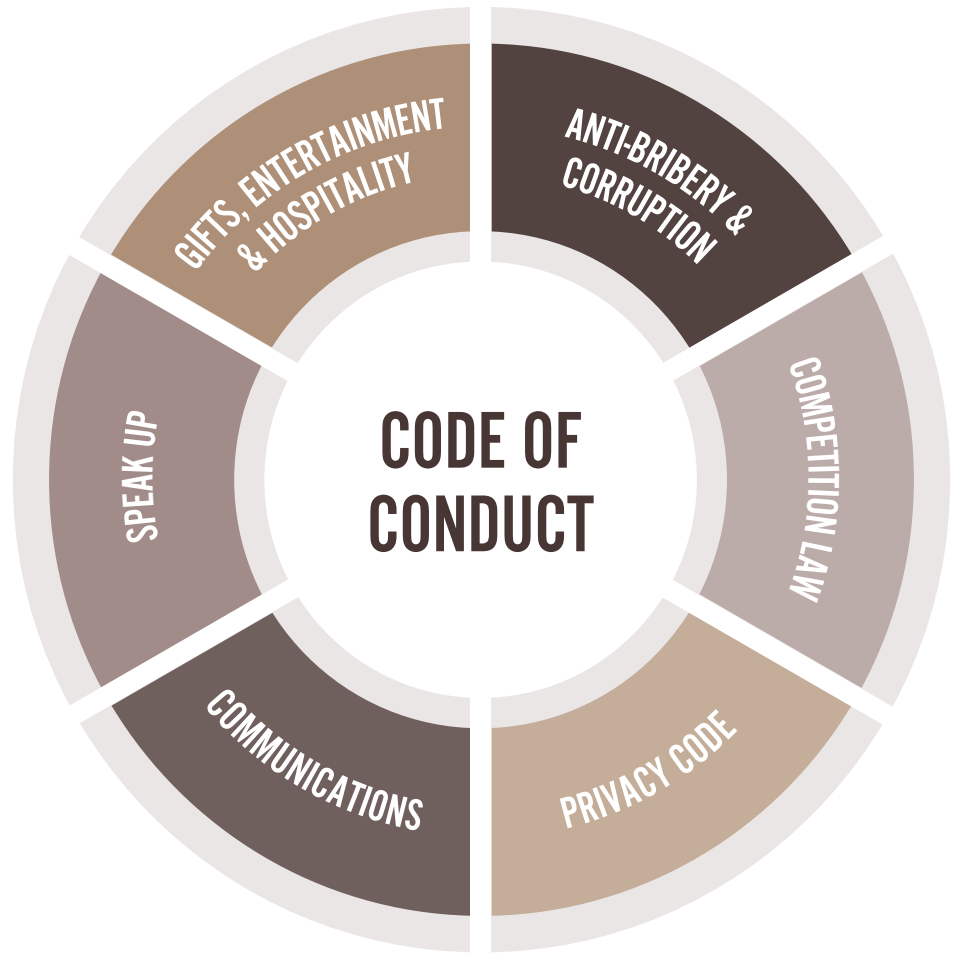
# BUSINESS ETHICS

**JDE HAS KEY POLICIES IN PLACE TO ENSURE THAT WE OPERATE OUR BUSINESS IN A COMPLIANT AND ETHICAL MANNER.**

Our Code of Conduct governs our business decisions and sets the standards we require from our associates when conducting business. All JDE Associates are required to comply with the Code of Conduct.

Our Supplier Code of Conduct sets the standards we expect from all our suppliers and contractors. We expect that all suppliers from whom we purchase goods or services will ensure their business practices and policies are in line with our Code and we require their acknowledgement and acceptance of its terms upon doing business with JDE.

Our Speak Up Policy guarantees against retaliation for those who speak up about any Code of Conduct or Supplier Code of Conduct violations.



## TRAINING

JDE's comprehensive compliance training approach consists of three elements:

- Ensure an early touch with compliance for all new associates to complete the JDE Code of Conduct e-learning.
- Regularly deploy compliance e-learnings for all associates on high risk topics.
- Deliver in-depth face-to-face trainings for selective target groups where the subject matter is most relevant.

All new JDE associates are automatically enrolled in the Compliance and Code of Conduct e-learning. Since the beginning of 2018, JDE has deployed three additional compliance e-learnings:

1. Competition Law;
2. Preventing Anti-Bribery & Corruption; and
3. Global Data Protection

JDE also routinely conducts face-to-face training sessions including compliance and Code of Conduct onboarding events with a focus on overall Speak-Up obligations, competition law for Sales teams, data privacy for Marketing and HR teams, and Anti-Corruption for Procurement teams.

In 2019, JDE intends to launch a Comprehensive Code of Conduct e-learning for all associates with a focus on human rights and a closing questionnaire/attestation that verifies completion and understanding of the training.

## HEALTH & SAFETY

JDE's approach to health and safety is led by its motto that We Work Safely or We Don't Work! The key metrics for how we measure our performance is the industry accepted Total Recordable Incidents Rate (TRIR) and our management system is governed by the JDE Safety Policy and the OHSAS 18001 Occupational Health and Safety System.

JDE's (TRIR) in 2018 was 0.54 and is calculated along the following formula (TRIR = Number of Recordable Incidents x 200.000 / Total Hours worked). The TRIR of 0.54 has improved from a baseline of 2015 where TRIR was 0.88. This KPI covers JDE's manufacturing facilities except newly acquired manufacturing facilities; JDE plans to add newly acquired sites to its TRIR system by 2020.

*We work safely or  
we don't work!*

## DIVERSITY AND INCLUSION

In 2018, JDE employed on average 15,910 full-time equivalent associates across more than 44 countries. JDE is committed to Diversity & Inclusion and employs a diverse population of associates in terms of gender and nationality. JDE tracks gender and nationalities through associates registered in our SAP system. In 2018, 41 % of management and 39 % of all associates were women and a total of 75 different nationalities across the company and 45 different nationalities at IHQ. JDE will launch a Diversity & Inclusion program by Q3 2019, aimed to increase diversity (gender & nationalities) in the workplace and to create a more inclusive culture. Progress will be tracked using KPI's on gender balance, nationality mix at IHQ and engagement scores on inclusive culture.



## COMMUNITY ENGAGEMENT

JDE currently has charitable community initiatives in more than 15 countries with a clear focus on our philosophy that “It’s Amazing What Happens Over a Cup of Coffee.” These initiatives range from Burendag (or Neighbour’s Day) in the Netherlands where we help bring together over 6100 neighbourhoods and one million people in 2018 to coffee donations in Germany, France, Belgium, Russia, and Ukraine where millions of cups of coffee are donated to local foodbanks and shelters.





## CONCLUSION

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**At JDE, we are driven by our passion for coffee & tea, respect for the environment and care for people. Our Corporate Responsibility efforts cover: responsible sourcing; environmental management; people management; and community engagement. Continuous improvement is a key principle of our Corporate Responsibility efforts and we welcome feedback from our suppliers, customers, consumers, non-governmental organizations, governments and our own associates on how we are doing.**

JDE is a limited liability company incorporated on 5 May 2014 under the laws of the Netherlands; it was established following the 2014 agreement between Acorn Holdings B.V. (“AHBV”) with Mondelēz International Inc. (“Mondelēz”), to combine their respective coffee and tea businesses. JDE’s main direct shareholders are Delta Charger HoldCo B.V. (56.11 %) and JDE Holding Minority B.V. (17.00 %), both fully owned by a Joh. A. Benckiser led investor group (‘JAB’) and Mondelēz Coffee HoldCo B.V. (26.36 %).

JDE has its corporate seat and headquarter in Amsterdam, the address is: Oosterdoksstraat 80, 1011 DK in Amsterdam, the Netherlands.



# JDE

A coffee for *every cup*

