

# Connectivity Matrix

As a family business, we don't think in terms of years, rather in generations. We organise our chains such that we continue to be both a financially healthy family business and committed to reducing our impact on the environment (people, animals and planet).

context	challenges for Royal A-ware	strategic pillar	ambitions	our family business	Material topic	objectives	risks		
<p><b>megatrends</b></p> <ul style="list-style-type: none"> <li>Impact of food production on the environment</li> <li>Feeding the growing world population</li> <li>More sustainable consumer behaviour</li> <li>Digitalisation</li> </ul> <p><b>stakeholders</b></p> <ul style="list-style-type: none"> <li>Customers</li> <li>Suppliers</li> <li>Dairy farmers</li> <li>Financers</li> <li>Society</li> </ul> <p><b>relevant SDG's</b></p>	HEALTHY	product	Products with the optimal nutritional value and the lowest possible footprint, in accordance with customer requirements.	<p><b>mission</b></p> <p>The shortest journey from consumer to cow.</p> <p><b>core activities</b></p> <p>We <b>produce</b> and <b>package</b> cheese, fresh dairy, cream, milk powder and tapas for the whole world. We <b>organise</b> our chain in an efficient and sustainable way.</p>	NUTRITIONAL VALUE IN RELATION TO ENVIRONMENTAL IMPACT	1. Developing and promoting a vision on the environmental impact of dairy on the environment in relation to nutritional value.	<ul style="list-style-type: none"> <li>The value of dairy is improper.</li> <li>Public opinion on livestock farming</li> </ul>		
	CLIMATE	processing	An efficient and sustainable production process with the lowest possible footprint.		WATER	2. Baseline measurement and setting a target for the year 2030.	<ul style="list-style-type: none"> <li>Affordability</li> <li>Availability of raw materials</li> <li>Climate change</li> <li>Reputation</li> </ul>		
		raw materials	More sustainable packaging and efficient use of raw materials and consumables.		GREENHOUSE GAS EMISSIONS ROYAL A-WARE	Commitment to Science Based Target initiative (SBTi): <ul style="list-style-type: none"> <li><b>2025:</b> <ol style="list-style-type: none"> <li>no deforestation in the supply chain</li> <li>at least 80% renewable energy</li> </ol> </li> <li><b>2030 (compared to 2021):</b> <ol style="list-style-type: none"> <li>2030: Use of 100% renewable energy at our sites</li> <li>at least 80% reduction in greenhouse gases in scope 1 &amp; 2</li> <li>at least 42% reduction in greenhouse gases in scope 3</li> <li>at least 30% reduction of FLAG emissions</li> </ol> </li> <li><b>2050 (compared to 2021):</b> <ol style="list-style-type: none"> <li>at least 72% reduction in FLAG emissions (compared to 2021)</li> <li>a net zero supply chain</li> </ol> </li> </ul>			
	ANIMAL PRODUCTION IN BALANCE WITH THE ENVIRONMENT	dairy farming	A resilient family-owned dairy farming with continued focus on animal welfare and the lowest possible footprint.		MORE SUSTAINABLE PACKAGING	11. 2025: All single-use plastic consumer packaging is recyclable.		<ul style="list-style-type: none"> <li>Milk availability</li> <li>Government policy</li> <li>Public opinion on livestock farming</li> </ul>	
		employees	An environment where people work safely and happily, contribute to a successful business and work on their own development.		WASTE MANAGEMENT & CIRCULARITY	12. Every year, a maximum of 0.1% loss of our raw materials in our chains.			
	TRANSPARENT AND FACT-BASED	respectful partnerships	Maintain long-term partnerships with customers, suppliers and dairy farmers. All partners have lasting benefit from the collaboration.		GREENHOUSE GAS EMISSIONS FROM DAIRY FARMING	13. 2030: an average of at least 30% reduction in greenhouse gases per kilogram of Fat- and Protein-corrected Milk (compared to 2021).			<ul style="list-style-type: none"> <li>Reputation</li> <li>Business continuity</li> </ul>
					SOIL	14. Royal A-ware strives for maximum carbon sequestration in its supply chains.			
					RESPECT FOR ANIMAL WELFARE AND HEALTH	15. Royal A-ware uses an Animal Welfare Quality Management-derived tool for continuous attention to and improvement of animal health and welfare. 16. Royal A-ware aims to achieve the sector goals for animal health and animal welfare as determined in the country where the milk is produced.			
			BIODIVERSITY	17. Dairy farmers are committed to preserving and restoring biodiversity: <ul style="list-style-type: none"> <li>2025: meet at least 1 biodiversity bundle</li> <li>2030: meet at least 2 biodiversity bundles</li> </ul>					
			RESILIENT DAIRY FARMING	18. Yearly: at least 75% of dairy farmers participate annually in at least 1 substantial gainful activity offered by the Dairy Academy.					
			EMPLOYEE DEVELOPMENT	19. Annually: 100% of our employees have a fit interview at least once a year + development goals.					
			EMPLOYEE SAFETY AND HEALTH	20. Annually: zero accidents. 21. Annually: sick leave levels equal to or lower than industry sector average.					
			DIVERSITY AND INCLUSIVITY	22. 2023: drawing up an action plan to implement the Act on gender diversity in boards.					
			TRANSPARENCY AND INTEGRITY	23. Royal A-ware respects international business agreements as set out in IMVO and OECD guidelines.					
			VALUABLE COOPERATION PARTNERS	24. To make supply chains more efficient and sustainable, we focus on long-term collaborations where all links in the chain consistently benefit.					