

# Sustainability Report 2024



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# Overview of 2024

Lennert Luiten—Managing Director

For Luiten Food 2024 was a year full of changes. First of all, our commercial director left the company which caused a shift in the responsibilities of the other board members. While this certainly seems like a big change, the professionalism and experience of the whole team made this shift quite easy and manageable. Amidst all these changes, we managed to grow in both volume and revenue. Especially our production volumes grew to new heights.

From a sustainability standpoint this year has been the “year of preparation”. The European Union’s Deforestation Regulation and Corporate Sustainability Reporting Directive were two focus points for us this year. While consultations with various stakeholders were in an advanced stage, especially for the EUDR, we know in hindsight that the regulations are delayed until the end of 2025. For the CSRD, this means that Luiten Food will fall out of scope. However, since we have invested time and effort into the preparation and see sustainability as more than just a compliance task, we have decided to continue down the path of CSRD compliance. This will streamline our reporting with that of our bigger customers, who are obligated to report under the CSRD.

Apart from compliance with regulations, we have also worked on our annual and long-term goals. We have ensured that a significant proportion of our energy supply originates from Dutch green energy initiatives. While we still aim to focus on energy reduction where possible, this is a good intermediate step in ensuring full green energy supply. Furthermore, we have started a program to improve the work structure in our production areas. This will allow our production personnel to work more structured, safely, and grow in responsibilities when that is their ambition.



From left to right: Lennert Luiten and Roald Heinsbroek

# Our Company

## The History

Luiten Food has been active in the trade of game and poultry since 1938. In its current form, the company has grown into one of the biggest European players in the import of beef, lamb, game, poultry, Iberico, fish & seafood. Luiten Food is proud to be the supplier of various companies active in food service, food processing, wholesale, catering, retail, and specialty stores.

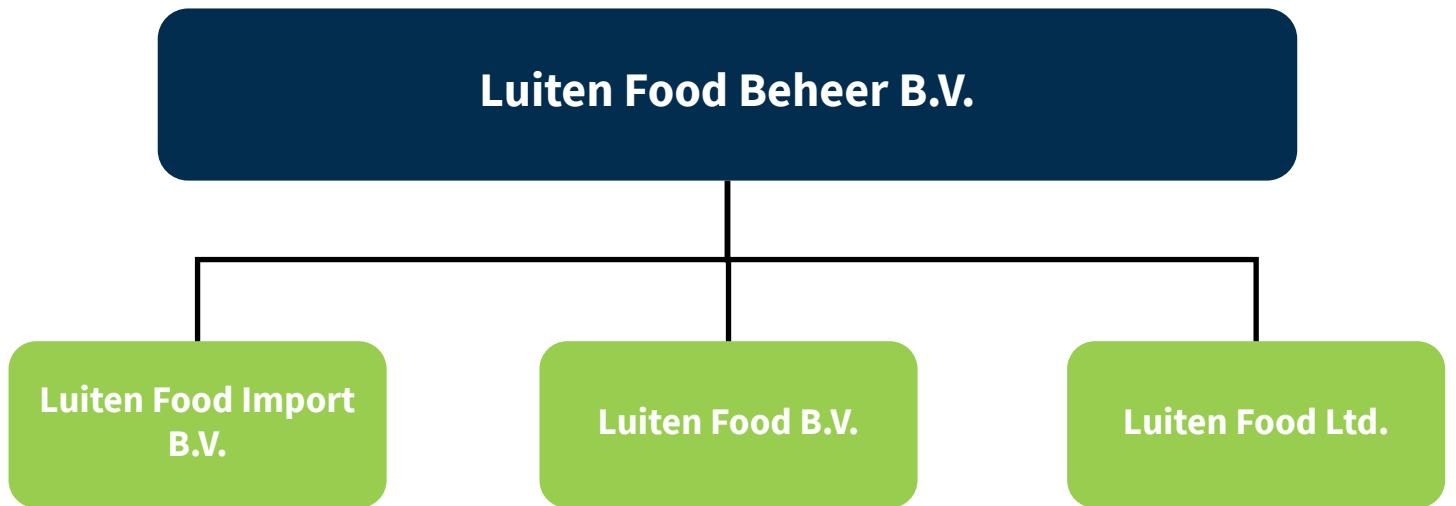
The Luiten Food team has been working together for years and attaches great importance to personal contact with its customers and suppliers. Therefore, loyalty and trust are among the key principles. This ensures high-quality products and a good relationship with customers.

Luiten Food is a modern and professional company. Outstanding quality control and service are our main priorities. The customer can be assured that we will do everything in our power to tailor a custom solution for every request. We try to find a solution for every technological issue and are happy to take on any challenge for product and chain optimization or innovation. Service and flexibility are of paramount importance at Luiten Food.

Luiten Food recognizes the importance of corporate social responsibility. Based on a sense of social commitment and a clear vision, we are constantly looking for the perfect balance between social, environmental, and economic interests. By doing this, we do everything in our power to take care of people and the environment, in the short-, but also in the long term. Our CSR policy is divided into social (people), environmental (planet), and economic (profit) aspects. The overview of the policy can be found in the policy section of this document.



# Our Structure



The reporting company for this sustainability report is Luiten Food Beheer B.V. as the holding company of both the Dutch and English entities. The materiality analysis, policy, and goals are determined for Luiten Food B.V. as the other two entities rely on Luiten Food B.V. for their daily operations. For entity specific requirements, such as the UK modern slavery act of 2015, the impact is assessed on the group level when necessary.

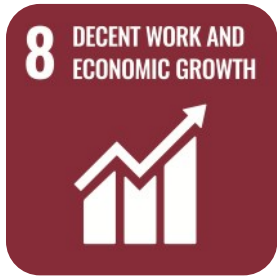
This annual report contains information about Luiten Food's sustainability performance in the period 1 January 2024 until 31 December 2024.

This period is in accordance with the financial reporting period to ensure easier performance comparison.





# Our People



Where 2023 was a year of growth for the number of employees at Luiten Food, 2024 saw a stabilization of these numbers. This consolidation ensured that we were able to shift our focus from onboarding to internal training. Together with external advisors we assessed and implemented a more professional working method in our production facilities. By “training the trainer” we are able to allow for more growth in our production roles as well as create a better and more resilient training program for new employees by having knowledge spread across multiple employees. These improvements follow from a conclusion of the food safety culture questionnaire where we identified issues with the lack of clear working instructions which resulted in an inefficient situation where knowledge was consolidated in only a few employees.

Last year, together with the works council, the board of directors have investigated the introduction of a profit distribution system for all employees. This system ensures that all employees receive a share of the companies profit only based on their hours worked and tenure with the company. In this way loyalty is rewarded but the bonus is not based on the wage of the employees.

We believe in transparency and open dialogue regarding compensation. Employees are encouraged to express their concerns without fear of reprisal. Our goal is to ensure fair and equitable remuneration for all.

	Total	Male	Female
<b>All employees</b>	92.20	66.38	25.83
<b>Permanent</b>	52.60	43.38	9.23
<b>Temporary</b>	39.60	23.00	16.60
<b>Non-guaranteed hours</b>	13.69	10.13	3.56
<b>Full-Time</b>	75.30	62.50	12.80
<b>Part-Time</b>	16.90	3.88	13.03

\* Figures are based average FTEs. Example: If an employee with a full-time contract joined Luiten Food on the 1st of July 2024 they are counted as 0.5 FTE over the whole year.

# Our stakeholders

We view stakeholders in the broadest sense, recognizing them as an integral part of our organization. Stakeholders are identified and assessed based on two key factors: their level of interest in Luiten Food and the influence (or power) they can exert on the company. These two dimensions vary across stakeholder groups and help us determine the most effective ways to engage with each.

In line with the European Sustainability Reporting Standards (ESRS) and to ensure compliance with the Corporate Sustainability Reporting Directive (CSRD), we revised our stakeholder identification and engagement process. Although the list of stakeholders remained unchanged, the method of engagement, especially for the double materiality assessment, was updated.

We initiated a structured consultation process, issuing a call for input on the sustainability themes most relevant to Luiten Food. Stakeholders were invited to share their views through either face-to-face discussions or a written questionnaire, depending on their preferences.

To prioritize stakeholders, we apply a power-interest matrix. This tool helps us identify those with the greatest relevance for our sustainability strategy, including both our most influential stakeholders and those required under the CSR Performance Ladder.

The adjacent list outlines our key stakeholder groups, including those mandated by the CSR Performance Ladder.

Management	Certification institutions
Employees of Luiten Food	NGOs
Foodservice customers	Retail customers
Employment agencies	Residents in the vicinity
Suppliers of meats	Shareholders
Competitors	National and European government
Bank	Suppliers of misc. services
Municipality	Branch organisation

8 DECENT WORK AND ECONOMIC GROWTH



# Employee wellbeing

Occupational health and safety are of utmost importance at Luiten Food. Especially our operational employees are subject to cold working environments. As a result, it is crucial that they are provided with good clothing to endure the cold. Furthermore, our production staff works with sharp cutting equipment. Therefore it is crucial to provide the necessary tools for them to safely handle this equipment. Furthermore, yearly food safety training is provided to all employees handling our products. This ensures the safety of the products and gives our employees confidence they have the skills necessary to handle our meat products with great care.

One of the strategic goals of Luiten Food is to grow in turnover. This will also increase the number of future employees. At Luiten Food, we previously worked with very general role descriptions, making it unclear what someone's role exactly is. This makes it difficult for employees to approach the right colleague with questions. The objective of the Works Council (OR) regarding this topic was to make it clearer for all employees what is expected of him/her and who the employee should go to with questions by formalizing and increasing the level of detail of the job descriptions.

At Luiten Food, occupational safety is embedded in policy as required by the IFS food standards in addition to national and European law. This policy includes all workers working at and for Luiten Food and is based on a yearly risk assessment carried out by the quality department.

Sick leave percentage 2024:

**2.74%** (2023: 1.88%)

Number of serious\*  
occupational injuries 2023:

**0** (2023: 0)

\*Serious injuries include fatalities, high-consequence and recordable injuries.



# Emissions

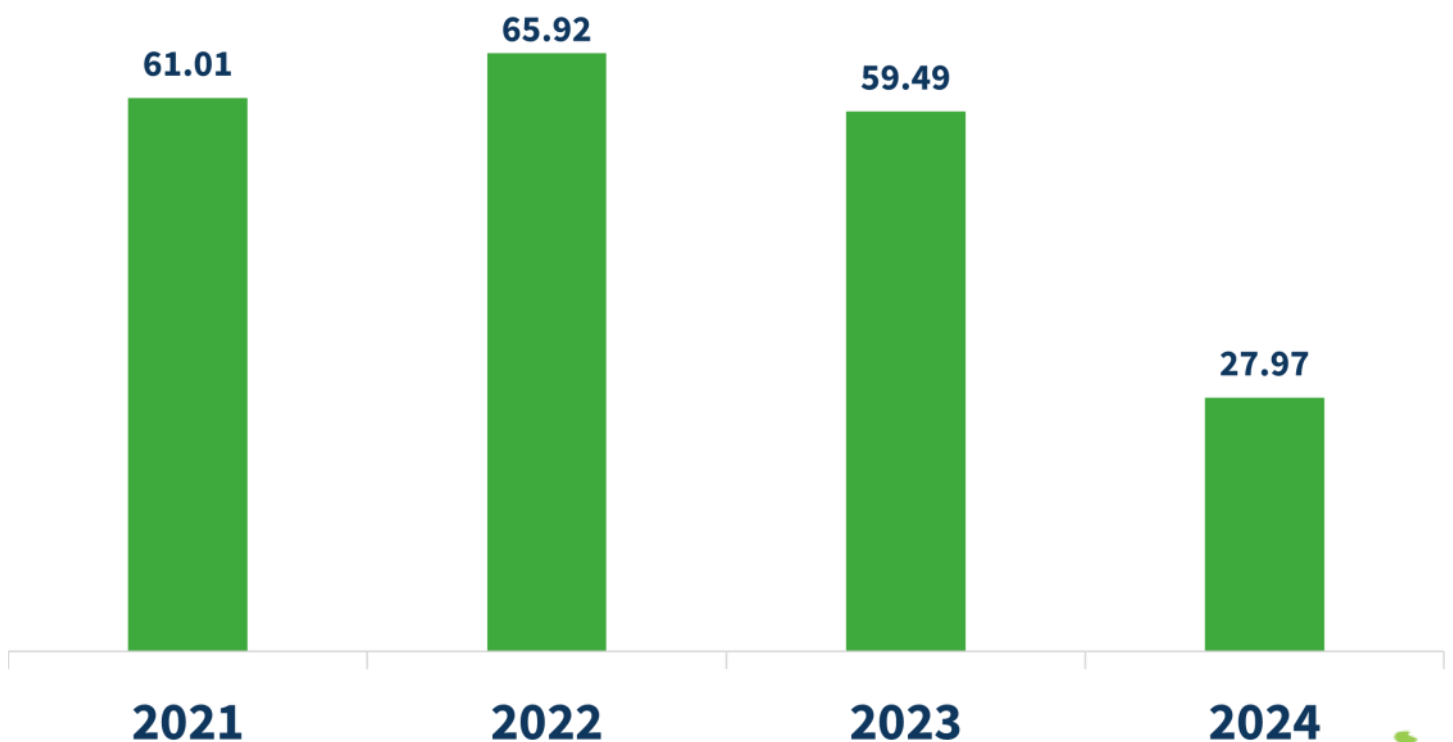


CO<sub>2</sub> and other greenhouse gasses contribute significantly to global warming, which is one of the most pressing environmental issues of our time. By monitoring our CO<sub>2</sub> emissions, Luiten Food can identify areas where they can reduce their carbon footprint and take steps to become more sustainable. In short, tracking CO<sub>2</sub> emissions is crucial to maintain a strong commitment to sustainability, reducing our environmental impact, and maintaining our competitiveness in an increasingly environmentally conscious market.

As we strive to reach net-zero emissions in scopes 1 and 2 by 2030, we have decided to start purchasing green-energy from Dutch windfarms. While the goal is still to reduce and produce energy ourselves, this is a good intermediary step to ensure that we purchase our green energy locally.

In 2025 we are executing the next steps in measuring our scope 3 emissions. While we are able to estimate the emissions of most of our products, we want to improve these estimates with more trustworthy science-based resources. Together with Thomas Foods we have used 2024 to research and identify possible solutions which will be implemented in 2025.

## KG of CO<sub>2</sub> emitted per tonne of sold product (Scope 1 & 2)



MWh of non-renewable energy used in 2024:  
686 MWh (-61% 2023)



Liters of diesel used for own fleet:  
55175 litres (+4.2% 2023)



# QA management

At Luiten Food, the main tasks of the quality department include: monitoring production processes, inspecting products, and implementing quality control measures to prevent contamination and ensure that products meet European and national standards. In addition, Luiten Food ensures that its QA management system is certified against various IFS standards as well as other certifications for animal welfare such as “Better Life Label”, MSC and ASC.

Despite the ongoing challenges with employee shortages, Luiten Food has managed to uphold a high standard of customer satisfaction. In fact, the number of complaints and food safety issues has decreased in recent years, indicating that the efforts of the quality department are paying off. Further improvements and actions will ensure that the quality system of Luiten Food will be continuously improving.

In order for Luiten Food to continue this success it is important keep innovating in technology to further streamline QA processes. A more in-depth traceability system will be implemented in the coming two years to enforce tighter control on product quality, as well as being able to ensure suppliers comply with international ethics and environmental standards. Other projects focus on improving efficiency and reducing waste, while also ensuring that all products meet the necessary quality and safety standards.

	2021	2022	2023	2024
<b>Total number of complaints</b>	930	951	1106	1039
<b>Number of complaints per tonne of product sold</b>	0.063	0.064	0.056	0.050
<b>Total number of complaints from customers</b>	606	673	791	724
<b>Total number of food safety complaints from customers</b>	217	218	185	150

# Waste management

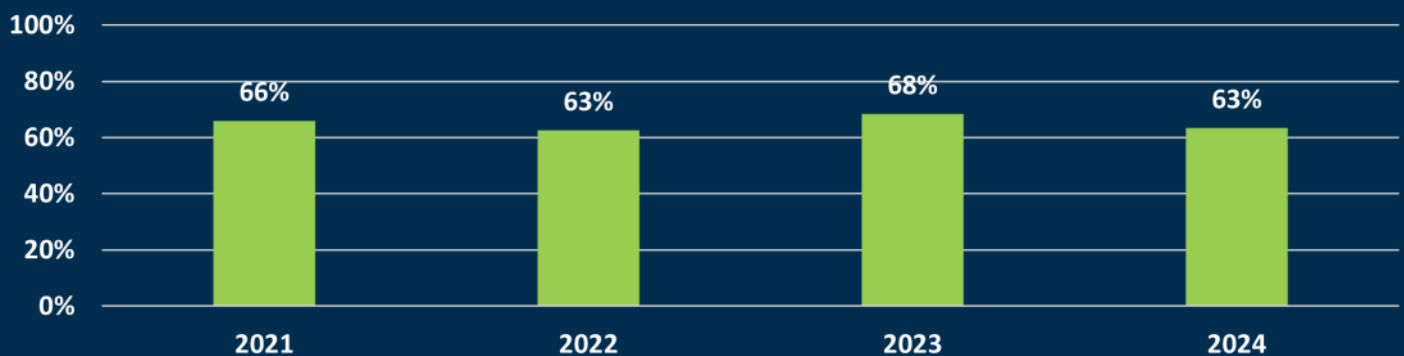
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



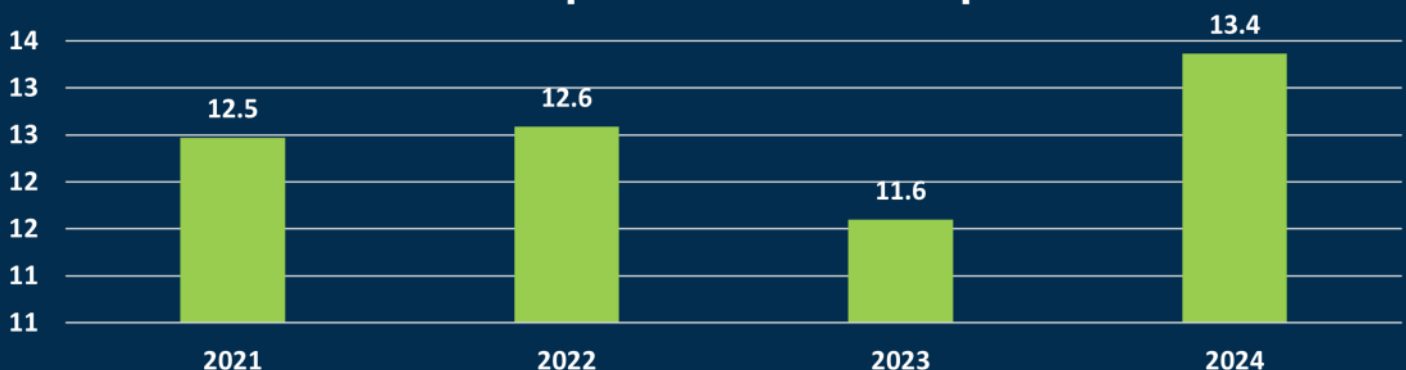
Packaging and in-company waste contribute significantly to our indirect emissions and to the unsustainable usage of resources. Luiten Food is bound by a large number of regulations mandating the use of virgin plastics when the packaging is in direct contact with meats. This makes the use of fully recycled plastics quite difficult.

However, Luiten Food has been looking at ways to make its own packaging more easily recyclable whilst also focusing on in-house waste streams. One of these ways is fully transitioning to mono-plastics for our own packaging products. We notice that a lot of packaging solutions can already be made from mono-plastics. With some of the mono foils and trays, however, we are not able to guarantee the same shelf-life as their poly-plastic alternatives. In discussions with customers, these dilemmas are taken into account and decided upon.

## Percentage of waste recycled



## KG of waste per tonne of sold product





# Animal welfare

## Expanding Better Life sourcing

In 2024 we have made serious efforts in assisting a Slovenian chicken supplier in receiving a Better Life one star approval. While this process continues into 2025, serious steps have been taken to achieve completion. With the approval of the Better Life foundation the supply of better life chicken will be more geographically diversified resulting in a more stable supply chain.

## Growth in organic poultry

In addition to expansion on the supply side, the sales of Organic chicken has also increased significantly due to the onboarding of a significant retail player. Although organic remains a relatively small part of our sales, it is one of the categories with the highest percentual growth.

Yearly volumes of products with animal welfare certifications (tonnes)

	2021	2022	2023	2024
Better Life Label	1288	1114	1268	1342
Organic	94	62	117	214
Vegetarian / Vegan	-	26	85	45

# Financials

8 DECENT WORK AND  
ECONOMIC GROWTH



In 2024, we saw a growth in net sales of 10.8%, reaching a total of €202.24 million. The quantity of goods remained stable around 20 kilotons.

In 2024, the total equity rose by roughly 0.5 million. In terms of debt, our long-term debt decreased from €2.41 million in 2023 to €2.30 million in 2024. Our short-term debt increased with 2.1%.

Overall, Luiten Food can look back on a financially healthy 2024, with significant growth in sales revenue while maintaining a stable output in sales quantity.

	2022	2023	2024
<b>Net sales (revenue)</b>	€ 176.305.477	€ 182.545.103	€ 202.239.349
<b>Quantity of products sold</b>	15 kiloton	20 kiloton	20 kiloton
<b>Profit before taxes</b>	€ 12.132.650	€ 2.267.340	€ 6.249.131
<b>Total Equity</b>	€ 18.950.080	€ 20.661.122	€ 21.330.359
<b>Total Debt (long-term)</b>	€ 2.689.287	€ 2.407.613	€ 2.302.267
<b>Total Debt (short-term)</b>	€ 38.896.964	€ 44.848.156	€ 45.802.750

# Management structure

Currently, with a flat corporate structure, the board of directors delegates responsibility and authority to all employees separately without appointing formal senior management positions. C-level positions are mutually exchangeable with the board positions. This keeps the decision making process agile and flexible, adhering to the key fundamentals of Luiten Food's strategy.

2 executive members and 1 non-executive member.
None of the 3 members of the board are considered to be fully independent in their decision-making according to the ICGN Global Governance Principles
1 board members receive a management fee and 1 board member receives remuneration.
One board member holds another significant position as a board member and shareholder at a supplier, which creates a conflict of interest. This conflict of interest is mitigated by removing the executive rights of that member. Thomas Foods International is the relevant party involved in this conflict of interest
The board consists of 3 male members.
Two of the board members have formal responsibilities within the CSR management system and have been trained on CSR and sustainability.

Two of the board members are also shareholders of Luiten Food and, together, hold a majority share. Therefore the board of directors also represents a majority of the shareholders of Luiten Food. This also resolves conflicts of interest because shareholder goals are automatically aligned with the goals of the executive board.

The third board member receives fixed pay and variable pay linked to general company performance. No specific CSR performance indicators are considered in determining the variable pay.

If deemed necessary, additional board members are chosen on the basis of relevant experience, expertise and affiliation with Luiten Food. The support base amongst employees will also be considered when onboarding a new or additional board member.

The board is represented by Lennert Luiten within the sustainability team. The daily operations regarding sustainability are delegated to Jim Pardon and to other employees if necessary. The total board oversees the progress in biannual sustainability meetings. The information published in this report has been reviewed and approved by both Lennert Luiten and Roald Heinsbroek. Responsibility for sustainability due diligence processes is shared equally among the board members and are made in consultation with the relevant employees.

Critical concerns can be directly sent to or shared with the board of directors. For employees, an external, independent grievance mechanism is available if the critical concern involves the behavior or actions of one of the board members. Neither of the two options has been used in 2023 to voice critical concerns.

The performance of the board of directors is not evaluated by an independent party.

# Our policy

- Meet the wishes and demands of customers.
- Take responsibility for the environment, by means of controlling energy, wastewater and waste, e.g. by sorting waste, etc.
- Make use of sustainable raw materials and materials as much as possible.
- Respect all religions and nationalities and try to facilitate religious practices if this has no cost-increasing consequences.
- Do not use products produced with involvement of child labour or other types of human right violations Insofar knowledge of this is available.
- Motivate and involve employees in the decision-making process to improve process, product and organizational conditions
- Maintain a food safety culture, in which ‘teamwork’, ‘commitment’, ‘responsibility’, ‘trust’ and ‘learning’ are the central pillars.
- Prevent situations that could endanger food safety. Starting with the purchase and acceptance of the raw materials up until delivery.
- Perform entry checks, supplier assessments, microbiological checks and other verifications to ensure the quality of the products.
- Comply with the requirements and obligations prescribed by national and European law and certifications.
- Provide the necessary resources to ensure product safety, legality, integrity, and quality.
- Ensure that this policy is also effectively implemented by means of objectives so that we can continuously evaluate and adjust if necessary.
- Specify the (raw) materials, resources and outsourced work to be ordered so that safety and health risks related to the process and product are reduced.
- Declare that product specifications will be made available containing information about ingredient declaration, allergen information, shelf life and directions for use.

# GRI index 1/4

Disclosure	Description	Elucidation	Externally Assured?
2-1	Organizational details	Luiten Food B.V. Klaverblad 11 2266JK Leidschendam Netherlands	No
2-2	Entities included in the organization's sustainability reporting	Luiten Food Beheer B.V.  This includes Luiten Food B.V., Luiten Food Ltd, and Luiten Food import B.V.	No
2-3	Reporting Period, frequency and contact point	CSR report is published annually with information from the previous year.  This report contains information on 2024 and was completed on 28-08-2025.  For contact: csr@luitenfood.com	No
2-4	Restatements of information		No
2-5	External Assurance	No external assurance is sought for the CSR report of 2024. The presence of a CSR report is, however, required by the CSR performance ladder.  Financial Statements are audited as required per Dutch law.	CSR Performance ladder (partial)  Dutch Law
2-6	Activities, value chain and other business relationships	Page 5	No
2-7	Employees	Page 6	No
2-8	Workers who are not employees	The number of workers who are not employees fluctuates significantly during the year. The most common type are workers employed by an employment agency. Other workers include cleaning services, technicians and consultants. These are all contracted by other companies who sell their services to Luiten Food.	No
2-9	Governance structure and composition	Page 14	No

# GRI Index 2/4

2-10	Nomination and selection of the highest governance body	Members of the body are selected by shareholders based on time at the company and whether the candidate has a complementary skillset to the current board members.	No
2-11	Chair of the highest governance body	1 of the board members is also a shareholder in the company. This is not viewed as a conflict of interest and considered normal in the Dutch B.V. structure.	No
2-12	Role of the highest governance body in overseeing the management of impacts	C-level develops and approves the purpose, values, mission statements, strategies, policies, and goals of Luiten Food together with the relevant employee(s). Top management is always ultimately responsible for all decisions.	No
2-13	Delegation of responsibility for managing impacts	All senior executives are confronted with some aspects of sustainability in their responsibilities. One of the senior executives has ultimate responsibility over the CSR practices of Luiten Food. He takes part in the CSR meetings which are held quarterly.	No
2-14	Role of the highest governance body in sustainability reporting	<p>CEO is responsible for the material topics included in the report. CFO is responsible for the correctness and approval of information.</p> <p>The CSR manager designs and writes the report after which both the CEO and CFO review and approve the report after one has added an introductory page.</p>	No
2-15	Conflicts of interest	<p>Due to the size of Luiten Food B.V. there are no signs of internal conflicts of interest.</p> <p>One of the shareholders is cross-shareholding in both Luiten Food B.V. and a supplier. As this strengthens the cooperation between this company and Luiten Food B.V. it is not deemed a conflict of interest. Furthermore, this board member is non-executive.</p>	No

# GRI index 3/4

2-16	Communication of critical concerns	External whistle-blower policy is in place and operational. Not used in 2024. Tested both internally and externally in 2024.	No
2-17	Collective knowledge of the highest governance body	Different workshops and masterclasses have been followed by the highest governance body to increase the knowledge and experience on sustainable development.	No
2-18	Evaluation of the performance of the highest governance body.	The CSR management system and the performance of the highest governance body are externally audited in accordance with the CSR performance ladder. Both are deemed adequate with regards to the requirements of the CSR performance ladder.	Yes – CSR performance ladder level 3 (audited by SGS)
2-19	Remuneration policies	Page 14	No
2-20	Process to determine remuneration	Page 6	No
2-21	Annual total compensation ratio	Due to the size of Luiten Food, information publicised in this disclosure can be traced back to one employee. This is not in accordance with Dutch privacy law and therefore Disclosure 2-21 is omitted.	No
2-22	Statement on sustainable development strategy	Page 3	No
2-23	Policy commitments	Page 15  Due diligence is practiced in accordance with the CSR performance ladder  Human rights are upheld in accordance with the convention on human rights.	Due diligence is audited in accordance with the CSR performance ladder.
2-24	Embedding policy commitments	Luiten Food's policy is shared with all employees, they are asked to read and agree with the policy whenever a change to this policy occurs. The policy is also discussed in the food safety course.  The policy encompasses the fundamental way of working of Luiten Food and is engrained in all processes. All suppliers are asked to read and comment on our policy and are asked if they agree with the content.	No

# GRI Index 4/4

2-25	Processes to remediate negative impacts	Luiten Food has, together with its stakeholders, identified 6 material themes where it can remediate negative impacts. By focusing on continuous improvements on these topics, it is able to guarantee a step-by-step reduction in negative impacts on society and the environment	No
2-26	Mechanisms for seeking advice and raising concerns	Stakeholders are able to voice their opinion about our sustainability policy and material themes. They have also been a fundamental part of the determination of material themes. They can raise concerns with the CSR manager or their respective account managers.	
2-27	Compliance with laws and regulations	No instances of non-compliance have been identified.	
2-28	Membership associations	Luiten Food is part of the Dutch Meat Importers Association.	
2-29	Approach to stakeholder engagement	Page 7	Yes – CSR performance ladder level 3 (audited by SGS)
2-30	Collective bargaining agreements	Luiten Food is not bound to any collective bargaining agreement.	No





THOMASFOODS



# Sustainability Report 2024

LUITEN FOOD

BEEF LAMB GAME POULTRY SEAFOOD VEGETARIAN

THOMASFOODS<sup>®</sup>  
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AUSTRALIA | EUROPE | UK | CHINA | USA | JAPAN