

Fishers of tomorrow



2022 CSR Report

Table of Contents

Highlights

Emissions at sea
Consuming fuel more responsibly 26

Chain responsibility
A sustainable chain starts at the source 30

Healthy and affordable food
Nutritious fish meals in West Africa 33

Care for people
Vitality and safety 50

Preface	4
About Cornelis Vrolijk	
Profile, mission, vision	6
Role in the value chain	9
Our organisation	11

Sustainability strategy	
Our stakeholders	13
Our sustainability strategy	14
How we create value	15
Our seven sustainability themes	16

Sustainability themes	
Sustainable harvesting	17
Healthy food	27
Responsible processing	35
Care for people	46

Governance	58
About this report	60
GRI index	61

Cornelis Vrolijk at a glance



3 million

fish meals every day



1,726

FTEs in the Cornelis Vrolijk family of companies



10 trawlers

for pelagic fishing



13 trawlers

for demersal fishing



**Sales in
45 countries**



€495 million

in turnover

Working together to make things more sustainable

Bringing healthy products, especially from the sea, to the table is what binds us. Together, all the links in our business make this happen. We have been catching and processing fish, shellfish and crustaceans as responsibly as possible for years — with care for people and the environment, because we as a family business think in terms of generations.

We are proud to provide healthy food to so many people around the world and to do it sustainably. Corporate responsibility is woven into our family of companies and increasingly plays a decisive role in our trade-offs and decision-making.

Going further with sustainability

Cornelis Vrolijk has embraced the UN's Sustainable Development Goals (SDGs) – the heart of the global sustainable development agenda. In 2021, we started working on our new sustainability strategy and determined what topics we would focus on, in line with our double materiality analysis. These topics fall within the four pillars of our sustainability strategy: Sustainable harvesting (SDG 14 – Life below water), healthy food (SDG 2 – Zero hunger), responsible processing (SDG 12 – Responsible consumption and production) and care for people (SDG 8 – Decent work and economic growth). For our seven main topics (core themes), we formed working groups in 2022, with representatives from the different divisions, the CSR team and the management team.

During the year under review, we held two inspiring workshops with the working groups to flesh out the seven themes and set objectives for 2025. We then turned these into concrete action plans, which were adopted at the end of 2022 by the steering committee, consisting of the CSR team and the management team. The working groups have already got to work on several projects.

‘For our seven core themes, we formed working groups in 2022, with representatives from the different business areas, the CSR team and the management team.’

In addition to furthering sustainability, we are working to improve how we report our results. Making more of our processes digital and simplifying our IT landscape within our family of companies will help here. We are also making progress on the Corporate Sustainability Reporting Directive (CSRD), which will apply to our business from FY 2025 and which we will be working towards in stages.

Key results

In 2021, three of our cold stores in IJmuiden were completely renovated and equipped with sustainable freezing technology. The following year, they were also fitted with over 5,100 solar panels. Thanks to this investment, we are proud to become the first existing cold store in the Netherlands to obtain a BREEAM 5 star certification, meaning these cold stores have a sustainability performance that's ready for the future. The first step to greater sustainability is raising awareness. Awareness that everyone can play a part in, whatever their role. One example of this is installing fuel gauges on board our trawlers. These record the vessel's exact fuel consumption, as well as current navigation, weather and water data by the minute. As a result, there is better insight on board into how much fuel a vessel consumes, and we can analyse all the data afterwards on shore, so we can then take more conscious action with the crew to reduce fuel consumption and, in turn, emissions.

Sustainable fishery means, above all, managing fish stocks responsibly. Our trawlers are very selective and focused in what they fish, using escape panels and pingers to prevent unwanted by-catch. Our vessels and crews have been actively contributing to scientific research into fish stocks and preventing by-catches for years. In 2022, we welcomed scientists on board to carry out research on twenty fishing trips. For example, in collaboration with Good Fish and WMR, our demersal trawlers using the fly-shoot method took part in research to collect data on red mullet, squid and gurnard in the North Sea and the English Channel. Read more on the [Good Fish website](#).

We have several fish processing companies in our family of companies. Some of the fish, shrimps and shellfish that they process come from their own catches or farming. After acquiring the HMO factory in Harlingen, we have now entered the Dutch shrimp processing chain.

We are also continually working on improving the traceability of products we purchase from third parties. We know how important our relationships with producers, customers and other organisations we work with are to achieving this. Our goal is to make all our products 100% traceable by 2030. This will help us to continue playing a sustainable and responsible part in global food security with our high-protein fish products.

Another landmark event in 2022 was the ratification of our declaration of intent to work with Krijn Verwijs from Yerseke in December. This 50:50 joint venture aims to strengthen the chain with a joint sales strategy for fish, shellfish and crustaceans, which we expect to help us achieve our growth ambitions for the coming years. Close long-term relations with our producers, continuing the family business and securing a sustainable and effective chain play a crucial role in this.

Working together

Working together well over the past few years has seen us through the coronavirus pandemic, which our business has largely been able to weather. Last December we threw a huge staff party under the theme 'Home at Vrolijk'. It was great to find that most of our staff still feel at home with us, and many have been with us for so long.

In addition to caring for our people, we also want to provide them with a safe and enjoyable working environment. Last year, for example, we held the first ever Safety Day, when we discussed our safety policy and how it works in practice with our safety officers and skippers of our pelagic trawlers.

Our vision of 'healthy lives and vital seas' is the guiding principle that steers the goals and actions we pursue – day in, day out. We would like to thank our employees for their commitment, loyalty and contribution to achieving this vision. We are proud of what we achieved together in 2022, and we look forward to the coming years with confidence.

Cornelis Vrolijk Executive Board

Annerieke Vrolijk, Arnout Langerak and Peter Koets

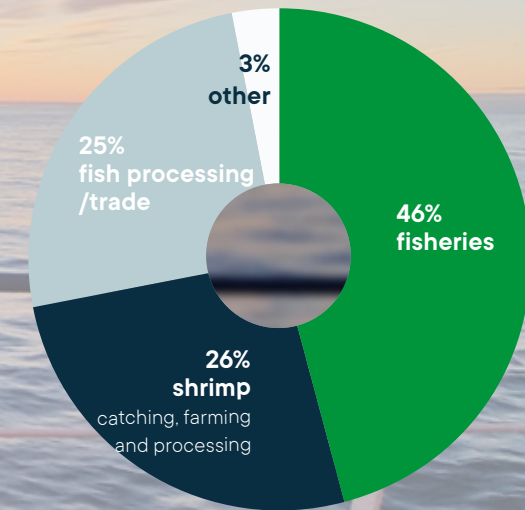
Profile

A family business since 1880

In 1880, Frank Vrolijk started trading in herring. Ten years later, he bought his first boat that fished for herring. That was the moment his shipping company was born, and his number of vessels grew. Today, we are a family of companies that catch, farm, process and trade in fish, fish products, shellfish and crustaceans.

There's one thing that hasn't changed in more than 140 years: we are still a true family business, now with its fifth generation at the helm, with our fishers and other professionals at the core.

With our head office in IJmuiden, we now have offices in 9 countries and operate in Europe, Africa and Latin America. That is how we provide millions of people around the world with healthy and affordable food, every day.



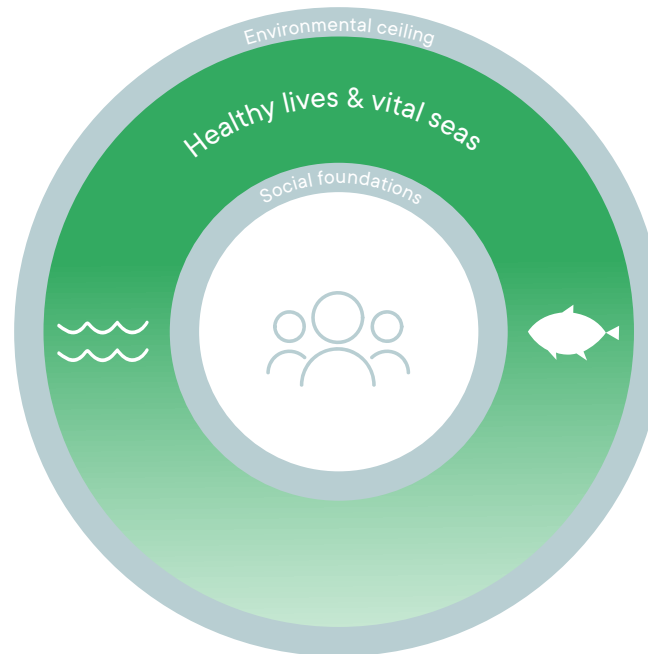
Cornelis Vrolijk Holding
business by turnover

Vision

Over 70% of our planet's surface consists of water. The seas and oceans help us to produce healthy and nutritious meals, and we as fishers make a vital contribution to food security. Over 3 billion people worldwide depend on food from the sea for their protein intake, and that number is growing. But we are also aware of the impact that fisheries and farming shellfish and crustaceans can have on the natural environment. We are doing everything we can to keep the seas full of vitality and the fish stocks healthy by complying with legal obligations, staying within quotas and contributing to scientific research. By fishing sustainably and limiting our impact on biodiversity as much as possible, we can help keep seas the alive.

Mission

We provide millions of people with healthy, nutritious meals every day. We catch, grow and process a wide variety of species of fish, shellfish and crustaceans sustainably.



Goal

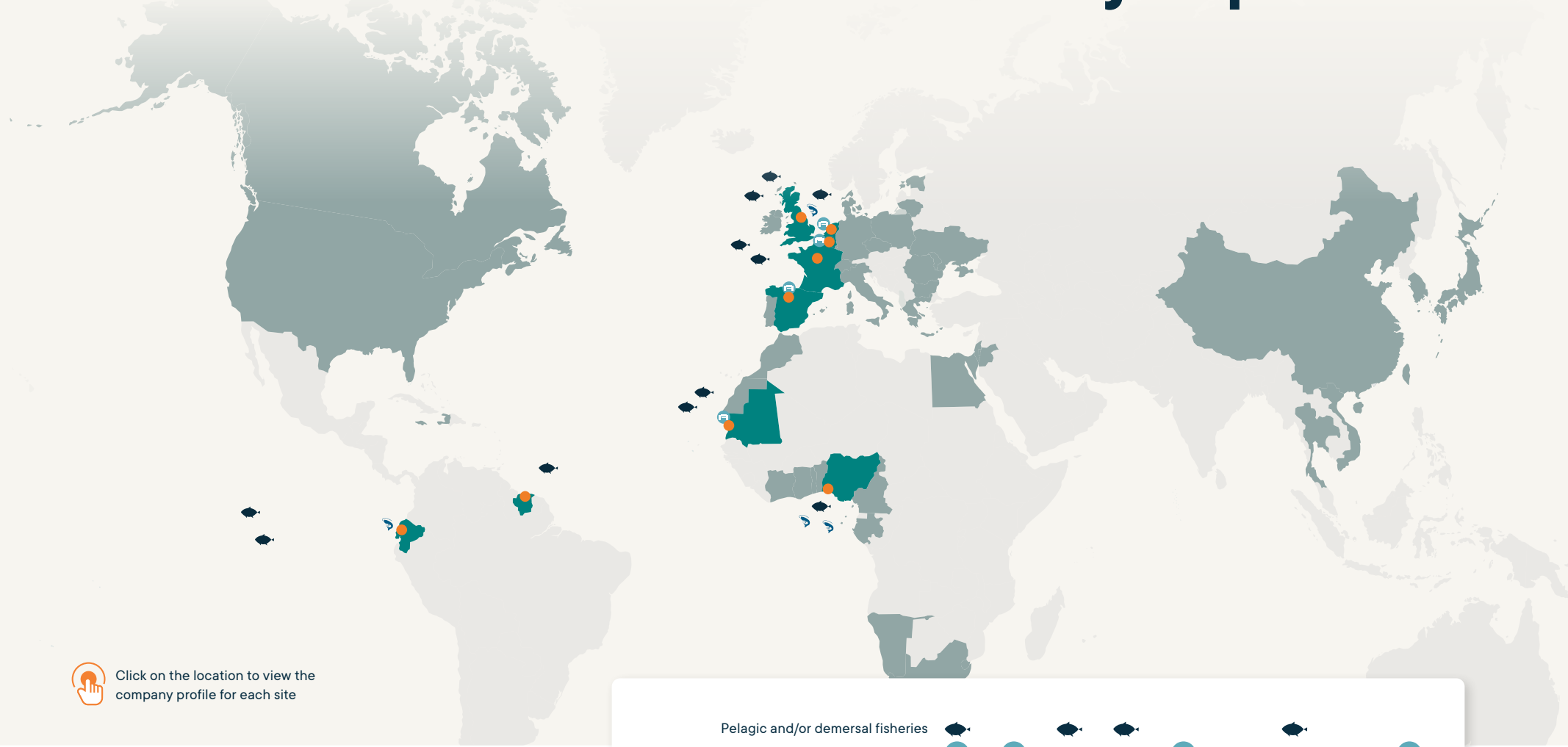
We strive for **healthy lives and vital seas, for the generations of today and tomorrow.**


As we are a family business, doing business with a long-term perspective and treating our natural resources with care runs in our DNA. This means we have a huge responsibility on our shoulders.


We contribute to healthy lives by working in that space between what the earth can handle (the environmental ceiling) and what we humans need (the social foundations), providing millions of people with healthy food and affordable food every day. In doing so, we strive to make minimal impact on marine biodiversity and ecosystems. But we also want to be a good employer for our employees both now and in the future.

That is how we contribute to healthy lives and vital seas.


Countries where Cornelis Vrolijk operates



 Click on the location to view the company profile for each site

 Country/location
 Sales market

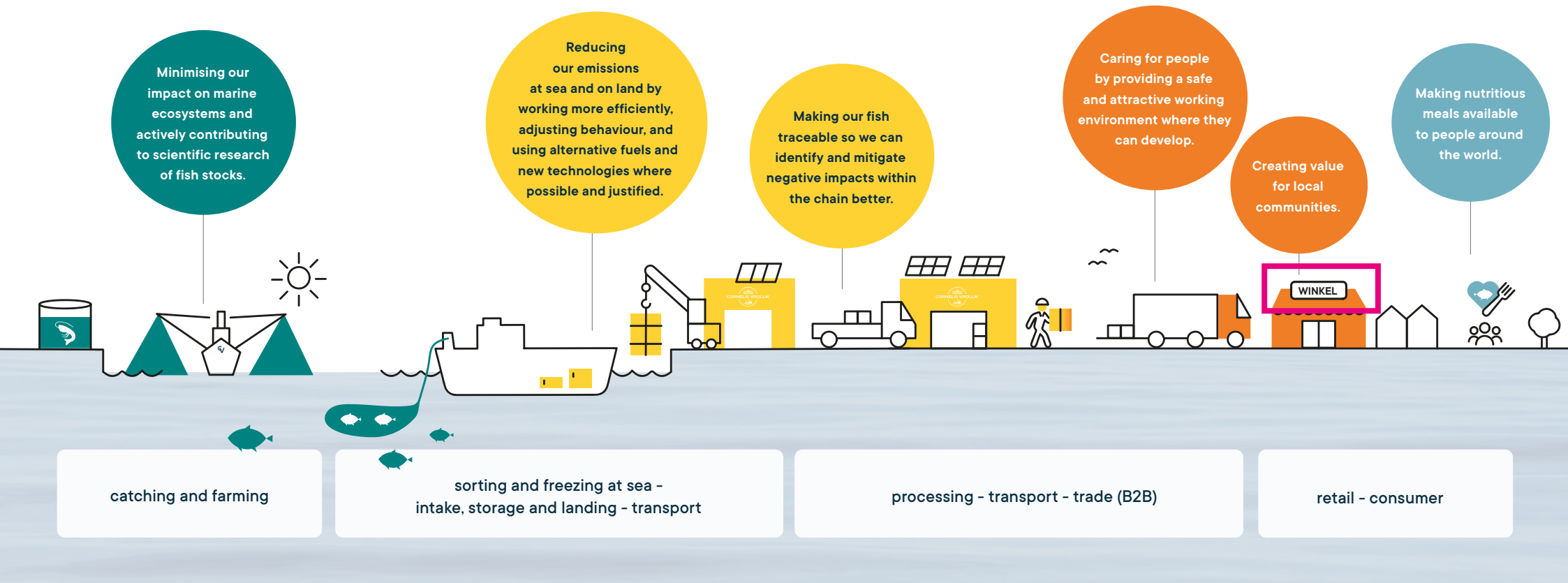
Pelagic and/or demersal fisheries    

Processing & trade    

Tropical shrimp catching, farming and processing    

 Netherlands  Belgium  UK  France  Spain  Nigeria  Suriname  Ecuador  Mauritania

Our operations in the value chain



Cornelis Vrolijk is a vertically integrated fishing company, active in several parts of the supply chain. A large part of our catch is frozen at sea, stored in our own cold stores and subsequently sold around the world. Another part of our catch we process

ourselves into consumer products in a closed chain 'from ship to shelf'. This increases traceability and reliability of delivery.



Characteristics of our fishing, processing and shrimp operations: see next page.



Pelagic fishing

Our pelagic trawlers fish for species that swim in large schools, such as herring, mackerel, blue whiting and horse mackerel. This type of fishing does not disrupt the seabed. Because we catch these fish in large numbers, this results in a low carbon footprint per kilo of fish caught.

We fish almost exclusively for human consumption. Sometimes, fish caught are unfit for human consumption because they are damaged, for example, but this represents less than 1% of our catches. We sell these species for animal feed, so all our catches find their way into the food chain.

We sell the pelagic fish mostly to countries in West Africa with less purchasing power. We freeze the fish at sea and form part of an efficient logistics chain. This means we can offer a large number of people an affordable and healthy meal, especially in countries where the availability of healthy food can't be taken for granted.*



Demersal fishing

Our demersal trawlers fish for groundfish such as sole, plaice, squid, mullet, gurnard and, in autumn, Dutch shrimp, the latter of which are cooked on board. The fish land fresh every week, are chilled on ice and through auction they find their way to traders and ultimately to consumers.

Some of our fleet fishes with trawl nets, while other use the fly-shoot method, which involves laying a seine net out in a circle and bringing in towards the vessel. This causes dust clouds, which bring the fish into the net. The fishing grounds are usually located relatively close to the coast, so fresh fish can be landed every few days.*



Shrimp catching and farming

In a joint venture with our partner, Atlantic Shrimpers Ltd. has 74 shrimpers fishing in Nigerian waters. Immediately after being caught, the shrimp are sorted, packed and frozen on board. The fish caught is sold through our own fish shops in several places in Nigeria. The tropical shrimp is sold under the Primstar label in Europe, the US, Asia and elsewhere.

Our ASC-certified farms in Nigeria (165 ha) and Ecuador (720 ha) farm giant tiger and vannamei shrimp, respectively. The shrimp are sorted as soon as possible after harvesting and then processed, partly at our own facilities. The Primstar group manages several parts of the chain: from catching/farming, production and processing to sales.



Fish processing

Several facilities in the Netherlands and Belgium process and package seafood from our own fleet and third parties for our retail customers and others. This way, we play a part in the chain from ship to shelf. We stand out through our certified state-of-the-art facilities for processing fish and shrimp into healthy, trusted products. Quality, shelf life, food waste reduction and food safety are core values. We demonstrate our product integrity by delivering what it says on the package.

* Read more about our fishing techniques on our [website](#)

Our organisation

Fisheries



Cornelis Vrolijk

Shipping company, cold stores and trade.

Location Netherlands

Focus Pelagic

Fishing grounds North-Eastern Atlantic Ocean, North Sea, the English Channel and West African waters



Jaczon

Shipping company, cold store and demersal trawler fleet operation

Location Netherlands

Focus Demersal

Fishing grounds North Sea and the English Channel



France Pélagique

Operation of pelagic vessels.

Location France

Focus Pelagic

Fishing grounds North-Eastern Atlantic Ocean, North Sea and the English Channel



North Atlantic Fishing Company

Operation of pelagic and demersal vessels.

Location UK

Focus Pelagic and demersal

Fishing grounds North-Eastern Atlantic Ocean, North Sea and the English Channel



Marisa Fisheries*

Demersal fishing and processing of tropical fish from Surinamese waters (under its own Ocean Delight brand).

Location Suriname

Focus Demersal

Fishing grounds Surinamese waters



Cornelis Vrolijk Seafood

The retail specialist for fisheries with products such as smoked mackerel, herring (fresh and frozen), fried fish and machine-peeled Dutch shrimp.

Location Netherlands

Focus Fish processing for B2B and retail



Dulk Haasnoot Seafood

Focuses on Dutch fish retailers and wholesalers with a wide range of fish, fish products and supplementary products.

Location Netherlands

Focus B2B trade



Bertus-Dekker Seafood

Specialises in processing and selling mainly demersal fish to wholesalers.

Location Netherlands

Focus Fish processing for Southern European wholesale



De Troyer

Processes and sells fresh fish daily, purchased at various fish auctions on the North Sea coast.

Location Belgium

Focus Fish processing for retail and food service



Welmar Seafood

Imports and sells wild-caught fish, such as salmon, pollack and flatfish, internationally.

Location Netherlands

Focus Trade in fish mainly from Alaska



Cap Blanc Pélagique

Operates a fish processing plant, which only processes fish for human consumption mainly in West Africa.

Location Mauritania

Focus Pelagic

Shellfish farming, catching & processing



Atlantic Shrimpers Limited**

Produces wild-caught and farmed tropical shrimp. Operates 11 fish shops for local sales.

Location Nigeria

Focus Tropical shrimp catching and farming



Primstar**

Trades in wild-caught and farmed tropical shrimp and the distribution of Atlantic Shrimpers Ltd. products under the Prim7Stars brand and other products.

Location Netherlands

Focus Trade of shrimp species



Kegge

Purchase and sale of Dutch shrimp (incl. HMO Harlingen).

Location Netherlands

Focus Purchase and sale of Dutch shrimp



GPC Kant**

Specialises in peeling Dutch shrimp using dedicated patented machines in the Netherlands.

Location Netherlands

Focus Peeling of Dutch shrimp



Agromarina & Pesalmar & Pozamar*

Sustainably cultivates tropical shrimp (farms are ASC-certified).

Location Ecuador

Focus Tropical shrimp farming



Gambastar*

Processes wild-caught and farmed tropical shrimp.

Location Spain

Focus Tropical shrimp processing



Krijn Verwijs**

Sustainably cultivates shellfish and crustaceans.

Location Yerseke

Focus Farming and trade in shellfish, crustaceans and seaweed

Trends and developments



The world population is expected to grow from 7 to 9 billion people over the next 30 years. More than half of that increase will be in Africa (source: United Nations World Resources Institute). Guaranteeing food security for the growing world population will be a challenge. For us, this is an opportunity to play our part by providing healthy and relative cheap protein.



Transparency in the chain

Consumers want to know where their food comes from, how it was produced and what impact it has on people and the environment. Cornelis Vrolijk supplies a number of products from 'ship to shelf'.

Traceability in the chain is crucial.

Paris Climate Agreement

The effects of **climate change** are clearly visible. The Paris Climate Agreement requires us to reduce our CO₂ emissions. With the relatively low CO₂ footprint per kilo of fish (especially pelagic), our products offer a sustainable alternative. Nevertheless, we realise that we need to reduce our CO₂ footprint even further and are working towards this.

We recognise the importance of **biodiversity and ecosystems**. We are helping to make the sector more sustainable by actively using our vessels in scientific research to collect data on fish stocks.



Seabed fishing

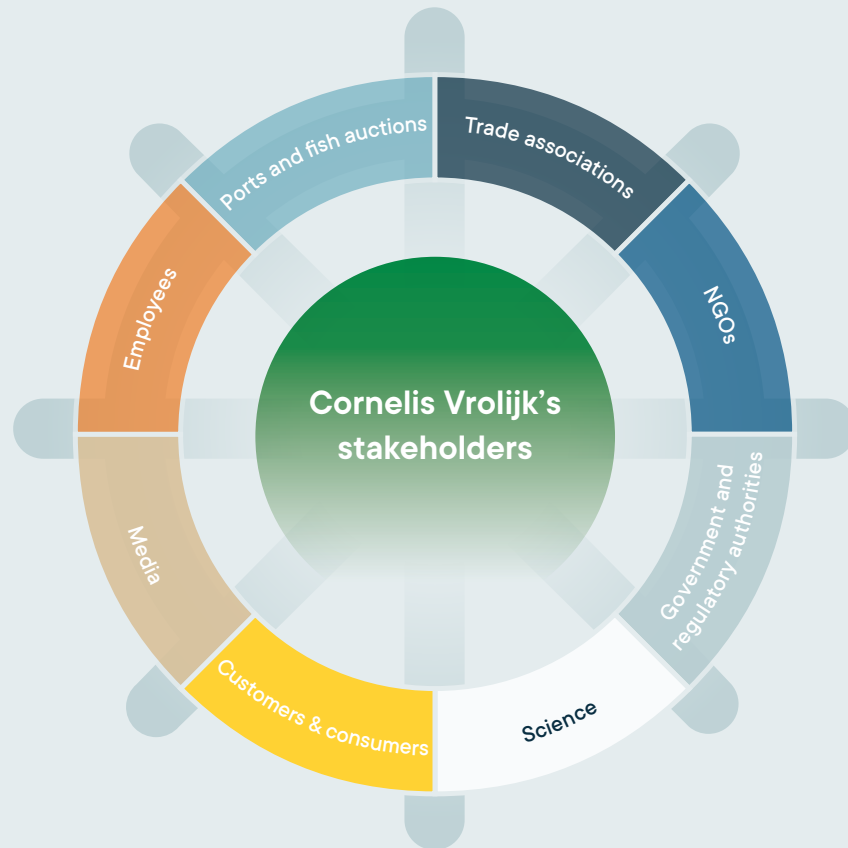
In Europe, a debate is ongoing about the future of seabed fishing. We are following developments closely and are investigating and developing alternative fishing methods that have less impact on the seabed.

ESG and CSRD

Several authorities are issuing legislation that requires us to be transparent about our contribution to Environmental, Social, Governance (ESG) goals. Examples are the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Due Diligence Directive (CSDD). Our new CSR strategy anticipates these developments. For example, from FY 2025, we will have CSRD guidelines in place on corporate social responsibility reporting. We are working towards this in stages. In our 2021 CSR Report, we took the first step in this direction by mentioning and, where possible, referring to the GRI guidelines. Over the coming years, we will expand on this further in an effort to ensure compliance with the CSRD guidelines for the 2025 financial year.

Our stakeholders

Engaging with our stakeholders is important. We want to know how we can reinforce our positive impact, while reducing any potential negative impact. We consider working together with our stakeholders as an indispensable link in achieving our CSR goals.



By engaging regularly with stakeholders in 2022, we were able to develop our new CSR policy further. In doing so, we have focused on our sustainability policy, which involves all our divisions. Our policy is based on four pillars, which have been translated into seven core themes (see page 16).

In addition, we have focused on:

- Consultation and cooperation within the sector on various themes
- Gathering relevant information that can help reduce any negative impact
- Providing information to stakeholders on sustainable fisheries
- Giving tours on board of our vessels for various stakeholders
- Taking part in scientific research and surveys.

With our new CSR strategy, we are acting on a range of developments and new regulations that will apply. For example, the CSRD guidelines will be in force from FY 2025 onwards, which will cover how we need to report on corporate social responsibility. We are working towards this in stages. The 2021 CSR Report forms the basis for this 2022 report and covers subsidiaries that Cornelis Vrolijk has a majority shareholding in.

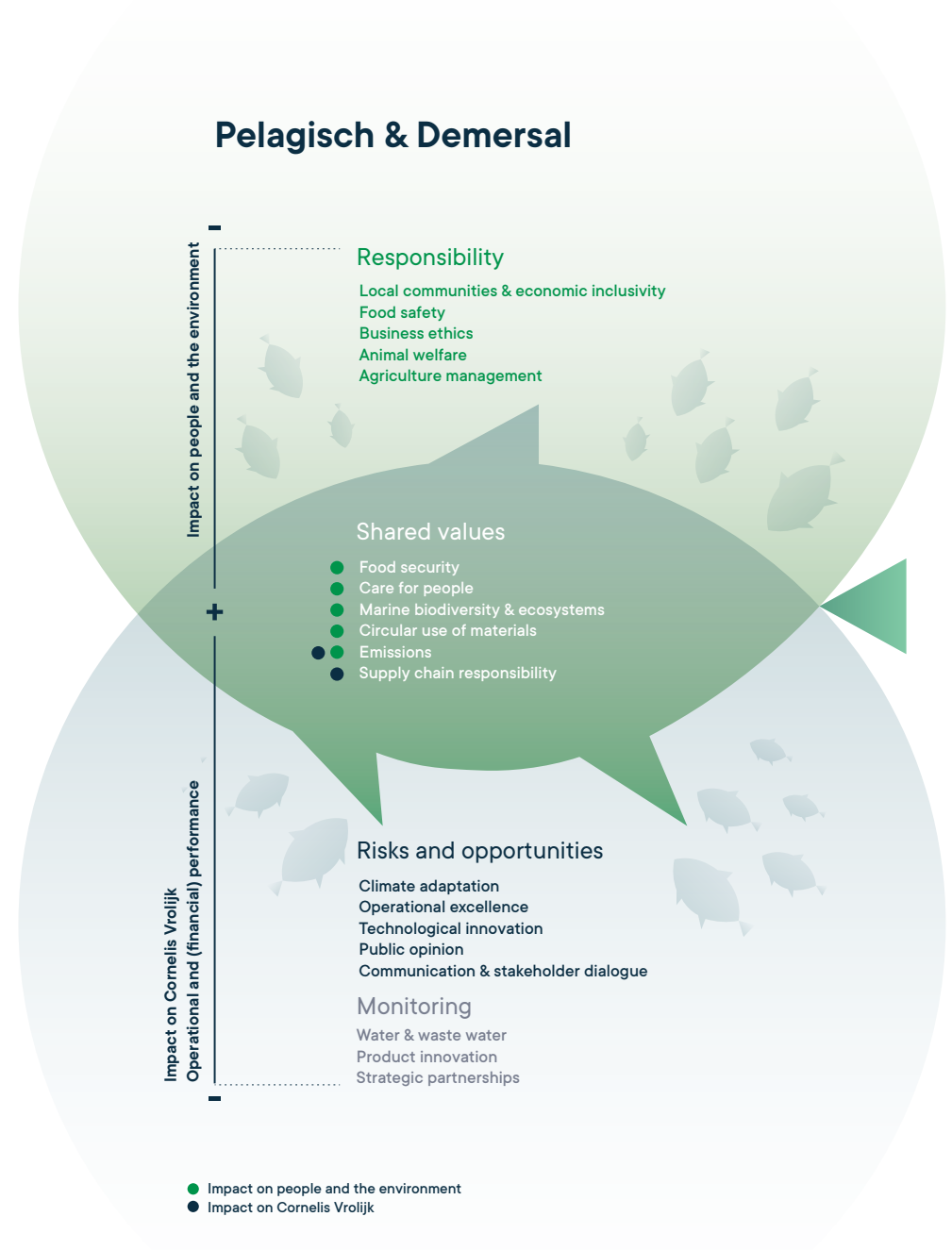
There is increasing demand for structured financial and non-financial data and analysis on our own organisation, government and customers. To ensure our system is ready for the increasing volume of data, we have launched a project internally to develop a harmonised way of collecting data across the holding. The aim of this project is to make relevant data available quickly, efficiently and clearly. This will provide more insight into our operations, as well as a better overview.

Our sustainability strategy

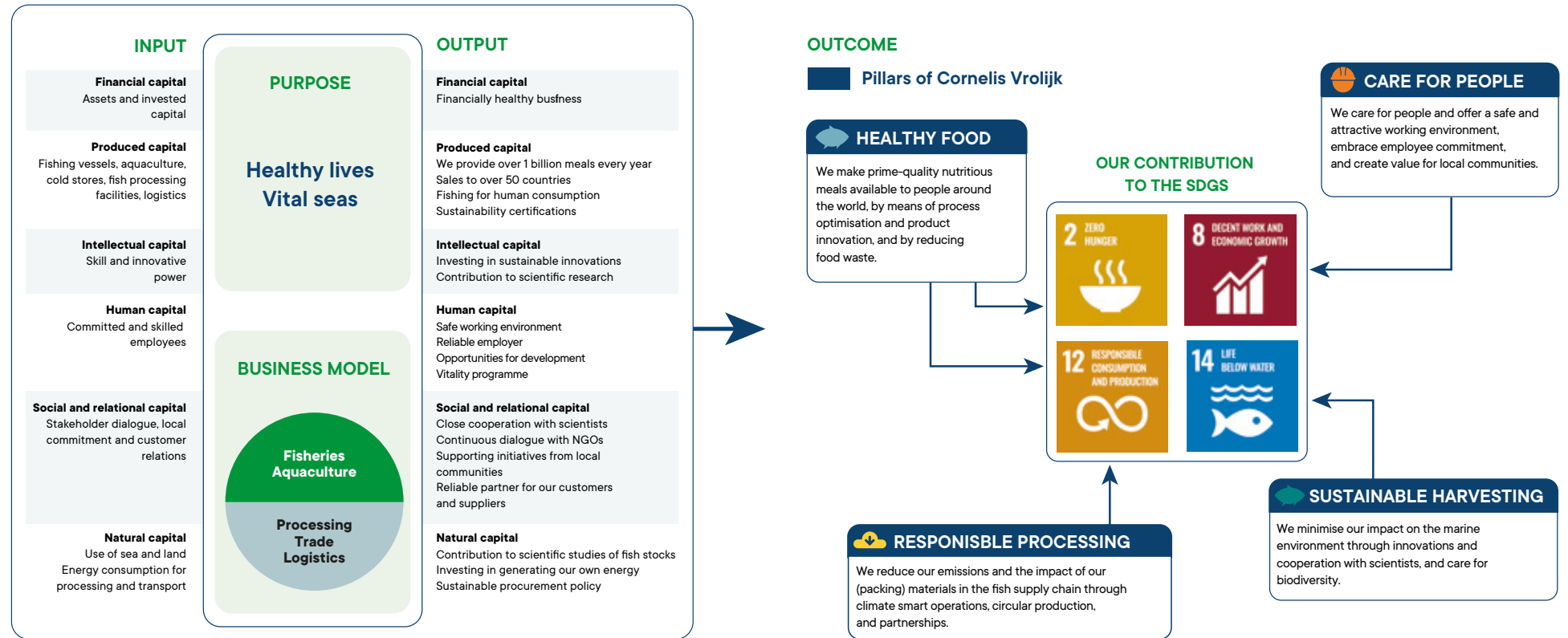
In 2022, we focused on renewing our sustainability strategy for 2022-2025. We carried out a preliminary materiality analysis to identify the most important themes.

Material topics

In 2021, we analysed our main sustainability themes according to the double materiality principle. First, we identified the most important influences on people, the environment and society in our value chain. We then looked at the issues that can affect our financial results in the short, medium or long term. This was brought together in a materiality matrix, which we tested with various stakeholders. They indicated which themes they consider important and how they see our role in this. We took this analysis as a basis to further develop our sustainability strategy. The 2022 materiality matrix also contains the shared values, which have been translated into the seven core themes that underpin our new sustainability strategy.



How we create value



As a family business, we think in terms of generations and focus on creating value for the long term. We create the most value with our people, equipment and skills to provide high-quality products for our customers and end consumers. Our responsibility for ensuring healthy food is available worldwide – both now and in the long term – is what drives us.

Working at sea brings its risks. So, safety always comes first for us. We offer great employment conditions and a pleasant working environment where employees can develop and reach their potential.

We are aware that our fishing and farming has an impact on the climate and ecosystems, just as we are aware of our use of materials, such as packaging, which has our full attention. We aim to reduce this impact on our natural environment to a minimum, while making a positive impact on all those who work for and with us. This goes for both our permanent employees and temporary workers, and their families.

The most important, tangible results of our operations are our products, our contribution to local communities and our relationship with our employees. We build long-term relationships with our customers.

serving as a partner they can depend on. Our people's knowledge and experience is what allows us to develop and carry on innovating. Our business relies on a natural resource, which we treat with utmost care. The space available at sea for fishing and proper stock management is crucial. We are in regular contact with our stakeholders and also actively contribute to scientific research.

The UN Sustainable Development Goals are at the heart of the global sustainable development agenda. We at Cornelis Vrolijk have embraced four of the SDGs and incorporated into our CSR strategy.

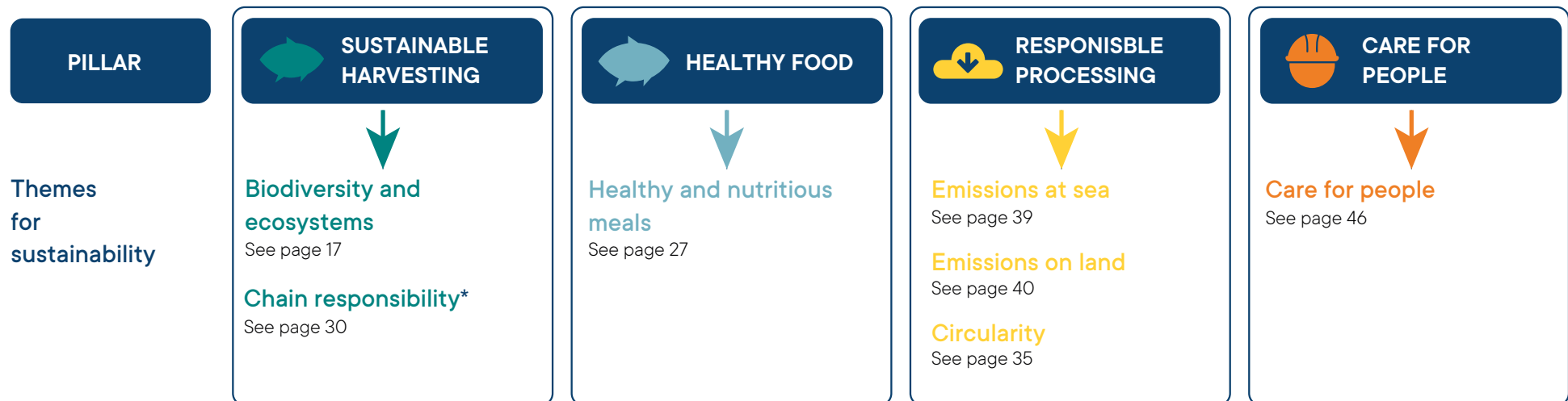
The seven themes of sustainability

We identified seven key themes to form the backbone of our sustainability strategy. We set up a working group for each theme, which produced a sustainability plan and OGSM (objectives, goals, strategies and measures*) by the end of the year.

The working groups span our entire organisation, so each and every discipline can contribute towards fulfilling our objectives and the CSR programme as a whole. Over the coming years, we will work together on these goals and plans in a very focused way to achieve our sustainability ambition and contribute to our vision of healthy lives and vital seas.

Moreover, we have identified a number of overarching topics that are fundamental to these objectives in each pillar and theme, such as communication, strategic partnerships, data collection, technology and innovation.

With this renewed, ambitious sustainability strategy, we are responding to the latest developments, namely the increased focus on climate and energy, traceability and human rights in the chain.



*Chain responsibility addresses both environmental and social issues in our supply chain and also contributes to our pillar 'Care for people'.

Sustainable harvesting

Long-term ambition

We want to minimise our impact on marine biodiversity and ecosystems. That way, we can continue to provide fish for generations to come.

Sustainable fishery means, above all, managing fish stocks responsibly. Our vessels and crews have been actively contributing to scientific research.

Another theme we are working on within sustainable harvesting is reducing by-catch. Innovative fishing techniques play a key role in this. This focus here also includes the impact of aquaculture on ecosystems.

How we're contributing to the SDGs



We love the sea and fishing as a profession. And we believe it's important to treat nature and people with respect. By managing fish stocks responsibly and improving the traceability of our products, we are helping to protect biodiversity.

Core themes

Responsible stock management see p. 18

Sustainable procurement policy see p. 25

100%
ambition
for traceable
catches for
consumers

9

trips with researchers from Wageningen Marine Research to study catch composition on pelagic vessels.

11

trips with researchers from Wageningen Marine Research to study catch composition of fly-shooting on board our demersal trawlers.





‘By fishing sustainably, we keep the fish stock healthy for generations to come.’



SUSTAINABLE HARVESTING



39.6%
certified pelagic fish

Managing fish stocks

For us, sustainability is primarily about future-proofing how we manage fish stocks. To do this, we adhere to the quotas set annually by the European and British fishery managers. These follow the principles of maximum sustainable yield (MSY), which is used by marine biologists in the scientific advice they provide. This means fishing for the growing fish stock while maintaining the spawning stock. That way, nature replenishes what we catch or harvest from the sea.

Fishing opportunities 2022

In December 2021, the Member States of the European Union (EU) reached an agreement on fishing opportunities for 2022. For stocks shared with the United Kingdom, temporary arrangements were made for the first three months. For these stocks, Dutch fishing vessels were able to use 25% of their quotas in January, February and March. Following negotiations with other coastal states, the EU finally adopted fishing opportunities for EU fishing vessels in 2022 in the spring.

As a result of Brexit, the EU negotiated the main fishery stocks with third countries, including the United Kingdom and Norway.

In both 2021 and 2022, Norway and the Faroe Islands unilaterally increased their mackerel quotas by 55% compared with their historical share agreed for 2014-2018. EU fishers (including Cornelis Vrolijk) stuck to their historical quota in those years.

Unfortunately, the MSC mark for the whole mackerel fishery was lost due to a lack of agreement on the distribution of the mackerel quota between the northern coastal states, and more was fished than had been scientifically advised.

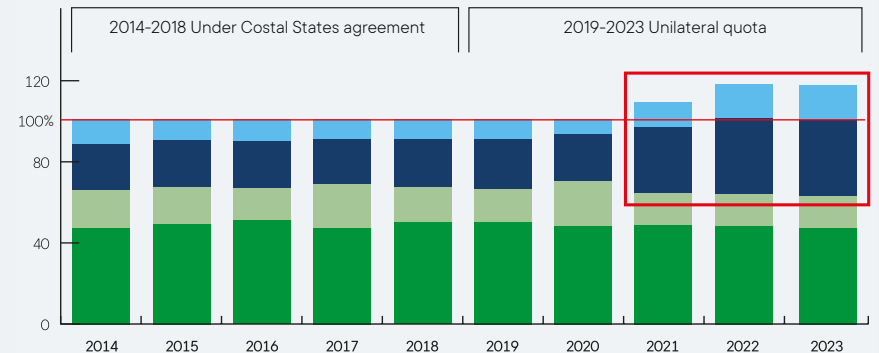
Still no agreement on the share of mackerel quotas

Cornelis Vrolijk is very disappointed that, despite intensified efforts, the North-Eastern Atlantic coastal states once again failed to successfully negotiate a distribution agreement for the North-Eastern Atlantic mackerel fishery in 2022 and 2023. In the meantime, Norway and the Faroe Islands continued to operate on the basis of excessive, unjustified, unilaterally determined quotas, leading to further overfishing in 2021 and 2022 up to the date of this report. No less than two thirds of the Faroe Islands and Iceland's mackerel catches was processed into fishmeal and oil. Norwegian fishers also landed a lot of mackerel at fishmeal factories, at the expense of human consumption.

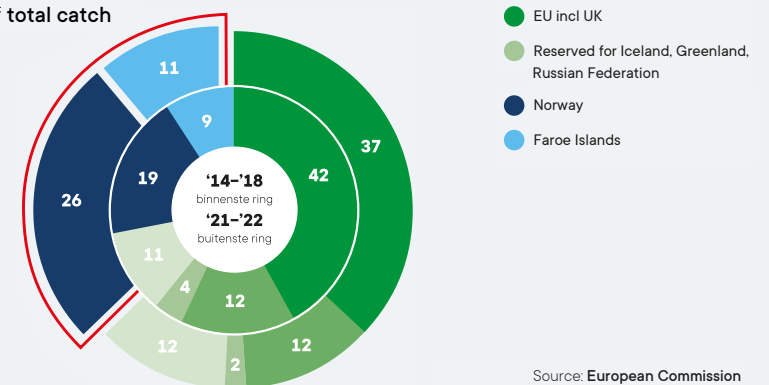
We endorse what Tim Heddema said, as Chair of the EAPO Northern Pelagic Working Group: 'The concerns of other stakeholders such as processors, retailers and certifiers of sustainable fishing are legitimate. However, they would do well to recognise the responsible fishing behaviour of the EU and the United Kingdom, which adhered to the quotas agreed by the major coastal states in 2014. This has been a factor in the resilience of the (mackerel) stock, which has suffered from overfishing in scientific terms

Norway and Faroe Islands fishing exquisite Catch of north-east Atlantic mackerel

As % of agreed quota



As % of total catch



Source: European Commission

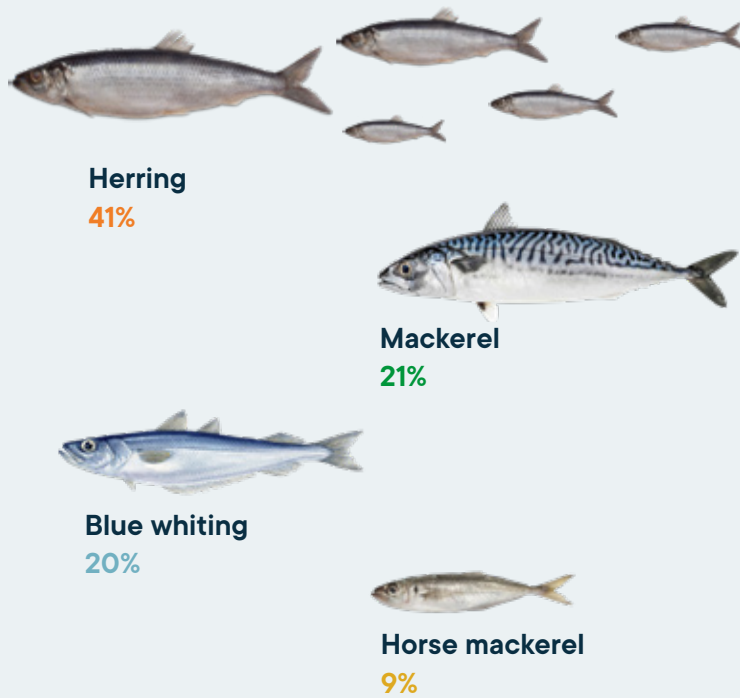
but has not yet been overfished, meaning that biomass is still within safe limits. What we need now is an all-embracing agreement between all six coastal states, respecting historical rights and not the claims that have been artificially and irresponsibly made. Any further delay will have a major impact on the fishing opportunities and market position of EU fishers. The EU fishing industry will continue to fish sustainably and work with all stakeholders to help protect this valuable resource.'

More information about fishing quotas can be found on our website:

[Responsible fishing | Cornelis Vrolijk](#)

Catch composition

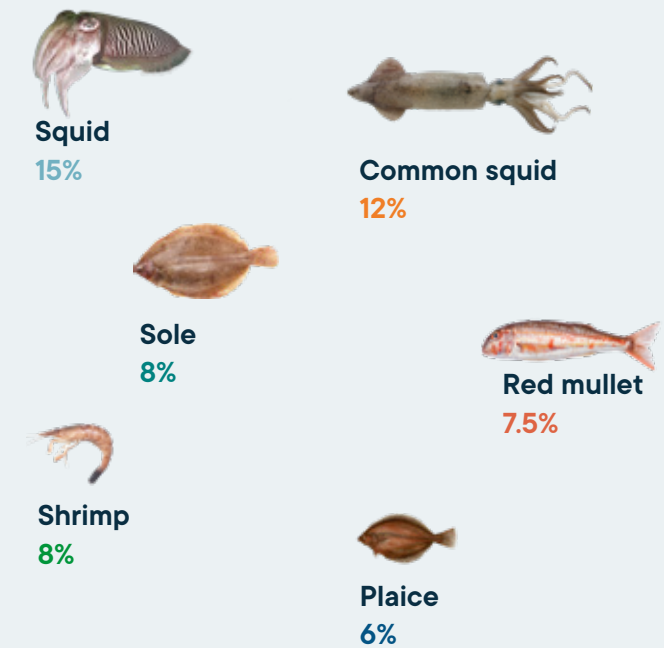
Pelagic fishing



- Sardine (7%)
- Silver smelt (2%)
- Sprat (<1%)
- Other (<1%)*
- Unfit for human consumption (<1%)

* Other: non-target species (e.g. whiting, haddock and hake).

Demersal fishing



- Mackerel (15%)
- Whiting (6%)
- Red gurnard (6%)
- Horse mackerel (2%)
- Flounder (2%)
- Weever (2%)
- Dab (1%)
- Other (10%)*

* Other: species part of too small a share of the catches to be represented here.

All the above percentages are rounded.

Cooperation with scientists

We frequently welcome fishery researchers on board our vessels. Our quality managers do additional relevant scientific research on every trip (self-sampling), for example on the size of the fish. We share this information with the Pelagic Freezer Association (PFA), which employs several scientists to coordinate the studies, share data with the International Council for the Exploration of the Sea (ICES) and take part in various ICES working groups.

Research was also carried out on board demersal trawlers in 2022. In collaboration with Good Fish and WMR, our demersal trawlers took part in research into the fly-shoot method and catches of red mullet, squid and gurnard in the North Sea and the English Channel.

One of the objectives of this was to collect more data to pave the way for improved management and sustainability assessment of these three species. The study will be completed in 2023.

Read more about this research for the Good Fish guide (Viswijzer) at (goodfish.nl).

Legal compliance

Legislation is strictly enforced by national and international authorities. Because we fish across national borders within EU waters, we also come into contact with authorities in several coastal states outside the EU. Fishing vessels are monitored by satellite (VMS) and their locations can be viewed in real time by authorities in EU countries and coastal states. This allows them to ensure that fishing is only carried out where it is permitted. These authorities also coordinate inspections at sea.

AIS

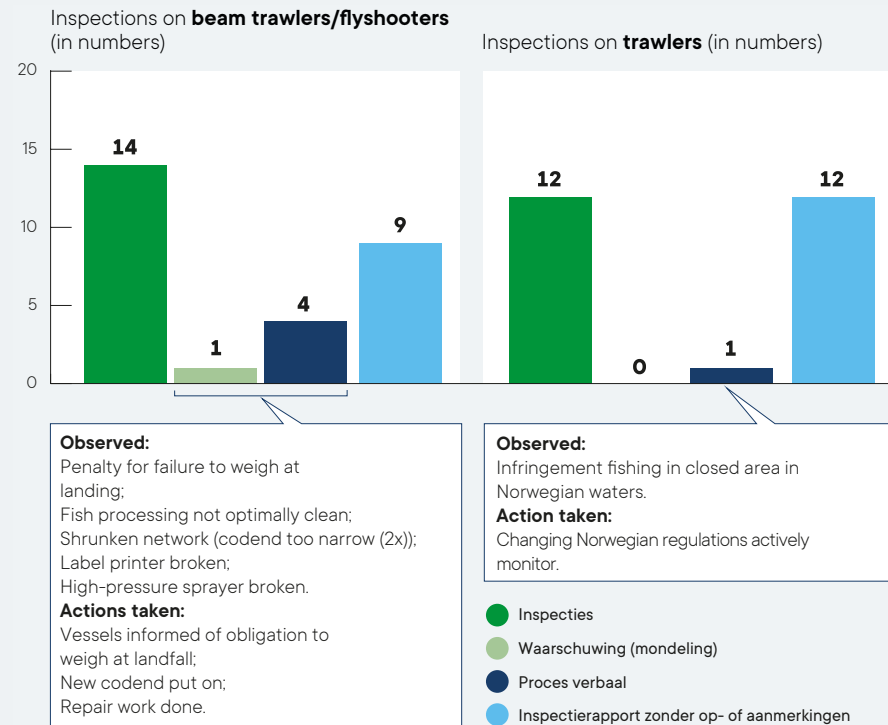
Our vessels are always equipped with AIS transponders for safety reasons. This allows them to be tracked on public websites such as [marinetraffic](http://marinetraffic.com), [myshiptracking](http://myshiptracking.com), schepenvolgen.nl and [vesselfinder](http://vesselfinder.com).

Cooperation with scientists

	Observer	Number of vessels / days
Pelagic vessels		
Catch composition 2022	Wageningen University & Research	9 / 202 days
Demersal vessels		
Fly-shooting catch composition 2022	Self-sampling for WMR	11 / 44 days



Fishery inspections at sea



Inspections at sea and on shore

Our skippers use electronic logs to report how much fish is caught each day and how much is stored on board every 24 hours. Unannounced inspections at sea are carried out to check that aspects such as the actual quantity of fish on board are consistent with the records. Vessels are also frequently subjected to unannounced inspections upon arrival at port to check amounts and species landed.

In 2022, we had a total of 12 inspections on our pelagic trawlers out of 100 trips made. During these inspections, the logs and catches in the hold were checked, as well as the cooling tanks, fishing gear and nets used. No irregularities were found. Beyond these inspections, one of our vessels was fined for fishing in a closed area. In 2022, there were 14 inspections carried out on our demersal trawlers out of almost 900 trips in total. Four breaches were found: one for failing to weigh upon landing, two for a trawl net that was too narrow and one for a broken label printer.

One warning was also issued for a non-functioning high pressure sprayer.

Certification

Our aim is to have 100% certified fish. Unfortunately, the percentage of our fish that is MSC-certified has strongly decreased. This is regrettable, especially since we have no influence on the unilateral setting of quotas by coastal states and the international management of fish stocks by coastal states (see also page 19).

This is due to the advice for 2022 published by the International Council for the Exploration of the Sea (ICES), which provides scientific advice on sustainable catch levels. This stated that catches of mackerel, Atlantic-Scandinavian herring and blue whiting in 2021 once again exceeded the scientifically recommended limits. These limits are made to ensure the long-term viability of these stocks. Consistent overfishing puts the health of these fish stocks at risk, which is why these catches are not eligible for MSC certification.

While Europe adheres to the Total Allowable Catch (TAC), several countries outside Europe currently catch more fish than is allowed for certain species. As a result, these species lose their certification for the entire fish stock, regardless of where it was caught.

North Sea herring, on the other hand, has been MSC-certified since 2006. MSC-certified herring meets the following criteria:

1. There has been no overfishing, as we cannot fish faster or more than the herring can reproduce. There is also enough herring left to not disrupt the food ecosystem.
2. Healthy ecosystem: the herring catch has minimal impact on marine flora and fauna.
3. Effective and responsible management of fisheries.

Selective fishing

Pelagic fishing is also highly selective, with little by-catch, i.e. the inadvertent catch of non-targeted species. We distinguish by-catch of megafauna (such as seals, dolphins, porpoises or sharks) and the catch of other non-targeted species.

Our entire fleet is equipped with pingers to avoid by-catch of dolphins and porpoises and with escape panels, so that seals and sharks can escape through a hatch in the rear part of the net.

Efficient fishing

We are fishing more and more efficiently, and we're making fewer trips. We know from experience where fish species are located, and we plan accordingly to reduce the distance travelled and use less fuel. That is how we are fishing more efficiently and in a more focused way.



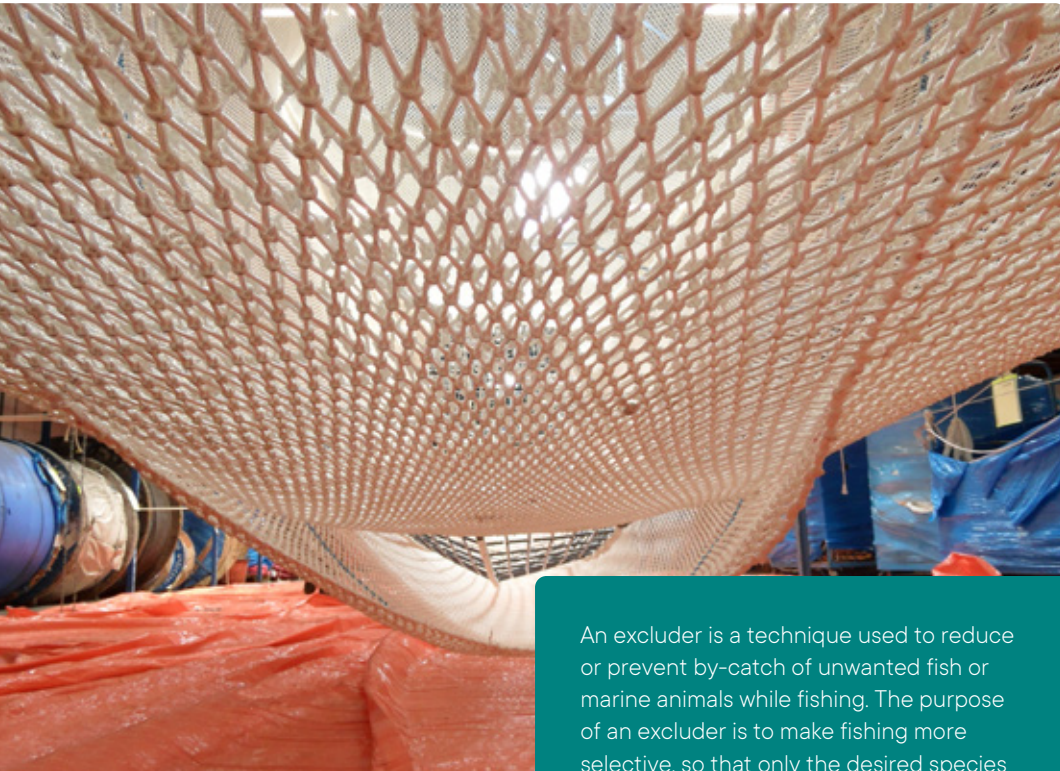
Seabed disturbance

Seabed disturbance occurs when fishing gear comes into contact with the seabed. This is mainly an issue in demersal fishing, because these fish for species living on or near the seabed. The degree to which this occurs mostly depends on the type of fishing gear used. Seabed disturbance may impair the structure and function of the seabed, and its effect highly depends on the location and the type of fishing gear used.

Pulse fishing has been definitively prohibited by the European Union since July 2021. The demersal trawlers that used this method of fishing now use beam or twin-rig trawling, which causes more seabed disturbance than pulse fishing did. We are currently looking for alternative methods to prevent this as much as possible.

Innovative techniques

We feel it is important to closely monitor developments that benefit biodiversity and ecosystems. We frequently visit trade fairs in order to keep abreast of the latest trends. We also invest in equipment to identify species, so that we can fish even more selectively and avoid unwanted by-catch.



An excluder is a technique used to reduce or prevent by-catch of unwanted fish or marine animals while fishing. The purpose of an excluder is to make fishing more selective, so that only the desired species are caught.

Traceability

Our goal is to ensure that all our fish is 100% traceable by 2030. Traceability tells us where the fish we eat comes from, preventing potential risks to people and the environment. We have noticed that this is becoming increasingly important to society. The Cornelis Vrolijk family of businesses also includes several fish processing businesses. Some of the fish and shrimp processed there comes from our own catch or farming. As we become increasingly integrated into the fish supply chain, we can provide more certainty to Dutch and European consumers that their fish products are sourced responsibly.

One example of this traceability is the mackerel smoked and processed by Cornelis Vrolijk Seafood, which comes exclusively from our trawlers. Another example are the sole, plaice, turbot, gurnard and squid that are processed by Bertus-Dekker Seafood for the Southern European market. These are preferably procured from our own demersal trawlers.

In 2022, we started using a new ERP system* within our fishing businesses, and a number of companies moved over to this. This is a first step towards further implementation in all our divisions, helping us trace our catches from ship to shelf.

In partnership between Cornelis Vrolijk and Wageningen Marine Research, Good Fish gathered more knowledge about red mullet, squid and gurnard in the North Sea and the English Channel. In addition to helping us gain more knowledge about these target species, the project has strengthened the colour-coding system in the Good Fish guide (Viswijzer). Collecting scientific data on these fish species that are not subject to quotas was the main goal of the [fly-shooting project](#). The project was completed at the end of 2023, resulting in this unique cooperation between an NGO and a fisheries company for a common purpose: sustainability.

* An ERP system is an integrated software application that helps organisations streamline and manage various business processes and operations.

Aquaculture management

In Nigeria and Ecuador, Cornelis Vrolijk is engaged in joint ventures in tropical shrimp farming. All shrimp farmed at these locations is ASC-certified. Atlantic Shrimpers Limited (ASL) is our joint venture in Nigeria, which farms tropical shrimps and owns the first ASC-certified shrimp farm in Africa. The ASC label for shrimp farming contains standards on biodiversity (including prevention of the disappearance of mangrove forests), fish feed and traceability, water management, prevention of diseases and their spreading, and the use of antibiotics.

In Ecuador, our farming facilities are a certified Sustainable Shrimp Partner (SSP) as well. This label includes ASC certification, but goes further on a number of criteria. For example, the impact of operations on water must be neutral, no antibiotics may be used and all shrimp produced must be traceable through block chain – a technique that allows a network of users to jointly maintain a database of transactions.



Climate change

Climate change also has an impact on fisheries. The habitats of certain species is changing as a result of the increasing water temperature, making fish migration less predictable. We are, however, already used to adapting to nature. Our fishing plans are so flexible that we can adequately respond to these changes. Extreme weather conditions are increasingly occurring, which entails risks for the crew. This is something we take this into consideration when designing our vessels. An example is the Scombrus, whose aft deck is fully screened, so that our people can work here safely, even in bad weather.

Animal welfare

Animal welfare is also becoming more of a subject in the fisheries sector. So far, scientific research of the pain that fish experience has been limited to a few species, mainly farmed fish. To date, there is no clear scientific view of what fish do or do not feel and experience in terms of pain or stress.

Sustainable procurement

When it comes to transparency in the chain, we focus more closely on products that we do not catch or farm ourselves and those we purchase from third parties. In 2021, a sustainable procurement policy was developed and implemented for Welmar Seafood, which is involved in purchasing fish, such as wild salmon, pollack and flatfish for various divisions. The aim of this policy is to prevent fish being obtained from chains that are environmentally or socially damaging. Through increased chain transparency, we can offer customers more certainty that our products are sourced responsibly. Corporate social responsibility is now ingrained in day-to-day business at Welmar Seafood. Over the coming years, we will be rolling out this sustainable procurement policy across the group where appropriate.

CASE

Emissions
at sea

Using smart meters to increase awareness of fuel consumption

In early 2022, all our trawlers were fitted with fuel gauges on the main and auxiliary engines. These gives the skipper, helmsmen and chief engineer a real-time insight into fuel consumption. They can see straight away what effect an action or manoeuvre has on fuel consumption, so they can act more consciously.

By monitoring fuel consumption from the bridge and the office, we can see what we can do more efficiently and take measures to reduce consumption and our CO₂ footprint.

Smart data, better decisions

The data from the fuel gauges is stored in the cloud and gives us insight into the performance of each vessels and our pelagic fleet as a whole. Because then we know how various marine and fishing locations or situational behaviour can affect fuel consumption, we can make adjustments accordingly.

This could be in terms of speed, position, course and engine revs, but also weather. Decisions can then be made on that basis to operate at a lower speed and therefore more efficiently. This information is used on the bridge to assess operational factors and make the entire journey as efficient as possible.

'Is it worth the extra fuel?'

Huig van der Plas, skipper on the freezer trawler Afrika says, 'Before you only knew the total fuel consumption once you landed. The new fuel gauges tell you the current consumption and the effects of certain actions. That gives you the information you need to make well-considered decisions.

If, for example, we started to sail faster to get to the fishing grounds more quickly and the engine power exceeds 80%, then you have to ask yourself whether that extra fuel consumption is worth the time gained. In situations like that, I talk to the chief engineer in the engine room about what would be the best thing to do.'



Healthy food

Long-term ambition

We provide over 3 million fish meals worldwide every day. The nutritious and healthy products that we supply are destined for human consumption. We keep food waste to a minimum and guarantee safe and high-quality food.

100%

of catches intended for human consumption (ambition for 2025)

69%

of catches exported to Africa (based on sales in tonnes for human consumption)

How we're contributing to the SDGs



Over 3 billion people worldwide depend on seafood for protein. And that number is growing. Through our fishing operations, we contribute to food security by producing healthy, affordable and nutritious meals.

Core themes

Food security
Food safety

see p. 33
see p. 28



‘We aim to avoid food waste as much as possible by ensuring that we keep our product shrinkage to a minimum.’

HEALTHY FOOD



60%

of packed herring in supermarkets has a longer shelf life thanks to improved natural preservation.

Food quality and safety

Providing the best-quality products is something that we constantly work on together. It's our ultimate goal. In every part of the business. We want to deliver healthy and fresh products that help keep consumers healthy. And we are proud of the high-quality products we deliver.

On land

We aim to prevent food waste as much as possible by ensuring that we keep our product shrinkage to a minimum. Our soured herring now lasts longer thanks to the way we have improved its natural preservation based on fermentation. We use a lactic acid bacterium to stop bacteria from growing. To control other spoilage bacteria, we used a different salt and gas composition in the CU*.

To extend the shelf life of soured herring to 5 days after production, we simply modified the recipe. By strengthening the fermentation process in addition, we can deliver filleted soured herring to retailers with a shelf life of 12 days after production. This reduces spoilage on the shelf and in the fridge at home.

At sea

On board our pelagic vessels, it is the quality manager who is responsible for food quality and safety. They work closely together with the skipper, the helmsmen and the engineers. Quality managers monitor production and ensure it complies with the hygiene protocols (HACCP) and test the quality of the fish at several points in the process. The quality of the end product depends partly how it is processed. We preserve the quality of our catch by chilling the fish to 0°C immediately after being caught and then freezing it on board within no more than 12 hours. We collect data on board using a registration system, which is also used for scientific research in terms of stock monitoring.

For our pelagic vessels and cold stores, we have HACCP plans and certifications in place. That way, we comply with HACCP guidelines food hygiene legislation.

Over the past few years, we have provided training sessions on board about food safety and the importance of transparency. We repeat these every two years to help maintain the quality.

Food and goods inspection authorities from the Netherlands, France and UK periodically inspect all our trawlers to ensure that their equipment and HACCP procedures comply with the regulations. The internal reports and inspections we perform are also reviewed by the Netherlands Food and Consumer Product Safety Authority (NVWA).



Supplier certifications

Supplier	Certification
Cornelis Vrolijk Seafood	IFS / FSSC 22000
De Troyer	IFS
Bertus-Dekker Seafood	BRC
Welman Seafood	IFS

* Consumer unit (packaging).

CASE

Chain
responsibility

A sustainable chain starts at the source

Chain responsibility is one of the core themes in our new CSR policy and goes hand in hand with traceability. It gives us the opportunity to identify the source, origin and production of our fish products, so we can be transparent about this. It is how we detect and avoid potential negative impacts within the chain.

We deliver many of our products from the sea to consumers directly. Or as we say: 'from ship to shelf'. Achieving a sustainable chain is therefore one of the key issues within our strengthened CSR strategy. In recent years, our business strategy has increasingly focused on making the chain more sustainable.

Improved traceability through sustainable relationships

Going further to improve the traceability of our products provides understanding and also builds trust. Close, long-term relationships with producers, customers and other organisations we work with are crucial to achieving this. Only that way can we continue playing a sustainable and responsible part in global food security with our high-protein fish products and secure the future of our family business.

Sustainable procurement policy

We are also committed to sustainable procurement to reduce any potential negative effects within the chain. So we can buy sustainably, we encourage our suppliers to also work sustainably. We have developed a sustainable purchasing policy for various product groups, as just one example.





HEALTHY FOOD



100%

of catches intended for human consumption our ambition for 2025)

Food waste

We minimise food waste in our product chain as much as we can. Together with our partners in the chain as well as external experts, we work towards our goal of ensuring all fish caught are destined for human consumption.

‘Extending the shelf life by a few days can significantly reduce shrinkage on the shelves of our retail chain partners.’



Causes

Food waste, broadly speaking, has two causes. On the one hand, there is waste from shrinkage in the production process and, on the other hand, there is loss as a result of the shelf life being exceeded or from breakage. Most food waste is generated in processing herring and producing smoked fish.

We identify our residual flows: their size, how they are used and where we can make improvements, so that we can reduce the flows and maximise their use. We actively focus on preventing food waste in the chain for which we are directly responsible.

We constantly monitor losses within our production process, and our operators adjust their processes on that basis. Whatever cannot be used for the supermarket, but is still of sufficient quality goes to the food bank. If there is no other option, waste is processed into fish feed or animal feed.

Extending the shelf life

Extending the shelf life by a few days can significantly reduce shrinkage on the shelves of our retail chain partners. Fish is a natural product with a delicate taste. That is why it is challenging to introduce permitted additives to extend the shelf life without changing too much of the flavour. We give our customers tips on how to optimise the fish shelf life to minimise losses.

Higher-quality use of residual flows

Going forward, we want to reduce the residual flows created in the production of fish products by at least 20%. We do so by preventing the residual flow from arising in the first place or by putting it to high-quality use. In our boneless mackerel, we have taken huge steps through process optimisation and automation. Furthermore, we use losses from shrinkage in mackerel salads, for example. We are also looking at other options to get the most out of residual flows.



Reducing waste flows

To reduce our waste flows even further, we have investigated the possibility of replacing the oven we use to bake our fish. We expect this to improve our current situation, as we would need to use less sunflower oil thanks to a better oil management system. We will also be able to reduce energy loss through better insulation.

CASE

Healthy and
affordable
food

Nutritious fish meals in West Africa

As many as 3 billion people worldwide depend on seafood for protein. Although water accounts for 70% of the Earth's surface, continuing to provide the growing world population with affordable, nutritious and responsible fish meals is a huge feat.

They say there's plenty more fish in the sea. But the sea is not inexhaustible source of food. That is why sustainable fishing and preserving fish populations is a top priority for us. We as fishers make a vital contribution to ensuring global food security. Both now and in the future.

A billion people worldwide suffer from malnutrition. We see fish, with all of its proteins, healthy fats and vitamins and minerals, as a cornerstone of the solution to hunger and malnutrition worldwide. By focusing on sustainable and responsible fishing, we want to do what we can to tackle one of the biggest challenges we face today and the years ahead.

We are committed to improving food security in West Africa too. We use small pelagic fish species from the sea off Mauritania as a rich resource, which is then processed by people from the local community.

www.capblanccpelagique.com



Food security and local jobs

The small pelagic fish species produced by our subsidiary Cap Blanc Pélagique (CBP) are an important part of the diet of many West Africans, for whom fish is a major source of protein.

In recent years, CBP has provided hundreds of thousands of people in West Africa with an affordable, nutritious and responsibly sourced fish meal, while generating employment for local communities at the same time.

Since 2017, we have invested considerably in a state-of-the-art factory in Nouadhibou, which employs more than 100 Mauritians and is equipped with a modern cold store where the fish produced is stored. This means CBP's frozen products meet the most stringent quality standards. Of course, we also ensure that all human and employment rights are maintained here.

Fish for the African market

Blue whiting caught in the North-Eastern Atlantic is exported in frozen containers to Côte d'Ivoire, where a unique smoking technique is applied locally by customers in the chain. The fish then ends up in the local market in Abidjan, the country's largest city, with its quality and taste having been optimally preserved.



Responsible processing

Long-term ambition

We are reducing our emissions and the impact of our packaging materials in the distribution chain through climate-smart actions, circular practices and partnerships.

100%

recyclable rPET packaging

80%

of the plastic packaging consists of rPET

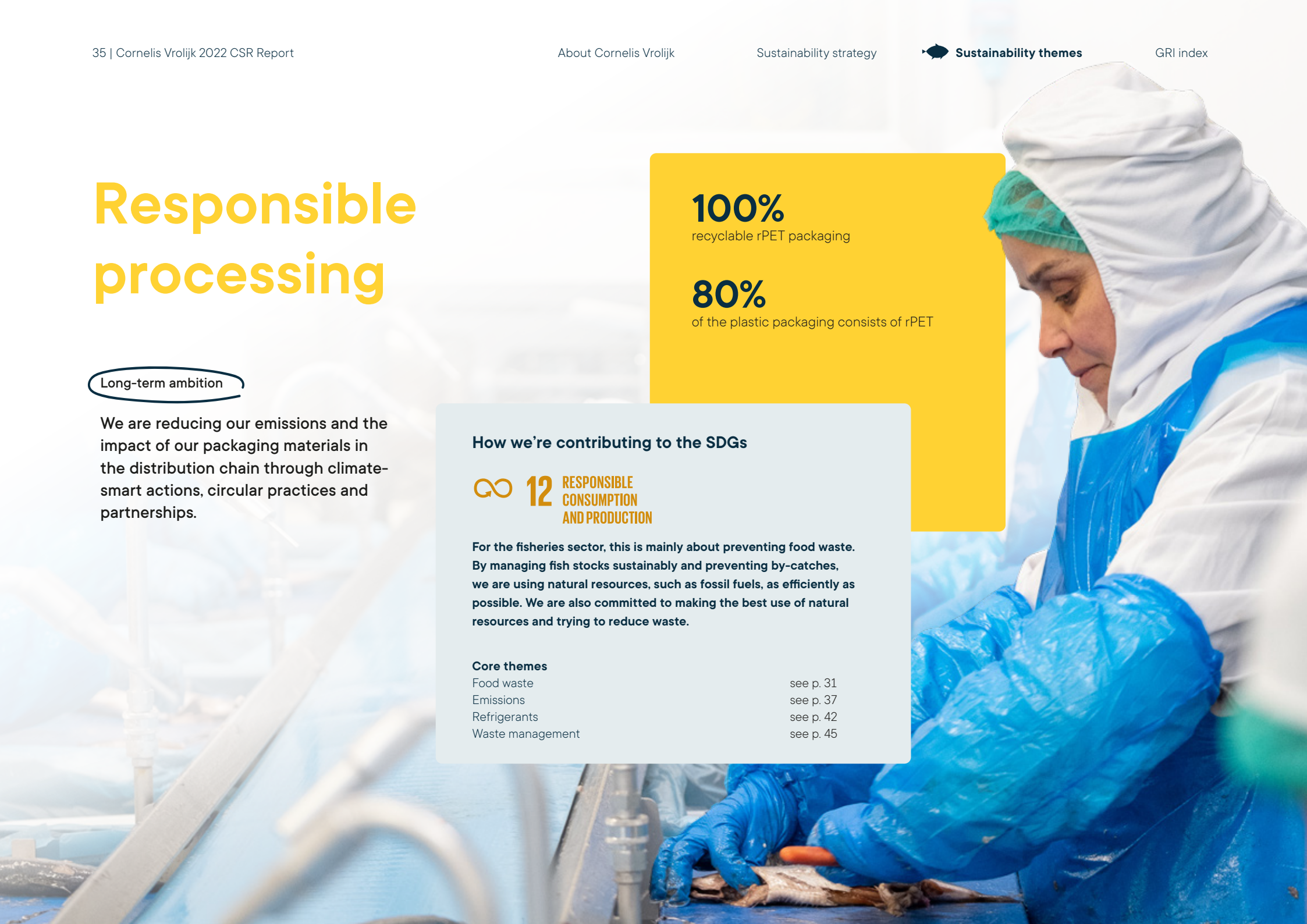
How we're contributing to the SDGs

 **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

For the fisheries sector, this is mainly about preventing food waste. By managing fish stocks sustainably and preventing by-catches, we are using natural resources, such as fossil fuels, as efficiently as possible. We are also committed to making the best use of natural resources and trying to reduce waste.

Core themes

Food waste	see p. 31
Emissions	see p. 37
Refrigerants	see p. 42
Waste management	see p. 45





RESPONSIBLE PROCESSING



0.56 kg CO₂

of emissions per kg of fish
for pelagic fisheries



6.09 kg CO₂

emissions per kg of fish
for demersal fisheries



77%

of green energy
purchase for
all our Dutch
subsidiaries

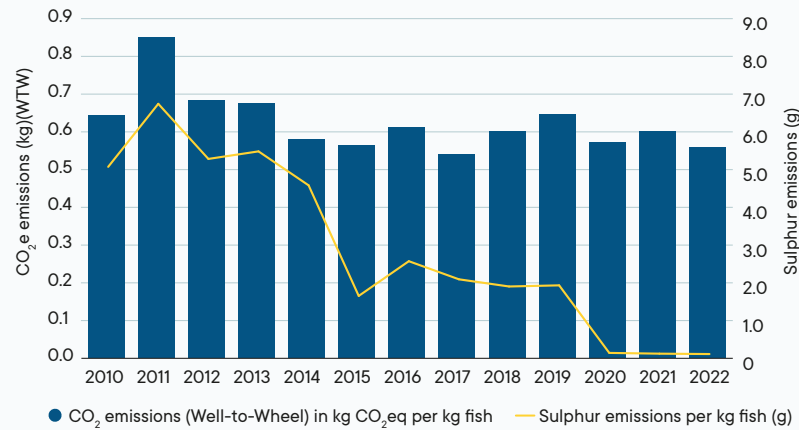
Emissions

Emissions are those into air – including greenhouse gas emissions, ozone depleting substances (ODS), nitrogen oxides (NOX), sulphur oxides (SOX) and other major emissions. Emissions can have a negative impact on air quality, ecosystems and human & animal health. They are also a major cause of climate change.

‘Our aim is to reduce our greenhouse gas emissions further at sea and on land. We are focusing on reducing our energy consumption and increasing our share of green energy, while also supporting the transition to natural refrigerants.’

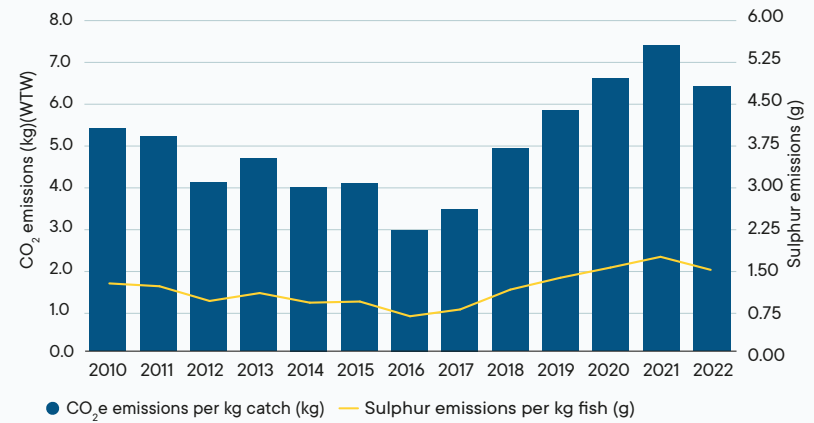


CO₂ and sulphur emissions per kg of pelagic fish



- The emissions presented are those resulting from the fuel consumption of our vessels per kg of fish caught (well-to-wheel) (applies to both graphs).
- Sulphur emissions from the trawlers have fallen sharply, as we only run on Marine Gas Oil (MGO).

CO₂ and sulphur emissions per kg of demersal fish



Both CO₂ emissions and sulphur emissions per kg of fish show a decrease in 2022 for demersal fish.

The decreasing trend in 2022 can be explained by:

- A longer period during which vessels were stationary in 2022
- The transition to other fishing methods such as flyshoot fishing and twinrig fishing.

Our scope 1 and 2 emissions are largely related to:

- fuel consumption by our vessels
- electricity and gas consumption of our cold stores and processing companies
- leakage of (chemical) refrigerants in the cooling and freezer systems
- electricity consumption
- fuel consumption by our vehicle fleet.

Looking at scope 3, supplier emissions and transport to our customers are major factors. In the coming years, we will continue to map our scope 3 emissions.

Energy consumption at sea

Emissions at sea are mainly caused by burning different types of fuel to keep vessels' engines running. Our demersal and pelagic trawlers operate on marine gas oil (MGO), both inside and outside the SECA*. Sulphur emissions have fallen considerably in recent years. The pelagic fleet switched from high-sulphur fuel oil to MGO in 2021, due to regulations in SECAs. As a result, our sulphur emissions have reduced significantly, to 0.14 grams per kg of fish caught.

We pay a great deal of attention to behaviour and raising awareness, and together with skippers and crew, we discuss how we can sail economically and energy-efficiently. We have invested in frequency drives to make various electrical pumps, fans and compressors more efficient. To reduce the impact of our emissions in ports locally, our vessels use on shore power whenever possible. This means the vessel engines don't need to be running to generate electricity.

Alternative fuels are expected to come onto the market in the coming years. We are following these market developments closely and are in regular discussions with engine suppliers, shipyards and research institutes about this.

A lot of research has been carried out recently into the feasibility of hydrogen as a fuel in fishing at sea. But the conclusion for the time being is that hydrogen does not seem feasible for use as a fuel just yet. As a sector, we are limited by regulations on the maximum gross tonnage (GT) of vessels. This limits our options of using alternative fuels, as they often take up more volume. We as a sector want to engage with policymakers to discuss whether changing these regulations would be useful and necessary.

Nitrogen emissions are also a major concern for our smaller vessels, because our three Eurocutters sail and fish in coastal areas, including Natura 2000 areas, certain parts of the year.

When our pelagic vessels are in dry dock and need to be sprayed, we apply a new, more environmentally friendly silicone anti-fouling coating. This reduces the amount of fouling below the waterline, which means less resistance from the water, resulting in less energy consumption while sailing.

We are also reducing emissions on many of our trawlers by using innovative nets. Not only are Dyneema nets lighter, they also have less resistance and are stronger, which means they last longer. In our demersal fishing, the fishing method used makes a substantial difference in terms of energy consumption. For example, when using the beam trawling method, the fishing gear comes into contact more with the seabed, which produces more resistance and uses more energy than pulse fishing and especially the fly-shoot method. However, it is not possible to catch all target species using one specific fishing method, so we cannot switch entirely to the most efficient method.

* SECA stands for Sulphur Emission Control Area, which are defined maritime areas where stricter rules apply to sulphur oxide emissions from vessels in order to reduce air pollution in coastal areas.

Energy consumption on land

On land, emissions are mostly caused by the consumption of engine fuels by our vehicle fleet, energy consumption (electricity and natural gas) by our offices and cold stores, and leakage of refrigerants in technical systems. By producing multi-year maintenance plans, we ensure our buildings are used safely and efficiently. We are also working on recording energy consumption at all our locations centrally.

When investing in and renovating our premises, we always look at making them more sustainable, in line with the latest technical developments. For example, our central cold store in IJmuiden, which was built in 2002, was the first facility of its kind to run completely on natural refrigerants (CO₂/NH₃). Our other three cold stores in IJmuiden were completely renovated in 2021 and meet 5 of the 6 star conditions of BREEAM, an internationally recognised sustainability certification. In late 2022, we completed this BREEAM certification and were the first in the Netherlands to receive this specific certification for an existing cold store.

At the start of 2022, our new solar panels were put into operation on the roofs of the three cold stores in IJmuiden. The 5,134 solar panels together have an annual yield of 2.7 million Wp (2,385,225 kWh), generating enough electricity to supply 700 households. We use our solar panels flexibly, in line with the supply and demand on the electricity grid. Unfortunately, we can't install solar panels everywhere we would like, often because the roof is unable to support the extra weight.



'In 2022, the amount of energy we generated ourselves increased by 375%, up from 495,083 kWh in 2021 to 2,354,124 kWh in 2022.'

For our Dutch subsidiaries, we have an overarching green energy contract with Europese Wind. As soon as old energy contracts expire, we will transfer the supply under those contracts to the new one.

Currently, 77% of the energy we buy for consumption on land is green, up from 75.6% in 2021. This is thanks to the renovation of the three cold stores in IJmuiden as mentioned above, which has reduced the total energy consumption.

We encourage our employees driving a company car to opt for an electric or hybrid one. We offer a higher budget for these vehicles than for those running on fossil fuels, and we have invested in sufficient charging stations at different office locations. In 2022, 31.7% of our fleet was electric or hybrid, an increase of almost 5% compared with 2021.

We are involved in the various interest groups in Velsen/IJmond and Scheveningen, which aim to share knowledge about sustainability between the companies at the port.

Energy consumption

	Unit	2020	2021	2022
Gas	m ³	400,617	427,359	377,434

Electricity

Green (purchased)	kWh	15,942,651	14,050,946	14,879,739
Grey (purchased)	kWh	4,452,969	4,529,251	4,446,616
Own energy generation	kWh	522,379	495,083	2,354,124

Fuel for passenger transport vehicles*

Petrol	%	50.0	47.5	40.5
Diesel	%	26.8	25.4	27.8
Hybrid	%	4.5	5.9	8.7
Electric	%	18.8	21.2	23

Fuel for product transport vehicles*

Diesel	%	100	100	100
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* Includes energy and fuel consumption for all our production locations, cold stores and offices within the Netherlands.



RESPONSIBLE PROCESSING



82.2%

natural
refrigerants

Refrigerants

On board our trawlers, we cool the fish down to 0°C immediately after it is caught, and then freeze it within 12 hours. We store the frozen fish on land at our cold stores. Cooling and freezing our fish is essential to maintaining its quality. However, our freezer systems use refrigerants, which can cause form a strong greenhouse gas when released into the atmosphere, particularly synthetic refrigerants. In addition, refrigerants may contain ozone-depleting substances (ODSs), which can damage the ozone layer. Through preventive maintenance and by using certified technicians, we ensure these refrigerants are used safely and sustainably. We are committed to the transition towards natural refrigerants wherever possible.

Refrigeration systems

On our trawlers and at our cold stores, we frequently carry out leakage tests and preventive maintenance on the cooling systems to minimise the risk of leakage. We use an automated system to monitor information on all our cooling systems, so we can take action when necessary. For the small cooling systems on board demersal trawlers, this monitoring is not yet completely transparent. We are working on making that information clear as well.

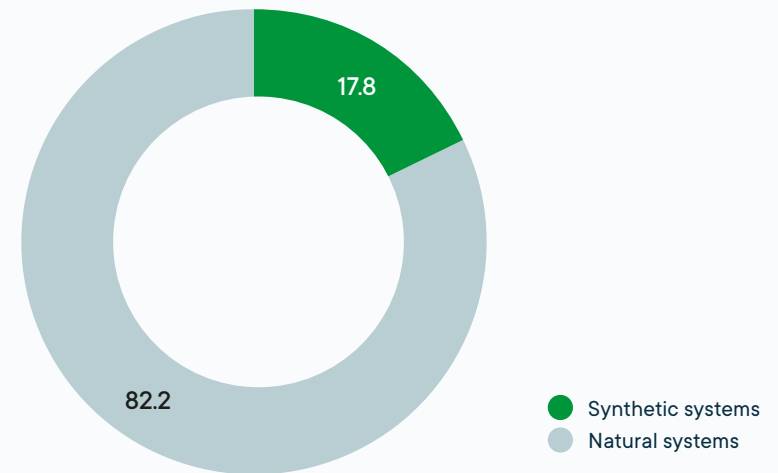
Over the past 15 years, we have systematically invested in replacing the refrigerants on board our trawlers, and we are now seeing the benefits of this.

To reduce the environmental impact of occasional inadvertent leakages, we prioritise the use of natural refrigerants, such as ammonia and/or CO₂ in our large freezer systems on board the trawlers. Moreover, many systems on board the demersal trawlers use a second cooling agent (brine or glycol) to reduce the use of refrigerants.



Use of synthetic versus natural refrigerants

In % of total kg (number of refrigerants in systems)





RESPONSIBLE PROCESSING

>90%

of customer packaging
is recyclable

80%

of Cornelis Vrolijk Seafood plastic
packaging consists of rPET

Sustainable packaging and waste management

The availability of raw materials and their environmental impact are becoming increasingly important. The Dutch government has set the goal of becoming fully circular by 2050. Together with our customers and suppliers, we are committed to reducing our material consumption, without detriment to the shelf life, safety and quality of our products. In an environment where we use such a wide variety of materials, moving to a more sustainable way of working can have a major impact. That inspires us to review what we can improve within our chain.

Packaging

In recent years, we have devoted a great deal of effort to using rPET for our packaging materials. This widely recyclable, reusable and robust material supports the recycling industry and circularity as it can be reused several times. It can also be frozen, is durable and seals well, keeping food nice and fresh. Instead of eliminating plastic completely, rPET offers the possibility to use an existing material multiple times.

The packaging we used in 2022 consisted 80% of rPET, an increase of 5% compared with 2021. We want to expand that further to more than 90% in the near future.

We aim to become fully circular in terms of our plastic and cardboard packaging. Unfortunately, we don't always have complete control over this, as going 100% circular is not always possible, due to food safety requirements. However, we are pressing ahead with working towards our ambition. We are looking at how we can reduce our use of plastic and whether we can reuse materials.

The top film we use especially to protect the product is not yet recyclable. We use PET/PE (type of plastic) for this, as there are no suitable alternatives available yet that meet our quality requirements. We consciously choose suppliers who are willing to work with us to make things more sustainable. In the meantime, we are looking at how we can reduce our use of materials, such as by using a thinner film or monofilm.



'The packaging we used in 2022 consisted 80% of rPET, an increase of 5% compared with 2021. A great step forward.'



‘Together with skippers, crews and suppliers, we continue to think about how we can reduce and recycle our waste even further.’

Waste management

Our waste processor had identified the residual flows produced at our processing companies. The main ones relate to fish remains, waste sunflower oil (for frying the fish), ‘normal’ residual waste, plastic and paper. We are exploring how we can upgrade our residual flows so that they can be used in a circular way.

We take responsibility for our waste on board our vessels too. At sea, we are subject to the MARPOL convention – the International Convention for the Prevention of Pollution from Ships. We have several types of waste containers on board our trawlers, so that the waste on board can be collected separately at sea and sent to a reputable waste processor when the vessel comes into port. Waste iron and steel cables that have to be replaced are offloaded and recycled. Chemical waste is also collected by a certified collector.

At our offices and cold stores, we also review how we can process the waste our business generates as responsibly as possible and maximise recycling. We ensure that waste is separated at most of our offices.

Research carried out at waste processors has inspired us in setting our course. This way, we contribute to the Green Deal for a Clean Sea, signed in 2017. We are also working with a food bank to prevent food waste.

Care for people

Long-term ambition

We make our success together. We systematically create a healthy and safe working environment and ensure the vitality of our employees. We want to offer a pleasant working environment, both at sea and on land, where diversity is embraced and people can develop. We respect human rights, and we want to make a positive contribution to the local communities where we operate.

Our employees

The skill, commitment and dedication of our employees are essential to our business development. We want our employees to enjoy their work. Our many long-standing employees help to maintain professionalism and our company culture, while our new employees bring new insights that help us make Cornelis Vrolijk even better.

Sponsorship and donations

We think it's important to contribute to local communities by supporting charities, sports clubs and local events. And we enjoy doing it too. Not do we offer financial support, but we also donate materials, take part in walks or bike rides as a team or help out with an event. We sponsor sports clubs, with a focus on youth teams, so we can encourage them to keep exercising.

How we're contributing to the SDGs



Around 660 to 880 million people worldwide depend on fishing for their livelihood (source: SSI). The sector can help create jobs and a strong economy.

Core themes

Good working conditions
Health and safety

see p. 48
see p. 52

1,726

FTEs (including 50% counted from joint ventures)

>480

FTE fishers on demersal and pelagic trawlers





CARE FOR PEOPLE



933

FTEs (excluding
joint ventures)

Good employer practice

More than 1,700 people work within the Cornelis Vrolijk family. Some 650 of them are involved in our fishing operations, with about 500 of them at sea. Our processing operations employ approximately 330 people. In our joint ventures, including shrimp operations, we have more than 1,500 FTEs.*

'We provide a safe working environment for everyone who works for and with us.'



* In our consolidated annual report, we mention 50% of the total within our joint ventures, as well as the number of FTEs.

Our priority is to provide a safe and healthy working environment for all who work for and with us. Work on board our vessels, in particular, can come with its risks. But we also have a firm focus on physical safety elsewhere in the business, such as maintenance technicians in cold stores and in fish processing. Hazard identification & risk assessment (HIRAs) are conducted and discussed periodically. We urge our employees to report accidents and near-misses, as this allows us to deal proactively with high-risk situations and prevent further incidents.

Fishing as a trade has traditionally been passed on from one generation to the next, especially in traditional fishing villages. Many of our fishers live in small coastal communities, which is how we contribute to local employment. Social engagement is also something close to our heart, and we make a positive social contribution to our communities by supporting associations, clubs, festivities and neighbourhood initiatives.

Human rights and working conditions

We strive to provide safe and pleasant working conditions and seek to improve these where we can. The United Nations C188 convention (Work in Fishing Convention, 2007) provides a vital statutory basis for this. This convention provides for people working on board fishing vessels, containing regulations on matters such as accommodation, nutrition, and working and rest times. We are proud to have played a pioneering role in achieving C188 certifications on our global fishing fleet. All our European demersal and pelagic trawlers are C188-certified. But we know that certification alone is not enough. Integrating the convention into our business operations and culture deserves our continued attention. That is why, we go beyond the C-188 regulations in our working conditions, for example by providing on-board sports and separate relaxation areas, and handling complaints and incidents on board properly.



In our processing operations, we often work with temporary workers, particularly from Eastern Europe. Many of our permanent employees do not speak Dutch either. We work closely together with our temporary employment agencies to make sure that they are provided with proper accommodation. Our goal is ultimately for everyone in the workplace to speak Dutch or English, which is why we offer training for this. There are many languages spoken within our company, so we provide key work instructions in multiple languages to ensure all our people know how to work safely and properly.

Anti-discrimination

Most of our crew members come from the Netherlands, France and the United Kingdom, and to a lesser degree from Portugal. We also recruit seafarers from Lithuania and Morocco, through crewing agencies, which we enter into agreements with, stating which regulations they must adhere to, so that unequal treatment is prevented.

All trawler fishers also sign an individual agreement. Our starting point is that the following international standards must be adhered to in the event of the deployment or involvement of fishers on board a vessel sailing under a European flag:

- Universal Declaration of Human Rights
- Fundamental principles and rights at work of the International Labour Organization (ILO)
- Other ILO Conventions relating to fishing at sea applicable to the state whose flag we sail.

All our demersal and pelagic trawlers sail under Dutch, French, UK or Belgian flags.

Collective bargaining agreements

All Dutch and Portuguese crew are covered by the collective bargaining agreement (CBA) for trawler fishing. The Moroccan crew fall under the CBA for trawler fishing non-EU fishers. Cornelis Vrolijk's Visserij Maatschappij BV, Jaczon BV, and Dulk Haasnoot Seafood BV are affiliated with the CBA for seafood companies, which covers land-based staff. These CBAs are concluded by the relevant sector organisation that the companies form part of.

In addition, we have laid down a company-specific CBA for Cornelis Vrolijk trawler fishing to complement the general CBA. This regulates additional matters such as rotation systems, working in ports and the right to repatriation. The companies within the Cornelis Vrolijk group that are not affiliated with a sector organisation, such as Cornelis Vrolijk Seafood and Bertus Dekker Seafood, have their own regulations.



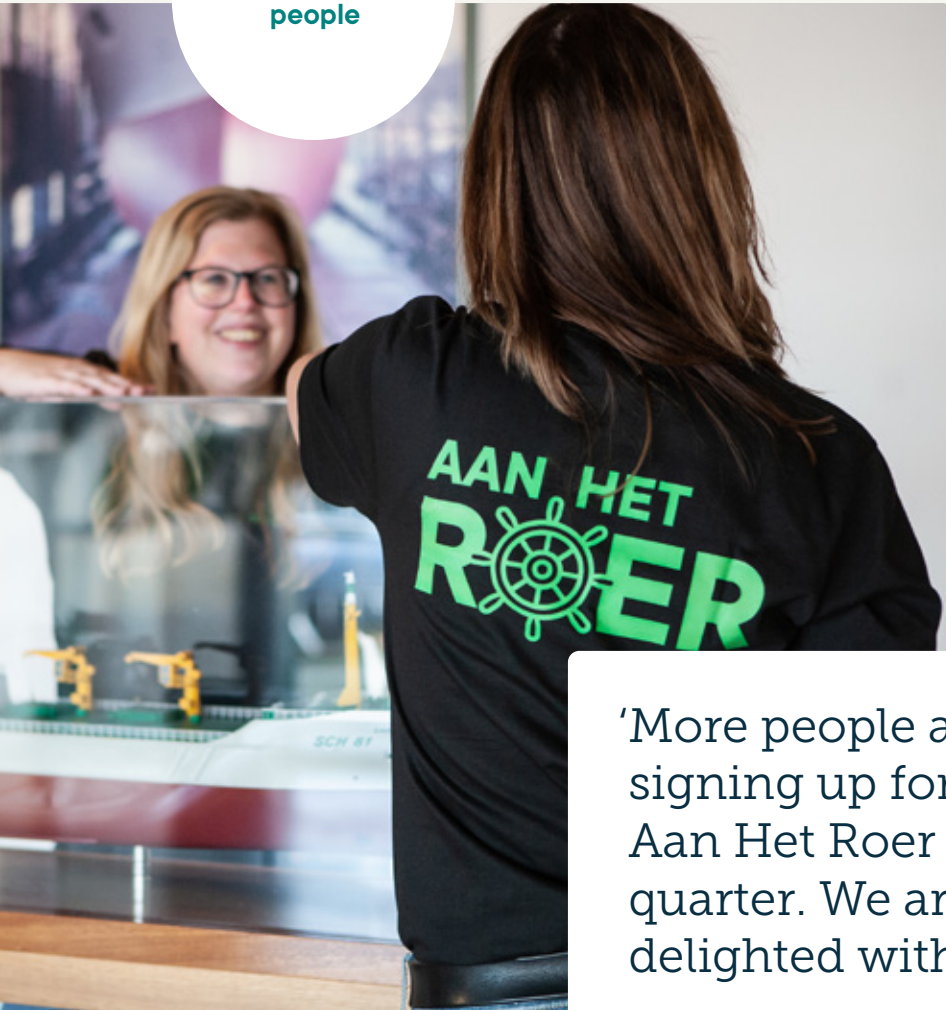
Inappropriate conduct policy

In 2022, we started work on our inappropriate conduct policy. Inappropriate conduct is a very broad term indeed. This policy defines what we mean by it, how employees should act and what they can do if no solution can be found internally, such as discussing the matter with an external confidential advisor. This policy will be implemented from January 2023.

Vitality and safety

CASE

Care for people



'More people are signing up for Aan Het Roer every quarter. We are delighted with that!'

Health and working conditions are two important and closely linked issues that fall under 'Care for people'. With our vitality programme Aan Het Roer, we took solid steps in 2022 towards helping our employees stay healthy and vital well beyond their retirement. Increasing awareness of safety often relates to working on board vessels and in cold stores.

Taking the helm of your own health

Working on board a vessel requires crew to be physically fit and mentally alert. With our vitality programme Aan Het Roer (At The Helm), we want to make our employees aware of the importance of good health and, above all, give them the practical tools they need to lead healthier lives. Because health is a very personal thing, participants can tailor the programme to their own circumstances.

The programme has five pillars: nutrition, exercise, rest & relaxation, reducing alcohol consumption and stopping smoking. Participants choose which theme they want to work on and even call on the advice of professionals, depending on their own needs and wishes.

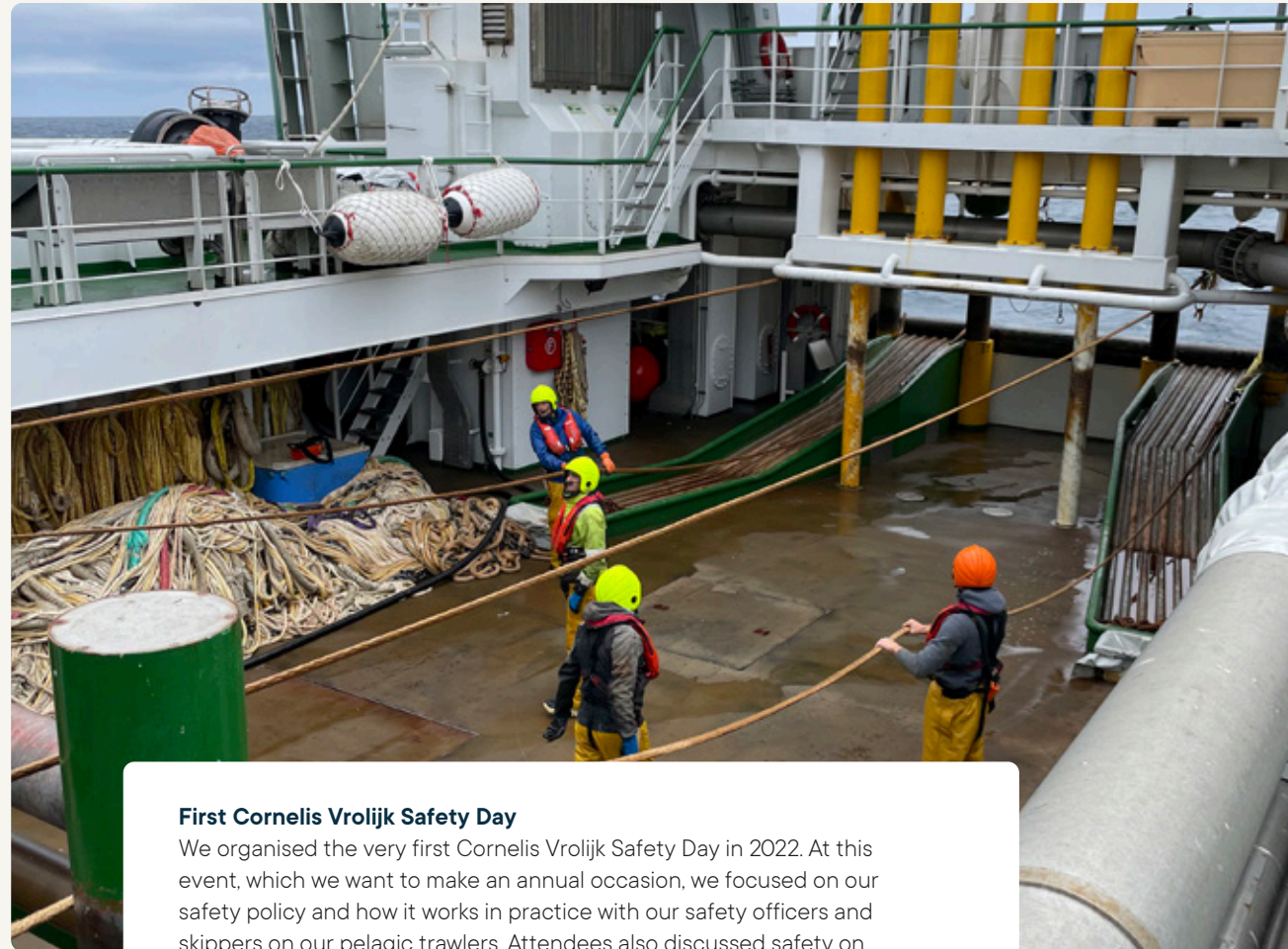
Since everyone benefits from eating healthily, we asked a chef from Papendal Sports Centre for nutritional advice, taking into account the times when our crews work and relax. This chef provides training to our own cooks, who cater for about 45 crew members every day. They now know exactly how much energy and what nutrients a crew member needs when they are and aren't working. The result: a variety of balanced, healthy and tasty meals!

All hands on deck for a safe working environment

One vital part of good working conditions is physical safety. Together all our employees can make the difference. We hold a monthly safety consultation (both at sea and on shore) every month with different departments represented to discuss incidents and improvements with each other and come up with actions where relevant. A number of vessels also have their own safety committee, which hold regular consultations of their own.

Working on our trawlers comes with potential risks. These include working on the aft deck, the working deck and the hold. There are some areas where heavy and large equipment is used which, and if something goes wrong, it can have serious consequences. In recent years, considerable investment has been made in improving safety on trawlers. By way of example, a new safety management system was introduced in 2021 on four trawlers, which is reviewed in a monthly safety consultation. Major bottlenecks have also been addressed, such as by modifying the aft deck to better protect the crew from seas and less cluttered workplaces.

On top of the aft deck, we are turning our attention to the production deck and the hold. In the hold, we have invested in lighter conveyors to reduce the physical workload and safety risks, in severe weather for example. All the measures taken, from the hold up to the deck, have come together on our newest trawler, the Scombrus.



First Cornelis Vrolijk Safety Day

We organised the very first Cornelis Vrolijk Safety Day in 2022. At this event, which we want to make an annual occasion, we focused on our safety policy and how it works in practice with our safety officers and skippers on our pelagic trawlers. Attendees also discussed safety on board their own vessels. Although each one is different, there is still value in sharing practical examples and learning from each other. Mutual solutions increase individual and collective safety awareness. We can safely say the first edition of the Safety Day was a successful one, with everyone there taking away highly valuable experiences.



CARE FOR PEOPLE



19

Accidents resulting in absence in 2022



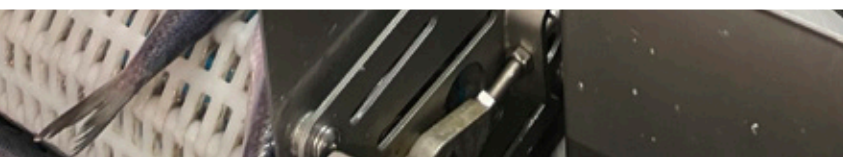
12.2%

absence rate due to sickness in 2022 for Cornelis Vrolijk Holding

Health and safety

Our priority is to provide a safe and healthy working environment. Work on board our vessels, in particular, can come with its risks. But we also have a firm focus on our people's safety elsewhere in the business, such as in cold stores and in fish processing.

'We are working on a technical solution making it easier to report accidents, near-misses and hazardous situations. We are also looking at making it easier to share information between different teams on a vessels and between vessels. That way, we can create more engagement.'



Safety risks on the aft and production decks

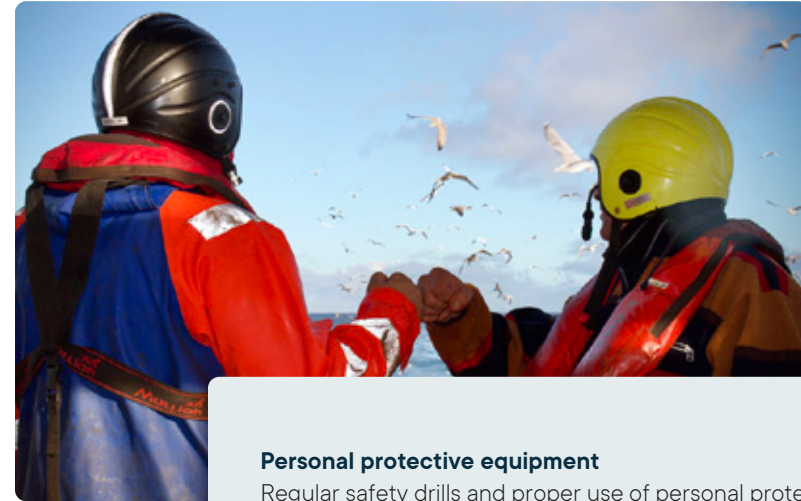
The aft deck on trawlers is traditionally a high-risk place to work. This is mainly because the work involves large and heavy materials, and if something goes wrong, the consequences could be serious. Over the past few years, we have made a lot of adjustments to improve safety on the aft deck. Shielding the deck all around to protect against the sea has made a huge difference. All the experience we gained in making the aft deck safer has come together on our latest trawler, the Scombrus, as well as in extensively refurbishing one of our older freezer trawlers, the SCH-123 Zeeland, in 2022.

The production deck has our attention too, at this often has several, slippery steps, along with multiple machines running there, which pose safety risks for the crew.

In the hold, we have invested in lighter conveyors in recent years to reduce physical stress during movement. It also reduces the risk of a crew member losing their balance due to the weight of the belt (in combination with the vessel rolling and pitching).

Safety management system

In 2020 and 2021, we started implementing a new safety management system. By 2022, the system, which is based on the International Safety Management (ISM) standard, had been commissioned on a large part of the fleet. We have started to develop tailor-made training so our employees can get to grips with the system, which we will start using in 2023. We ultimately expect to connect all our vessels and shoreside facilities to the system.



Personal protective equipment

Regular safety drills and proper use of personal protective equipment (PPE) are always on the agenda. We check that PPE for our seafarers meets the safety requirements set, ensuring that PPE is used correctly and replaced in good time.

The processes on board, as well as the rules and procedures, have been laid down in a manual for each vessel, the contents of which will be discussed with its officers. After taking a baseline measurement, it will be determined what common procedures on board the vessel differ from the procedures under the safety management system. After several trips, on-board compliance with the safety management system will be assessed. We will carry out assessments twice a year, involving the vessel's officers and other crew members.

Monitoring and evaluating accidents

A hazard identification & risk assessment (HIRA) is periodically carried out on board vessels and in the organisation on land. Based on this evaluation and any major changes and incidents, the risk list and the action plan can be adjusted in the interim. We aim to carry out an entirely new HIRA and modify the action plan for resolving risks every five years.

Reporting and analysing accidents, near-misses and hazardous situations is essential to improving our safety performance. Accidents are reported through the skipper in accordance with the reporting procedure. The Safety and Working Conditions department then determines whether further investigation is necessary. Each trawler has its own safety committee, which discusses the developments surrounding safety and accidents/near-misses every month. The committee also advises the skipper and the chief engineer on procedural and/or technical adjustments to improve the safety on board. Monthly meetings are also held in the land-based organisation to discuss any accidents and how to prevent them.

Accidents are properly reported. The only thing that needs further improvement is reporting near-misses and hazardous situations. This is important because it enables us to take proactive action on hazards and prevent more serious accidents.

We are currently working on making it easier to share information between different shifts on board a vessel, as well as between vessels themselves. We do this, for example, by explaining how the watch should be changed when at anchorage, but also with technical solutions that ensure that everyone on board receives essential (safety) information.

We share our knowledge and experience of safety on board our trawlers in the Pelagic Freezer Association (PFA) and, if it concerns safety on board the demersal trawler fleet, in the Visned and the Dutch Fishermen's Association's working conditions task force. This helps us to learn from each other and make working as safe as possible for our people.

Accidents

In 2022, there were 19 accidents that resulted in absence. Of these, 5 were reported to the Shipping Inspectorate.

Accidents

	2018	2019	2020	2021	2022
Accidents resulting in absence					
Pelagic trawlers	6	9	5	8	12
Demersal trawlers	0	1	2	2	5
On shore	1	0	0	1	2
Accidents not resulting in absence					
Pelagic trawlers	19	10	12	22	23
Demersal trawlers	0	1	0	1	1
On shore	0	1	0	0	1
Near-misses or hazardous situations					
Pelagic trawlers	0	0	1	4	10
Demersal trawlers	0	0	0	0	0
On shore	0	0	0	0	4

In the table above, figures for 'shore' only relate to shipping company-related operations on land. In the next few years, our processing operations will be included in this.



‘We strive to provide safe and pleasant working conditions and seek to improve these where we can.’

Absence

Our company doctors monitor and analyse absences due to sickness. The anonymised results of their analyses help us to anticipate trends. Many absences are typically due to musculoskeletal problems; These can take a long time to recover from and make for an erratic absence rate, which we saw rise to 12.2% in 2022. Causes include the after-effects of Covid-19 and the increased number of employees on long-term sickness with a variety of issues.

12.2%

Total absence rate due to sickness for all divisions within the Cornelis Vrolijk family of companies (including part-time employees).

Policy on older employees

Working on a fishing vessel is physically demanding. Our seafarers often go to sea at a young age. We have noticed that, for our older employees on board, the last years of their career at sea is sometimes too exerting. The average age of crew members on our fleet is increasing. For that reason, we have developed a more targeted policy for older employees. Most of our crew work on a ‘2 trips on, 1 trip off’ or even a ‘1 trip on, 1 trip off’ schedule, which gives them more time to rest between fishing trips, benefiting their (physical) recovery. This also improves their work-life balance.

Vitality and sustainable employability

Working towards sustainable employability means investing in our employees’ future. In addition to paying attention to working safely and preventing accidents, we encourage our employees to focus on their vitality, for example by purchasing a bicycle under our special scheme or using the exercise facilities on board our trawlers. Vitality is especially important to our crew members at sea. After all, they perform physically difficult work. For that reason, it is important for our cooks to provide nutritious meals, in balance with the physical exertion and exercise on board. We are working together with Papendal’s chef, Erik te Veldhuis, on healthier food for crews.

Developing people

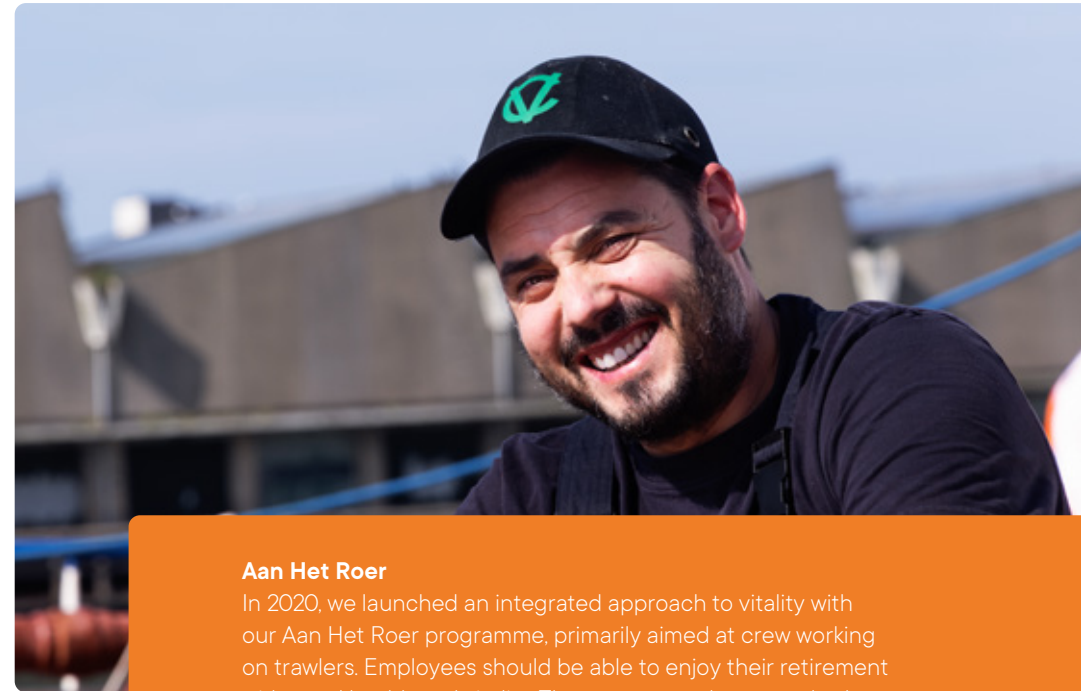
We recognise that personal development and taking good care of their health is essential to our employees, and it's important to us as an organisation too. Our people usually work for us for a long time. This is part of our business culture and it enables us to build specialist knowledge and to train the next generation.

We conduct annual development reviews in several divisions, with a focus on encouraging personal development. Employees draw up a development plan together with their manager, which includes training and education. The department goals are translated into individual goals for the employee. During the annual development review, we evaluate whether the development goals have been achieved so far, and we set new ones.

Employees working on our vessels receive annual safety training, including both mandatory training and training that we deem important for working properly and safely. The fact that an accident can be just around the corner is also evident from our annual evaluation of accidents, near-misses and hazardous situations on board. Prevention is always better than cure, of course. That's why we put a great deal of time and energy into increasing safety awareness among crew. What's more, we help our seafarers renew their Basic Safety Training certificate every five years – a requirement that we consistently monitor.

Crew training

Our crew working on the production deck often have no maritime training background. While this isn't a requirement, we do want them to have the skills to work on board: sorting and assessing fish quality, knowing the basics of food safety, repairing nets, tying knots and separating lines. There is no recognised training for this employee group, which is why we have set up practical training within the shipping company. The crew involved already work on board, under the guidance of the quality manager and skipper, and receive the training when back on land. This way, practice and theory go hand in



Aan Het Roer

In 2020, we launched an integrated approach to vitality with our Aan Het Roer programme, primarily aimed at crew working on trawlers. Employees should be able to enjoy their retirement with good health and vitality. The programme has now also been rolled out to our offices in IJmuiden and Scheveningen. Other companies will follow in the near future.

hand. The skippers are also closely involved in the training course of the apprentices who work under them. If the skipper and tutor find that an apprentice is getting on well, they can continue to learn and gain skills to grow and work on the aft deck, for example. This gives young people the opportunity to develop through training.

CASE

Safety
on board

Fishing crew on board the SCH-123 Zeeland now working more safely thanks to new aft deck



Jan Melis, skipper on board the SCH-123 Zeeland, says, 'We can now roll the net using the hydraulic poles and the net guide, allowing the crew on the aft deck to work more safely when putting the net out as much as when bringing it in. We work differently now. Operations like fitting and removing the boilers have become easier. And if there are nets that need to be repaired, we can now separate the different parts of it, so that repairs can be carried out more easily and safely. In short, we are all glad that the aft deck is now a safer place to work.'

Our fishers who work on the aft deck know that their work comes with risk. Severe weather conditions and heavy fishing gear can create hazardous situations. We have had a Health and Safety Manager in place for some time who, together with the technical department and fleet management, closely monitors safety on board.

To improve working conditions and safety on the freezer trawler SCH-123 Zeeland, we redesigned the aft deck with the input of crew and colleagues of other vessels. This new design was implemented in 2022.

Net guiding system

Previously, the stern of a vessel had to manoeuvre from port to starboard to roll the net evenly — similar to a garden hose. But a new system ensures that the net is evenly distributed across the entire width of the net roll. Additional hydraulic poles have also been installed. This improves the net encapsulation and increases the safe working area on the aft deck.

Boilers repositioned

The boilers, which generate steam, have been moved backwards. This means if they fall out of their cradle, they will end up in the water rather than on the deck. They are also now positioned next to each other instead of behind each other, improving visibility of them when they are brought in.

Working on the middle deck

Much more work is now being done on the middle deck — in plain sight — rather than on the aft deck. More images of this deck can be viewed on the bridge, and better lighting has been added. As a result, the bridge now has a much better view of the crew and their safety.

'Glad that the
aft deck is
now safer.'

Corporate governance

Efficient and effective organisation

What started as a local herring business led by Frank Vrolijk in 1880 has become a global player with a rich history. The family business, now made up of various divisions, is still dedicated to catching and processing fish, shellfish and crustaceans. As a family business, it's in our nature to think ahead about the next generations. We realise that when we fish, but also when farming and processing our products, we want to and must remain within the limits of what our planet can handle. That is why it's important that whatever we do contributes towards this. We want to operate responsibly at sea and do what we can to keep fish stocks healthy. Our goal is clear: to contribute to healthy lives and vital seas.

This purpose forms the backbone of our business. Cornelis Vrolijk places huge importance on balancing the interests of its various stakeholders. Good business practices, integrity, reliability, direction and open communication from managers at all levels, as well as good oversight of these, are the core principles of our corporate governance structure at Cornelis Vrolijk.

A robust corporate governance policy is essential to structure the organisation efficiently and effectively and in a way that means we can achieve our strategic objectives. It supports us in managing risk and respecting the interests of our stakeholders, including our employees, customers and the communities where we operate. Finally, it serves to lay down the responsibility we have towards society.

A family business since 1880

1880	1890	1950-1970	1970-1980	1984-1987	1995	1996	2005	2016	2018	2019-2020	2022
Frank Vrolijk Jr. founds his eponymous company	First vessel takes to the sea: a shipping company is born	Cornelis Vrolijk moves from Scheveningen to IJmuiden First freezer trawlers enter the fleet	Many changes introduced to the fisheries sector, including regulations and a herring ban. This leads to the development of new fisheries such as horse mackerel and common mackerel	Expansion to the UK and France with the founding of NAFCO and FP	Fishing expanded outside EU waters	Shrimp operations begin	Jaczon acquired	Jac. Den Dulk (becomes Dulk Haasnoot Seafood in 2021). Seafood Parlevliet & Welmar Seafood NL acquired	Bertus-Dekker Seafood B.V. acquired	De Troyer, GPC Kant, Haasnoot Vis/Polaris and Neptunus Seafood acquired	Joint venture with Krijn Verwijs; HMO Harlingen acquired
				 				  		 	

Composition of the Cornelis Vrolijk group

Cornelis Vrolijk is a family business that operates in catching, farming, cultivating, processing and trading in fish, shellfish and crustaceans (see the diagram on page 11). Our shellfish and crustacean business is part of a 50:50 joint venture, which is outside the scope of this report.

Executive Board of Cornelis Vrolijk Holding B.V.

The group's Executive Board consists of Annerieke Vrolijk (chair), Peter Koets and Arnout Langerak. They are responsible for managing the company, implementing its strategy and achieving its objectives. They are responsible for the continuity of the Cornelis Vrolijk group.

The CSR policy is the responsibility of the chair, but all our executive directors are closely involved in formulating and implementing this policy in their individual focus areas. This is done in consultation with the CSR team, supervisors and people involved from the various divisions.

Advisory Board

The Executive Board is assisted by an Advisory Board. This board comprises three external, experienced advisors from different professional backgrounds, who provide the Executive Board with advice on request and on their own initiative. The Advisory Board meets with the Executive Board at least five times a year. One of the meetings focuses on strategy and evaluating the Executive Board's work.

Risks

Controlling risks is critical to Cornelis Vrolijk's success. Business risks are identified and prioritised and, where necessary, appropriate action is taken. A great deal of attention is paid to a safe working environment, IT safety policy, food safety and environmental risks. Reports, training sessions and learning from incidents help us to adjust policy.

Reporting

The various divisions provide the Executive Board with extensive reports at least once a quarter. The report consists of financial information, related to the annual budget, as well as non-financial aspects and targets, such as sustainability and strategic & market prospects. In addition to the quarterly reports, formal and informal consultation regularly takes place with the supervisors and those involved from the various divisions on a regular basis.

About this report

This CSR report by Cornelis Vrolijk Holding covers the 2022 calendar year. This report does not cover the same scope as our financial reporting. All the companies in which we have more than a 50% stake are included in the scope of this report.

This report has been prepared with reference to the GRI Standard. We aim to transfer to reporting in accordance with the CSRD Standard in the next few years. The information in this report has not been verified by an authorised external party.

GRI index

Declaration of use Cornelis Vrolijk Holding B.V. has reported the information in the GRI table of contents for the period 1 January 2022 to 31 December 2022 with reference to the GRI standards.

General disclosures

GRI standards number	Disclosure	Report section	Page
The organisation and its reporting practices			
2-1	Organisational data	Profile	6
2-2	Entities included the organisation's sustainability report	About this report, Our organisation	60, 11
2-3	Reporting period, frequency and contact point	About this report, Credits	60, 64
2-4	Restatements of information	About this report	60
2-5	External assurance	About this report	60
Activities and workers			
2-6	Activities, value chain and other business relationships	Our operations in the value chain	9-10
Governance			
2-9	Governance structure and composition	Corporate governance	59
2-11	Chair of the highest governance body	Corporate governance	59
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance	59
2-13	Delegation of responsibility for managing impacts	Corporate governance	59
2-14	Role of the highest governance body responsible for in sustainability reporting	Corporate governance	59
2-16	Communication of critical concerns	Health and safety	52-56
2-17	Collective knowledge of the highest governance body	Corporate governance	59
2-18	Evaluation of the performance of the highest governance body	Corporate governance	59

GRI standards number	Disclosure	Report section	Page
Strategy, policies and practices			
2-22	Statement on sustainability development strategy	Working together to make things more sustainable	4-5
2-23	Policy commitments	Good employer practice, Human rights and working conditions, and Anti-discrimination	47-49
2-27	Compliance with laws and regulations	Sustainable harvesting	17
2-28	Membership associations	Our stakeholders	13
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Our stakeholders	13
2-30	Collective bargaining agreements	Good employer practice	47-49
3-1	Process to determine material topics	Material topics	14

GRI 3: Material topics

GRI standards number	Disclosure	Report section	Page
3-2	List of material topics	The seven themes of sustainability	16
3-3	Management of material topics	See topic-specific disclosures	

Specific information (topic-specific disclosures)

GRI standards number	Disclosure	Report section	Page
13.1 Emissions			
3-3	Management approach	Responsible processing, Emissions	35-38
302-1	Energy consumption within the organisation	Responsible processing, Emissions, Energy consumption	37-40
305-4	GHG emission intensity	Responsible processing, Emissions	36, 37
13.2 Climate adaptation and resilience			
3-3	Management approach	Sustainable harvesting, Managing fish stocks, Climate change	17-19, 25
201-2	Financial implications and other risks and opportunities due to climate change	Sustainable harvesting, Managing fish stocks, Climate change	17-19, 25
13.3 Biodiversity			
3-3	Management approach	Sustainable harvesting, Managing fish stocks	17-19
304-2	Significant impacts of activities, products and services on biodiversity	Sustainable harvesting, Managing fish stocks, Aquaculture management	17-19, 25

GRI standards number	Disclosure	Report section	Page
13.8 Waste			
3-3	Management approach	Responsible processing, Sustainable packaging, Waste management	43-45
13.9 Food security			
3-3	Management approach	Healthy food, Food waste	27, 31-32
13.10 Food safety			
3-3	Management approach	Healthy food, Food quality and safety	27-29
13.11 Animal welfare			
3-3	Management approach	Sustainable harvesting, Managing fish stocks, Animal welfare	14-19, 25
13.19 Healthy and safe working conditions			
3-3	Management approach	Care for people, Health and safety	48-54
403-1	Occupational health and safety system	Care for people, Health and safety, Safety management system	48-54
403-2	Hazard identification, risk assessment and incident investigation	Care for people, Health and safety	48-54
403-3	Occupational health services	Care for people, Health and safety	48-54
403-4	Worker participation, consultation and communication on occupational health and safety	Care for people, Health and safety	48-54
403-5	Worker training on occupational health and safety	Care for people, Health and safety, Corporate governance	46, 52-56, 58
403-6	Promotion of worker health	Care for people, Health and safety, Vitality and sustainable employability	50, 55, 56
403-9	Work-related injuries	Care for people, Health and safety, Accidents	51-55
13.20 Working practices			
3-3	Management approach	Care for people, Good employer practice	46-49
13.23 Supply chain traceability			
3-3	Management approach	Sustainable harvesting, Traceability	16, 30

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