



JDE PEET'S N.V.

NON-FINANCIAL KPIs 2021

THE POSS
OF COFFEE
CREATE A
IT'S
WHAT CAN
OVER A CUP

COMMON GROUNDS – SUMMARY KPIS

PURCHASES WITH 2ND OR 3RD-PARTY SUSTAINABILITY
CERTIFICATION OR VERIFICATION

30%

+1% ▲

COFFEE



32%

+10% ▲

TEA



72%

+41% ▲

PALM OIL



THIRD-PARTY CERTIFIED/VERIFIED PURCHASES	2021	2020	2019
Coffee ¹	30%	29%	21%
Tea ²	32%	22%	100%
Palm oil ³	72%	31%	11%

COFFEE RESPONSIBLE SOURCING PROCESS (ISSUE ENGAGEMENT PATHWAY)	2021	2020	2019
Countries covered by Origin Issue Assessment	11	9	9
Supplier self-assessments distributed	223	152	54
Origin countries covered	21	15	n/a
Response rate	98%	95%	n/a

SMALLHOLDER FARMER ENGAGEMENT	2021	2020	2019
Smallholder farmers reached ⁴	470,000	380,000	300,000
No. of active projects	50+	40+	30
Active projects in no. of countries	18	18	15

¹ Includes 4C certification, Enveritas, Fairtrade, the Rainforest Alliance and other schemes recognised by the [GCP Equivalence Mechanism](#). This KPI is included in a Loan Facilities Agreement and linked to the applicable interest rate. Performance against the target is reported annually to the banks and subject to a limited review by our external auditors.

² *Camellia sinensis* and rooibos; includes the Ethical Tea Partnership, Fairtrade and the Rainforest Alliance; 2019 data excluding tea sold under our Oçay brand.

³ Roundtable for Sustainable Palm Oil (RSPO) Mass Balance. This KPI is included in a Loan Facilities Agreement and linked to the applicable interest rate. Performance against the target is reported annually to the banks and subject to a limited review by our external auditors.

⁴ Cumulatively since 2015. A subset of this KPI is included in a Loan Facilities Agreement and linked to the applicable interest rate. Performance against the target is reported annually to the banks and subject to a limited review by our external auditors. Numbers for 2019 and 2020 have been updated since previous reports.

MINIMISED FOOTPRINT – SUMMARY KPIS

ENVIRONMENTAL MANAGEMENT SYSTEM	2021	2020	2019
Total number of manufacturing facilities ⁵	43	44	43
Manufacturing facilities certified against ISO	20	18	19

GHG EMISSIONS	2021 ⁶	2020	2019
Total scope 1 & 2 emissions (market based, tCO ₂ e)	522,662	540,389	537,704
Total scope 1, 2 & 3 emissions (market based, tCO ₂ e)	6,649,970	7,024,628	6,865,102
Total GHG intensity (in tCO ₂ e/t of production) ⁷	7.6	8.2	7.9
Scope 1: Direct emissions (tCO ₂ e)	377,769	378,987	377,974
Scope 2: Indirect emissions, purchased energy			
- Location based	170,487	181,355	179,972
- Market based	145,094	161,402	159,730
Scope 3: Indirect emissions, value chain ⁸	6,127,308	6,484,239	6,327,398
- Scope 3.1: Purchased goods & services	5,560,396	5,913,261	5,779,958
- Scope 3.4 & 3.9: Transportation &	221,632	261,956	212,414
- All other scope 3 categories	345,280	309,022	335,026
Scope 1 & 2 emissions reductions from a 2020 ⁹	3%		
Scope 3 emissions reductions from a 2020 base	6%		

ENERGY	2021	2020	2019
Total energy consumption within the organisation (in PJ)	9.2	9.0	9.2
Total energy intensity (in GJ/t of production) ¹⁰	10.6	10.5	10.7
Total direct fuel consumption within the organisation (in PJ)	7.5	7.4	7.6
Direct non-renewable fuel consumption (in PJ)	6.3	6.4	6.3
- From natural gas	90%	90%	89%
- From coal	4%	5%	6%
- From other energy sources	6%	5%	5%
Direct renewable fuel consumption (in PJ) ¹¹	1.2	1.0	1.3
Direct renewable fuel consumption (in %)	15%	13%	16%
Total electricity purchases (in PJ)	1.3	1.3	1.3
- Thereof from tracked renewable sources (in %)	17%	3%	<1%
Total third-party heat & steam purchases (in PJ)	0.4	0.4	0.3

⁵ As at 31 December; environmental data of two facilities that closed during 2021 is included up until their closure in the KPIs below.

⁶ 2021 data include some changes that also impact our baseline, such as updated IEA emission factors. The overall impact is currently small. We will integrate these changes into adjusted baseline emissions for 2020 if/when they have a material impact on the baseline.

⁷ The methodology to calculate production volumes for one category has been updated; as a result, intensity figures are not comparable to previous reports.

⁸ Including direct use phase emissions only under scope 3.11 - Use of sold products.

⁹ This KPI is included in a Loan Facilities Agreement and linked to the applicable interest rate. Performance against the target is reported annually to the banks and subject to a limited review by our external auditors.

¹⁰ See footnote 6.

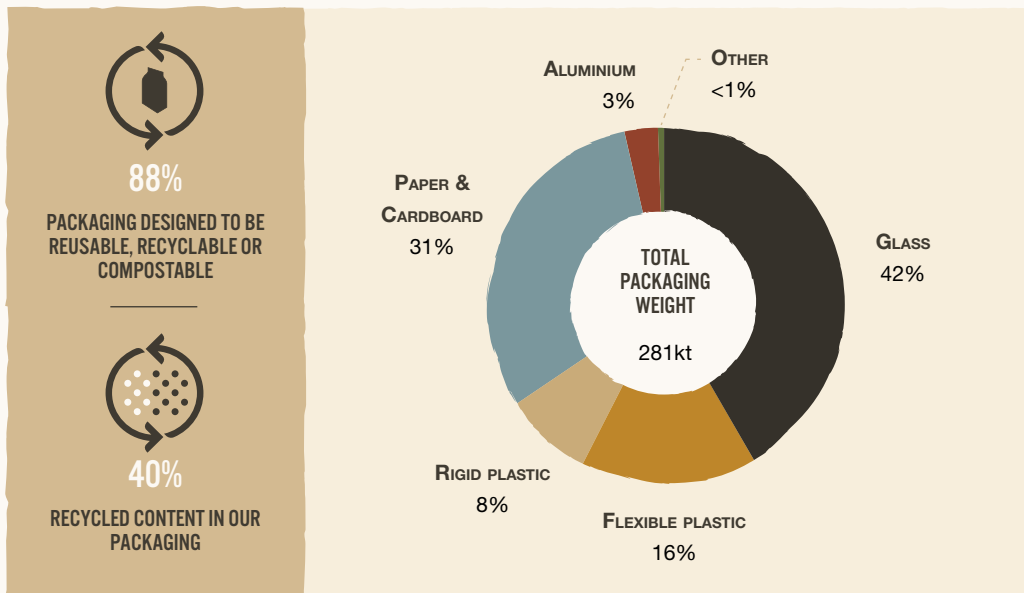
¹¹ Predominantly from spent coffee grounds, a waste product in our manufacturing operations.

Minimised Footprint — Summary KPIs (continued)

PACKAGING	2021	2020	2019
Total packaging volume (in kt)	281	271	
- Glass	42%	42%	
- Paper & cardboard	31%	31%	
- Flexible plastic	16%	17%	
- Rigid plastic	8%	8%	
- Aluminium	3%	2%	
- Other	<1%	<1%	
Progress against our sustainable packaging 2025 targets			
Save 15,000 tonnes of packaging materials used ¹²	1,432	89	n/a
Design 100% of our packaging to be reusable, recyclable or compostable ¹³	88%	87%	87%
Use 35% recycled content in our packaging ¹⁴	40%	33%	n/a

MANUFACTURING WASTE	2021	2020	2019
Zero waste-to-landfill sites	20	17	17
Waste to landfill	<1%	3%	3%
Waste diverted from disposal (%)	89%	89%	90%
Total waste generated (metric tonnes)	113,824	134,541	118,889
% Non-hazardous waste	99.3%	99.8%	99.6%
% Hazardous waste	0.7%	0.2%	0.4%
Waste intensity (t/t of production) ¹⁵	0.13	0.16	0.14

WATER IN MANUFACTURING ¹⁶	2021	2020	2019
Total withdrawal (million cubic meters)	7.1	7.2	7.8
% withdrawal, municipal	77%	77%	75%
% withdrawal, groundwater	23%	23%	25%
% withdrawal, surface water	<0.01%	0.01%	0.05%
Manufacturing facilities in water-stressed areas	13	15	15
Withdrawal in water-stressed areas (million cubic meters)	2.3	2.5	2.6
% withdrawal, municipal	98%	99%	99%
% withdrawal, groundwater	2%	1%	1%
% withdrawal, surface water	—	—	—
Water intensity (cubic meter per tonne of production) ¹⁷	8.2	8.3	9.0



¹² Relative to our 2019 packaging volumes, excluding business growth.

¹³ By weight; countries with immature recycling/composting infrastructure are excluded; for these countries, our primary focus is on material reduction.

¹⁴ By weight; where regulation allows.

¹⁵ See footnote 6.

¹⁶ Data includes a slight upward adjustment of water withdrawals (~1%) for 2019 and 2020 as a result of improved data quality.

¹⁷ See footnote 6.

CONNECTED PEOPLE – SUMMARY KPIS

OUR WORKFORCE AS AT 31 DECEMBER	2021	2020	2019
No. of employees	19,621	19,331	20,867
% Permanent	93.3%	93.0%	92.8%
% Temporary	6.7%	7.0%	7.2%
% Full-time	79.6%	81.3%	91.9%
% Part-time	20.4%	18.7%	8.1%
No. of external contractors	3,275	3,098	3,097
New hires in the year	30.4%	16.8%	
Turnover rate	32.4%	25.2%	

SHARE OF WOMAN AS AT 31 DECEMBER	2021	2020	2019
Non-executive Directors	23.1%	23.1%	N/A ¹⁸
Executive Committee	27.3%	36.4%	30.0%
Global Leadership Team	36.7%	35.5%	33.8%
Employees	43.0%	41.7%	38.9%

NATIONALITIES AS AT 31 DECEMBER	2021	2020
Non-executive Directors	10	10
Executive Committee	8	8
Global Leadership Team	34	35
Employees	93	89

ENGAGEMENT	2021
Engagement survey participation rate	88%
Actively engaged to disengaged employees	4.1:1

TALENT	2021
Average training hours ¹⁹	12
Courses rated 4 or 5 out of a maximum score of 5	88%

COLLECTIVE BARGAINING	2021	2020
People covered by collective bargaining agreements	34%	33%

OCCUPATIONAL HEALTH & SAFETY	2021	2020	2019
Total Recordable Incidents Rate (TRIR) ²⁰	0.56	0.61	0.60
Workplace fatalities	0	0	0
Manufacturing facilities with ISO 45001 certification ²¹	17	17	18

¹⁸ The Board was established in 2020.

¹⁹ Encompassing e-learning, videos, webinars, sessions and tests (including mandatory trainings) of the 9,217 JDE Peet's employees with access to our online learning platform, as per 23 November 2021.

²⁰ Calculated as frequency of injuries per 200,000 working hours

²¹ OHSAS 18001 in 2019



A COFFEE & TEA FOR EVERY CUP



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