

CSR report 2021

# Mediq & social responsibility



# CSR REPORT 2021

**At Mediq, Corporate Social Responsibility is embedded in everything we do. Doing business responsibly affects all our stakeholders, patients, healthcare providers, insurers, vendors and, of course, our employees. Which is why a year ago, we decided to express and commit to our CSR - strategy. This report presents our achievements over the past year, and goals for the next year, as we evolve in strengthening the healthcare systems and empower patients whilst further minimising our environmental impact.**

## Executive summary

At Mediq, we take pride in the societal value we bring to healthcare providers and patients. In 2020, we aligned as a group and built a foundation for our Corporate Social Responsibility agenda. 2021 was the year we started to operationalise our CSR strategy. We followed through on both our strategic pillars 'health system strengthening' and 'patient empowerment and well-being', as well as on our operational pillars 'sustainable supply chain', 'environmental performance', and 'employee engagement and well-being'. While we continue on this journey and further build our CSR agenda, we will ensure and monitor our factual impact. Strategically and in line with our core business ambition, we will work towards evidence-based statements on the claims we make about our healthcare solutions and services. To that end, we will perform case or scientific studies to create measurement-based evidence on the quadruple aim model<sup>1</sup>. For all operational pillars, we have developed KPIs that we will use to assess current performance, set targets, and subsequently think of initiatives to improve performance. We will continue using our strategic and operational measurements to further guide our way.

### **Healthcare system strengthening and patient empowerment & well-being**

With the COVID pandemic continuing in 2021, Mediq plays a key role in cooperating with European governments and healthcare providers to ensure the sourcing and distribution of medical aids and protective equipment. The COVID pandemic highlighted the relevance to further free up valuable time of healthcare professionals, whilst contributing to patient empowerment and well-being.

<sup>1</sup> = Quadruple aim model: improved patient experience, better health outcomes, more satisfied staff experience, and lower cost of care.

One of our services that frees up time for healthcare professionals is Alberta. This is a Mediq healthcare platform for nurses working in homecare.

Alberta covers the entire care path: providing nurses with care analysis, recommendations, and dashboards to track patient's health. Since October 2021, Alberta is also available for patients by means of an application and website. With the Alberta patient platform, Mediq offers patients the opportunity to manage all administration related to their disease, online. By expanding Alberta with a patient application, we directly contribute to patient empowerment.

Healthcare innovations can help patients adopt healthy lifestyles and prevent or reduce the impact of chronic diseases. These innovations can shift the view of "being a patient with a chronic disease" towards the impact one can have through change of behaviour, health, and well-being. A good example is the launch of the first combined lifestyle intervention service, Mediq Health Coach, focused on creating new habits that last. Mediq Health Coach is a fully reimbursed programme and available for people who are obese or overweight with an overweight-related risk of, for example, sleep apnoea or diabetes. The programme has proven results of an average weight loss of six kilograms after six months. By launching the Mediq Health Coach, we aim to contribute to people's well-being and strengthen the health system through change of behaviour.

## **Sustainable supply chain and environmental performance**

Every day, we take responsibility for the impact our business has on our people, the environment and society. This means delivering the right services for patients and institutions, providing a good working environment, minimising the environmental impact of our operations, and making a difference in the communities in which we operate.

Within our Nordics & Baltics cluster, several actions were undertaken to make the supply chain more sustainable, reducing our environmental impact. One example from the Nordics with respect to packaging material is the implementation of a new packaging machine that "reads" the height of the products in the box and then folds the box into the optimal size, saving 30,000 kg of cardboard each year.

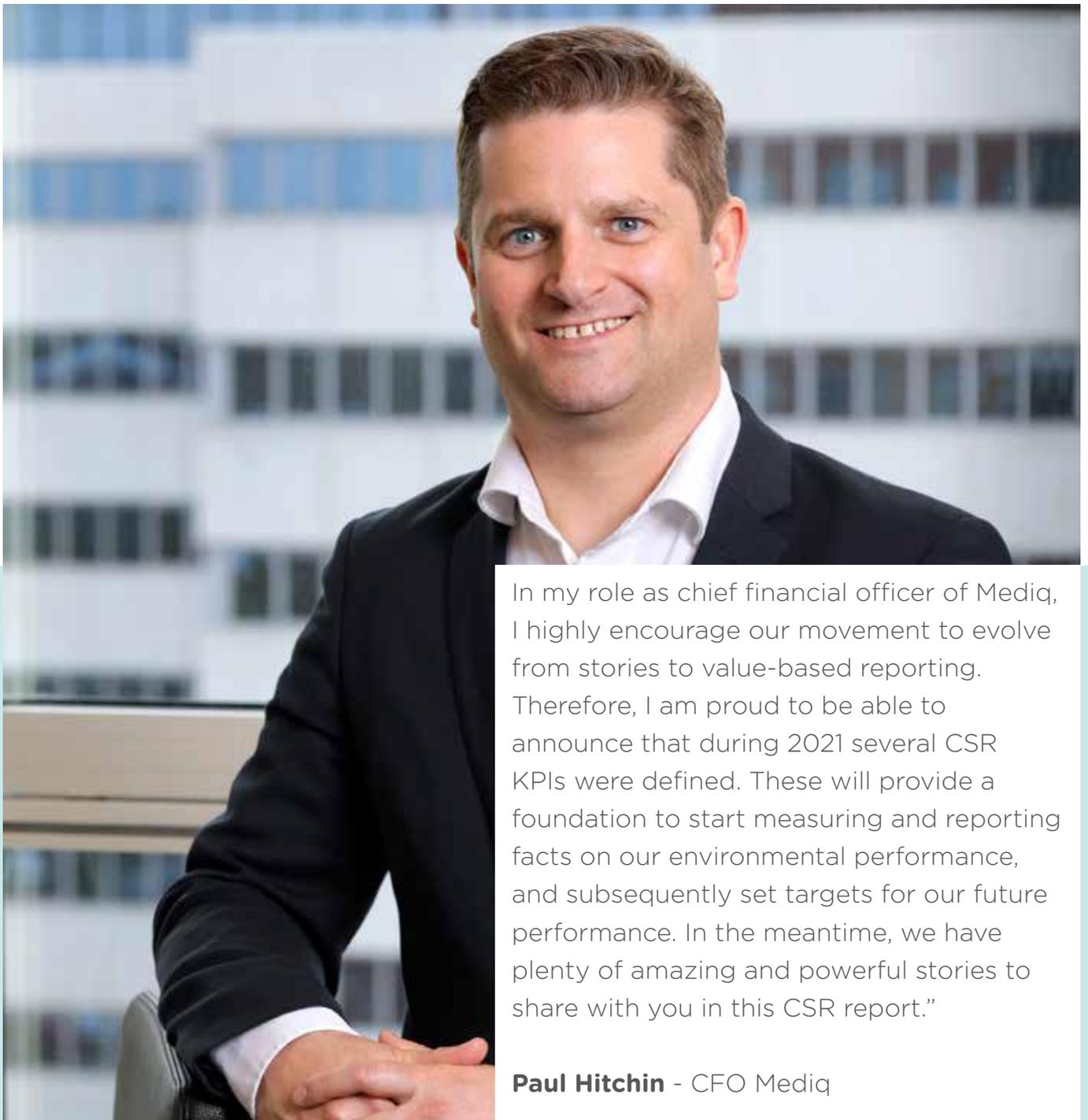
At our fulfilment centre in Bleiswijk (the Netherlands), the packaging process will be further optimised by introducing a new packaging machine, saving 10-15% of cardboard each year. Also, by implementing a new waste management system, we save 6,000 plastic waste bags and 260 truck drives a year.

## **Employee engagement and well-being**

The 2021 engagement survey shows the pride our teams take in serving the patients, as well as the strong appreciation for our strategy.

# Words from our CFO

**“2021 was the first full year of our CSR strategy rollout. Every day, I observe many activities taking place at Mediq, all aligned with our ambitious CSR strategy. Mediq employees work hard to contribute to strengthening the healthcare system or patient empowerment and well-being every day. This results in a tremendous number of inspiring and heart-warming stories. Emphasising the reason why we all work at Mediq. We - as a company - also feel the commitment to take responsibility for the impact we have on the environment and our employees.**



In my role as chief financial officer of Mediq, I highly encourage our movement to evolve from stories to value-based reporting. Therefore, I am proud to be able to announce that during 2021 several CSR KPIs were defined. These will provide a foundation to start measuring and reporting facts on our environmental performance, and subsequently set targets for our future performance. In the meantime, we have plenty of amazing and powerful stories to share with you in this CSR report.”

**Paul Hitchin** - CFO Mediq

# About Mediq

At Mediq, our purpose is to help people with chronic illness live better lives and to support the professionals who care for them. Everyone at Mediq is committed to delivering high-quality medical products, solutions and services that resonate with patients and prescribers. Solutions that help people to self-manage their chronic disease at home and that help healthcare professionals provide the best possible care. Contributing to our customers' health and well-being is at the heart of everything we do.



## **We do this with a caring heart, customer drive and champion spirit.**

These values are at the heart of everything we do. They are embodied with pride by our colleagues, our teams across Europe. We are an international healthcare company with leading market positions in 13 countries: Belgium, Denmark, UK, Finland, Estonia, Germany, Hungary, Latvia, Lithuania, Netherlands, Norway, Sweden, Switzerland. The head office is located just outside Utrecht, the Netherlands. We have more than 2,600 employees and we are committed to improving healthcare outcomes and the affordability of care.



Care sits at the heart of our business and is the true driver of our people. We put our patients first and always strive to make a difference. Because what we do matters. We care about improving lives, one person at a time.



Our customers always come first, whether it is the patient, payers, or healthcare professional. We create client-focused solutions and take ownership of their needs. Customer drive is about delivering excellent value with enthusiasm and ambition.



We need to act as one because together we can achieve so much more. Champion spirit is about believing in unlimited possibilities. But it is also about adapting to new challenges and being eager to be better every day. With integrity and respect, we strive to create a winning team.

# CSR at Mediq

## UN Sustainable Development Goal 3: 'Good health and well-being for all'

To Mediq, this is a special report as this was our first year after aligning as a group and building a foundation for our Corporate Social Responsibility (CSR) agenda. The Mediq CSR strategy is composed of five pillars – two strategic pillars, supported by five main transformations, and three operational pillars. “Health system strengthening” and “Patient empowerment and well-being” are our two leading pillars with the corresponding transformations to accelerate across markets and therapy areas. The strategic pillars are aligned with the UN Sustainable Development Goals – SDG 3: ‘Ensure healthy lives and promote well-being for all at all ages’. This is where Mediq can make the biggest positive impact to build a sustainable future. In addition, Mediq has three operational pillars in which we are aware of the inevitable environmental impact of our business and strive for optimal processes to minimise our impact.



We take responsibility for our impact on our employees and the environment as well as our impact on society. Not just for today, but into the future. This report provides an overview of 2021 achievements presented as stories, and in many cases, we enriched these with quantitative evidence.

# Healthcare system strengthening & Patient empowerment and well-being



At Mediq, we continuously look for solutions to meet the rising need for care and service, whilst helping to reduce the cost of healthcare. We develop efficient healthcare ecosystems and/or reduce administrative time for healthcare providers. With these activities we are always contributing to health system strengthening. Furthermore, our purpose is to improve patient's disease management and health conditions. Through responsible innovation, we deliver more personalised care, drive improved patient outcomes whilst simultaneously lowering the cost of delivering healthcare. Many of our services and care concepts simultaneously contribute to health system strengthening and patient empowerment and well-being. In this chapter we present a selection of these services.

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## Alberta - My Mediq Patient Platform in Germany

In our midterm report 2021, we already announced the planned expansion of our Alberta application with a patient platform. Until recently, Alberta only offered a healthcare platform for nurses working in homecare. Alberta covers the entire care path: providing nurses with care analysis, recommendations, and dashboards to track patients' health.



Since October 2021, Alberta is also available for patients by means of an application and website. With the Alberta patient platform, Mediq offers patients the opportunity to manage all administration related to their disease online. Patients can easily reorder, track the status of their order, keep an overview of the invoices, track their order history, and contact a Mediq employee via the live chat. The back-office employee can immediately find background information about the patient, so the patient doesn't need to share

disease-related information but can immediately communicate their request. For example, a patients can ask for a consult with a nurse, reorder specific products, or ask any other question. In the coming year, the Alberta patient application will be expanded with more features that will support patients in disease management, thereby even further contributing to empowerment and well-being.

*“After putting a lot of effort into building the My Mediq Patient Platform together with our team, it is rewarding to hear about our first registered patient. This was an 80-year-old relative of one of our patients. He was thrilled about the opportunity to use the patient platform and eagerly awaited the launch, registering on the day we went live. He did this without our support and was super positive about being able to check administrative issues for his wife who we care for. He can do this on the go and easily, without needing to call Mediq for any question because we provide information proactively within the patient platform. This kind of story motivates my team to continue developing solutions that contribute to patient empowerment and health system strengthening.”*



**Miriam B.** - Digital development manager

## Mediq Health Coach in the Netherlands

Healthcare innovations can help patients adopt healthy lifestyles and prevent or reduce the impact of chronic diseases. These innovations can shift the view of “being a patient with a chronic disease” towards the impact one can have through change of behaviour, health, and well-being. A good example is the launch of the first combined lifestyle intervention service: Mediq Health Coach, focused on creating new habits that last.

The entire programme takes 24 months and consists of an active phase (first six months) and a maintenance phase (next 18 months). After signing up for the programme, the participant first selects their preferred lifestyle coach. Subsequently a live video conversation with the lifestyle coach is arranged. The purpose of this introductory meeting is to draw up a personal plan. During the first six months, there are several interactions with the personal lifestyle coach, either through text messages, advisory films, or live video chats. All focusing on creating new habits that last, and a healthy lifestyle. The maintenance phase is developed to enable the new healthy lifestyle to be fully adopted. During this phase, guidance by the personal lifestyle coach remains available, although less frequent. Mediq Health Coach is a fully reimbursed programme and available for people who are obese or overweight with an overweight-related risk of, for example, sleep apnoea or diabetes. The programme has proven results of an average weight loss of six kilograms after six months. By launching the Mediq Health Coach, we aim to contribute to people’s well-being and strengthening the health system through change of behaviour.

*“To me it is about a different approach to the patient. Don’t just look at the disease, but especially at the person suffering from the disease, and how we can promote their health with appropriate interventions. What is going on in someone’s life? Why have they been unable to succeed so far? That is the conversation I want to have with my patient. By embracing new technologies, such as video consultations and chats, requests for help can be mostly answered digitally. This offers great opportunities to provide complementary help with behavioural changes.*”



*As a result, the general practitioner is better able to provide care with the human touch. Questions like ‘what do you need help with?’. I miss this in many other combined lifestyle interventions. As a result, they do not sufficiently match the needs, wishes and habits of the patient. Therefore, perhaps the most powerful added value of Mediq Health Coach is that people can choose their own coach.”*



**Dr. Marieke Bon** - General practitioner prescribing Mediq Health Coach

## Wound care centres in Hungary

The first Mediq wound care centre opened ten years ago. This year, the twentieth wound care centre became operational. The wound care centres are situated throughout Hungary, providing specialised wound care in almost every county. In 2021, over 22,000 treatments were provided. Currently, over hundred professionals such as nurses, dermatologists, (vascular) surgeons, orthopaedics and traumatologists work at the treatment centres.

The treatment provided by the wound care centres is dedicated to chronic wounds, often caused by certain illnesses such as cancer or diabetes. The wound treatment can either take place at one of the centres itself, at the patients’ home, or in a retirement home. There are three ways that people become patients of the wound care centres: through referral by their general practitioner, as a resident of a retirement home, or by signing up through the website of a wound care centre.

The wound care centres are a great example of health system strengthening.



Firstly, they enable general practitioners to refer their patient to the specialised care centre, saving them time they can spend on other patients.

Furthermore, if the treatment takes place at the retirement home, the wound care professionals visit and treat the patient there. They also train the nurses working in the retirements homes on how to treat the chronic wounds of their patients.

*“We moved here 15 months ago from the previous clinic, which is loved not only by us, the doctors, but also by our patients. It is easily accessible, modern, spacious and meets all our needs.”*



**Dr. Papp Rózsa** - Head of plastic and paediatric surgery

Besides health system strengthening, the wound care centres contribute to patient empowerment and well-being. By treating the chronic wounds in specialised care centres, the wound often heals faster, and patients are relieved from the pain. This enables patients to return to work or undertake other activities that they were unable to perform with the wound. Also, specifically for diabetes wounds, specialised treatment reduces the risk of amputation. Furthermore, patients are guaranteed wound treatment, also during the COVID-19 crisis. Because the specialists of the wound care centres also visit patients at home, this also provides disabled patients, and patients with modest means (no money for public transport), with the necessary care.



*“We want our patients to leave our wound care centre satisfied. We talk honestly about their problems, and we do our best to solve them, because we don’t want to disappoint anyone.”*

**Dr. Temesi Rita** - Head of surgery



# Sustainable supply chain & environmental performance



At Mediq, we strive to provide safe, high quality, effective products, and services to customers across business, from supply chain through delivery. We select and closely cooperate with suppliers to ensure ethical production processes and seek innovation to reduce the environmental impact. In our daily operations, we are committed to reducing the use of resources and the carbon footprint of our operations. We aim to reduce our environmental impact in the fields where we have the greatest influence: waste, packaging material, and transportation.

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*“As Mediq, we need to take our responsibility for the environment. With many of our Supply Chain projects and a great pipeline of ideas, we can make the difference in the future. We should not make it an abstract subject, but execute concrete projects with tangible results, like shipping less air, use less cardboard, apply solar energy, reduce waste, etc. There is so much we can and need to do and there is no time to waste. It’s great to contribute to this on a day-to-day basis.”*



**Alex Jonker** - Executive Vice President Supply Chain Mediq

## Sustainable supply chain efforts within the Nordics & Baltics

Within our Nordics & Baltics cluster, several actions were undertaken to make the supply chain more sustainable and reduce the environmental impact. Some of the most impactful initiatives are described by the supply chain employees of the corresponding countries.

### A new packaging machine

*“Recently, we implemented a new packaging machine in our warehouse. Previously we picked in “pre-cut standard boxes” and used plastic void-fill to fill up the boxes to prevent damage to the product. For some orders, this box was the perfect fit, but for many orders this cardboard box was too big. To prevent product damage caused by excessive movement in the box, we had to use a lot of filling material.*



*Our new packaging machine “reads” the height of the products in the box and then cuts down the boxes to the optimal size. This has multiple advantages: it saves us 30,000 kg of cardboard each year, 75% of our shipments are now free from (plastic) filling material, and we achieved a 20% reduction of transportation of useless air, saving us 58,000kg CO<sub>2</sub> on a yearly basis.”*



**Peter Lilja** - Colleague from Mediq Sweden

### **Consolidate our shipments**

*“We always used to send two line haul trucks a day with our goods. However, we started noticing that not all trucks departing from our warehouse were completely full. This was a waste of resources, so we tried to consolidate some of our shipments. This resulted in a reduction of one line haul per week. This is a 10% CO<sub>2</sub> emission reduction, which is approximately 13 tons of CO<sub>2</sub> on a yearly basis. The coming year, we will focus even more on reducing CO<sub>2</sub> emissions related to our transport, and the amount of packaging material we use.”*



**Hans Segerholm** - Colleague from Mediq Norway

### **More sustainable shipments**

*“In Denmark, we have taken several steps to improve the sustainability of our shipments. For example, only when we cannot transport shipments in their original cardboard box, we will pack them as pallets or parcels. In collaboration with our customers, we always aim for optimal filling degrees. Also, the cardboard boxes are cut to optimal size, to limit useless transportation of air and use of filling material. These measures will not only help reduce the CO<sub>2</sub> emissions related to our transport but will also reduce the amount of packaging material we use. If for some reason we do need to use filling material, this is made from recycled cardboard instead of plastic. The cardboard boxes we use consist of 70-100% recycled cardboard. Furthermore, we have selected our packaging tape and shipping labels, so they do not hinder appropriate waste separation. Through our choice of transport carrier, we managed to reduce CO<sub>2</sub> emissions by 5% in 2020. In 2020, around 32% of the fleet consisted of electric vehicles, primarily electric bicycles and small cars. In the future, we will continue to focus on reducing CO<sub>2</sub> emissions related to transport for the last mile to the customers. I am very much looking forward to the steps we will take to improve the sustainability of our shipments.”*



**Bibi Lindgaard** - Colleague from Mediq Denmark

## Reduce transport pollution

*“A major polluting factor in our supply chain is our transport, inbound as well as outbound. So, for our inbound transport we choose carriers that offer the opportunity to compensate CO<sub>2</sub> emissions wherever feasible. For our outbound transport, we critically selected our transporter based on their sustainability targets. Our main transporter aims to be CO<sub>2</sub> emission-free by 2030. Furthermore, we have initiated activities to increase order consolidation and aim to continue the work together with our clients in this area, by limiting transport movements and packaging material consumption.”*



**Tuija Jalanko** - Colleague from Mediq Finland

## Reduced our repacking operations

*“We noticed we were often repacking products from the inbound boxes into smaller outbound boxes. This is obviously a waste of resources and not always compliant with the new Medical Device Regulation. We therefore changed the number of products we sell as one order, which dramatically reduced our repacking operations. Furthermore, in our warehouse and offices, we do not use any disposables for food or drink, which saves a lot a waste. We also recently installed LED lights to save energy. Finally, with some customers we bring our cardboard shipment boxes back to the warehouse when we deliver so that we can reuse them.”*



**Armand Malm** - Colleague from Mediq Estonia

## Accredited supply chain

*“In order for Mediq to supply National Health Service organisations in the UK, we must demonstrate due diligence in relation to Labour Standards throughout our supply chain. We are accredited to SA8000 which is based on internationally recognised standards of decent work, including the Universal Declaration of Human Rights, ILO conventions, and national laws. All our direct suppliers are required to complete a detailed questionnaire on labour standards which is subject to a risk assessment which may result in further investigations or actions. In 2022, we will be auditing our direct suppliers and engaging with them on environmental and sustainability topics which are of increasing importance to our major customers.”*



**Louise Dunn** - Colleague from Mediq United Kingdom



## Third packaging machine in the Netherlands

At our fulfillment center Bleiswijk the Netherlands, the packaging process will be further optimised with the introduction of a new packaging machine. The current packaging process is already designed in such a way that algorithms determine the required size of packaging, based on which the height of the cardboard box is determined and folded. This process prevents useless transportation of air. However, in some cases the ground surface of the cardboard box is too big. This causes

excessive use of cardboard and - maybe even more importantly - sometimes leaves our customers with excess cardboard.

We are therefore going to introduce a third type of box. The ground surface of this box is smaller, which means we will ship less cardboard to our customers. The new packaging machine will save 10-15% of cardboard each year. Furthermore, customer orders will be packed more efficiently, resulting in a 5% reduction of useless space in the cardboard boxes and thus further reducing useless transportation of air. Finally, the cardboard box packed by the new packaging machine will be closed using glue instead of tape. By replacing tape with glue, approximately 4,000 roles of tape will be saved. Altogether, the new packaging machine has beneficial environmental effects.

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## Waste separation in fulfillment center of the Netherlands

Until recently, plastic and cardboard originating from the order picking and packaging process were collected in plastic bags. They were subsequently processed in a waste press container which was emptied by the waste processing partner twice a day. The second time the waste collection took place, the press container was not entirely full. This meant that truck space was not optimally used, and waste separation was only limited.

This year a new workflow has been implemented, separating plastic from cardboard. Furthermore, collection now takes place in reusable boxes instead of plastic bags, saving up to 6,000 plastic bags each year. Also, a new plastic waste press container was acquired, which only needs to be emptied by the waste processing partner every three to four weeks. The cardboard waste press container now only needs to be emptied once a week. Together, all these measures save up to five truck drives from the waste management partner each week, allowing for better waste separation, and saving plastic consumption.

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# Employee engagement and well-being



At Mediq we develop and foster an inclusive, healthy, and engaged workforce. Mediq offers a stimulating and safe work environment where management and staff together build a culture of engagement and high performance.

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Make a  
difference

Your opinion  
counts

### **Employee engagement of Mediq Group**

Every October, we measure employee engagement across Mediq. Compared to the incredibly strong results of last year, this year's scores are somewhat lower overall. This seems to be in line with the wider trend of employee opinion shifting overall as COVID-19 persists or the effects start to subside. However, Mediq colleagues still report that they are proud to work for our company, and feel they have a job that matters. Mediq has successfully dealt with COVID-19 and our subsequent new ways of working

are well embedded. Despite working remotely, Mediq employees report a strong connection, being most proud of their customer-focused teams and colleagues who look out for each other. Our people leaders are highly appreciated for their feedback on what is going well and what needs improvement. At the same time, we see more signs of higher perceived workloads which deserves attention and focus on how to best combine our strong ambitions with effective and efficient ways of working. Finally, the embedding of our engagement measurements and follow up are getting stronger and stronger. This is demonstrated by a record participation rate and best ever appreciation of the follow up. Strong point to build and expand on!

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# Social return

## Sponsorship foundation “Met je Hart” in the Netherlands

This year Mediq embarked on a collaboration with the Dutch ‘Met je Hart’ foundation (freely translated: ‘With your Heart’ foundation). This foundation is committed to elderly people who live independently and who experience loneliness, due to their physical, mental, social, or financial situation. The foundation’s mission is to connect vulnerable elderly people with each other. However, these elderly people are often invisible and hard to find. And this is exactly where Mediq comes in because our work involves many contact moments with elderly people. Our Customer Care and Nursing colleagues fulfil a signalling function to identify lonely elderly people for the foundation. We also try to help in other ways, together with all colleagues who want to contribute. Besides financial support to this organisation, we have organised various initiatives within Mediq to create awareness among employees about loneliness, and our collaboration with ‘Met je Hart’.



As a result, two colleagues started setting up a core team and recruiting volunteers to organise activities for lonely elderly people in their hometown. This team will pick up the elderly people from home, take them to a restaurant and bring them home safely after a fun night out. The costs of the dinner are paid by sponsors, such as Mediq.

*“If you no longer have an extensive social network, or if there are other social obstacles, the ‘Met je hart’ foundation can make a big difference for someone who feels alone. Being able to relieve that terrible loneliness among the elderly is a noble thing to do that makes me really happy.”*



**Niek Prins** - Initiator of a Met je hart team in Doetinchem & Product manager Mediq

*“When Mediq asked if I would like to be part of a working group for the collaboration with Stichting met je hart, I didn’t hesitate for a moment. I knew the foundation through my 86-year-old mother. She went out to dinner with this foundation every month and got to know a nice lady who lives a few blocks from her. The two are now close friends. Together with my colleagues Jaimy Voogd and Vicky Rijlart-Lasche, I have now started the 40th group in the Netherlands, in our hometown Woerden.”*



**Lilian Lindhout** - Initiator of a Met je hart team in Woerden & communication advisor

## **Making a difference - collaboration with Human Bridge in Sweden**

Access to healthcare and other necessities that give us humans security in everyday life are anything but fairly distributed in our world. Mediq Sweden is happy to be able to donate discarded but well-functioning products to people in need around the world.

Mediq Sweden has been cooperating with Human Bridge, a professional organisation specialised in supply of medical equipment, since 2016. Their work consists of collecting, repairing and distributing medical supplies and disability equipment mainly to countries in Africa, Eastern Europe, Balkans and the Middle East. Textiles, such as clothing and footwear, are also collected. In the municipality of Kungsbacka, the hometown of Mediq Sweden, collection boxes can be found in the local recycling station. The textiles go to direct aid efforts or are sold to generate money to be used in the aid projects and cover some of the distribution costs. Textiles are sold to sorting companies or in local thrift stores run by volunteers or people with special needs.

Mediq Sweden is proud to cooperate with Human Bridge and contribute to the work of providing medical supply aid to those in need, reducing environmental impact and the use of the planet’s resources through reusing and recycling and offering socially-oriented internships and support for people with special needs.



In 2021, Mediq Sweden contributed by donating 6.4 tons of medical supplies that have been distributed to give people better and safer access to health care in vulnerable countries.

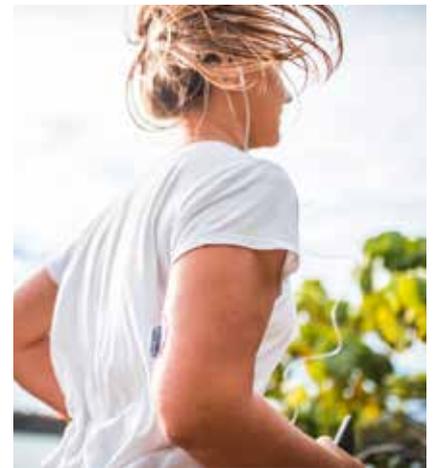
The donations help doctors get the right equipment, help young girls get sanitary pads so they can attend school, help elderly people get incontinence products so they can get out of the house and social isolation, help refugees get blankets, warm clothes, and medical supplies and much more.

In total, 78 aid shipments were distributed from Human Bridge in Sweden 2021, including more than 450 tons of medical equipment and medical supplies. But the needs are increasing every day. Local partners in the receiving countries play a crucial role in distributing the products. They know the actual needs that exist so that the right equipment and materials are provided to the right places.

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## Future steps

To further build our corporate social responsibility agenda, in addition to our stories, we are working on value-based facts. For [the operational pillars](#) of our CSR strategy, we already announced the development of CSR KPIs. During the second half of 2021, we have been working on finalising definitions and setting up a workflow across all our business units.



The CSR KPIs with respect to sustainable supply chain, environmental performance, and employee engagement and well-being will have the focus areas as mentioned below. We will use the first half of 2022 to define our future targets for each KPI, and simultaneously work on ideas to improve our performance.

For [the strategic pillars](#), we are currently working on a case study with one of our services. Results are expected in the third quarter of 2022. We will use the strategic and operational measurements to further guide our way towards optimal social responsibility.

### CSR KPIs

- waste management
- packaging material
- transport CO2 footprint
- responsible sourcing
- energy consumption
- employee engagement
- employee well-being
- inclusion



Contributing to the  
quality of life and  
a healthy society

