



# social information



For more information on our performance on these social topics, see *Sustainability notes – social indicators*.



For brand examples related to social topics covered in this section, see [www.aholddelhaize.com/sustainability](http://www.aholddelhaize.com/sustainability).

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## Social information

### Performance highlights

Our social impact extends beyond the boundaries of our offices and our brands' stores and DCs. Our work impacts not only associates but also the customers our brands serve and, more broadly, the communities they operate in. Our great local brands aim to drive positive impact by helping customers and associates make healthy, sustainable choices and working to ensure customers have access to affordable, high-quality nutritious products. Our brands strive to ensure every associate can thrive, and that both associates and customers feel a sense of belonging and community. We also strive to reduce negative impacts, by safeguarding human rights in our brands' own operations and across our supply chains, and working to prevent store-based violence and other workplace safety-related incidents.

Social topics	Measurable targets and ambitions <sup>1,2,3</sup>	Progress	Performance
<b>Health and safety (own workforce)</b>	Short term: Reduce workplace injury absenteeism rate year-on-year (number of injuries that result in lost days per 200,000 hours worked) Mid to long term: Through risk mitigation, education and awareness, reduce all serious injuries and fatality occurrences (per one million hours worked).		In 2024, the workplace injury absenteeism rate (number of injuries that result in lost days per 200,000 hours worked) was 1.81, compared to 1.85 in 2023.
<b>Human rights in the value chain</b>	By 2025: Our ambition is to have 100% of production sites of own-brand products in high-risk countries audited against an acceptable standard with a valid audit report or certificate and no non-compliances on deal-breakers.		77% of production sites of own-brand products in high-risk countries were audited against an acceptable standard with a valid audit report or certificate and no non-compliances on deal-breakers.
<b>Customers' health and nutrition</b>	As per Annual report 2023: Our target is to have 52.3% healthy own-brand food sales as a proportion of total own-brand food sales by 2025. Updated in 2024: Our target is to have more than 51.7% healthy own-brand food sales as a proportion of total own-brand food sales by 2025 <sup>4</sup> .		52.4% healthy own-brand food sales as a proportion of total own-brand food sales was achieved in 2024, compared to 54.8% in 2023. The decrease is in line with the expected impact of the implementation of the Nutri-Score 2.0 algorithm in the Netherlands and Belgium.
<b>Product safety</b>	100% of production sites of own-brand food products are certified in compliance with an independent third party against an Ahold Delhaize-approved standard, or in compliance with an acceptable level of assurance standard by 2025.		99% of production sites of own-brand food products are certified against an Ahold Delhaize-approved standard, or in compliance with an acceptable level of assurance, compared to 98% in 2023.
	100% of high-risk non-food own-brand products are produced in production units audited by an independent third party against an Ahold Delhaize-accepted standard, tested or where stepping-stone audits were used as an alternative by 2025		97% of high-risk non-food own-brand products are produced in production units audited by an independent third party against an Ahold Delhaize-accepted standard, tested or where stepping-stone audits were used as an alternative, with 97% remaining equal to 2023.

1. Boundaries of the material sustainability topics are shown in [Our material sustainability matters](#) section.

2. See [Sustainability notes](#) for more information on the KPIs and performance.

3. See [Sustainability statements](#) section for more information on the targets and ambitions per material sustainability matter.

4. We adjusted the 2025 target for healthy own-brand food sales to more than 51.7% to account for the expected 0.7 percentage point decreasing impact of the amended Nutri-Score algorithm to be implemented in 2025 in our CSE brands. Excluding the impact, the target is more than 52.4%, which is an improvement vs 2024 and above the original target of 52.3%.

Progress key Do not achieve On track Significant progress Achieved Achieved ahead of schedule Area of focus



## Social information: associates

### Own workforce

# own workforce

At Ahold Delhaize, we know that everything we achieve is thanks to our people – their passion, talent and creativity is what enables us to bring our purpose and our Growing Together strategy to life every day.

Ahold Delhaize's people promise is our pledge to help them thrive: we create a caring place to work, that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities.

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own workforce

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## own workforce

**Definition:** The ESRS defines “workforce” to include associates who are in an employment relationship with Ahold Delhaize or our great local brands (“employees”) and those people who are self-employed, with contracts to supply labor, or who come to us from employment agencies (“non-employees”). This year, information in this section refers to associates of Ahold Delhaize or our great local brands unless specifically noted otherwise.

### Introduction

The 388 thousand associates that work at Ahold Delhaize and our brands aim to make a meaningful contribution and bring positive change to the communities they serve.

This meaningful contribution starts from within, with how we treat associates at Ahold Delhaize and the brands. As a Company, we have an impact on associates, not only on their work but also on their health and well-being. This represents an enormous responsibility – and one that we take very seriously, while realizing it is an area where we can never stop learning and growing, especially in today's increasingly challenging times.

Economic, geopolitical and social challenges have put increased pressure on associate health, safety and well-being, and have undermined mental health. In the midst of these challenges, Ahold Delhaize and its brands aim to operate in a way that is consistently in sync with our shared values.

Our foundation for this is our people promise: We create a caring place to work, that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities.

### Policies

Ahold Delhaize's people promise is underpinned by a shared set of values and ethical principles that support our brands' cultures and associates. The *Code of Ethics* lays out those principles, which help us act with integrity toward customers, communities, suppliers, business partners and each other:

- We respect each other
- We follow the law
- We engage with integrity





## Social information: associates continued

### Own workforce continued

Along with these ethical principles, we work to create a culture where associates have the courage to speak up by sharing concerns, asking questions and reporting any potential misconduct. For more information, see [Governance, risk and compliance](#).

*Our shared values* – integrity, courage, teamwork, care and humor – and ethical principles provide the framework for the decisions we make and are the foundation of our commitment to conduct our business the right way, every day. That includes our commitment to respect human rights. See [Human Rights Report 2024](#).

To ensure associates understand and can abide by our ethical principles, Ahold Delhaize provides annual training to all associates, including part-time associates and contractors, on our ethical principles. Associates at manager level and above participate in more focused training on our Code of Ethics, ethical principles and ethical culture.

In addition, we communicate the Code of Ethics and ethical principles to all associates through the Ahold Delhaize website, local intranet pages, posters, videos, local campaigns and during our global Ethics Week. Ahold Delhaize's global [Speak Up Policy](#) supports our culture by giving associates information about how to report misconduct and what safeguards are in place if they do so. See [Governance, risk and compliance](#) for more information.

The global Ethics and Compliance team leads engagement on ethics and human rights. Within this team, the Director of Ethical Engagement & Human Rights has day-to-day responsibility for leading and supporting our strategies and efforts related to ensuring that basic human rights are respected everywhere within our own workforce.

This work is coordinated through the Ahold Delhaize Working Group on Human Rights, which brings together the Group-level functional areas (such as HR, Occupational Health & Safety and Legal) responsible for supporting the brands in addressing the salient impacts in their own operations and in supply chains. For more information on the commitment of Ahold Delhaize and its brands to human rights, see [Position on Human Rights](#) and [Workers in the value chain](#) which are aligned with relevant internationally recognized instruments.

We also have a global sustainability policy that applies to Ahold Delhaize and its subsidiaries. This policy outlines Ahold Delhaize's approach to sustainability and ESG within its own operations and across its value chain. For more information on the sustainability policy please refer to [General information](#).

In addition to these global policies, Ahold Delhaize's brands also offer policies that outline additional associate expectations (e.g., travel and meeting policies) and benefits related to work-life balance (e.g., workplace flexibility and informal caregiving support). Each of the brands represents the unique character and needs of the communities it serves and is encouraged to create specific policies to service the needs of those communities.

### IRO management

#### Process to identify and assess material own workforce-related IROs

See [Our material sustainability matters](#) for own workforce-related impacts and risks we have identified and assessed as material through our [DMA](#) process.

### Working conditions

#### Strategy

Through our “people promise,” we aim to create a caring place to work that inspires growth and collaboration, where everyone is heard and valued and finds purpose in serving our brands' communities. To deliver on this promise, as part of the work around Ahold Delhaize's new strategic priorities, we created the thriving people strategic priority, which revolves around four key pillars:

- **Everybody grows:** Offer a space where associates can learn and grow, also ensuring the depth and diversity of our talent pipelines
- **Teams collaborate:** Passionately nurture belonging and inclusion through the 100/100/100 DE&I aspiration, continuously evolve Ahold Delhaize's “Dare to Care” employer value proposition and live our shared values
- **Culture thrives:** Foster a culture where everyone feels safe, cares for themselves and others, and collaborates to better serve communities and build a sustainable future
- **Organization evolves:** Develop, build and organize key core and future retail capabilities through functional academies and evolving the future of work (e.g., AI)

For more information, see [Thriving people](#).

### Health and safety

#### Definition

Ahold Delhaize and each of its brands recognize and support the right of associates to work in a healthy and safe workplace. We verify responsible labor practices to support associate health and well-being.

### Actions and resources

Ahold Delhaize and its brands believe that building a comprehensive safety culture, processes and tools across the Company is the foundation of creating awareness and engaging associates. To that end, we introduced the Global Safety Policy in 2024. This policy provides the framework for Ahold Delhaize's approach to health and safety. It ensures compliance with regulations, integrates industry best practices and reflects our core value of care. The policy applies to all aspects of the brands' operations, including retail, supply chain, e-commerce and construction.

Key principles of the policy include the following:

- Every associate should leave work in good condition at the end of the workday.
- Care for the health, safety and well-being of our colleagues, customers, suppliers and vendors is a Company value.
- Visible leadership commitment and associate participation in safety provide a strong foundation for positive organizational cultures.
- Business decisions should include the assessment of safety risks and mitigate or adequately control inherent business hazards.

Visible commitment from leadership and participation in safety by associates provide a strong foundation for a positive culture in an organization. Ahold Delhaize's brands and businesses strive to maintain workplaces that are accident and injury free, recognizing that healthy and safe work environments reduce absences and improve business results. Brand leadership is responsible for establishing and resourcing implementation plans and monitoring performance around locally relevant health and safety topics. We have a Global Safety Network, which comprises the Safety leads from each brand and other relevant experts, that collaborates on setting strategic priorities,



## Social information: associates continued

### Own workforce continued

mitigating common risks, sharing best practices and subject matter expertise, and developing common guidelines and expectations. The Global Safety Network also provides support and resources for developing and maintaining global or common safety management systems that manage organizational exposures to loss, including mitigating injury and regulatory risks. In addition to the Global Safety Network, all brands have Executive Safety Meetings and Committees whose key purpose is to discuss overall safety strategy and ensure the brand has action plans in place focused on safety improvement strategies. This year has seen an improvement in workplace absenteeism rate of 2%, from 1.85 in 2023 to 1.81 for 2024. The serious injury rate decreased by 16%, from 0.45 in 2023 to 0.39 in 2024.

Safety at Ahold Delhaize extends beyond physical measures to include digital safety, ergonomic considerations and emergency preparedness. At Ahold Delhaize, we aim to:

- Optimize associates' well-being through a safe, supportive environment
- Incorporate health and safety into every level of the Company, fostering a better place to work and shop
- Promote continuous improvement through teamwork, innovation and training

We believe that safety is a responsibility shared by everyone. To this end, we encourage all associates to report any potentially unsafe conditions or practices or safety violations to their supervisor, local safety team or the Global Compliance and Ethics team through the Speak Up line. Associates are also expected to participate in safety training and to support their colleagues in adhering to local safety practices.

All the associates that work at Ahold Delhaize and our brands are covered by our health and safety management systems. This helps to ensure the safety and health of employees in our own workforce. Examples of system elements include written safety programs, policies and job specific trainings.

#### How we measure performance

To measure performance, Ahold Delhaize has the following targets in place, focused on own operations:

Timeline	Ambition
<b>Short term</b>	Reduce workplace injury absenteeism rate year-on-year (number of injuries that result in lost days per 200,000 hours worked)
<b>Medium to long term</b>	Through risk mitigation, education and awareness, reduce all serious injuries and fatality occurrences (per one million hours worked).

### Adequate wages

#### Definition

The ESRS defines an adequate wage as a wage that provides for the satisfaction of a worker's needs and those of the worker's family given national and economic and social conditions.

The application requirements provide guidance on the adequate wage benchmark that a Company can compare its lowest wage against. The guidance for European Economic Area (EEA)-based countries differs from non-EEA-based countries.

The lowest wage is calculated for the lowest pay category, excluding interns and apprentices. The calculation needs to be based on the basic wage plus any fixed additional payments guaranteed to all employees.

The adequate wage benchmark used for comparing with the lowest wage cannot be lower than the minimum wage set by the EU Directive on Adequate Minimum Wages for EEA countries.

#### Actions and resources

Ahold Delhaize and each of its great local brands have adopted the following six overarching principles of fundamental "procedural justice" to guide fair compensation:

- A solid base for comparing roles
- Market-based compensation
- Compensation in compliance with the law
- Equal pay for equal work
- Compensation aligned with individual performance and brand business strategy
- Compensation that is transparent, consistent and explainable for the individual associate

See our [Human Rights Report 2024](#) for more information.

In line with these principles, we compared gross hourly wages (excluding fixed additional guaranteed payments) of all our brands' associates against the applicable national minimum wage benchmarks in each country or the U.S. state minimum wage requirements, where these exceed the national minimum. The analysis confirms that Ahold Delhaize and its brands pay gross hourly wages (excluding fixed additional guaranteed payments) at or above the minimum wage in each location. Since Ahold Delhaize and its brands also pay fixed additional payments, for example, profit-sharing and holiday allowances, we can provide assurance that our brands' associates are paid an adequate wage.

### Social dialogue, freedom of association and collective bargaining

#### Definition

**Social dialogue:** All types of negotiation, consultation or exchange of information between or among representatives of governments, employers and their organizations, and workers' representatives, on issues of common interest relating to economic and social policy. It can exist as a tripartite process, with the government as an official party to the dialogue or it may consist of bipartite relations solely between workers' representatives and management (or trade unions and employers' organizations).

**Collective bargaining:** All negotiations that take place between an employer, a group of employers or one or more employers' organizations and one or more trade unions or, in their absence, the representatives of the workers duly elected and authorized by them in accordance with national laws and regulations for:

- Determining working conditions and terms of employment
- Regulating relations between employers and workers and/or between employers or their organizations and a workers' organization or organizations



## Social information: associates continued

### Own workforce continued

#### Actions and resources

Ahold Delhaize and its brands recognize and support the right of associates to decide whether to form or join trade unions if they choose and have their legal rights to collective bargaining respected. Associates are at the center of our brands' relationships with customers and communities. In establishing their associates' employment conditions, our brands set compensation and benefits levels in line with job-level and local market norms and regularly review remuneration practices, considering societal and market dynamics as well as economic conditions.

For 57% of associates, remuneration is based on collective bargaining agreements structured primarily as fixed annual salaries or hourly wages. In addition, store managers and general management associates are eligible to receive a performance-based annual bonus. Associates in senior management positions are eligible for performance-based annual bonuses as well as Ahold Delhaize performance share grants that are linked to the long-term goals of the Company.

The HR function in each of the brands manages the relationship with associates and, where applicable, the unions that represent them. They strive to ensure an early bargaining approach is in place to actively manage collective bargaining agreement negotiations, and that contingency plans are in place to minimize the impact of potential work stoppages.

Ahold Delhaize and its brands appreciate and seek participation and feedback and encourage open dialogue between associates and management. This is done in a number of different ways.

The brands listen to and act upon associates' feedback on labor and working conditions through our annual AES and regular pulse surveys.

These surveys measure cultural aspects of inclusion and many other aspects of associate engagement, to see where brands are performing today and identify remaining gaps.

Some of Ahold Delhaize's brands have works councils in place to ensure proper consultation with and representation of associates. For example, the Ahold Delhaize Group and European Business Services Works Council consists of four members responsible for participating in discussions and decisions relating to Ahold Delhaize's policies and strategy before they are implemented. This year, Ahold Delhaize's leadership engaged with this group repeatedly to get their feedback on the new Company strategy and its implications for associates.

AD Connect is an association for Ahold Delhaize senior staff who are employed in the Netherlands or on a Dutch contract. It was founded in 1974 to represent the interests of senior staff and has more than 400 members today. AD Connect has its own board and acts as a representative voice for senior staff regarding benefits, remuneration and other employment conditions for senior management positions and above.

The brands also encourage the development of BRGs that address the specific needs and identities of their associates, including in diverse focus areas such as neurodiversity, abilities, racial/ethnic origins, and other generational and multicultural topics. These BRGs actively partner with the brands' suppliers and relevant NGOs to further educate and engage the community. They also provide direct feedback and mentoring to the brands and Executive Committee on any gaps that exist in relation to working conditions or support for these associates and provide insight and advice on how these gaps might be remediated.



Members of Lion Pride, a newly formed BRG at Delhaize Belgium focused on creating an inclusive environment for all Delhaize associates.

Through our NextCo, Ahold Delhaize ensures that the voices of a broad representation of associates are represented in the board room. See [Thriving people](#) for more information.

#### How we measure performance

Ahold Delhaize does not have any targets in place to measure performance on social dialogue, freedom of association or collective bargaining.

#### Work-life balance

##### Definition

A satisfactory state of equilibrium between an individual's work and private life. Work-life balance, in a broader sense, encompasses not only the balance between work and private life, given family or care responsibilities, but also the allocation of time spent at work and in private life beyond family responsibilities.

#### Actions and resources

Work-life balance at Ahold Delhaize starts with our people promise: we aim to create a caring place to work, inspiring growth and collaboration, where everyone is heard and valued and finds purpose in serving their brand's communities.

#### Life events

Providing a caring place to work includes supporting associates through transformative moments in their lives. Whether it is childbirth, moving house, marriage, navigating disability, bereavement or retirement, associates may look to us, their employers, for support.

Life events – both happy and difficult – represent significant moments in a person's life that can have a major impact on their needs and behavior. Ahold Delhaize and its great local brands already offer benefits to cover several of these life events and continuously take steps to ensure these benefits still provide adequate support as associates' needs and external circumstances change. All the local brands' associates are entitled to family-related leave through social policy dictated by government legislation, and/or collective bargaining agreements and various brand-specific policies. Family-related leave includes maternity leave, partner and parental leave, special leave (e.g., bereavement or wedding) and care leave.

In 2023, Ahold Delhaize introduced the Life Events Framework, or LEF, which means "courage" in Dutch. LEF brings together the guidelines and all relevant information about benefits, practicalities and resources to support associates, along with guidance for their managers. It represents an evolving approach that addresses the changing needs of associates.





## Social information: associates continued

### Own workforce continued

The program covers a pipeline of topics that come to our attention from numerous channels, including through BRGs, the brands and Ahold Delhaize's own ambitions. Once completed, frameworks are made available to all brands, who can then choose to implement them as policies or augment them to suit the needs of their associates. In 2023, LEF successfully launched two new additions. One was a "working from abroad" policy for the Ahold Delhaize Group and European teams that addresses associates' changing work patterns and expectations around work-life balance.

This year we added two new topics to the LEF offering for our Dutch brands and Ahold Delhaize EU&I. The first is menopause support, which addresses a topic that many people feel uncomfortable talking about and that is not often discussed at work. Though more than half of associates at Ahold Delhaize and the brands will experience menopause at some point in their lives, there is little awareness of how both physical and mental symptoms may impact someone's personal and working life. The material we provide helps individuals navigate this phase in their lives and helps their managers be aware of the challenges they may face. In line with our deeply held beliefs around inclusion, this policy applies to everyone who is experiencing menopause, regardless of gender identity, gender expression or biological sex.

The second new topic is informal caregiving support. Ahold Delhaize defines informal care as the regular and unpaid help an associate provides to a sick, disabled or frail person – either their partner, child, parent, family member, neighbor or friend. Due to the rapid growth of the senior population, healthcare systems are facing challenges in keeping up with increasing costs and personnel requirements in the care industry.

To fill this gap, an increasing number of people may need to combine their paid job with informal care.

Ahold Delhaize created a policy to support associates who are informal caregivers, as well as their managers and HR Business Partners. The aim is to create a workplace where associates can share their challenges, get support from their managers and environment, and understand the resources available to them, including a coaching program, mental health support, leave options, sabbaticals and remote working.

#### Mental health and well-being

We believe that supporting well-being is critical to making sure associates and our business can thrive. So, we have introduced and strengthened programs that improve associate safety, help people build resilience in the face of change, reinforce positive coping mechanisms and eliminate stigma or marginalization around mental health issues. Ahold Delhaize offers a mental health and well-being intranet site for Ahold Delhaize Group associates, giving them access to a range of resources for self-care and self-assessment and tells them where to go for additional support.

This intranet site also offers associates a self-care guide and an online self-assessment to check in on their emotional well-being across eight different themes. An international coach desk is also available for Ahold Delhaize Group associates: a fully online, personalized coaching process to support and challenge associates as they achieve their personal and professional goals.

The Company also offers access to online psychologists, support groups and lifestyle coaching through the assistance program OpenUp, which is freely available to associates and their families across the Group, Ahold Delhaize EU&I, our European brands and Albert Heijn associates up to store manager level. Each of our brands also offer extensive programs and support for their associates. For example, Albert Heijn offers a Feel better about yourself line ("Beter in je vel-lijn") through Psychological Interventions and Support Netherlands (PSION), providing their store-based associates with free professional advice for any psychological complaints.

Ahold Delhaize Group also hosts an annual mental health awareness month in October, in recognition of World Mental Health Day on October 10, where we organize numerous activities, information sessions and discussions to promote mental health and well-being.

#### Recognition



Our brands aspire to be the leading employer of choice in each of their markets. Ahold Delhaize and the majority of the brands received recognition as top employers, certified by the Top Employer Institute (TEI) in 2024. All the U.S. brands, including Ahold Delhaize USA, are now Top Employer certified, while, in Europe, Mega Image in Romania, Maxi in Serbia, Alfa Beta in Greece and Albert in the Czech Republic have also received certification. This prestigious award requires rigorous documentation of benchmarked practices that offer systemic operations to positively affect associates.

In results from the TEI, Ahold Delhaize scored the highest in the "unity" category, focused on ensuring fair practices across an associate population that "brings employees together and creates a sense of belonging and unity in the organization" in categories including purpose and values, ethics and integrity, diversity and inclusion, and sustainability. This was a great acknowledgement of our aim to be open for everyone.

Ahold Delhaize was also recognized as a top 1% employer globally by Leading Employer, an independent organization that conducts a comprehensive meta study evaluating 85,000 companies to identify the top employers globally. The study uses secondary data available freely online, including public surveys, employee reviews, audits, jury awards and memberships. The evaluation is carried out using a weighted evaluation matrix. These recognitions, and others we received, acknowledge our brands' efforts to continuously improve the associate experience, care and support, while also showing us areas where we can further improve.

#### How we measure performance

Ahold Delhaize does not have any metrics or targets in place to measure performance on work-life balance.

## Social information: associates continued

### Own workforce continued

#### Equal treatment and opportunities for all

##### Strategy

At Ahold Delhaize, when we say we are open for everyone, we mean everyone – associates, customers, partners, suppliers and every member of our communities. Our brands do this through our joint commitment to diversity, equity and inclusion, brought to life through our 100/100/100 aspiration toward a workforce that is 100% gender balanced at all levels and 100% reflective of the communities the brands serve and a culture that is 100% inclusive. As an international Company, this aspiration and framework ensures our approach is relevant to our local brands.

Ahold Delhaize has a common focus on holistic inclusion, using the strength of different perspectives to grow our brands; locally, our

brands design, implement and drive DE&I strategies tailored to the communities where they live, work and serve. Our 100/100/100 aspiration includes three pillars critical to this work:

- **People:** We define and celebrate diversity – everything that makes us unique and everything that makes us similar – inclusive of, but not limited to: generation, LGBTQ+ status, gender, race and ethnicity, disability, neurodiversity, religion and nationality.
- **Culture:** Our shared values of courage, care, teamwork, integrity and humor are at the core of who we are. They represent our north star and guide us in operating the right way, every day.
- **Community:** We believe in working together to improve the world we live in through community engagement and collaboration with external partners and organizations that share our values.

#### Ahold Delhaize's DE&I 100/100/100 aspiration



#### Diversity and inclusion

##### Definition

Building a diverse and inclusive environment, fostering non-discriminatory workplace practices.

##### Actions and resources

##### 100% inclusion

In 2024, Ahold Delhaize and its brands continued to focus on building an inclusive environment where everyone feels welcome. In the past, our shared values primarily guided how we work together. These values remain our non-negotiable minimum standard, for everyone across the Company – they are how we present ourselves to the world and what we expect of anyone working across Ahold Delhaize.

But we realized that we needed to go further and be more resolute about which behaviors we want to prioritize. Therefore, we introduced leadership behaviors: Grow our people, Obsess over customers, and Win together. These behaviors include the following, with a focus on inclusion:

- **Genuinely care:** We create real connection, showing empathy, vulnerability, respect and interest in others.
- **Lead inclusively:** We enjoy diversity, create space for different perspectives, listen and speak to understand.
- **Evoke curiosity:** We ask questions and seek new ideas and opportunities to learn and innovate.
- **Speak up:** We act with courage and create a safe space to speak up.

We added these leadership behaviors to our performance management process, and each associate is asked to reflect on whether these behaviors are observable when they work with their colleagues. It's a huge step toward every leader taking accountability for nurturing inclusion.

To ensure Ahold Delhaize and its brands are actively and intentionally pursuing the aspiration of 100% inclusion, we continued our work with the non-profit organization the Contentment Foundation, which focuses on creating a psychologically safe environment. Ahold Delhaize inducted a cohort of 50 nominated associates to deep dive on an applied psychological safety transformation program. Participants were empowered not only to role model psychological safety themselves in any team-related situation, but also to comfortably teach others how to apply tools in practice.

The program consisted of nine live virtual sessions and individual growth work, over six months of dedicated time. This global experience was inspired by work done by the CSE brands in 2023, and we anticipate further engagement on this crucial topic across our brands in the future.

Ahold Delhaize measures and tracks progress on psychological safety and additional cultural aspects of inclusion through an inclusive workplace index that is part of the annual AES. The Company received a score of 81% on this index in 2024, which measures the following: if diversity is valued at Ahold Delhaize; if associates, regardless of their differences, are treated fairly; if associates can be their authentic selves; whether managers treat all associates with respect; and if associates are encouraged to share their ideas about improving our work environment. We are proud of this result, as 81% is 5 percentage points above the global retail benchmark.



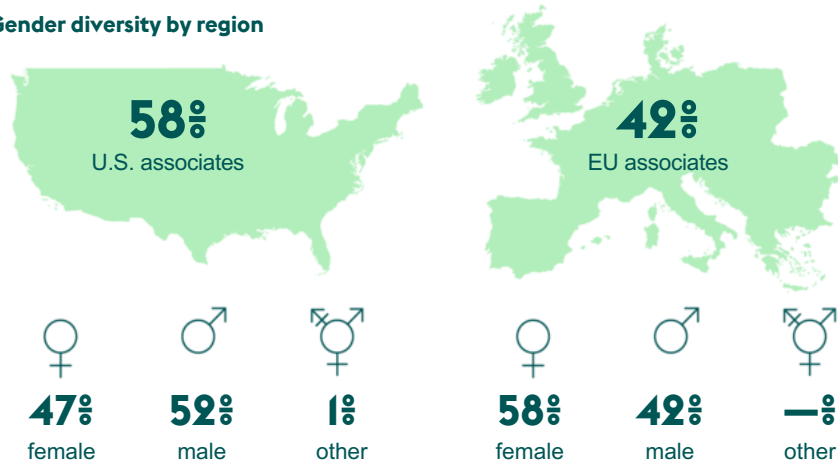
# Social information: associates continued

## Own workforce continued

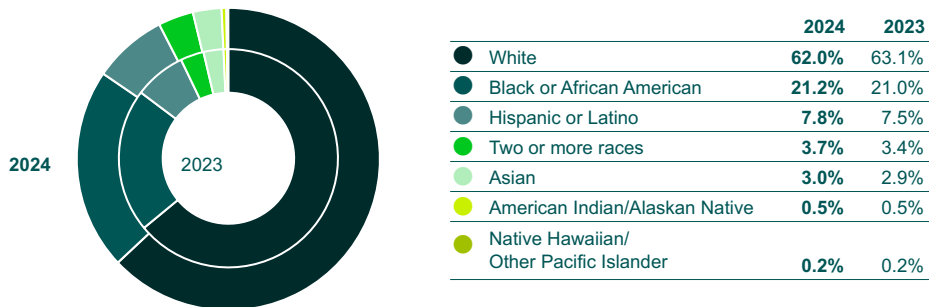
### Associate population diversity



### Gender diversity by region



### U.S. associates: Racial and ethnic diversity<sup>1</sup>



1. Aggregation of data from each U.S. brand. Racial/ethnic diversity is based on self-identification; data where identification is missing is not included in the analysis.

At Ahold Delhaize and the brands, we believe great working environments are those where every associate feels heard and valued and can bring their true self to work. This includes making space for the celebration of different cultural, religious or other important personal days. To enable associates to observe the days that matter most to them, some of our brands, including all of the U.S. brands, bol and Maxi, have introduced floating holidays – paid time off, taken on a day chosen by the associate, or swapped for an existing public holiday in the brands' local context. In 2024, we reviewed learnings from these different types of newly introduced and existing policies, and we expect to see this practice expand to all the European brands in 2025.

### 100% representative of our communities



Hannafood associate at work in a disability-friendly role.

In 2024, our EU&I brands incorporated an option for associates to self-identify many demographic points of information about themselves in our annual AES. While our U.S. brands have been viewing data with the help of self-identification for some time, this is a new practice for our European brands.

This additional anonymized data allows us to better understand the experiences of associates representing the full spectrum of diversity of the communities our brands serve, and also analyze how we are working toward our aspiration of 100% inclusion with a much finer lens. Now, with associates' input, we can look at whether, for example, single parents feel a lower sense of belonging and inclusion than other people.

This data will help us to refine our benefits and processes to ensure we are meeting the needs of associates and offering the same care to everyone, regardless of their identifiers.

Our commitment to balanced slates continues to be an important part of reaching our 100/100/100 aspirations. Balanced slates are one tangible way we can source the best talent, minimizing unconscious bias in hiring, promotions and job assignments by ensuring equitable access to opportunities. At Ahold Delhaize, we review and audit our senior-most leadership balanced slate outcomes, and the brands determine locally through what job level to apply balanced slates.



## Social information: associates continued

### Own workforce continued

#### 100% gender balanced

Across Ahold Delhaize, our aspiration is to have a workforce that is 100% gender balanced at all levels.

Compared to 2023, our overall proportion of women in management increased from 41% to 42%, while our director-level representation increased from 36% in 2023 to 37% in 2024. At executive level (VP+), the proportion remained stable at 37% this year, and representation of women at SVP+ (referred to as sub-top or top-management) increased to 36.5% in 2024 compared to 32.0% in 2023. See [Corporate Governance](#) for more information on our sub-top representation.

#### How we track our progress

Ahold Delhaize does not have any targets in place to measure progress on diversity and inclusion.

### Pay Equity

#### Definition

Pay Equity is about equal pay for work of equal value. The pay difference is the extend of any difference between a female and a male employee's pay.

#### Actions and resources

##### Pay equity at Ahold Delhaize

At Ahold Delhaize, we are a people business – we pride ourselves on being open to everyone and we want every associate to thrive. Striving for pay equity is an important mission for each of our brands.

We believe that the total value proposition for an associate is more than the wages and benefits they receive. It includes other factors, such as well-being support, opportunities to learn and grow, recognition and the diversity and inclusiveness of the workforce. Pay equity is an integral part of each brand's total rewards philosophy and principles. For associates, the aim is to drive fair and meaningful rewards and recognition as part of our thriving people strategic priority. Each brand is committed to delivering equal pay for equal work and equal access to career opportunities to all associates.

See [Adequate wages](#) and our [2024 Human Rights Report](#) for more information about the six overarching principles of fundamental "procedural justice" used to guide fair compensation.

In our brands, 57% of associates are covered by collective labor agreements (CLAs). For associates outside of the CLAs, each brand has adopted an independent job evaluation methodology (Korn Ferry Hay) and created policies and frameworks for determining job levels and titles, pay grades and bands, performance evaluation and wage increases. Ahold Delhaize and the brands are committed to ensuring all associates are paid equally for doing the same or equivalent jobs or work of equal value. Each brand conducted equal pay for equal work studies through independent third-party experts in this field, taking into account local legal requirements. Ahold Delhaize and its brands are committed to continuing to perform pay equity analyses, refreshing them every three years and using the results to close any unexplainable differences identified.

#### How we measure performance

To align with regulatory requirements for 2024 in the ESRS, Ahold Delhaize will report on the unadjusted and the adjusted average pay differences for the total aggregated company population. The unadjusted pay difference provides a straightforward assessment of the pay difference by calculating the average or median difference in earnings between genders without considering other influencing factors. The adjusted average gender pay difference shows the difference between the average hourly rate for all males compared with all females, expressed as a percentage of the average hourly rate for all males. If we were to list the pay for all male and female associates separately, from the lowest to the highest paid, the middle-paid associate for each gender represents the median for that gender.

The median gender pay difference shows the difference between the median hourly base rate for all males compared with all females, expressed as a percentage of the median hourly base rate of all males. In 2024, the unadjusted average pay difference for the total aggregated company population was 14.13% and the unadjusted median pay difference was 4.50%.

The adjusted pay difference is a measure used to analyze differences in earnings between various demographic groups, typically between men and women. The adjusted pay difference takes into account factors such as country, job level, location type and other relevant variables that might influence earnings. For the adjusted pay difference, Blinder-Oaxaca decomposition is used to separate the explained and unexplained portions of a difference in two predicted mean values from each other. This method was utilized by the European Commission in their analysis of the (adjusted) gender pay differences across different European countries<sup>1</sup>. In 2024, the adjusted average pay difference for the total aggregated company population was 1.36%.

While we are pleased that the outcome of the adjusted pay difference informs us that there are objective and reasonable explanations for the unadjusted pay difference, Ahold Delhaize and the brands will continue the important work of delivering pay equity to associates.

1. The public available pay differences are available until 2022. In 2022, women's gross hourly earnings were, on average, 12.7% below those of men in the EU and 13.2% in the euro area (Source: Eurostat). In the Netherlands, a distinction is made between the governmental and the business sector by the Central Bureau of Statistics. The unadjusted average pay difference in the business sector in the Netherlands for 2022 was 16.4%. The adjusted average pay difference in the business sector in the Netherlands for 2022 was 6.9%.



## Social information: associates continued

### Own workforce continued

To accurately track and report on our progress compared to previous years, we have also chosen to share the analysis covering the same Manager+ population in the Netherlands as in our Annual Report 2022 and 2023. We chose to disclose this study first because we believe the results are more accurate due to a comparable base across one country. The gender pay difference analysis covers 2,102 male and female associates in management positions in the Netherlands. We are proud of the progress we have made in this group, as the unadjusted average pay difference is 1.63% (2023: 2.93%) and the median pay difference is 2.22% (2023: 2.59%).

Ahold Delhaize and its brands are committed to delivering pay equity to all associates. We keep challenging each other to further review practices and build internal capabilities, ensuring equity is ingrained in each of our brands' people decisions. Our brands continue to strive for consistency in their rewards and recognition by using robust job and pay structures and ensuring any unexplainable pay differences are addressed. This ambition and our pay equity commitment empower our goals to be equitable and inclusive employers.

#### Gender pay

Shows the difference in pay between men and women

#### Average pay difference

Population: Manager+, the Netherlands

**1.63%**

(2023: 2.93%)



#### Median pay difference

Population: Manager+, the Netherlands

**2.22%**

(2023: 2.59%)



## Measures against violence and harassment in the workplace

### Definition

Harassment: A situation where unwanted conduct related to a protected ground of discrimination (for example, gender, under Directive 2006/54/EC of the European Parliament and of the Council<sup>15</sup>, or religion or belief, disability, age or sexual orientation, under Council Directive 2000/78/EC<sup>16</sup>) occurs with the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment.

### Actions and resources

At Ahold Delhaize and the brands, we believe that supporting well-being is critical to ensuring associates and our business can thrive. This has been particularly true in recent years, when the economic, geopolitical and social challenges we faced put increased pressure on associate health, safety and well-being.

With this in mind, our brands have introduced and strengthened programs that improve associate well-being, help associates build resilience in the face of change, reinforce positive coping mechanisms and work to eliminate any stigma or marginalization around mental health issues. One example is the OpenUp mental well-being platform we made available to associates at our support office in the Netherlands.

Ahold Delhaize and the brands also respect the human rights of all associates, including the right to a workplace free from harassment and violence. Ahold Delhaize's Code of Ethics and Position on Human Rights include clear aims and expectations on respect in the workplace. Our brands do not tolerate conduct by any associate or any other person that creates an intimidating, offensive or hostile work environment. This includes harassment based upon a person's legally protected status.

To ensure that all associates at Ahold Delhaize and the brands are able to work in an environment free from discrimination and harassment, we provide reporting options for associates, including our Speak Up lines. These are local ethics reporting lines that enable associates, third parties within and connected to our supply chains, and the public to raise concerns about improper behavior or possible violations of law or policy, including our Position on Human Rights and Standards of Engagement. Ahold Delhaize and the brands strongly encourage raising concerns and speaking up and will not retaliate or allow retaliation against anyone who, in good faith, reports a potential violation. Any form of direct or indirect retaliation is strictly prohibited, as stated in our Position on Human Rights and in the Standards of Engagement.

### How we measure performance

For more information about the Speak Up lines, see [Governance, risk and compliance](#). For the number of work-related incidents and/or complaints and severe human rights impacts within our own workforce, and any related material fines, sanctions or compensation, see [Sustainability notes](#).





## Social information: associates continued

### Own workforce continued

#### Training and skills development

##### Definition

Initiatives put in place by the Company aimed at maintaining and/or improving its own workers' skills and knowledge. It can include different methodologies, such as on-site and online training.

##### Actions and resources

Associates are encouraged to develop IDPs, which are discussed as part of the performance evaluation process with the aim of guiding associates in reflecting on, owning and developing their career growth and personal aspirations. To support associates' individual development, we offer a portfolio of in-person and virtual development programs, along with online offerings through learning platforms. Our partnership with LinkedIn Learning enables us to provide skills-based online learning solutions to more than 7,500 associates across 14 of our brands. Associates can choose from a range of more than 14,500 e-learning modules across different areas to grow their skills at their own pace. Our partnership with learning experience platform Degreed has enabled data-driven development and upskilling for 7,300 associates to date.

Our customized leadership development flagship programs are designed to equip and empower our leaders to gain crucial leadership capabilities and grow personally and professionally.

One such program is Ahold Delhaize's Retail Academy, a long-standing tradition since 1999, that brings together a selected group of leaders from the brands for an intensive one-week program to learn about our strategy and develop their retail leadership and impact within the organization. Through exposure to the latest industry trends and retail best practices, participants gain a broader understanding of the retail market, positioning them to adapt and innovate. The program also offers a better understanding of our Growing Together strategy and how each can contribute to our collective goals. Finally, it fosters valuable connections by building a global network of colleagues, enabling knowledge-sharing and collaboration.

In addition to these flagship Ahold Delhaize internal programs, our functions, regions and brands offer a diverse range of opportunities for continuous growth and development. Our CSE brands offer an inspiring initiative that enables associates to learn about our business in an engaging game-based format, called Best in Town. It is designed to foster a culture of continuous learning and belonging in the workplace, while bringing associates closer to our strategy and business. This groundbreaking program started at Albert in the Czech Republic and expanded across four additional brands – Albert, Alfa Beta, Mega Image and Maxi – engaging more than 47,000 employees from stores, DCs and support offices.

In 2024, we continued to host a series of monthly leadership masterclasses for all managers across our European brands. Around 200 managers attended, and had the chance to gain insights from both industry and internal experts on topics that elevate their leadership behaviors and strengthen their internal network. The classes were popular, receiving a score of four out of five from attendees. The European team has also partnered with the organization Undercover Activist to develop the Positive Workplace Activism program. This course is intended for anyone who wants to feel encouraged and supported in addressing social and environmental issues in the workplace, mobilizing people to speak up and accelerating how our Company is integrating sustainable practices.

The GIANT Company team has revamped its new hire training to align with diverse learning styles. They are utilizing enhanced web-based modules and increasing management involvement for a more effective onboarding experience.

Albert Heijn has formed a partnership with NCVB, a company that provides nationally recognized, customized secondary (MBO) vocational training for associates. Through this cooperation, associates at the brand's stores are able to further their education with a focus on retail, to equip them to become specialists and store managers.

At Hannaford, the team developed and piloted the Hannaford Leadership Passport Program. It is designed to provide a foundation of knowledge, processes and tools for new and developing managers, setting them up for success as they lead others.

To measure the impact of our training and development programs, we actively track progress on associate growth through our AES. In 2024, we maintained a growth score of 75%, which is 4 percentage points above the norm for Global Retail.



## Social information: labor and human rights in the value chain

### Workers in the value chain

# labor and human rights in the value chain

Ahold Delhaize's Position on Human Rights defines our support for respecting human rights in our own organizations and our supply chains. It is built on our Code of Ethics and reflected in our Standards of Engagement.

Our Code of Ethics defines the ethical values and principles that are the foundation of our commitment to conduct our business the right way, every day. This includes our support for respecting the human rights of the people who work throughout the supply chains of Ahold Delhaize and its brands.

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## workers in the value chain

**Definition:** Workers working for entities in the supply chain and their labor and human rights that must be respected:

Respecting the rights of every worker to a workplace free from discrimination, harassment and violence and to be treated fairly, with respect and dignity, including for women to be treated equally to men, while ensuring that salient impacts are addressed, including inadequate wages and unhealthy and unsafe working, and, where applicable, living conditions.

Respecting the right of every child to be free from labor that deprives them of their childhood, potential and dignity or harms their physical and/or mental development.

Respecting the right of every individual to be free from forced labor, slavery and servitude.

## Strategy

### Interests and views of stakeholders

Ahold Delhaize incorporates its stakeholders' interests and views on human rights in the supply chain into its strategy and business model by engaging with internal and external stakeholders, including representatives of supply chain workers and communities, suppliers, and external organizations, such as NGOs, civil society organizations, and industry associations like the amfori Business Social Compliance Initiative (BSCI). We actively engage with these stakeholders and their representatives individually, especially in the context of supply chain labor and human rights through the SDD process, with internal stakeholders through the DMA, and through regular conversations with the Ahold Delhaize Working Group on Human Rights.

This engagement and collaboration ensures that stakeholder interests are reflected in Ahold Delhaize's sustainability initiatives and overall business approach. By integrating stakeholder feedback in the due diligence roadmap, Ahold Delhaize aligns its business practices with the needs and expectations of these stakeholders and works towards ongoing improvement in working conditions and salient impacts across its global supply chain. See our section on [General information – Statement on due diligence](#) for more information on these processes.



## Social information: labor and human rights in the value chain continued

### Workers in the value chain continued

#### Material IROs and their interaction with strategy and business model

Our local brands depend on global supply chains for raw material sourcing, production, and business relationships, making these chains integral to our business model. At Ahold Delhaize, we use “supply chain” and “upstream value chain” synonymously, reflecting our focus on addressing key stakeholder impacts, especially those affecting supply chain workers. This alignment is guided by the SDD and DMA, which help us prioritize safeguarding workers' rights across our supply chain.

Through our SDD process, detailed in the [Statement on due diligence](#) section, we identified supply chain workers as key stakeholders potentially affected by salient human rights impacts, which often have systemic roots. Ahold Delhaize's focus on human rights concerns all our upstream value chain workers. We believe that our commitment to human rights is a foundational commitment toward people in our supply chain; therefore, it is reflected in our [trusted product](#) strategic priority.

The SDD process also highlights several vulnerable groups that are particularly at risk in these global supply chains, and they often overlap. They include:

- Children, who face risks of child labor and unsafe working conditions
- Women, who are vulnerable to discrimination, harassment, and unequal treatment
- Migrant workers, particularly in agriculture and fishery, who are at risk of forced labor and exploitation
- Low-skilled, subcontracted, and informal workers, who are vulnerable to inadequate wages, forced labor and unsafe conditions
- Minorities and refugees, who are at risk of discrimination

- Smallholders, who face inadequate incomes
- Indigenous peoples and human rights defenders, who are exposed to community impacts

We conducted a gross risk assessment focusing on product categories and key raw materials used in our own-brand products, specifically evaluating them against environmental and social risks. The table on the right summarizes the key outcomes of our brands' supply chain risk assessments, highlighting salient social impacts. It clarifies the connections between geographies, product categories, potential impacts and the vulnerable groups that may be affected.

The salient issues identified in the SDD were taken as input to the [DMA](#), and we recognized that the potential material impacts and dependencies on these workers in our brands' supply chains form a material sustainability matter for Ahold Delhaize. These material impacts align closely with those previously identified salient human rights issues, validating our due diligence outcomes and strengthening our confidence in risk assessment procedures. A table listing the material impacts identified in our DMA is provided under [Our material sustainability matters](#).

Our approach is to adapt continuously to address these impacts, concentrated in the upstream value chain, particularly in own-brand product categories and high-risk countries with limited government protections, as we work on eliminating, preventing, or reducing our negative impacts and mitigating risks. For instance, we have strengthened our human rights positions by integrating the CGF's Priority Industry Principles on forced labor into our Standards of Engagement, requiring suppliers to adhere to stringent social compliance. See also the policies sub-section [Standards of Engagement](#) to read more about this practice and other actions detailed under [Actions and resources](#).

Key product categories	Key regions	Main countries in key regions	Potential salient impacts	Potential affected vulnerable groups
Coffee	Africa, Asia, South America	Brazil, Colombia, Kenya, Rwanda, Vietnam	Child labor; forced labor; inadequate wages/incomes; discrimination (incl. gender inequality); harassment and violence; freedom of association; inadequate working time; unhealthy, unsafe working conditions; community impacts	Children (including young workers); women, low-skilled workers, informal workers, smallholders, minorities, refugees, Indigenous peoples, human rights defenders
Tea	Africa, Asia	India, Kenya, Sri Lanka		
Cocoa	Africa, South America	Ivory Coast, Ghana		
Seafood	Asia, South America	India, Thailand		
Palm oil	Asia	Indonesia, Malaysia		
Soy	South America	Brazil		
Fruit and vegetables (incl. flowers and plants)	Africa, America, Asia, Mediterranean, Middle East			
Non-food	All high-risk countries	China, Turkey		

#### IRO management

See [Our material sustainability matters](#) for the labor and human rights in the upstream value chain-related impacts and risk we have identified and assessed as material through our [DMA](#) process.

#### Policies

##### Our commitment to human rights

Our commitment to human rights is rooted in our dedication to ethical business practices, as outlined in the [Position on Human Rights](#) and guided by our values of integrity and care, as also mentioned in our Code of Ethics. The policy outlines a comprehensive approach to respecting human rights, focusing on key stakeholders within Ahold Delhaize's own operations and upstream value chain.

It explicitly addresses Ahold Delhaize's social salient impacts and material topics in the supply chain, including equal treatment and opportunities for all, working conditions and other work-related rights, including child labor, forced or compulsory labor and human trafficking, the safety of workers, and precarious work. It specifically addresses the needs of vulnerable groups, including women, members of the LGBTQ+ community, children, persons with disabilities and Indigenous peoples, among others.

The Position on Human Rights applies to all Ahold Delhaize brands and business relationships, covering our own operations and upstream value chain. It sets clear expectations for ethical business practices among suppliers worldwide, promotes adherence to global human rights standards and high business ethics, and emphasizes proactive engagement with stakeholders across the supply chain.





## Social information: labor and human rights in the value chain continued

### Workers in the value chain continued

Our Executive Committee has approved our Position on Human Rights and is responsible for its implementation, overseeing stakeholders' engagement, monitoring compliance, addressing violations and ensuring access to remedies when needed.

The commitment to human rights we outline in our Position on Human Rights is aligned with the UN Guiding Principles on Business and Human Rights and informed by the International Labor Organization's (ILO's) 1998 Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises. Our [Position on Human Rights](#) is publicly available on our website, ensuring stakeholders and partners are well informed about our practices and policies.

To help drive industry-wide improvements on human rights, Ahold Delhaize actively collaborates with initiatives like the amfori BSCI and the CGF's Sustainable Supply Chain Initiative.

#### Standards of Engagement

Ahold Delhaize's Standards of Engagement are comprehensive requirements that our suppliers maintain the same high level of business ethics, regard for human rights and respect for the environment as do Ahold Delhaize and its brands. The Standards of Engagement are approved by the CLO, who is also responsible for their global implementation.

The Standards of Engagement define our expectations and aim to ensure that our brands' suppliers maintain the same high level of business ethics and regard for human rights and the environment as Ahold Delhaize and its brands. The Standards of Engagement are integral to the contractual relationships with these suppliers.

The Standards of Engagement are aligned with the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights and further informed by the ILO's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the amfori BSCI Code of Conduct. However, we recognize the global complexities and variations in labor regulations, particularly concerning the ILO Conventions. Because our Company operates in countries that have not ratified all of the core ILO Conventions, we also refer to the local laws and legal frameworks as they apply in each of the countries in which Ahold Delhaize, its brands and suppliers operate.

The Standards of Engagement specifically reference individuals or groups who are vulnerable or marginalized.

Our Standards of Engagement 4.0, adopted on January 1, 2024, are fully aligned with our Position on Human Rights, explicitly addressing the salient human rights impacts. Key updates include the implementation of age-verification mechanisms and the international principles on responsible recruitment, reflecting the findings of our human rights due diligence process and stakeholders' expectations.

These updated Standards also strengthen the framework for monitoring and investigating suppliers, with closer cooperation, in the case of reports or allegations of serious compliance issues. The updated Standards now apply to all suppliers, extending beyond own-brand suppliers to include national-brand and not-for-resale suppliers, and those outside high-risk countries.

All suppliers – regardless of category – are required to report any allegations or incidents of serious noncompliance and must allow Ahold Delhaize to investigate these reports. Version 4.0 will replace version 3.0 over a three-year period, effective from January 1, 2024. All new contracts or contract renewals will adhere to the revised Standards, ensuring a structured transition process. To further support this transition, the Ahold Delhaize [website](#) includes a video introduction and a guidance document for suppliers, which contains additional resources to help them learn more about specific requirements.

In cases where suppliers operate in high-risk countries or have an elevated risk of non-compliance, Ahold Delhaize may require suppliers to provide an amfori BSCI audit or equivalent assurance. For more information on requirements applicable to own-brand suppliers located in high-risk countries, see [Social compliance](#).

If significant breaches take place, such as child labor or forced labor, suppliers are obligated to immediately notify Ahold Delhaize, initiate an investigation, implement corrective measures and provide full cooperation throughout the remediation process. Ahold Delhaize reserves the right to suspend business relationships until these issues are fully resolved to its satisfaction. In 2024, Ahold Delhaize introduced reporting on deal-breakers, which includes severe cases of non-respect of these international standards. The approach to deal-breakers and broader remediation efforts is outlined under [Social compliance](#).

#### Processes for engaging with value chain workers about impacts

Ahold Delhaize and its brands regularly engage with a wide range of stakeholders. In 2023, we published our [Policy on Stakeholder Engagement](#), which outlines our approach to engaging with stakeholders on sustainability. This policy and our [Health & Sustainability Stakeholder Engagement Guidelines](#) are available on our website.

Globally, we engage with relevant benchmarks such as the Corporate Human Rights Benchmark, as well as NGOs and other organizations that represent or are considered proxies for workers in the upstream value chain. Locally, each brand also works with civil society organizations, industry associations and local governments, along with some of the same groups we engage with globally.

We engage with the upstream value chain workers both directly and through credible proxies, as listed above, to manage and address actual and potential impacts on their human rights. This engagement occurs at multiple stages, primarily through social compliance and certification programs, and through HRIAs focused on specific supply chains and geographies. These assessments allow for direct engagement with affected workers, particularly vulnerable or marginalized groups, such as migrant workers in agriculture.

At the operational level, social compliance and certification programs are integral to engagement. These include social audits with worker interviews to help ensure social compliance with our social standards at least every two years, and in case of major non-compliance, a re-audit is done every year. These social standards also have grievance mechanisms, such as amfori's Speak for Change program, detailed below.



## Social information: labor and human rights in the value chain continued

### Workers in the value chain continued

Affected workers can also engage directly with us through our Speak Up line, which is accessible to both internal and external stakeholders.

The Human Rights team oversees global stakeholder engagement on human rights generally and the global approach to engagement with affected workers in the upstream value chains.

For more information on how we engaged with parties as part of the SDD process, see [Statement on due diligence](#) under [General information](#).

Although Ahold Delhaize does not currently have any Global Framework Agreements with union federations, we remain focused on direct and proxy engagement with workers in our upstream value chain.

As an outcome of the interviews and stakeholder workshop during the SDD process, we received feedback that HRIAs are good tools for engaging directly with affected stakeholders, including rightsholders, and providing more focused insights about impacts in specific supply chains and regions. See [Human rights impact assessments \(HRIA\)](#) under [Actions and resources](#) for more information.

#### Processes to remediate negative impacts and channels for value chain workers to raise concerns

Remediation and access to remedy are essential aspects of our human rights due diligence process. Ahold Delhaize and its brands are committed to providing and supporting effective remedies for labor and human rights impacts within our upstream value chain. We address any allegations of human rights violations that we cause or contribute to in good faith through legitimate processes and expect the same commitment from our suppliers.

Our approach to remediation is guided by our Position on Human Rights and Standards of Engagement, specified as Access to remedy, which requires suppliers to participate in effective, fair, and transparent grievance mechanisms and remediation.

Ahold Delhaize and its brands encourage raising concerns and speaking up. We do not retaliate or allow retaliation against anyone who, in good faith, reports a potential violation. Any form of direct or indirect retaliation is strictly prohibited.

Ahold Delhaize and its brands provide multiple ways to raise concerns, including our local Speak Up lines. These lines are free, accessible, confidential, secured, and administered by a third party to ensure the safety and protection of each of our brand's associates, third parties within and connected to our value chains, and members of the public who wish to raise concerns about improper behavior or possible violations of law or policy. For the Global Speak Up Policy, contact details, and more information about the process, including a response timeline, see the [Speak Up](#) section of our website. For more information about the Speak Up line, see [Governance, risk and compliance – Ethics and compliance](#).

While these lines are available to third parties within and connected to our supply chains and the general public, we recognize that workers in our upstream value chains may find it harder to access them. In the latest version of the Standards of Engagement, we have strengthened our expectations for suppliers regarding grievance mechanisms and made it clear that retaliation is strictly prohibited. We also emphasize the importance of allowing human rights defenders to work safely under all circumstances. We continue to work with industry organizations and standard committees, including the amfori BSCI and

others, to evaluate and promote effective grievance mechanisms among our suppliers.

One example is amfori's Speak for Change supply chain grievance mechanism program. This program is set up in line with the UN Guiding Principles, and receives complaints from workers, communities, and their representatives who believe that amfori members and their business partners have negatively impacted them. More information, aggregated data, and case reports are available on the [amfori website](#).

Our grievance mechanisms to address adverse impacts allow upstream value chain workers to raise concerns confidentially. We strive to ensure that grievances are addressed promptly and effectively, and remediation is provided when our brands' operations cause or contribute to negative impacts.

We monitor non-compliance through social audits and certification processes. Each social audit includes a corrective action plan (CAP), and suppliers must demonstrate continuous improvement to remain in the audit or certification process. For more information on deal-breakers identified during the certification process, see [Social compliance: Deal-breakers](#).

Sometimes, an allegation of (severe) non-compliance with our Standards of Engagement comes from external sources, such as independent organizations or journalists, raised outside Ahold Delhaize's social audit process. When this happens, we follow a process similar to how we handle internal grievances. In 2024, we responded to allegations made via the Business and Human Rights Resource Center related to working conditions and access to grievance mechanisms of workers in the upstream value chain. Our responses are publicly available. For examples, see our [Human Rights Report 2024](#) sections [Human rights in the supply chain](#) and [Access to remedy](#).

Looking ahead, one of the key steps in our Company's due diligence roadmap is to enhance the accessibility and effectiveness of our supply chain grievance mechanism in partnership with industry groups and social standards organizations, as well as other collaborative programs that Ahold Delhaize and the brands engage in.

#### Actions and resources

Our approach to managing material impacts in the upstream value chain focuses on areas where we can drive the most impact. For both national and own-brand products, we embed our Standards of Engagement within the procurement process. In addition, as we work together with suppliers to identify and address risks, we prioritize our own-brand products, because they allow direct conversations about product conditions, ingredients and production practices with our suppliers.

#### Social compliance

As part of our social compliance audit program, Ahold Delhaize requests own-brand suppliers to demonstrate social compliance at their production locations in high-risk countries through Ahold Delhaize-accepted third-party audit reports or certificates, which are [amfori BSCI or equivalent](#). The Ahold Delhaize-accepted or stepping-stones audits monitor social compliance with our Standards of Engagement. The third-party auditors assess working conditions and progress and measures to mitigate impacts necessary to protect human rights at production locations in our value chain, such as working conditions, health and safety, inadequate wages, equal treatment and opportunities, discrimination, harassment and violence, and preventing child labor and forced labor. By having policies, key indicators of impacts on our above-mentioned DMA topics, and CAPs, audited, own-brand suppliers can demonstrate social compliance.



## Social information: labor and human rights in the value chain continued

### Workers in the value chain continued

Our focus is on high-risk countries, as defined by amfori, through which we target managing material impacts and potentially affected workers and vulnerable groups in our global value chain. We are making steady progress toward auditing and obtaining certification of our own-brand production locations in high-risk countries against acceptable standards, including those defined as any standard equivalent to amfori BSCI. For Ahold Delhaize, utilizing the amfori BSCI standard is a strategic choice for managing human rights impacts in the supply chain.

We also accept stepping-stone standards to support suppliers in specific countries as a first temporary step in making progress toward an acceptable standard, acknowledging that change cannot happen overnight. When including these standards, 93% of own-brand suppliers' production locations have been audited or certified on social compliance. See also the [Sustainability notes](#) for more information.

Our routine social audits against these certification programs in high-risk countries form a key part of our approach to ensure that suppliers comply with social standards.

While we recognizes the limitations of social audits, we see them as a meaningful, independent and scalable way to monitor working conditions in complex, global supply chains. The amfori BSCI approach emphasizes continuous improvement through CAPs that address noncompliance, followed by progress reports.

We continue to work closely with standard-setting organizations and other stakeholders to address the credibility and effectiveness of social audits, find ways to improve working conditions and address adverse human rights impacts throughout the supply chain.

#### Deal-breakers

If a social compliance audit identifies a severe compliance issue, such as child labor, forced or bonded labor or life-threatening health and safety situations, Ahold Delhaize brands may suspend orders from that supplier and work with them to get the violation or adverse impact remediated. If a supplier is unable or unwilling to remediate its non-compliance within a reasonable timeframe, the brand could ultimately terminate its relationship with that supplier. In practice, most of the deal-breaker cases involve occupational health and safety situations.

In 2024, Ahold Delhaize brands reported six own-brand first-tier production units with deal-breakers. In some cases, the brands and their suppliers were able to remediate the deal-breaker at the own-brand first-tier production unit. We are working closely with our suppliers to resolve the remaining cases as soon as possible.

We monitor these violations across all social audit programs, including amfori BSCI (or equivalent). All certification programs we accept have a set of minimum requirements that cover the deal-breakers. Our brands will initially suspend orders from a non-compliant supplier and work with the supplier to get the violation or adverse impact remediated.

Regardless of whether a supplier is audited or certified, if a serious allegation of a deal-breaker is raised at a supplier (or elsewhere in our supply chain), Ahold Delhaize conducts a thorough investigation and takes appropriate action.

See also our performance on the social compliance metric as reported in our [Sustainability notes](#).

#### Critical commodities

Our approach to critical commodities emphasizes certification to address environmental and human rights impacts. By 2025, Ahold Delhaize and its brands aim to have certified 100% of their own-brand products containing soy, palm oil, cocoa, coffee, wood fiber, seafood and tea against an acceptable standard. Certification standards include standards like Fairtrade, Rainforest Alliance and the RSPO, which address and minimize environmental and social impacts. The commodity certification standards that Ahold Delhaize and its brands accept include social requirements, with the exception of the Marine Stewardship Council (MSC), the standard we use to certify wild-caught seafood. Therefore, Ahold Delhaize has contributed to developing the FISH Standard for Crew and is engaged in partnerships like the Global Tuna Alliance and the Seafood Task Force to address social impacts in those supply chains.

See also [Biodiversity and ecosystems](#) for more details on our certification of critical commodities.

#### Human rights impact assessments

HRIAs can help Ahold Delhaize understand where and how people are negatively impacted. An essential aspect of an HRIA is to gain insight into the perspectives of workers who may be particularly vulnerable and/or marginalized, foster open dialogue between businesses, rightsholders (individuals or social groups that have particular entitlements in relation to specific duty-bearers) and stakeholders, and create and implement action plans to address those impacts.

Over the past three years, Albert Heijn has published reports and action plans from 10 HRIAs focused on specific suppliers, with more in progress. Learnings from these HRIAs have informed their recently introduced [Positive Produce for People and Planet Program](#) for fruits and vegetables.

Building on Albert Heijn's work, Ahold Delhaize has initiated two HRIAs focused on key salient impacts across our supply chains. We have selected independent, expert organizations that help us to meaningfully engage and ensure that rightsholders' voices are heard and considered. These assessments will cover multiple Ahold Delhaize brands and evaluate adverse impacts in value chains, including the material impacts identified in our DMA. We believe that this approach will help us assess impacts more broadly and establish global action plans that allow us to address impacts collectively.

The global HRIAs, initiated in 2024, focus on key issues, including the treatment of migrant workers in global value chains, particularly in agriculture and fisheries. Once the HRIAs are finalized in 2025, we will determine the follow-up actions.

#### Collaboration and partnerships

Partnerships and collaborations are essential in our human rights work and drive a broader impact on our brands' operations, communities and supply chains as we address systemic risks, such as inadequate wages, unsafe working conditions and discrimination. Ahold Delhaize engages in sector-wide collaboration and takes an active role in the key organizations that it partners with, including as Chair of the amfori Board, member of the CGF's Sustainable Supply Chain Initiative Steering Committee and participant in other working groups. We consult with our partners to continuously improve the effectiveness of those programs and initiatives.





## Social information: labor and human rights in the value chain continued

### Workers in the value chain continued

Our brand, Albert Heijn, is on the board of IDH's Sustainability Initiative Fruit and Vegetables (SIFAV) and the Dutch Initiative for Sustainable Cocoa and Ahold Delhaize USA is on the board of the Seafood Task Force.

Our brands also collaborate with national-brand suppliers on human rights and social compliance programs, such as the CGF's Sustainable Supply Chain Initiative, which aims to mutually recognize auditing, monitoring and certification programs through comprehensive independent benchmarking.

#### Sustainability risk assessment (SRA)

Our SRA is guided by the OECD and FAO for Responsible Agricultural Supply Chains. Our brands annually conduct the SRA to evaluate key raw materials against environmental and social risks in our own-brand products. The social risks identified in the SRA are based on our salient and material impacts and combine information on publicly available risk data per country to assess the likelihood and severity of risks. Each brand determines the extent to which the risk is mitigated and the available leverage to (further) mitigate the risk in order to prioritize supply chains and formulate actions.

While our current tool has been effective, we plan to either update it based on our findings from the SDD process and DMA or explore existing external tools that we can implement.

#### Tracking effectiveness of our actions

The effectiveness of our actions is tracked through quarterly reports on [SpeakUp line issues reported](#) and grievances resolved. We also leverage programs like amfori's Speak for Change, which provides transparency and efficient tracking mechanisms as detailed on their platform. This approach helps us focus on meaningful interventions and resolutions.

Actions to mitigate risks such as forced labor include deeper supplier audits and increasing scrutiny of high-risk regions. We periodically evaluate social compliance programs and continuously work with standards to improve their effectiveness and outcomes.

See also how we measure our performance below.

#### Managing material impacts: What's next

We are advancing the integration of our Standards of Engagement into our Global Purchasing Policy to strengthen ethical practices across purchasing. Our due diligence roadmap now forms an integrated, risk-based approach to managing social and environmental impacts.

Over the next two years, the roadmap will guide the development of additional tools, including expanded grievance mechanisms and supplier capacity-building initiatives. We will focus also on executing the due diligence roadmap, as outlined in the [General information](#) section.

Looking ahead, we plan to integrate social compliance audits more effectively into our broader due diligence framework and engage with social standards like amfori and Sedex to strengthen integrity and continue improving our social compliance program further.

#### Resources and governance

Our approach to human rights is led through a centralized Ethics and Compliance team that drives global engagement on human rights. This work is coordinated through the Ahold Delhaize Working Group on Human Rights and is built on cross-functional collaboration. Its members regularly collaborate with counterparts in the brands to manage human rights programs and adapt to local contexts, helping brand leadership teams actively

monitor and address human rights impacts within their upstream value chains.

Each brand has their own resources responsible for managing its programs and activities and ensuring working conditions for own-brand products and critical commodities are monitored at the brand or regional level, which aligns with our diversified upstream value chain approach.

### How we measure performance

To measure our performance in addressing labor and human rights in our upstream value chain, we have the following ambition in place, which is focused on our own-brand products:

Timeline	Ambition
<b>Short term</b>	100% of production sites of own-brand products in high-risk countries audited against an acceptable standard with a valid audit report or certificate and no non-compliance on deal-breakers by 2025

For more information on how social compliance audits and certificates aim to address labor and human rights mentioned in this chapter, see [Social compliance](#).

The ambition supports our broader policy objective of ensuring ethical sourcing and sustainable supply chain practices. See also the ambitions set on critical commodity sourcing of own-brand products under [Biodiversity and ecosystems](#).

While we do not have a target in place, we measure our performance against the above ambition, aiming to increase the percentage of production units meeting fully acceptable standards while progressively reducing reliance on stepping-stone audits and strengthening compliance across our value chain.

### Metrics

The social compliance metrics are used to report on labor and human rights in the supply chain.

#### Performance management

Performance indicator description	2024	2023	Change vs. prior year
% of production sites of own-brand products in high-risk countries audited against an acceptable standard with a valid audit report or certificate and no non-compliance on deal-breakers	77%	78%	(1)pp
% of production sites of own-brand products in high-risk countries audited against a stepping-stone standard with a valid audit report or certificate and no non-compliance on deal-breakers	17%	18%	(1)pp

In 2024, 77% of production sites of own-brand products in high-risk countries were audited against an acceptable standard (amfori BSCI or equivalent). While our brands are focused on implementing social compliance at all their own-brand suppliers in high-risk countries, we acknowledge that we still have necessary steps to take to reach our ambition. If we include stepping-stone standards (see [Sustainability notes](#) for more information) in our total social compliance numbers, we reached 93% in 2024.

In the coming year, we will review the ambition and identify what steps can be taken to close the gap while maintaining alignment with our overall strategy.



## Social information: communities

### Community impacts

# communities

Community impacts, and specifically the rights of Indigenous peoples and local communities to land and natural resources such as water, have been identified as a new material sustainability topic in our 2024 DMA. These impacts primarily occur at the start of our supply chains: farming activities, deforestation, and competition for scarce water resources can affect local communities and Indigenous peoples with new activities in their natural habitat. However, addressing these impacts is complex, as Ahold Delhaize brands do not directly interact with these communities.

While direct interventions on community impact are complex and often extend beyond our supply chain, our actions in these areas inherently address key community concerns. Many of our existing sustainability efforts – including those related to deforestation, responsible sourcing of commodities and human rights – already contribute indirectly to mitigating these negative impacts. Our social compliance certification processes, supplier engagement, and broader sustainability initiatives inherently address key community concerns. Given the interconnected nature of these topics, this chapter will illustrate our approach and actions by referencing our ongoing work on other material sustainability topics. We recognize that this is an evolving area, and we will continue to assess and refine our approach over time.

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Community impacts

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## community impacts

**Definitions:** Local communities, including Indigenous peoples, along with entities in our supply chain and their human rights that must be respected:

Respecting the rights of local communities and Indigenous peoples to land and natural resources, including access to water, for their livelihoods and access to adequate food.

Respecting the rights of human rights defenders to work peacefully toward the protection and promotion of human rights and to work safely under all circumstances and in environments that enable them to do so.

### Strategy

#### Interests and views of stakeholders

Ahold Delhaize and the brands recognize and support the rights of Indigenous peoples and local communities to land and natural resources, including access to water. We recognize that Indigenous peoples, local communities, smallholders and women are often dependent on the use of or access to land or natural resources, including water, for their livelihoods.

Land rights are essential in tackling environmental and climate-related issues, including deforestation and natural resource management.

There is also increasing pressure on the availability of potable water, often in areas of agricultural production, which can affect local and Indigenous communities and small farmers.

Our commitment to embedding the interests, views and rights of affected communities aligns with practices detailed under *General information* and *Labor and human rights in the supply chain*, ensuring a structured approach that harmonizes the Company's goals with stakeholder needs and societal expectations.



## Social information: communities continued

### Community impacts continued

#### Material IROs and their interaction with strategy and business model

As stated under *Workers in the value chain*, our local brands depend on global supply chains for raw material sourcing, production and business relationships, making them integral to our business model. Through our SDD process, detailed in *Statement on due diligence*, we identified affected local communities as key stakeholders potentially affected by salient human rights impacts, which often have systemic roots.

We believe that our commitment to human rights is a foundational commitment towards people in our supply chain and is therefore linked to our *Trusted product* strategic priority and reflected in our values of care and integrity.

Ahold Delhaize recognizes that local communities – especially vulnerable groups such as Indigenous peoples, smallholder farmers and women – are often dependent on the use of or access to land or natural resources, including water, for their livelihoods and access to food.

We also recognize the importance of human rights defenders who work to promote social justice, protect the environment and ensure sustainable development. This group is at risk for retaliation, intimidation, threats, physical violence and other forms of illegal mistreatment.

The salient issues identified in the SDD informed our *DMA*, and resulted in the potential negative impacts on these affected communities in our brands' supply chains to be identified as a new material sustainability matter. While Ahold Delhaize has historically acknowledged community-related human rights within broader human rights due diligence, the explicit focus on these communities as a new material sustainability matter represents a strategic shift as a result of our DMA. As this is new, the Company is making use of the transitional provision related to value chain topics, where relevant, to determine the extent of reporting required on this topic in future years.

See *Our material sustainability matters* for an overview of the identified impacts and risks as well as for how our material sustainability matters link with our strategy and business model.

#### IRO management

See *Our material sustainability matters* for the impacts and risks we have identified and assessed as material for affected communities through our *DMA* process.

#### Policies

Our commitment to human rights extends to affected communities across our supply chain, as outlined in our Position on Human Rights and Standards of Engagement. These policies, detailed under *Labor and human rights in the value chain*, define our approach to protecting the economic, social and cultural rights of affected communities through their land-related rights and access to water for their livelihoods and access to food, while also addressing civil and political rights, particularly those of human rights defenders.

The policies stated above set out expectations for how we should respect the rights of vulnerable groups within these communities, such as women, Indigenous peoples, and other marginalized groups, and manage impacts on affected communities.

We do not tolerate land grabbing. In the recent revision of our Standards of Engagement, we strengthened requirements for suppliers involved in land acquisition, leasing, or disposal. It highlights Ahold Delhaize's commitment to recognizing the particular rights of Indigenous peoples, including the need for free, prior and informed consent on matters impacting their lands and resources. This process safeguards the rights of affected communities, ensuring that their voices are heard and respected in all land-use decisions.

Please read the Community impacts chapter of our 2024 *Human Rights Report* for more details.

#### Processes for engaging with affected communities about impacts

The *Policy on Stakeholder Engagement* outlines our approach to engaging with stakeholders on sustainability and, together with the *Health & Sustainability Stakeholder Engagement Guidelines*, defines our engagement process with affected communities.

The *Workers in the value chain* chapter of the Policy lists the stakeholders we engage with and outlines the process and ownership by which we engage with them. This process and ownership also applies to affected communities. This chapter also includes information on our engagement with organizations that represent or are considered proxies for affected communities in our supply chain.

This recent collaboration has deepened our understanding of community impacts, including land rights and access to water. This enhanced perspective helps us address issues affecting these communities and stakeholders with greater insight and responsiveness.

Ahold Delhaize and its brands also engage with affected communities in supply chains through the social compliance and certification programs. Key elements of an amfori BSCI social audit include an assessment of the environmental impacts on surrounding communities and require suppliers to have a grievance mechanism in place that is accessible to those communities. Other examples include:

- The Round Table on Responsible Soy certification program that facilitates a global dialogue on responsible soy and target addressing human rights of local communities
- The certification program of the RSPO, a multi-stakeholder approach that covers inclusion of smallholder farmers.

In 2024, we commissioned global HRIAs, which include, among other things, community impacts in global supply chains. Where relevant, these assessments allow direct engagement with affected communities, particularly vulnerable or marginalized groups, such as Indigenous peoples and smallholder farmers.

The global HRIAs initiated in 2024 focus on key issues, including the treatment of migrant workers in global value chains, particularly in agriculture and fisheries. Once the HRIAs are finalized in 2025, we will determine the follow-up actions.





## Social information: communities continued

### Community impacts continued

#### Processes to remediate negative impacts and channels for affected communities to raise concerns

Our remediation processes are detailed in the [General information](#) section and, for global supply chains specifically, under [Workers in the value chain](#). We require our suppliers to establish or participate in an effective, fair and transparent grievance mechanism for individuals, communities and their representatives.

#### Action and resources

Our approach to managing material impacts in the value chain focuses on areas where we can drive the most impact. For both national- and own-brand products, we embed our Standards of Engagement in the procurement process. In addition, when working together with suppliers to identify and address risks, we prioritize our own-brand products, because they allow direct conversations about product conditions, ingredients and production practices.

#### Compliance and certifications

Our social compliance program addresses labor and human rights violations in the supply chain. However, its coverage is limited, as it focuses on the last stage of production (LSOP), specifically on own-brand production units in high-risk countries. Programs like amfori BSCI or SMETA extend this coverage to include some community impacts.

To manage the broader risks of deforestation and land degradation and how those connect to the livelihoods of local communities and Indigenous peoples, we rely on certifications that address additional impacts beyond social compliance, especially in critical commodities.

We are working to certify six critical commodities in our own-brand supply chains, including palm oil, soy, wood fiber, tea, coffee and cocoa.

Certifications like Fairtrade, Rainforest Alliance or equivalent are committed to continuous improvement in cocoa, coffee and tea supply chains. For example, Ahold Delhaize brands aim to source 100% sustainably certified own-brand coffee and tea products to improve agricultural practices and reduce community impacts. By adhering to Rainforest Alliance or Fairtrade Standards, these certifications help improve farming practices while addressing social factors that affect communities, like access to water.

By 2025, our brands aim to have 100% of their own-brand products containing soy, palm oil, cocoa, coffee, wood fiber, tea and seafood certified against an accepted standard or otherwise assured. For more information, see [Biodiversity and ecosystems](#) and [Water and marine resources](#).

#### Collaboration and partnerships

Partnerships and collaborations play an important role in our work on human rights and in driving a broader impact on supply chains, including local communities. Ahold Delhaize often takes an active role in the key organizations it partners with and participates in other working groups and consultations to contribute to the continuous improvement of the effectiveness of those programs and initiatives.

Recognizing the critical importance of water resources, particularly in high-water-risk regions, some of our Ahold Delhaize brands, in close collaboration with the SIFAV, are implementing stringent water management standards.

These standards are designed to monitor water use in agricultural production, to see that it does not adversely affect local communities, in an effort to safeguard their access to this vital resource.

One of the key efforts from our brands Albert Heijn and Delhaize involves implementing water management standards in high-water-risk regions as part of the SIFAV. By 2025, all SIFAV partners aim to ensure that at least 70% of volumes from these regions comply with approved water standards, significantly mitigating the risk of water scarcity and its impact on local communities.

In the Human Rights Report 2024, you can find more information about some of the key partnerships to prevent, mitigate and remediate material impacts in commodity supply chains.

#### Sustainable sourcing and biodiversity programs

Ahold Delhaize is committed to sustainable sourcing and agricultural practices that respect the rights of local communities. Our brands actively participate in initiatives like GLOBALG.A.P., the S.A.I. Platform Farm Sustainability Assessment and the Rainforest Alliance to promote sustainable and regenerative agriculture to mitigate negative impacts on nature, biodiversity and local communities. These initiatives help ensure that farming practices are environmentally responsible, respect the rights of local communities and are considerate of the communities that rely on these resources.

#### Human rights impact assessments (HRIAs)

HRIAs can help Ahold Delhaize understand where and how people in the upstream value chain are negatively impacted. An essential aspect of an HRIA is the way it can be used to gain insight into the perspectives of affected

communities that may be particularly vulnerable and/or marginalized, fostering open dialogue between businesses, rightsholders and stakeholders, and creating and implementing action plans to address those impacts.

Therefore, they are a vital part of our approach to SDD. See [Workers in the value chain](#) for more information.

#### Managing material impacts: What's next

Ahold Delhaize is committed to managing material risks and seizing opportunities to support affected communities through targeted initiatives.

Looking ahead, one of the steps on Ahold Delhaize's due diligence roadmap is to further develop supply chain grievance mechanisms, ensuring they are accessible and effective. We plan to achieve this in partnership with industry organizations, social standards and other collaborative programs that Ahold Delhaize and the brands engage in.

In 2023, we began refining our approach to managing nature-related impacts, which includes water consumption and withdrawals in our supply chain. See [Nature](#) for more information on the progress made.

#### How we measure performance

Our social compliance metrics and ambition and our ambition and metrics used to measure progress on critical commodity certification are also used to measure the progress of our actions toward mitigating negative impacts on affected communities.

See [Workers in the value chain](#) for the related metrics on social compliance and [Biodiversity and ecosystems](#) for the related metrics on critical commodities.



## Social information: customers

### Product safety

# customers

At Ahold Delhaize, we translate our passion for food into healthy, fresh and affordable products that are accessible to our brands' customers. We serve customers' life needs through our core business of food retail, and an expanding ecosystem of integrated products, services channels and data.

In this section of the sustainability statements, we provide more information on our material sustainability matters linked to consumers.

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## product safety

**Definition:** A "safe product" means any product which, under normal or reasonably foreseeable conditions and actual duration of use, presents no risk or only the minimum risk compatible with the product's use.

From a materiality perspective, we focus on the impact on customers, including vulnerable groups, through the sale of products that are illegal or unsafe and could harm or injure customers.

For product safety purposes, we make a distinction between food and non-food. Food is defined as all products that are considered as human food and exclude medicine and dietary supplements. Non-food refers to all products that are not considered as human food, including medicine, and dietary supplements.

### Strategy

Product safety is a key priority and the cornerstone of the trust our brands build with customers. Ahold Delhaize brands are committed to providing customers with legal and safe products. This commitment is based on the applicable legal and regulatory requirements that relate to our businesses as well as Ahold Delhaize's internal policies and procedures related to ethical business practices.

As a leading group of supermarkets, ensuring the safety and quality of our products is a fundamental aspect of our commitment to customers. Our license to operate is intrinsically linked to our ability to provide safe and reliable products. Regulatory bodies and customers expect us to adhere to stringent safety standards. Failure to meet these standards could result in legal consequences, loss of consumer trust and ultimately the inability to continue our operations. For these reasons, maintaining product safety is essential to our business continuity.

Every item on our shelves undergoes rigorous safety checks to ensure it meets quality standards. This is not just a regulatory obligation but a core business principle. Safe products foster customer loyalty, enhance our brands' reputation and drive sales. In competitive markets, our brands' commitment to product safety reinforces their position as trusted retailers.

From a strategic perspective, prioritizing product safety aligns with our long-term business goals. It mitigates risks associated with product recalls, legal liabilities and potential harm to consumers.

We have a product safety policy and standards in place that are based on regular reviews of product safety regulations; quality assurance reviews; and audits in stores and DCs and at key suppliers.



## Social information: customers continued

### Product safety continued

Our brands develop, brand and market own-brand lines in-house to offer great value across different price points and a relevant local assortment. They partner to have them produced and packaged for sale. We take responsibility for maintaining the highest levels of product safety for our own-brand products. We work to ensure they are safe; produced in clean, efficient facilities; and clearly and accurately labeled. Product safety for national-brand products is the responsibility of the national-brand suppliers.

Ultimately, our focus on product safety supports our mission to provide high-quality products, ensuring the well-being of our brands' customers and the success of our business.

#### Interests and views of stakeholders

We recognize customers as key stakeholders. For information on the interests and views of affected stakeholders, see [Stakeholder engagement](#).

#### Material IROs and their interaction with strategy and business model

The outcomes of the *DMA* shows that product safety might have a potential negative impact downstream in our value chain, with the focus on vulnerable groups, including the health and safety and protection of children. See [Our material sustainability matters](#) for details on the product safety-related impact and risk we identified and assessed as material through our DMA process. See the [Strategy](#) section for an overview of how our material IROs interact with our strategy and business model.

#### IRO management

Ahold Delhaize and own-brand suppliers operate a risk-based quality assurance system that takes into account vulnerable groups, including young, old, pregnant and immunocompromised people. The food safety standards we require include the usage of the vulnerable groups in the Hazard Analysis and Critical Control Point (HACCP) risk assessment. This risk assessment is used to identify, assess and control potential hazards in food production and processing. It ensures that food products are safe for consumption by focusing on preventive measures rather than relying on final product testing alone. We also take these vulnerable groups into account in our risk assessment for non-food products and in incident assessments.

#### Policies

Ahold Delhaize has a product safety policy, compliance standards, terms and conditions, and product safety specifications with clear accountability in place. The product safety policy establishes the mission, vision, objectives, responsibilities, tasks, organizational structure and application as well as the roles and the governance of product safety at Ahold Delhaize. The policy covers product safety for food and non-food products and extends to all of Ahold Delhaize's business activities, including operations conducted by the Ahold Delhaize brands, manufacturing facilities, and distribution and transportation activity. In terms of governance, the CLO of Ahold Delhaize, who is a member of Ahold Delhaize's Executive Committee, is responsible for compliance with the product safety policy.

Our Code of Ethics and contracts establish key requirements for all suppliers. We actively monitor compliance for our own-brand products through an extensive (third-party) audit program and provide support for suppliers if issues are identified. We also have regular engagement with expert bodies to understand and respond to changes in safety standards. We closely monitor any updates to product safety regulations, to ensure our standards and products continue to conform with all relevant regulations.

#### Processes for engaging with affected stakeholders about impacts

The [Policy on Stakeholder Engagement](#) outlines our approach to engaging with stakeholders on sustainability and, together with the [Health & Sustainability Stakeholder Engagement Guidelines](#), defines our engagement process with affected stakeholders.

#### Processes to remediate negative impacts and channels for affected stakeholders to raise concerns

To monitor and support the safety and integrity of our products, we have established governance, assurance and risk management processes, such as monitoring own-brand product safety and customer complaints, with corrective actions taken when required and responses given to customers who file complaints.

We are aware that the risk of product recalls is always present, but we have a robust process in place to mitigate and minimize their occurrence, and if recalls do happen, we have an effective procedure to address them promptly.

Customers can raise their concerns in person, online, by phone or in writing to our brands, or they can bring their products back to our stores. Safety-related complaints are handled by the brands as a part of the general complaint-handling process.

Product recalls are implemented following the national legislation of the country where the brand operates. Recall notices for the own-brand products are posted on the brand's websites. As a response, investigations are conducted internally, and, if needed, at our suppliers, to determine the causes and implement the necessary corrective measures for prevention.

#### Actions and resources

Actions to implement the existing policies around product safety did not result in significant, separately identifiable operating or capital expenditure in 2024.

Ahold Delhaize's Product Safety & Compliance team assesses the effectiveness of our product safety control frameworks and facilitates follow-up inquiries to realize management's action plans. This approach helps stimulate the continuous improvement of our product safety practices and performance.

We have monitoring processes in place to manage food safety and product integrity throughout the Group and supply chain. Our brands perform a variety of quality assurance reviews and audits in stores, DCs and at key and preferred alternative suppliers.





## Social information: customers continued

### Product safety continued

To ensure the quality of the reviews, we have qualified food and product technology teams at the brands who also have access to external experts. We use diverse data sources and analytics to identify and anticipate potential product safety issues (horizon scanning). We further mitigate our risks in this area through different types of insurance coverage within our brands. We also review and monitor controls throughout the product lifecycle on an ongoing basis to confirm compliance with mandatory and internal safety requirements.

The focus of our product safety reporting is on own-brand products. Our brands work to ensure that the products are produced in clean, efficient facilities with good working conditions. As the risk assessment on vulnerable groups is part of the accepted standards, we have created a KPI with an ambition on the number of production sites certified.

For product safety, we have a food and a non-food ambition in place. We measure this at a certain point in time; therefore, there will always be some suppliers who are not yet certified or renewing their certificate at the time of measurement.

#### Hazard Analysis and Critical Control Point (HACCP)

We apply the internationally recognized HACCP system to ensure food safety.

This science-based, preventive system identifies, assesses and controls hazards critical to food safety. We review our HACCP plans and systems annually, ensuring they meet rigorous standards. These standards are implemented worldwide.

#### Collaboration and partnerships

Partnerships and collaborations play an important role in our product safety work. As a member of the CGF, we take an active role in various standards committees and working groups to drive global food safety. We support the CGF's Global Food Safety Initiative (GFSI) standards to advance the safety of food products. GFSI is a CGF Coalition of Action that enables continuous improvement of food safety management across the supply chain, through benchmarking, collaboration and harmonization of food safety certification programs. The GFSI Benchmarking process is now the most widely recognized in the food industry worldwide. As an active contributor to organizations such as the Brand Reputation through Compliance Global Standard (BRCGS) and GLOBALG.A.P., we help develop and maintain the highest standards on food safety.

#### Managing material impacts and risks

Ahold Delhaize is committed to managing material impacts and risks.

Product safety does not only rely on processes and procedures, but also on associates' awareness of their (potential) effect on the safety of the products. In 2024, we started a project to establish a methodology to assess product safety culture at the brands and identify potential areas for further development. We plan to continue this project in coming years.

See also [Our material sustainability matters](#) for how our material sustainability matters link with our strategy and business model.

#### How we measure performance

While we do not have a target in place to measure our performance on reducing our negative impacts and risks relating to product safety, we have the following ambition in place, focused on certification and audits by independent third parties:

Timeline	Ambition
Short term	100% of production sites of own-brand food products are certified in compliance with an independent third party against an Ahold Delhaize-approved standard, or in compliance with an acceptable level of assurance standard by 2025
Short term	100% of high-risk non-food own-brand products that are produced in production units audited by an independent third party against an Ahold Delhaize-accepted standard, tested or where stepping-stone audits were used as an alternative by 2025

Currently, Ahold Delhaize has no targets linked to our material impacts and risks relating to product safety in the downstream value chain. The ambition supports our broader objective of ensuring product safety.

#### Metric

Our metrics and methodology around the metrics used to measure product safety are included in the [Sustainability notes](#) section of this report.

#### Performance management

Performance indicator description	2024	2023	Change vs Previous Year
% of production sites of own-brand food products that are certified in compliance with an Ahold Delhaize-approved standard or comply with an acceptable level of assurance standard	99%	98%	1pp
% of high-risk non-food own-brand products that are produced in production units audited by an independent third party against an accepted standard, tested or where stepping-stone audits were used as an alternative	97%	97%	—pp

We aim to achieve 100% for both indicators. However, because new suppliers are still in the process of gathering data at measurement date (year-end), and the process of renewing current certificates – which involves finding auditors, conducting audits, and waiting for certificate issuance – is ongoing, this resulted in our not achieving full 100% compliance at year-end.



## Social information: customers continued

### Customers' health and nutrition and access to healthy, affordable products



## customers' health and nutrition and access to healthy, affordable products

### Definitions:

#### Customers' health and nutrition:

We inspire customers and communities to engage in positive habits, by offering the right assortment, nudging them toward healthy lifestyles, and supporting them through education, inspiration and the use of technology.

#### Access to healthy, affordable products:

We strive to provide customers and communities with access to affordable, high-quality nutritious products by making healthier products affordable and accessible for all.

### Strategy

#### Customers' health and nutrition

Customers' health and nutrition seamlessly fits into our Growing Together strategy, specifically in our strategic priority *healthy communities & planet*. We aim to inspire customers and communities to engage in positive habits, offering the right assortment, and making healthier and sustainable products affordable and accessible for all. Our brands will continue to grow healthy sales and facilitate progress toward making healthy and affordable products accessible to everyone.

To further reinforce our dedication to a healthier and more sustainable food system and inspire customers to make healthier choices, we have announced that our European food retail brands have set a consolidated target, aiming for 50% plant-based food sales by 2030. A gradual shift toward more plant-based proteins is an important component of our plan to reduce carbon emissions and our impact on nature, and can also help achieve nutritional health objectives. By rebalancing protein sales and advancing the development of lower-carbon-emission animal products, we are addressing emissions in line with our climate ambition – while simultaneously providing greater value and choice to our brands' customers. This includes offering delicious, nutritious and affordable options that cater to diverse lifestyles and preferences. Our U.S. brands continue their focus on building lower-carbon assortments to inspire customers to make better choices and support a more sustainable food system. See *Actions* for more information.

Our local brands make healthier eating easier through their broad ranges of products that include affordable, nutritious choices and with recipes, support services, transparent labeling and nutritional information. They use engaging activities, both in store and online, to make

healthier food an attractive choice. All our brands continue to reformulate own-brand products and recipes to reduce sugar, salt, colorants and additives while safeguarding product integrity and safety. Several of our U.S. brands are actively engaged in initiatives focused on reducing portion sizes.

#### Access to healthy, affordable products

Through our DMA, we identified access to healthy, affordable products as an actual positive impact downstream in our value chain.

The topic sits at the intersection of our *healthy communities & planet* and *trusted product* strategic priorities. Through trusted product, we translate our passion for food into healthy, fresh and affordable products that are accessible to our brands' customers.

Since this topic has been newly identified as material in our value chain, we will make use of the transitional provisions for value chain topics to phase in a comprehensive approach.

In the meantime, our brands continue to undertake many great efforts to make healthy products affordable for customers. They do this, for example, through Price Favorites affordable, entry-level products and through various incentive programs.

#### Interests and views of stakeholders

Our brands engage with customers through local channels, such as their customer service departments, the telephone, in-store feedback, email and local brand websites. Some of our brands also make use of consumer insight and engagement studies to obtain further insight on, for example, customer preferences, satisfaction and behavior. Some of our U.S. brands have customer interaction programs in place that are focused on health and nutrition, such as

extensive dietitian programs and classes on healthy living. Engaging with customers is part of everyday business for our brands.

We see customers as a key group of affected stakeholders. See *Interests and views of stakeholders*, for a description of how the interest, views and rights of our brands' customers inform our strategy and business model.

### IRO management

#### Process to identify and assess IROs

Through the *DMA*, customers' health and nutrition is identified as an actual positive impact downstream in our value chain and an opportunity to meet customer needs for more healthy, sustainable and nutritious products.

Although the DMA did not identify a negative impact, we acknowledge the potential for negative impacts on customers' health and nutrition and strive to manage this by contributing to healthy eating and offering nutritious products. See *Our material sustainability matters* for the impacts and risks we have identified and assessed as material for affected communities through our *DMA* process.

#### Policies

Our global sustainability policy includes more information about customers' health and nutrition. We also have an internal Global Consumers' Health & Nutrition (GCH&N) standard that describes our objectives and scope; the material impacts, risks or opportunities the policy relates to; and the process for monitoring these impacts and risks. It also describes the different levers our brands use to inspire and support customers. See *General information: Governance* for more information on our policies.



## Social information: customers continued

### Customers' health and nutrition and access to healthy, affordable products continued

The GCH&N standard focuses on creating a food system that provides access to healthy nutrition in several ways, such as offering a broad product range that includes affordable nutritious choices, using nutritional navigation systems to identify healthier products, and providing customers with healthy and sustainable diets. Our healthy own-brand food sales metric helps us evaluate progress as we work to meet growing customer needs for healthy and nutritious products, and is linked to our Management Board [Remuneration](#).

For more information on the human rights policy commitments that are relevant to our brands' customers, including the processes and mechanisms to monitor compliance with UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at work and OECD Guidelines for Multinational Enterprises, see [Labor and human rights in the value chain: Policies](#). For more information on channels customers can use to raise concerns, see [Product safety](#).

#### Actions and resources

##### Support and inspire customers in making healthy choices

Actions to implement the existing policies around customers' health and nutrition did not result in significant, separately identifiable OpEx or CapEx in 2024. Ahold Delhaize brands have dedicated H&S teams that address matters relating to customers' health and nutrition alongside other sustainability topics.

All of our brands have initiatives in place, both in-store and online, to support customer health. These range from loyalty programs, to product placement and campaigns, to reformulation and education. With [healthy communities & planet](#) being a strategic priority for Ahold Delhaize, we will continue to implement and/or enhance these types of initiatives in coming years.

We continuously share knowledge and insights across our brands, in order to have the most impactful tactics in place and to learn and leverage each others' expertise.

Our brands are committed to enhancing transparency about nutritional value through systems like Nutri-Score in Europe and Guiding Stars in the U.S. Most of Ahold Delhaize's brands have a nutritional navigation system in place. However, our brands in the CSE countries face challenges in meeting this target. Local authorities have resisted adopting Nutri-Score. They have prohibited it as a consumer-facing system, pending EU-wide legislation from the European Commission on front-of-package labeling. Consequently, our CSE brands, including Albert, Alfa Beta, Mega Image and Delhaize Serbia, have removed the Nutri-Score logo from their own-brand products. Despite these challenges, our CSE brands remain dedicated to promoting healthier diets by proactively enhancing their marketing messages around healthy products.

Our brands are committed to delivering healthier options and guidance to customers, while also providing a broad selection of products that cater to consumer needs. Health- and nutrition-related initiatives are being implemented on various levels: from incentives provided through loyalty programs and promotional campaigns to educating our youngest customers – children – by teaching them about healthy eating in a fun and engaging way. An increasing number of programs in the U.S. are using Guiding Stars as the standard for food purchases to guide participants to more nutritious choices.

In addition, to actively encourage customers to eat and live healthily, our brands are also focused on optimizing their product ranges and assortments. In order to reformulate items that are on the borderline of receiving a Guiding Star, the U.S. teams have worked together to identify and reformulate items that did not

yet qualify for a star due to their nutritional composition – such as having too much salt.

To further reinforce our dedication to a healthier and more sustainable food system and inspire customers to make healthier choices, we are expanding our protein transition target across EU brands. In addition to moving toward more balanced planetary diets, all our brands are focused on creating a lower-carbon assortment, for example, through GHG emission-reduction initiatives within meat and dairy.

Lastly, the protein transition is receiving increased attention across the European food industry. As mentioned, all of our European food brands agreed on a consolidated target of at least 50% plant-based sales by 2030. See [Climate change](#) – scope 3 key levers for more information.

#### How we measure performance

Timeline	Target
Short-term	Our target is to have more than 51.7% healthy own-brand food sales as a proportion of total own-brand food sales by 2025 <sup>1</sup> .

1. We adjusted the 2025 target for healthy own-brand food sales to more than 51.7% to account for the expected 0.7 percentage point decreasing impact of the amended Nutri-Score algorithm, to be implemented in 2025 in our CSE brands. Excluding the impact, the target is more than 52.4%, which is an improvement vs. 2024 and above the original target of 52.3%.

Our current voluntary target on health has a time horizon up to the end of 2025. In 2025, we will determine the most appropriate future ambitions or targets and actions going forward, where applicable.

#### Metric

We use the [Guiding Stars](#) ratings for U.S. brands and the Nutri-Score criteria for European brands as our healthy sales standards. All of our European brands use the Nutri-Score criteria for

measuring the performance indicator healthy own-brand food sales.

Our methodology, estimates and judgments around the metrics used to measure customers' health and nutrition are included under [Sustainability notes](#).

Our healthy sales metric is applicable to all of our brands, with the exception of bol. We changed the metric and target took place as a result of Nutri-Score's change to a 2.0 algorithm. Our Dutch and Belgian brands transitioned to the Nutri-Score 2.0 algorithm at the beginning of 2024, and the remaining European brands will follow in 2025.

#### Performance management

	2024	2023	Change vs prior year
% of healthy own-brand food sales as a proportion of total own-brand food sales	52.4%	54.8%	(2.4)pp

By 2024, 52.4% of own-brand food sales across our brands consisted of sales from healthy products. This is an improvement compared to 2023, when excluding the change to Nutri-Score 2.0 at Albert Heijn and Delhaize Belgium.

The Nutri-Score 2.0 algorithm made it harder for products to receive an A or B score, which had a total negative impact of 3.4 percentage points on a group level. Excluding the Nutri-Score 2.0 impact, the own-brand healthy sales percentage would have been 55.7%, an increase of 0.9 percentage points compared to 2023.

The percentage of healthy own-brand food sales increased, mainly driven by product reformulations, introducing new, healthy SKUs and promotions of healthy products.