



# general information

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## General information

### Basis of preparation

**At Ahold Delhaize, we believe that the long-term resilience of our Company is linked to the well-being of our planet and the people who help our brands bring products to customers, both within our brands' value chains and own operations.**

Reporting on how we manage these impacts is an important step in helping us continuously improve. We welcome the new Corporate Sustainability Reporting Directive (CSRD) and the new European Sustainability Reporting Standards (ESRS) and are proud to present our first Annual Report prepared in accordance with the CSRD and ESRS.

In this Annual Report, we use the terms environmental, social and governance (ESG) and the term sustainability to explain our impact on the world around us, and the impact of the world on our business. However, we differentiate between these terms within Ahold Delhaize in the following way:

- Sustainability at Ahold Delhaize is about ensuring long-term value creation by balancing environmental, social and economic impact.
- ESG is a framework used to evaluate Company performance in three areas – environmental impact, social responsibility and governance. It serves as an input to Ahold Delhaize's sustainability strategy.
- In the *Remuneration* section, we refer to "ESG and other strategic imperatives" in relation to the Management Board remuneration. This definition is consistent with the definition used in the Management Board remuneration policy and plan documents.

### Basis of preparation

#### Framework and data selection

The EU Accounting Directive (2013/34/EU) (as amended by the CSRD) requires large companies, among others, to include, in a dedicated section of their management report, the information necessary to understand the entity's impacts on sustainability matters and how sustainability matters affect the Company's development, performance and position.

With the CSRD expected to be transposed into national law in 2025, we have already chosen to comply voluntarily with it in this year's Annual Report. While we faced some challenges in preparing our sustainability statements in accordance with the CSRD and ESRS, we see the process as a learning opportunity and an important part of our sustainability journey.

We consider ourselves ready to report on our sustainability matters today. However, based on the challenges we have encountered, we recognize the need to improve the availability and quality of our data.

#### Measurement basis

We have applied our ESG accounting policies consistently during the financial year, as well as for comparative figures. In most situations, we provide comparative figures, but where new indicators were implemented in 2024, comparative figures are not available.

### Estimates and uncertainties

As we have elected to voluntarily comply with the CSRD, we are aware that the preparation of our sustainability statements is subject to Company-specific and temporary interpretations associated with this early compliance. While we prepared the sustainability statements based on the first set of ESRS, we recognize that a better understanding of the requirements may evolve when additional implementation guidance or Q&As are made available by the European Financial Reporting Advisory Group (EFRAG), and when market practice develops.

We also realize that information available for assessing certain industry benchmarks is limited and may only emerge as the number of reporting organizations increases and reporting practices become more established and uniform. We recognize the ongoing complexities and evolving nature of ESG reporting under ESRS, including potential changes in market views and notions on the nature of targets, commitments and ambitions adopted voluntarily. For this reason, we will periodically review and adjust our approach, methodologies and disclosures in line with updates to the regulations and guidance and emerging best practices and views in the market.

See *Sustainability notes* for more detail on our calculation methods, methodologies, assumptions and how we use estimates and judgments for all our ESG data points.

### Consolidation

Ahold Delhaize's Annual Report 2024 covers the period from January 1 to December 29, 2024 (see *Note 2* to the consolidated financial statements for more information on the basis of preparation). The consolidated quantitative ESG data reported comes from Ahold Delhaize and all its subsidiaries. We use the financial control approach for our ESG reporting scope, in line with what is used in the consolidated financial statements. See *Note 3* to the consolidated financial statements for more information about the general accounting principles followed for consolidation, *Note 1* for more information on the Company and its operations, and *Note 35* for a list of subsidiaries, joint ventures and associates.

From an ESG reporting perspective, the dataset includes data from Company-owned stores; transactions with franchise and affiliate stores; offices; and Company-owned and leased DCs, including all transportation from DCs to stores and Company-owned jets, unless specifically noted otherwise.

Where the sustainability statements covers the Company's upstream and/or downstream value chain, we indicate this as part of the disclosures relating to the relevant material sustainability matters.

The Company has not used any of the options for omitting information on the basis of classified or sensitive information or impending developments or matters in the course of negotiation, as provided for in articles 19a(3) and 29a(3) of Directive 2013/34/EU.





## General information continued

### Basis of preparation continued

#### External audit

All sustainability-related information in the *Sustainability statements* and quantitative data points included in the *Sustainability notes* are covered by a voluntary external audit with a limited assurance scope performed by our external independent auditor, KPMG. See the auditor's *limited assurance report*.

None of our metrics have been validated by an external body other than our assurance provider.

#### Disclosures incorporated by reference

The following information is incorporated in the sustainability statements by reference:

- [Our great local brands](#)
- [Our Growing Together strategy, including Our value creation model](#)
- Corporate governance:
  - [Our Management Board and Executive Committee](#)
  - [Our Supervisory Board](#)
  - [Supervisory Board report](#): Composition of the Supervisory Board – Supervisory Board profile and Independence
  - [Governance, risk and compliance](#)
- [Remuneration policy for the Management Board](#): Definitions of EIP performance measures and definitions of GRO performance measures
- [Note 1](#), [Note 2](#), [Note 3](#), [Note 7](#) and [Note 35](#) to the consolidated financial statements

#### Disclosure requirements in ESRS covered by the sustainability statements

See [Appendix to sustainability statements](#) for an overview of the disclosure requirements we complied with in preparing the sustainability statements.

#### Specific circumstances disclosure

##### Time horizons

For this reporting period, our short-term horizon is set at one year, our medium-term horizon is set at two to four years, and our long-term horizon extends to 10 years. These definitions align with our strategic planning cycles and allow us to monitor and achieve our sustainability objectives effectively.

##### Sources of estimation and outcome uncertainty

In preparing for qualitative and quantitative disclosures, we make judgments and use estimates and assumptions that are critical for the data we report. When disclosing forward-looking information – such as targets, ambitions and objectives – we acknowledge its inherent uncertainties and specify that such information is subject to change. Inherent to using estimates and assumptions is the recognition that this information is uncertain and that actual data might differ from previous estimates. We disclose the assumptions and approximations we have used, to provide context for and support understanding of our disclosures.

The sustainability disclosures made, including targets, ambitions and objectives, are, in many respects, dependent on developments outside of Ahold Delhaize's direct control, such as progress to be made by our suppliers, customers and society at large. The progress made by Ahold Delhaize on these topics, including on targets, ambitions and objectives disclosed, is, therefore, subject to general market dependencies. These include, among others, policy and regulatory change, the decarbonization trajectory of the economy, microeconomic and financial factors, technological developments supporting sustainability efforts, and market and supplier progress and support. We continue to keep our targets, ambitions and objectives under review to ensure their alignment with Ahold Delhaize's overall strategy.

For disclosures relating to estimations, judgments made to determine metrics and changes in the preparation or presentation of sustainability information, see individual metrics under [Sustainability notes](#).

#### Changes in presentation of sustainability information

Unlike in the previous reporting period, in which we reported in accordance with Global Reporting Initiative (GRI) standards, we have prepared these sustainability statements in accordance with the ESRS. The main effects of this change relate to additional disclosures around policies, actions, metrics and targets regarding material sustainability matters.

In addition, our reporting on scope 3 GHG emissions was done in prior years with a one-year delay. This delay is no longer utilized in the Annual Report 2024 and, as such, we provide both 2023 and 2024 figures as newly reported figures. See [Climate change](#) for more information.

The restatements of prior period or baseline figures, where applicable, are disclosed under each metric in the [Sustainability notes](#).



## General information continued

### Governance

#### Governance

##### How we manage sustainability and ESG

##### Executive and non-executive governance bodies

Our Management Board is responsible for the overall management of the Company and for the actions and decisions of the Executive Committee, which manages our general affairs and ensures effective implementation of the strategy and achievement of the Company's objectives.

Until his retirement at the end of May 2024, Jan Ernst de Groot was Ahold Delhaize's Chief Sustainability Officer (CSO) and Chief Legal Officer (CLO). As of June 2024, Alex Holt took over as CSO and member of Ahold Delhaize's Executive Committee.

The Health & Sustainability (H&S) Group function at Ahold Delhaize reports directly to our Chief Sustainability Officer (CSO), who also chairs the cross-functional SLT.

The Chief Human Resources Officer (CHRO) is responsible for own-operation HR aspects, including diversity, equity and inclusion, associate well-being and worker safety, while the Compliance and Ethics function on Group level, which includes human rights and product safety, is responsible for certain social and governance matters and reports to the CLO.

Our Chief Financial Officer (CFO) maintains oversight of our sustainability-related financial activities and reporting. The CSO, CLO and CHRO are part of the Executive Committee, while the CFO is part of both the Executive Committee and the Management Board.

Topic-specific targets and ambitions are agreed by the Management Board and Executive Committee to effectively monitor and report performance against our ambition. This process is guided by the CSO and other relevant Executive Committee members with support from the cross-functional SLT. Our double materiality assessment (DMA), ERM and strategy processes are key inputs to setting targets and defining aims.

The Management Board is also regularly updated on progress and consulted on adjustments, when needed. During these meetings, the Management Board reviews, provides feedback and approves targets, ensuring alignment with the Company's strategy.

The Supervisory Board supervises the Management Board on the performance of its duties and advises both the Management Board and Executive Committee. See [Corporate governance](#) and the [Supervisory Board report](#) for more information on the Health and Sustainability Committee and topics discussed.

The Supervisory Board is updated on sustainability progress bi-annually, when the Management Board presents a comprehensive review, including an update on the views and interests of affected stakeholders and material impacts, risks and opportunities. The Supervisory Board provides input, approves modifications and makes sure that the targets align with long-term strategic goals. This ensures ongoing alignment and responsiveness to changes in the business environment.

For the composition, expertise and role of the Health and Sustainability and Audit, Finance and Risk Committees, see [Supervisory Board report](#).

##### Day-to-day leadership

The SLT brings together a team of leaders representing the main dimensions of sustainability across Ahold Delhaize and is the Company's expert advisory voice on sustainability. It includes support functions such as Finance, Communications, Legal, H&S, HR and Public Affairs. Responsible associates in the respective areas update the SLT on a regular (monthly) and need-to-know basis about the views and interests of affected stakeholders and material impacts, risks and opportunities.

Regional and brand leadership teams are responsible for establishing and resourcing implementation plans and monitoring performance around targets and ambitions as defined by the Group as well as locally relevant sustainability topics.

The H&S, HR and Compliance & Ethics functions, together with the relevant Finance departments, determine the ESG indicators to be collected and reported to the Finance team at Ahold Delhaize Group and included in the Annual Report and on our website.

Guidance on these ESG indicators is summarized in an ESG Accounting Manual, updated on a semi-annual basis and part of Ahold Delhaize's Accounting and Procedures Manual (ADAPM). The ESG Accounting Manual is approved by the ESG sub-committee of the cross-functional ADAPM committee, which includes representatives from the brands and support functions, such as Finance, HR, Legal and H&S.

Ahold Delhaize's ESG information, as set out in the [Sustainability notes](#), is voluntarily subject to limited assurance by our external independent auditor. See the [Assurance report](#) on the ESG information for the opinion and the exact scope of the assurance provided.

##### Policies

We 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. We also maintain internal sustainability standards that address key material sustainability matters, offering guidance on these topics to the local brands. The CSO is responsible for the implementation of the sustainability policy and the related standards.

Ahold Delhaize's global policies are formal statements or principles that are intended to build a foundation for the implementation of our sustainability approach. Our global standards are mandatory minimum global requirements, rules or goals that provide support and direction for the global policies.

See [Environmental information](#) and [Social information](#) for further details on policies related to each material sustainability matter.

##### Information to and sustainability matters addressed by governance bodies

See the [Corporate Governance](#) section for information about the matters addressed by management and the [Supervisory Board report](#) for information on topics discussed by the Supervisory Board during 2024.

##### Integration of sustainability-related performance in incentive schemes

In 2022, we strengthened the connection between executive compensation and sustainability by elevating our emphasis on ESG factors in our remuneration policies, changing both short- and long-term incentive composition. See [Remuneration policy for the Management Board](#) for further details.

## General information continued

### Governance continued

#### Statement on due diligence

In the summer of 2023, we kicked off our first global sustainability due diligence (SDD) process that identifies the Company’s salient social and environmental impacts. This process was the starting point for – and reflects the “do no harm” aspect of – our DMA.

An SDD can be best described as an approach by which companies identify, address and mitigate the social and environmental impacts in their own organizations and throughout their value chains. In addition, companies are expected to track and communicate about their progress. See the SDD diagram for an overview of the steps of the process.

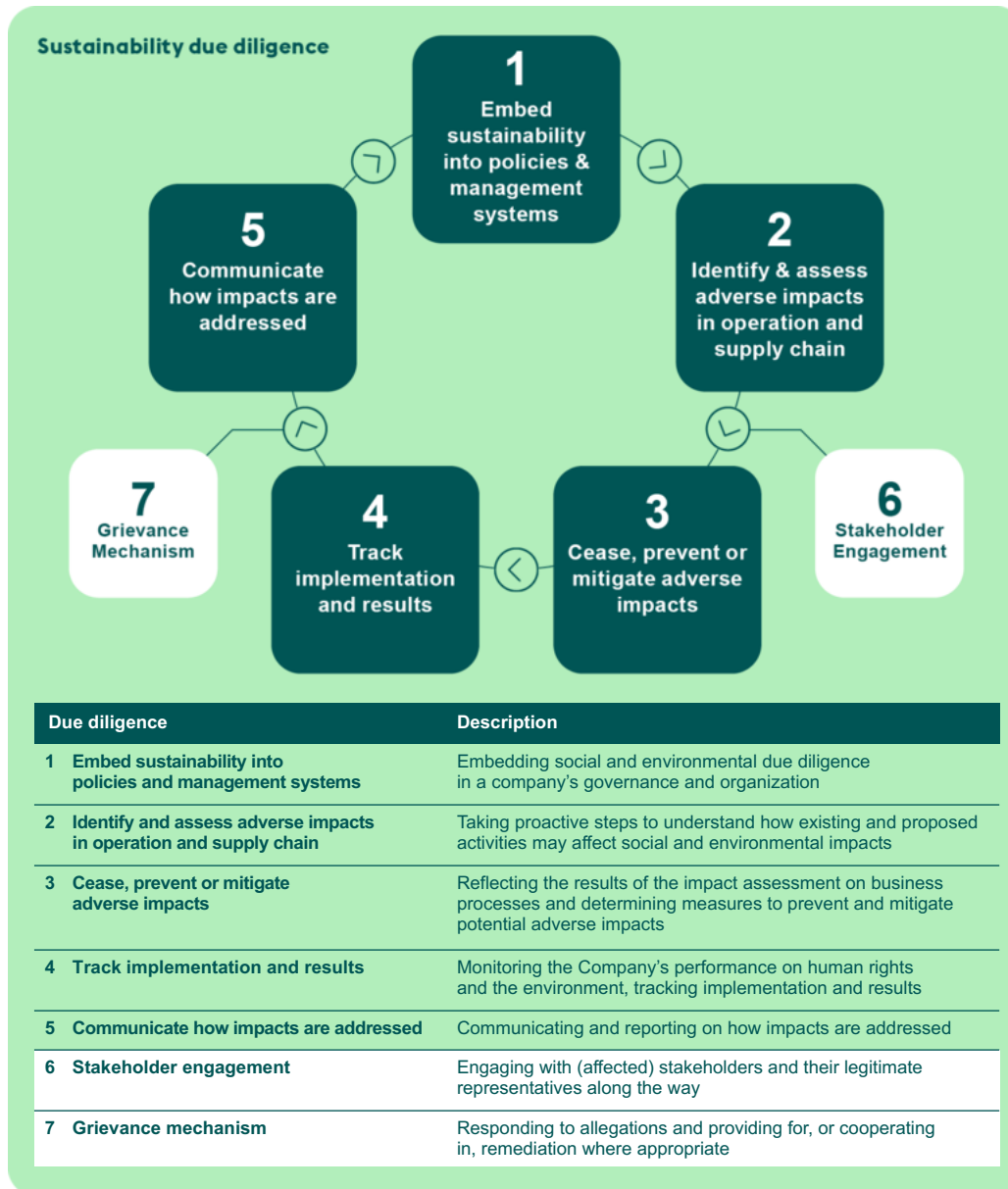
We set out to identify Ahold Delhaize’s global salient social and environmental impacts and to identify any gaps in how we mitigate those salient impacts and develop a due diligence roadmap that will help us meet the requirements of the Corporate Sustainability Due Diligence Directive (CSDDD). We will adapt our roadmap when further guidance is available in relation to the CSDDD.

When performing an SDD, it is important to engage with affected stakeholders. Ahold Delhaize recognizes that impacts on people often occur locally, in the day-to-day operations and supply chains of our great local brands. So, throughout the global SDD process, we engaged with more than 40 internal regional and local experts across our brands, who represented Commercial, Legal, Sustainability and HR-related functions. We also conducted a survey that was completed by more than 70 associates in key roles across all regions and brands.

As part of the process, we engaged with external representatives of potential affected stakeholders (in our own operations and our supply chains). We interviewed 13 organizations on Ahold Delhaize’s potential salient social and environmental impacts and perceived gaps.

We invited those same organizations to participate in a stakeholder workshop to discuss their recommendations for a due diligence roadmap. In addition, we asked more than 30 external stakeholders to complete a survey and leveraged input from the human rights impact assessments conducted by Albert Heijn to get a perspective from workers in the supply chain.

See also our 2024 *Human Rights Report* issued in July 2024 for more information.





## General information continued

### Governance continued

#### Overview of salient impacts

The outcome of our SDD process is the overview of salient social and environmental impacts presented in the table below. These salient issues were included in the DMA as input, where the majority also became part of the material sustainability matters for reporting under the CSRD.

Environmental salient impacts	Social salient impacts
GHG emissions (OO/VC)	Child labor (VC)
Water scarcity and overuse (VC)	Forced labor (VC)
Ecosystem conversion, incl. deforestation (VC)	Community impacts, incl. land rights, access to water (VC)
Overfishing and depletion of fish stocks (VC)	Inadequate wages (OO/VC)
Plastic pollution (VC)	Freedom of association and collective bargaining (OO/VC)
Soil degradation (VC)	Discrimination (incl. gender inequality) (OO/VC)
Food waste (OO)	Harassment and violence (OO/VC)
Inadequate animal welfare (VC)	Insufficient access to healthy food (OO)
	Inadequate working time (OO/VC)
	Unhealthy and unsafe working conditions (OO/VC)

VC – value chain  
OO – own operations

#### Due diligence roadmap

The second outcome of our SDD process is the due diligence roadmap, which covers the steps required to address salient environmental and social impacts.

We started implementing the due diligence roadmap in 2024 to address our salient social and environmental impacts and work toward closing the gaps to help us meet future CSDDD requirements. We will adapt our roadmap when further guidance is available in relation to the CSDDD. The high-level steps of our roadmap are:

1. Develop due diligence guidance and policy to embed due diligence within the organization.
2. Build out the sustainability risk assessment to enhance identification and assessment of adverse impacts.
3. Develop mitigation toolbox to help with the stopping, prevention and mitigation of negative impacts.
4. Measure progress to track implementation and results.
5. Develop due diligence reporting in line with CSRD and CSDDD to communicate how impacts are addressed.
6. Engage with stakeholders along the way and develop supply chain grievance mechanisms.

See also [Index: Statement on due diligence](#).

#### Risk management and internal controls

Ahold Delhaize measures, tracks and reports on various ESG-related KPIs to demonstrate our performance against our strategy and compliance with regulatory reporting requirements.

Our internal controls for ESG reporting follow the same framework as our internal controls for financial reporting. Depending on the nature and priority of the ESG reporting topics, key controls are formalized in our global risk management system and are subject to regular review by Risk & Control and Internal Audit teams to validate their design and operating effectiveness.

Our global GRC committee serves as a forum for identifying, addressing and monitoring relevant business risks and opportunities. Our Risk & Control teams report on the effectiveness of our internal control framework to the GRC on a quarterly basis, and to the Management Board and Supervisory Board through the Management Review of Internal Controls (MRIC) process.

In order to effectively address ESG reporting risks and meet limited assurance requirements, we have developed robust processes and internal control procedures for ESG KPIs both at brand and Group level. We maintain process documentation and evidence of control procedures to demonstrate our review, reconciliation and validation of data reported.

We apply the same risk management framework for ESG information as we use for financial information; see [Governance, risk and compliance](#) for more information.





## General information continued

### Strategy

#### Strategy

##### Strategy, business model and value chain

Our strategy is further explained in [Our Growing Together strategy](#), and, for an overview of the markets our brands serve, see [Our great local brands](#). See also [Our value chain](#) and [Our value creation model](#) under [Strategic report](#).

For an overview of our associates (headcount) by geographical area, see the [social indicators](#) on Own workforce as disclosed in the [Sustainability notes](#).

For a breakdown of revenue, including sales from gasoline, see [Note 7](#) to the consolidated financial statements.

##### Material impacts, risks and opportunities (IRO) and interaction with strategy and business model

See [Our material sustainability matters](#) under [Double materiality assessment](#) for an overview of our sustainability material matters and how these interact with the strategic priorities of our Growing Together strategy. For an overview of our actions and projects related to these matters, see the topical sections in the sustainability statements where we discuss our material [environmental](#), [social](#) and [governance](#) matters.

We provide an overview of the identified impacts, risks and opportunities relating to the material sustainability matters in the [Sustainability statements section on IRO management](#).

##### Current and anticipated financial effects

See [Performance review](#) for more information about the financial results and position of the Company. The 2024 results have not been affected significantly by the impacts, risks and opportunities related to the material sustainability matters compared to the prior year.

See [Note 2](#) to the consolidated financial statements for information on how we consider the effects of climate change in the preparation of the financial statements. Specifically, see [Note 11](#) to the consolidated financial statements for information on where we have included climate- and sustainability-related risks and opportunities as part of our impairment test.

Included in the consolidated income statements are the following types of operating expenses that are directly or indirectly linked to the effects of the impacts, risks and opportunities and our data collection and reporting efforts under ESRS. None of these expenses were significant enough for individual disclosure:

- Under [Note 8](#) to the consolidated financial statements:
  - Labor costs, which include the expenses relating to associates working in a dedicated capacity or indirectly on material sustainability matters, such as associates in our H&S team
  - Other operating expenses, which include costs incurred to implement the ESRS as well as other operational costs to implement policies and standards relating to material sustainability topics
  - Also included in Other operating expenses are losses incurred as a result of climate events, such as costs relating to Hurricane Helene; see also [Performance review Group performance: Restructuring and related charges and other items](#).

- See also [Performance review – Financial review by segment: Ahold Delhaize Group](#) for impacts on insurance costs due to weather events.
- Under [Note 4](#) to the parent financial statements, we included the independent accountant fees relating to the limited assurance on the sustainability statements.
- Under [Note 17](#) to the consolidated financial statements, we included the inventory write-off during 2024, which includes losses related to food waste.
- See also [EU Taxonomy](#) for the eligible (and aligned) CapEx spent in 2024, impacting our financial position.

With the exception of climate change, the implementation of our action plans relating to material sustainability matters does not require significant, separately identified operating expenditure (OpEx) in the future, as these activities and costs are integrated into our business model and reported as business as usual. For example, costs incurred due to food waste are included in inventory write-offs and operational costs are included in store operations.

Anticipated financial effects include OpEx and CapEx to be incurred in the coming years as part of our efforts to reduce our GHG emissions. See also [Climate change: Transition plan](#).



## General information continued

### Strategy continued

#### Interests and views of stakeholders

As global retailers, Ahold Delhaize and its brands take into account the needs of many different stakeholder groups in our day-to-day business. We define stakeholders as individuals, groups or organizations that can affect or be affected by our business.

The value we create depends not only on our own efforts, but also on factors in the external environment, market developments (see *Evolving market trends*) and the relationships we build with our stakeholders. Nature and animals are considered “quiet” stakeholders, whose needs we take into account in our policies and actions.

We proactively manage our relationships to foster open dialogue with, and capture feedback from, our stakeholders in both formal and informal ways throughout the year. Also, as part of our SDD and DMA, we gained further insight into the diverse perspectives of our key affected stakeholders on our impacts, risks and opportunities. These insights help us identify matters that are financially material and impactful for sustainability, aligning our strategy with our goals and societal expectations so we can add short-, medium- and long-term value. To enhance transparency on how we do this and to comply with the Dutch Corporate Governance Code, we have published our *Policy on Stakeholder Engagement*. The following table highlights certain expectations of, the means of engagement with and examples of what we discuss with our four most impactful stakeholder groups.

See *Impact, risk and opportunity management* and the separate sections on sustainability material matters for more information on how we address the outcome of our engagement with stakeholders and how they interact with our strategy and business model.

#### Customers

##### Expectations

- A seamless and easy shopping experience, enabled by technology
- High-quality products that are healthy, tasty and affordable
- Empowered customer choice through great value and easy access to affordable and healthy food options

##### How we engage with them

- Brands' customer service in stores, on the telephone and online
- Direct feedback to our brands' associates, websites and social media
- Customer surveys, studies and focus groups
- Communications campaigns to support customers in making local, affordable, healthy and sustainable food choices
- Customer research, such as what we performed as part of the DMA

##### What they tell us

- Customers value products that are made with respect for people, animals and the planet, and they share our concerns about food and plastic waste.
- Customers want convenient online shopping with pick-up or delivery options.
- Consumers want to have choice and appreciate when it is easy to find healthier alternatives to products and when there is guidance and information available.

#### Associates

##### Expectations

- A caring place to work, where there is opportunity for growth and collaboration, and a thriving culture
- Balanced remuneration and equal pay for equal work
- A safe and supportive environment where everyone is heard and valued

##### How we engage with them

- Through our AES
- Frequent touchpoints, including performance review processes, recognition, rewards and benefits programs, and training
- Virtual town halls, expert sessions and other meetings and events to facilitate connections
- Associate mental health initiatives
- Sponsorship and support of Business Resource Groups (BRGs)
- As part of the DMA, but we also engage with Works Councils on a regular basis

##### What they tell us

- Associates take pride in working for Ahold Delhaize and its brands and have access to support, resources and training to maximize their growth.
- Workplace conditions-related topics, such as working hours, equal treatment and safety, are important topics for associates.

#### Shareholders

##### Expectations

- Delivery of consistent, stable earnings growth, strong free cash flow, dividends and share repurchase programs and being a sustainable food retailer

##### How we engage with them

- Annual and extraordinary General Meetings of Shareholders
- Quarterly disclosures on financial performance briefings and presentations
- Individual or group meetings with analysts and shareholders
- Regular regional roadshows and conferences
- Other meetings, such as our Strategy Day in May 2024, during which we introduced our new Growing Together strategy
- Sustainability expert sessions

##### What they tell us

- Shareholders appreciate the delivery of consistent, stable earnings growth, strong free cash flow, dividends and share repurchase programs.
- Sustainability topics considered important by shareholders include climate, biodiversity, and consumer health and nutrition.





## General information continued

### Strategy continued

## Communities<sup>1</sup>

### Suppliers

#### Expectations

- Building long-term relationships that are mutually beneficial and cooperation on important topics, such as health, human rights, product safety and climate

#### How we engage with them

- Individual meetings, online communication, supplier events and via partnerships
- As part of the DMA, we engaged with several key suppliers.

#### What they tell us

- Suppliers give us input on how our brands can create healthier and more sustainable products for customers, reduce food waste and increase economic, social and environmental value for communities in the supply chain.
- We should work together on mitigating the negative impacts of climate change.

### Charities and civic organizations

#### Expectations

- Being an integral part of the communities our brands serve and helping addressing broader societal challenges

#### How we engage with them

- Partnerships with local community organizations and charities, either directly or via brand-owned foundations or sponsorships

#### What they tell us

- They give us insights into community needs and how our brands can be stronger partners in creating healthier communities.

### NGOs

#### Expectations

- Helping resolve global challenges related to climate, health, human rights and other topics. We consider NGOs to represent, to a certain extent, the voices of communities and workers in the value chain.

#### How we engage with them

- Responding to requests from and reaching out to NGOs via individual and group meetings as well as written communication
- Being a founding partner and member of various sustainability-related networks and institutions

#### What they tell us

- NGOs make us aware of opportunities to improve our performance and transparency on a wide range of topics including human rights and climate change.
- In some cases, NGOs expect us to change policies or work with our brands' suppliers to improve their ESG performance.

### Governments

#### Expectations

- Respecting regulations and adopting a stakeholder approach that takes into account society and the environment

#### How we engage with them

- Engaging with the European Commission on the importance of a well-functioning EU internal market for both the agri-food chain and consumers
- The U.S. brands made commitments in service of the White House Challenge to End Hunger and Build Healthy Communities. They accelerated their work to support nutrition education for children by committing to invest almost \$1 million to reach more than 200,000 children with nutrition messaging in 2024.

#### What they tell us

- Our views, insights and support are valued and we can help to create a favorable policy and regulatory framework for the Company and society.

### Franchisees and affiliates

#### Expectations

- The opportunity to build a long-term profitable business, with reliable supply of high-quality products at competitive prices and insights to improve their business

#### How we engage with them

- Individual meetings, strategic and commercial business reviews, training courses and events on commercial and operational management, leadership and sustainability
- Simplification and acceleration of store opening and remodeling process

#### What they tell us

- They give us input on operating stores, engaging with local communities and competing in their markets.

### Industry associations

#### Expectations

- Commitment by Ahold Delhaize and its brands to address industry challenges, establish coalitions of action, drive implementation and work together to shape operational standards

#### How we engage with them

- Pre-competitive forums such as Roundtable on Sustainable Palm Oil and GLOBALG.A.P.
- Industry association memberships, chambers of commerce and national retail federations such as the Consumer Goods Forum (CGF), VNO-NCW (Netherlands), Eurocommerce (EU) and FMI: The Food Industry Association (U.S.)

#### What they tell us

- They help us anticipate and understand local, national and regional public policy developments and drive change in specific sectors.

### Schools and research institutes

#### Expectations

- Funding, (customer) insights and sponsorship for joint research projects

#### How we engage with them

- Responses to academic surveys, sponsorships, scholarships and other educational initiatives

#### What they tell us

- Academic research on topics such as robotics is often very specific and theoretical. Collaboration with Ahold Delhaize helps universities find real-life use cases for their technologies and co-create scalable solutions.

1. Please note that "communities" in this chapter is not the same as "Communities", as included in the [Community impacts](#) chapter in this Annual Report.

## General information continued

### Impact, risk and opportunity management

#### Impact, risk and opportunity management

##### The process to identify and assess material IROs

##### Our double materiality assessment

Our 2024 materiality assessment is based on the double materiality principle, considering both impact materiality and financial materiality in line with ESRS requirements. Impact materiality reflects the inside-out perspective: the actual or potential impacts of Ahold Delhaize and its brands on people and the environment over the short, medium and long term. Financial materiality reflects the outside-in perspective: the most significant sustainability-related risks and opportunities for Ahold Delhaize and its brands over the short, medium and long term.

The DMA led us to make some changes to our previously identified material sustainability matters, including regrouping and renaming some to align with the ESRS. We have also identified some new material sustainability sub-topics.

As explained in the *Environmental* and *Social Information* chapters, Ahold Delhaize is utilizing the transitional provision related to value chain. Due to the current varying levels of maturity of our approach to these topics, and that of the industry at large, policies, actions and targets have not yet always been established. In the coming year, we will look to identify what steps, if any, can be taken to address these matters while maintaining alignment with our overall strategy.

Our material sustainability matters are included in the overview *Our material sustainability matters* below. This table also includes a link to our strategic priorities.

The process to determine material sustainability matters is summarized in the overview to the right.

##### Step 1: Sustainability due diligence

We kicked off our first SDD process in 2023 and finalized it in early 2024 (see also *Statement on due diligence*). SDD is an on-going practice that responds to and may trigger changes in our strategy, business model, activities, business relationships, operating, sourcing and selling contexts. The outcome of the first SDD was a list of salient issues, focused on negative impacts. This list became the starting point for the long list of topics in our DMA and was supplemented by potential positive impacts and risks in the next steps of the process.

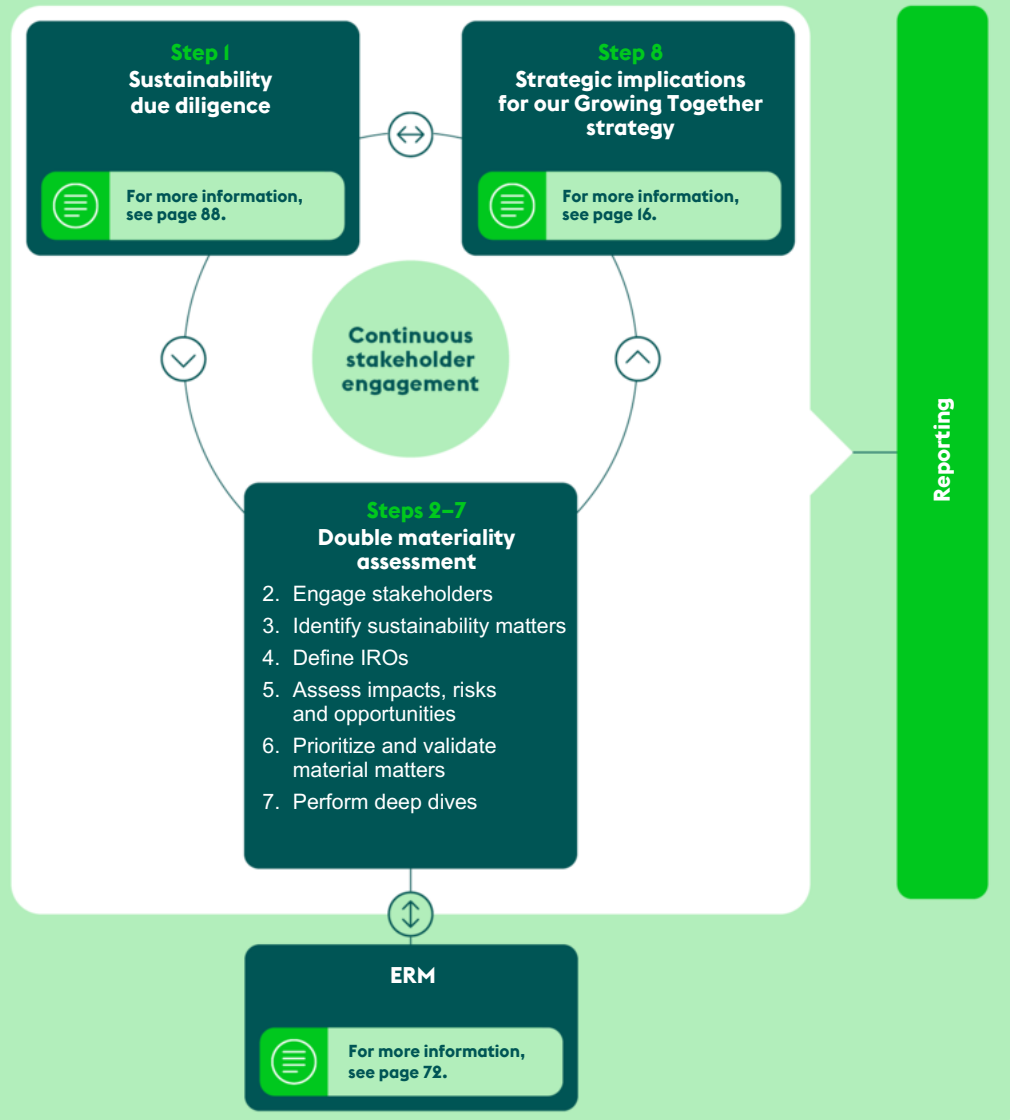
##### Step 2: Define context and identify stakeholders

First, we defined Ahold Delhaize's context and characteristics, including: a general overview of Ahold Delhaize and its brands; our value chain steps covering the upstream, own operations and downstream business operations and business relationships; our market position; and other elements of our strategy. Our value chain consists of a range of actors, activities and assets. See *Our value chain* and *Our value creation model* for more information.

We obtained insights into affected stakeholders' interests and views through a robust process of engagement that included one-on-one interviews and a survey. These insights are used to ensure alignment on and inclusion in the long list of topics considered for materiality.

To read more on our stakeholder engagement policy and processes, see *Interests and views of stakeholders*.

#### Double materiality in context





## General information continued

### Impact, risk and opportunity management continued

#### Step 3: Identify potentially relevant sustainability matters

We created a long list of sustainability matters, also covering entity-specific topics that could potentially be material for Ahold Delhaize and its brands. We researched and referenced insights from international reporting standards, including ESRS; our previous years' (single) materiality assessments; our SDD process; peer reports; our brand-specific reports; rating agency reports; risk analyses; and insights gathered from our engagement with stakeholders. We also made use of an AI-based application that provided data-driven insights through an automated analysis of data points from publicly available sources to provide input for topics on the long list.

#### Step 4: Define impacts, risks and opportunities

Sustainability matters are defined by the impacts, risks and opportunities they bring. Our assessment included the full value chain, incorporating insights from stakeholders and topic experts to deepen our understanding, particularly on issues within the supply chain.

#### Step 5: Assess impacts, risks and opportunities

The next step was to quantify and evaluate the impacts. For negative impacts, we assessed severity using scale, scope and irremediability, and for positive impacts, using scale and scope. We also considered the likelihood of potential impacts. We used a five-point scale that standardizes evaluations across scale, scope, irremediability and likelihood. Our assessments relied on specific data where available but, for some upstream and downstream impacts in the value chain, our topic experts applied professional judgment when data was unavailable.

Alongside the assessment of the impacts, our subject matter experts also analyzed and assessed the potential risks and opportunities, based on qualitative and quantitative thresholds informed by existing ERM and SDD thresholds, as well as the materiality threshold used for the audited financial statements. The assessment resulted in a materiality score for each impact, risk and opportunity. The DMA also informs our risk management process; see [Risks and opportunities](#).

#### Step 6: Prioritize and validate material matters

After assessing and scoring, by applying a threshold or cut-off point, we were able to determine which were material and non-material.

Thresholds were determined at levels that ensured the most material matters were appropriately included for disclosure and validated by the outcomes of our stakeholder engagement activities.

This resulted in the short list of material sustainability matters that were clustered into our material sustainability matters and validated by our SLT and ESG Steering Committee and approved by the Executive Committee.

#### Step 7: Perform deep dives

To advance certain topics, further scientific-based analysis is sometimes considered necessary. This can be done by following the four phases of the LEAP approach for environmental sub-topics and involves delving deeper into specific environmental topics to thoroughly understand impacts, dependencies and risks on a more detailed and science-based level than the results of our DMA.

To address this need, we initiated a nature project, which builds on the LEAP approach foundations and is supported by scientific data to help us gain a comprehensive understanding of our impacts and dependencies. For more information, see [Nature](#).

#### Step 8: Strategic implications

The outcome of the DMA informs our strategy, which aims to create sustainable long-term value for our stakeholders and will be used to identify sustainability priorities for the short, medium and long term.

For both impact and financial materiality, we have defined short-, medium- and long-term time horizons in line with the definition outlined in the ESRS, as explained in the [Basis of preparation](#).

Each year, we will perform a light review of our DMA, updating it based on desk research and inquiry with internal stakeholders to identify if there are any triggering events. We aim to perform a thorough DMA every three to four years, unless a significant event triggers an earlier reassessment.

#### Interaction between the DMA and the ERM process

Our ERM process is undertaken in line with the principles and best practice provisions of the Dutch Corporate Governance Code. It is designed to identify, assess and take action on risks and opportunities that may impact the achievement of our strategic, operational, financial and compliance-related business objectives and activities including, but not solely related to, sustainability topics.

Although the ERM process can identify principal sustainability-related risks that correspond with the financial risks of the DMA, it also identifies principal risks that are not related to sustainability matters and are not identified as part of the DMA. In the ERM process, we identified several principal risks that interact with our material sustainability matters. For more information on our ERM process and principal risks, see [Risks and opportunities](#).

#### Limitations

The DMA process may be impacted in the future when additional sector-specific standards are adopted. The sustainability statements may not include every IRO or additional entity-specific disclosure that each individual stakeholder (group) may consider important in its own particular assessment.

#### Our material sustainability matters

The following table lists the material sustainability matters we have identified through our DMA process, along with the sub-topics that our material sustainability matters relate to, as well as the IRO underlying these matters. In addition, this list also links material sustainability matters with our strategic priorities and the United Nations Sustainable Development Goals. For more on how these IROs interact with our strategy and business model, see [Strategy](#) under General information.

For more information on these matters, see the topical sections in the [Environmental](#) and [Social information](#) sections of the [Sustainability statements](#).



# General information continued

## Impact, risk and opportunity management continued

### Our material sustainability matters, including the related impacts, risks and opportunities

**Impact, risk or opportunity**  
- Impact materiality: Negative impact   
 + Impact materiality: Positive impact   
 ! Financial materiality: Risk   
 ☆ Financial materiality: Opportunity

**Value chain<sup>1</sup>**  
← Upstream   
 ○ Own operations   
 → Downstream

**Time horizon<sup>1</sup>**  
S Short-term   
 M Medium-term   
 L Long-term

1. Dark green indicates applicability for the material sustainability matter/impact

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic
<b>Environmental: Climate</b>					
<b>Healthy communities &amp; planet</b> 	<b>Climate change:</b> Understanding and mitigating business impacts on climate change by reducing scope 1, 2 and 3 GHG emissions across the value chain. This includes our approach to mitigating and adapting to potential physical and transition risks, as well as the identification of potential climate-related opportunities in the transition to a lower-carbon economy.				
	<b>Climate change mitigation (CCM) and energy use:</b> Impact on the environment, nature and people through the direct GHG emissions from the own operations (scope 1) of Ahold Delhaize and its brands as well as the indirect GHG emissions from purchased electricity, heat, cooling and steam (scope 2)	<span style="color: orange;">-</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>CCM:</b> The impact on the environment, nature and people through scope 3 GHG emissions. Scope 3 GHG emissions include those generated by farmers, producers and suppliers, mainly from activities related to the production of goods that are sold to customers.	<span style="color: orange;">-</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>CCM – transition risk:</b> Transitioning to a lower-carbon economy may entail extensive policy, legal, technological and market changes, to address mitigation and adaptation requirements. These events can include the introduction of carbon pricing, product composition restriction, changes in customer preferences and energy price volatility, which may pose an economic risk to the Company.	<span style="color: orange;">!</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>Climate change adaptation (CCA) – physical risk:</b> The risk of acute and chronic climate events due to extreme weather events, which can cause damage to own (vulnerable) assets (e.g., own office buildings, stores and warehouses) or to our distribution infrastructure, which can result in out-of-stock situations and subsequently store closures or impacts on our brands' ability to make home deliveries	<span style="color: orange;">!</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>CCA – physical risk:</b> The risk of acute and chronic climate events due to extreme weather events, which can cause decreases in agricultural yields (e.g., yield volatility and yield loss) and commodity scarcity	<span style="color: orange;">!</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
<b>Environmental: Nature</b>					
<b>Healthy communities &amp; planet</b> 	<b>Pollution:</b> The pollution of air, soil, water and living organisms and food resources through the emissions of pollutants including nitrates, phosphates, pesticides, non-GHG air pollutants and microplastics, which may be harmful to human health and the environment. This occurs during the mining, cultivation, production or transport of products and services sold by Ahold Delhaize and its brands.				
	<b>Pollution of air, soil, water, living organisms and food resources:</b> Impact on air quality, soil, water, living organisms and food resources through the emission of pollutants caused by the sourcing, production and transport of products and services sold by Ahold Delhaize and its brands	<span style="color: orange;">-</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>Microplastics:</b> Impact on the environment and customers from the products sold and consumed by customers that contain microplastics and can have negative effects on the environment and human health. Pollution can also originate in the production and use of microplastics in health and beauty products and the associated plastic waste that leaks into ecosystems.	<span style="color: orange;">-</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			
	<b>Microplastics – transition risk:</b> Regulatory and reputational risks due to new or stricter regulations regarding the use and sale of (products containing) microplastics resulting in failure to meet stakeholder expectations. Regulatory requirements could impact product assortment, requiring reformulation or discontinuing of products.	<span style="color: orange;">!</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">←</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">→</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">S</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">M</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px;">L</span>			

# General information continued

## Impact, risk and opportunity management continued

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic
<b>Environmental: Nature continued</b>					
<b>Healthy communities &amp; planet</b> 	<p><b>Water and marine resources:</b></p> <p><b>Water:</b> Understanding and managing impacts, dependencies and risks linked to freshwater withdrawals and consumption in our upstream value chains. Focused on water use in cultivation, production and processing of commodities and products sold by Ahold Delhaize and its brands</p> <p><b>Marine resources:</b> Understanding and managing impacts, dependencies and risks linked to the harvesting of seafood from both wild catch and aquaculture operations in our upstream value chains</p>				
	<p><b>Water consumption and withdrawal:</b> Impact on the local environment and water availability/supply through withdrawal and consumption of the water associated with producing products sold by Ahold Delhaize brands</p>	-	← ○ →	S M L	
	<p><b>Water consumption and withdrawal:</b> Decreasing water availability in production areas could result in higher prices, broader quality and availability challenges.</p> <p>Reputational risks linked to sourcing water-thirsty crops from water-stressed areas, especially where there is community impact. Increased regulation and policy relating to water use could result in increased cost of compliance for suppliers.</p>	!	← ○ →	S M L	
	<p><b>Extraction and use of marine resources:</b> Impact on marine ecosystems through the extraction and disturbance of marine resources (e.g., sourcing of seafood, bycatch and overfishing) for the production and sale of products by Ahold Delhaize brands</p>	-	← ○ →	S M L	
	<p><b>Extraction and use of marine resources:</b> Degradation of marine ecosystems and fish stocks could result in increased prices, reduced availability and assortment.</p> <p>Increased policies and regulations on sourcing marine products could bring increased costs and liabilities for Ahold Delhaize and its supply chain. There are also potential reputational risks stemming from the sale of seafood while the marine environment is in decline.</p>	!	← ○ →	S M L	
	<p><b>Biodiversity and ecosystems:</b> Understanding and managing the business's impacts on biodiversity and ecosystems in upstream value chains as well as the related risks. Includes consideration and mitigation of the business's contribution to relevant material drivers of biodiversity loss, including climate change, pollution, ecosystem conversion, land degradation and direct exploitation through seafood sourcing</p>				
	<p><b>Land-use change, freshwater-use change and sea-use change:</b> Impact on biodiversity and ecosystems caused by land-use change such as deforestation and land conversion, large-scale freshwater-use and sea-use change in the upstream value chain</p>	-	← ○ →	S M L	
	<p><b>Land-use change, freshwater-use change and sea-use change:</b> The impacts of land-, water- and sea-use change could result in the reduced availability and quality of raw materials for Ahold Delhaize's brands, with potential price impacts (physical risk). There are also risks to the ongoing development of regulation in this space, which could be costly to comply with and/or reduce land and water available for food crops, pasture and timber, which could reduce productivity and increase raw material prices (transition risk). There is a reputational risk of being linked to land-, water- or sea-use change within our upstream value chains.</p>	!	← ○ →	S M L	
	<p><b>Climate change:</b> The emission of GHGs that contribute to climate change and exacerbate biodiversity loss and damage to ecosystems. These effects can include increased temperatures or extreme weather events.</p>	-	← ○ →	S M L	
	<p><b>Climate change:</b> The impact of climate change on biodiversity and ecosystems could result in the reduced availability and quality of raw materials for Ahold Delhaize's brands (physical risk). The transition risk of our brands' suppliers failing to comply with stricter laws and regulations regarding the emission of GHGs and, therefore, losing their ability to supply. There is a reputational risk of being linked to climate change and its impact on biodiversity and ecosystems.</p>	!	← ○ →	S M L	
<p><b>Impact on the extent and condition of ecosystems:</b> Impact on biodiversity and ecosystems caused by <b>land degradation</b>, as a result of the sourcing and production of our brands' products</p>	-	← ○ →	S M L		
<p><b>Land degradation:</b> Land degradation could lead to challenges relating to the availability and price of raw materials for Ahold Delhaize's brands (physical risk). In addition, new or stricter laws and regulations on land degradation could create challenges for our suppliers (transition risk). There is a reputational risk of being linked to land degradation in the upstream value chain.</p>	!	← ○ →	S M L		

# General information continued

## Impact, risk and opportunity management continued

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic
<b>Environmental: Nature continued</b>					
<b>Healthy communities &amp; planet</b> 	<b>Pollution:</b> Impact on biodiversity and ecosystems through pollution, for example through plastics, chemical fertilizers, pesticides and nitrogen emissions that harm nature and ecosystems	—	← ○ →	S M L	
	<b>Pollution:</b> At severe levels, pollution could create challenges for the availability of raw materials for Ahold Delhaize's brands (physical risk). In addition, should we or our suppliers fail to comply with stricter laws and regulations on the pollution of ecosystems, it may create additional supply challenges (transition risk). Adverse impacts on pollution could also create a reputational risk for Ahold Delhaize, its brands and suppliers.	!	← ○ →	S M L	
	<b>Direct exploitation:</b> Impact on biodiversity and ecosystems caused by the direct exploitation of species, as a result of the sourcing and production of our brands' products, namely through our seafood assortment	—	← ○ →	S M L	
	<b>Direct exploitation:</b> Direct exploitation of nature and biodiversity could lead to the reduced availability and increased prices of raw materials, most likely within the seafood assortment (physical risk). Linked to this, increased policies and regulations on marine products could bring increased costs and liabilities for Ahold Delhaize's brands and its supply chain (transition risk). The is also potential reputational risks stemming from the sale of wild-caught seafood where there are sustainability challenges.	!	← ○ →	S M L	
	<b>Impacts and dependencies on ecosystem services:</b> Potential impact and dependency on ecosystem services such as pollination, water availability and healthy soils caused by Ahold Delhaize's activities	—	← ○ →	S M L	
	<b>Impacts and dependencies on ecosystem services:</b> Dependencies on ecosystem services including but not limited to pollination, healthy and productive soils and water availability can create physical risks within our supply chain linked to the price and availability of raw materials. Impacts on ecosystem services within our value chains could create transition risks linked our reputation, liability and/or regulation.	!	← ○ →	S M L	
	<b>Impacts and dependencies on ecosystem services:</b> Opportunities around the use of technologies to support the production of products that are not harmful for biodiversity and ecosystems (e.g., precision fermentation to support the transition to plant-based protein)	☆	← ○ →	S M L	
<b>Animal welfare:</b> Understanding and managing the business' actual and potential impacts on animal welfare in upstream value chains					
	Impact on the well-being of animals through the use of animals for food production, sourced from suppliers and sold by Ahold Delhaize brands	—	← ○ →	S M L	
<b>Environmental: Circularity</b>					
<b>Healthy communities &amp; planet</b> 	<b>Packaging:</b> Implementing practices to reduce product and transportation packaging and increase reusable, recyclable or compostable packaging material use, where possible, and working with stakeholders to support the transition to a circular economy for packaging				
	<b>Packaging:</b> Impact on the environment through the production, use and disposal of (virgin) plastics, cardboard and other (non-)compostable primary and secondary packaging materials used and sold by Ahold Delhaize's brands	—	← ○ →	S M L	
	<b>Packaging – transition risk:</b> Transition risks relating to regulatory pressures for new or stricter product composition and circularity regulations, also impacting supply, as well as the risk of market share loss due to an inability to respond to consumer demands for more sustainable, circularly designed products and/or product packaging.	!	← ○ →	S M L	
	<b>Waste:</b> We promote the responsible handling of unsold food to reduce food waste and increase the reuse of unsold food and the recycling of food that is wasted along the supply chain, in distribution and operations as well as in customers' homes. Our aim is to contribute to a food system that is based upon the principles of the circular economy. Other waste components offer opportunities to refuse/avoid, reduce, reuse, repair or recycle, in order to reduce the negative environmental impact.				
	<b>Food waste:</b> Impact on the environment and food security through the waste of (scarce) food resources (intended for human consumption) across the value chain	—	← ○ →	S M L	
	<b>Packaging waste:</b> Impact on the environment through waste generated by own operations and customers from the use of primary and secondary packaging for products used and/or sold by Ahold Delhaize's brands	—	← ○ →	S M L	



# General information continued

## Impact, risk and opportunity management continued

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic	
<b>Social: Own workforce</b>						
<b>Thriving people</b> 	<b>Working conditions:</b> Ensuring responsible labor practices in our own operations, employee well-being and health promotion, and freedom of association topics <b>Adequate wages:</b> Impact on employees by providing an adequate wage	+	← ○ →	S M L	 	
	<b>Social dialogue:</b> Impact on employees, including provision or allowance of employees' representation, where duly elected or appointed by law, in negotiation, consultations or other types of dialogue between representatives of governments, employers, and/or workers' representatives.	+	← ○ →	S M L		
	<b>Work-life balance:</b> Opportunities in employee engagement, offering benefits – such as attractive well-being initiatives and a working environment that respects work-life balance – that may lead to performance improvement	☆	← ○ →	S M L		
	<b>Health and safety:</b> Ahold Delhaize and each of its brands recognize and support the right of their associates to work in a healthy and safe workplace. Impact on employees' occupational health and safety through protection and safety measures on the work floor that are inadequate to prevent physical injury	-	← ○ →	S M L		
	<b>Equal treatment and opportunities for all:</b> Building a diverse and inclusive environment, fostering non-discriminatory workplace practices <b>Diversity:</b> Impact on employees by supporting a diverse workforce through new hires and promotions across Ahold Delhaize and all its brands, including but not limited to generations, LGBTQ+, gender, race and ethnicity, disabilities, neurodiversity, religion and nationalities.	+	← ○ →	S M L	 	
	<b>Gender equality:</b> Impact on employees as a result of promoting a gender-balanced workforce and striving for pay equity for all associates across Ahold Delhaize and its brands	+	← ○ →	S M L		
	<b>Measures against violence and harassment in the workplace:</b> Risk of disruptions in the supply chain and critical interaction with suppliers due to legal or regulatory sanctions, labor unrest, strikes and absenteeism of workers, as well as reputational risk as a result of failing to foster a safe working environment that is free of harassment, discrimination and unethical behavior	!	← ○ →	S M L		
	<b>Social: Labor and human rights in the value chain</b>					
	<b>Trusted product</b> 	<b>Working conditions:</b> Respecting the rights of every worker to be treated fairly and with respect and dignity, while ensuring that salient impacts are addressed, including inadequate wages and unhealthy and unsafe working, and where applicable, living conditions <b>Adequate wages:</b> Impact on workers in the upstream value chain as a result of engaging with parties that do not pay adequate wages to their workers	-	← ○ →	S M L	
		<b>Health and safety:</b> Impact on workers in the upstream value chain as a result of engaging with parties that do not provide adequate healthy and/or safe working conditions for their employees. Workers in DCs, migrant workers and subcontracted workers (in the agricultural sector) are at a heightened risk.	-	← ○ →	S M L	
<b>Other work-related rights:</b> 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, and respecting the right of every individual to be free from forced labor, slavery and servitude <b>Child labor:</b> Impact on children as a result of engaging with parties in the supply chain that violate the human rights of children through child labor. Child labor is work that interferes with compulsory schooling and damages health and personal development.		-	← ○ →	S M L		
<b>Forced labor:</b> Impact on workers in the value chain as a result of engaging with parties in the supply chain that violate the human rights of workers through forced labor. Forced labor is defined as all work or service demanded from any person under the threat of a penalty and for which the person has not offered himself or herself voluntarily.		-	← ○ →	S M L		

# General information continued

## Impact, risk and opportunity management continued

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic
<b>Social: Labor and human rights in the value chain continued</b>					
<b>Trusted product</b> 	<b>Equal treatment and opportunities for all:</b> Respecting the rights of every worker to a workplace free from discrimination, harassment and violence, and for women to be treated fairly and equally to men				   
	<b>Gender equality and equal pay for work of equal value:</b> Impact on workers in the upstream value chain through engaging with parties that do not provide equal treatment and opportunities and equal pay for work of equal value for employees based on gender	—	← ○ →	S M L	
	<b>Measures against violence and harassment in the workplace:</b> Impact on workers in the upstream value chain as a result of engaging with parties that do not provide adequate measures against violence and harassment in the workplace. Harassment involves unwelcome and, in some cases, unlawful conduct. This includes verbal, written, graphic or physical contact.	—	← ○ →	S M L	
	<b>Discrimination:</b> Impact on employees of suppliers as a result of engaging with parties that do not provide an inclusive workplace for employees and do not respect the rights of every worker to enable a workplace free from discrimination	—	← ○ →	S M L	
	<b>All sub-topics:</b> Risk of reputational damage and/or operational disruptions in the supply chain and interaction with critical suppliers due to these suppliers being noncompliant with applicable standards and measures leading to: – Failures to implement practices to prevent child labor and forced labor and to ensure equality and adequate wages to be paid – Failures to implement practices for safe work environment or materialization of worker harassment	!	← ○ →	S M L	
<b>Social: Community impacts</b>					
<b>Trusted product</b> 	<b>Community impacts, including land rights and access to water:</b> Ensure that salient and material impacts on local and Indigenous communities in the supply chain, such as land-related impacts and access to water and adequate food, are addressed, including respecting the rights of human rights defenders and Indigenous peoples				 
	<b>Land-related impacts:</b> Impact on (Indigenous) communities of land availability through land grabbing as a result of the increased demand for land necessary to house livestock, grow more crops, or house upstream production facilities. This can be done with or without free, prior and informed consent of communities and result in (involuntary) physical displacement and relocation of people.	—	← ○ →	S M L	
	<b>Water and sanitation:</b> Impact on (Indigenous) communities of water availability due to activities in the upstream supply chain that require (excessive) water use from (water-scarce) areas, as well as the effect of effluents/wastewater from upstream supply chain activities on communities' water use for subsistence farming	—	← ○ →	S M L	
	<b>Adequate food:</b> Impact on (Indigenous) communities' food security through land grabbing, overexploitation of (natural) resources, and the use of harmful pesticides/pest control agents by upstream supply chain partners	—	← ○ →	S M L	
	<b>Litigation and/or reputational risks:</b> Risk of litigation and/or reputational damage due to being linked to (human) rights violations of communities in the upstream supply chain through suppliers, as well as operational disruptions due to unrest around communities' access to water and sanitation	!	← ○ →	S M L	
	<b>Impacts on human rights defenders, especially those from Indigenous communities:</b> Impact on human rights defenders from attacks against them. This is particularly related to Indigenous communities, because 40% of human rights defenders' killings occur in these communities (while Indigenous peoples comprise less than 5% of the world's population).	—	← ○ →	S M L	



## General information continued

### Impact, risk and opportunity management continued

Growing Together strategy	Descriptions and definition of material sustainability matter / impact, risk and opportunity	IRO	Value chain	Time horizon	Main SDG related to this topic
<b>Social: Customers</b>					
<b>Healthy communities &amp; planet</b> 	<b>Customers' health and nutrition:</b> 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 Impact on customers by providing healthy and nutritious products, providing clear information on product nutrition and increasing customers' awareness of health and nutritious impacts	+	← ○ →	S M L	
	Opportunity to be considered a frontrunner in offering healthy and nutritious products to customers, meeting the increasing (and future) customer needs for more healthy, sustainable and nutritious products and tapping into financial incentives by working with government projects to promote healthy and sustainable food	☆	← ○ →	S M L	
<b>Healthy communities &amp; planet and trusted product</b> 	<b>Access to affordable, healthy products:</b> We strive to provide customers and communities with access to affordable, high-quality nutritious products by making healthier products affordable and accessible for all. <b>Access to affordable, healthy products:</b> Positive impact on customers by making healthier and quality products affordable and accessible for all	+	← ○ →	S M L	
	<b>Product safety:</b> A "safe product" means any product that, under normal or reasonably foreseeable conditions of use, including the actual duration of use, does not present any risk or only the minimum risks compatible with the product's use. 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 excludes medicine and dietary supplements. Non-food are all products that are not considered as human food, including medicine, medical devices and dietary supplements.				
<b>Trusted product</b> 	<b>Health and safety of customers and protection of children:</b> Impact on customers, including vulnerable groups, through the sale of products that are unsafe and/or illegal and could harm or injure customers, such as products that are contaminated or defective, intentionally tampered with, or impacted by food fraud in the supply chain	-	← ○ →	S M L	
	<b>Health and safety of customers and protection of children:</b> The risk of non-compliance with new or stricter product safety regulations and the reputation harm and loss of customers as a result of the sale of unsafe products	!	← ○ →	S M L	