

truly HEMA

sustainability report 2021



HEMA

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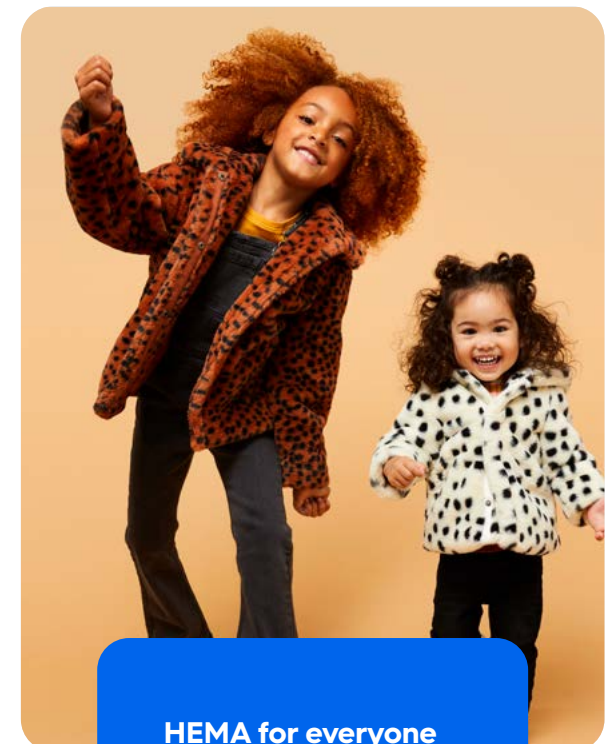
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Saskia Egas Reparaz
HEMA CEO

“by offering sustainably produced, good quality products that last longer, we help consumers make more sustainable choices.”

“We challenge ourselves to keep improving our products.” We do this in the interests of our customers and for the world around us.”



Eva Ronhaar
HEMA Director of Sustainability

a better everyday life in a more beautiful world

2021 was an important year for HEMA. With the introduction of our new strategy, we are fully focused on sustainability. A conversation with Saskia Egas Reparaz and Eva Ronhaar.

Over the past year, you have been communicating a new strategy with sustainability at its heart. What does this mean for you?

Saskia: Sustainability is a broad term. If you look at what is at the core of our company, we make products for every moment in our customers’ everyday lives. That’s also where our responsibility lies. We believe that we all need to change the way we consume. If you take the CO₂ emissions of an average household, around 33%* of the impact is from the clothing and household goods they buy. By sustainably produced, good quality products that last longer, we help consumers make more sustainable choices.

Eva: Our focus on a range that lasts longer means that we are moving away from the throwaway society. We are going to take a close look at our entire range of products during the coming years. Our approach is to improve existing products and offer reusable versions as alternatives. For example, all our wrapping paper is FSC certified and we also offer ‘herpakpapier’- wrapping paper that can be reused. Our ‘herpakpapier’ won the public-nominated prize during the 2021 Design Contest. This is how we are helping customers to adjust to our new approach, step by step.

Why is the focus on products that last longer so important to HEMA?

Saskia: Our mission is to make everyday life better and the world more beautiful. Our customers also expect us to offer good products that they can use for a long time. We design our products ourselves. This means that we are able to make, with love, a more practical,

more beautiful and better product. We believe that this is where our strength lies and sets us apart.

Eva: An example: we have designed a baby bodysuit with an extra row of snap fasteners so it can grow at least two sizes bigger. For us, this is what sustainable design is all about. And naturally we ensure that the product is made in good working conditions and using certified materials. We challenge ourselves to keep improving our products. We do this in the interests of our customers and the world around us.

How do you help HEMA customers here?

Saskia: Many customers still find sustainability a difficult concept or think it’s more expensive. We show that it doesn’t need to be. We’ll also be giving tips more often on the packaging, in the stores and online on how you can make a product last as long as possible. And when the product finally does need to be replaced or you want something new, we give you some ideas about how the product can be recycled responsibly or given a new lease of life.

How will you deliver the new strategy?

Eva: We need everyone to join us. We believe that we can only achieve our ambitions in collaboration with our colleagues, suppliers and other external stakeholders. This means that we must actively communicate with each other throughout the organisation and with our partners and discuss how we can keep improving. Because we can always make improvements. That’s a fantastic challenge that we are all taking up together.

*Source: Milieu Centraal

about HEMA

We opened our first department store in 1926. Ever since then, HEMA has remained loyal to what it stands for: good quality products, with a unique and typically Dutch design at affordable prices. From towels to baby bodysuits, and from smoked sausage to rainwear.

ownership

since 2021 in the hands of Parcom and Mississippi Ventures

our mission

a better everyday life in a more beautiful world

30,000 products and services

more practical, more beautiful, better

our product categories

- 45.7% household and personal care
- 36.7% clothing
- 15.2% food and beverage
- 2.4% services and other

1,636

million euros consumer turnover

95 years HEMA

Hollandsche Eenheidsprijzen Maatschappij Amsterdam

HEMA head office

in Amsterdam

purchasing offices

In Dhaka, Hong Kong and Shanghai

19,000 employees

in our 741 stores, 3 distribution centres and at the HEMA head office

HEMA stores in the EU

in the Netherlands, Belgium, France, Germany, Luxembourg, Spain and Austria, of which around 550 stores in the Netherlands*

HEMA stores outside the EU

in the United Arab Emirates, Kuwait, Qatar, Saudi Arabia and Mexico

four webshops

in the Netherlands, Belgium, France and Germany

collaboration with Jumbo

HEMA products on more than 500 shelves in Jumbo supermarkets

HEMA customers

6 million customers a week in our stores, 171 million visits a year online

*in 2021, we closed our stores in the United Kingdom.

**Until October 2021, also teamed up with Wehkamp in the Netherlands and Franprix and Casino in France.

2021 highlights at a glance

In 2021, we showed how HEMA is contributing to a more beautiful world. We achieve this with our products and many social initiatives. A number of highlights at a glance.



January

Diversity Charter

signed to promote diversity and inclusivity

February

traceable coffee

introduced to give a better insight into the origin of the product and the chain

March

model with stoma

poses in campaign for seamless underwear to show that HEMA is for everyone

May

textile collection pilot

start of collaboration with Wolkat in 24 stores

August

International Accord signed

for safe production of clothing in Bangladesh

August

introduction of leakproof underwear

specially developed to prevent leaks

August

big cleanup campaign in the Netherlands

with Plastic Whale to inspire people to clean up plastic waste

September

inclusive beauty department

by permanently redesigning the shelves

September

31st edition of HEMA Design Contest

Winners: Herpakpapier reusable wrap and HeyMe digital service to share photos

October

Get to know your breasts

Awareness campaign with Pink Ribbon in Breast Cancer Month

December

HEMA gift cards

for 6,000 families living in poverty, in collaboration with LINDA.Foundation

December

Dutch Agreement on Sustainable Garments and Textile

completed after five years



staying ahead of changes

The world around us is changing all the time. Not only do the stores look different than they did decades ago, but consumers now purchase the products they want in new ways. Rather than just buying more in stores, consumers also order products online. The COVID pandemic has intensified and accelerated these changes during the past year. This hasn't come as a surprise to us. We have anticipated these developments. For example, we have improved our website and made it more responsive.

Insight into CO₂ footprint

At HEMA we focus particularly on gaining a clear understanding of our CO₂ footprint. The world around us is warming ever faster. All over the world governments and businesses are having to respond in an effort to slow down this warming as much as possible. Everyone has a role to play, HEMA too. To determine where our value chains offer opportunities for significant CO₂ reductions, we are carrying out a CO₂ benchmark in 2022. We will use this benchmark to draw up targets and a reduction plan.

demand for transparent information

We want to tell customers why a product is more sustainable. We show this on our packaging, on the shelves and online. We see that consumers also want more information about the products they buy. They want to know where products come from, whether products are made with good working conditions and what the environmental

effects are. We receive this kind of feedback via online questionnaires, for example. It's good to hear from our customers and we're pleased to share our story.

a pleasant shopping experience online and in store

Consumers are buying more and more online and HEMA customers are no exception. We have spent the past two years making further improvements to our website and will continue to do so. When our customers come into our stores we offer them a pleasant shopping experience. We believe that personal contact is important. Even when our stores were closed during lockdowns, we maintained personal contact with our customers. They were able to message or phone us with their order and then collect their order from our stores.

HEMA is truly HEMA again

In 2021, we introduced our new strategy which ties in with what HEMA has been doing for years: creating a better everyday life for our customers in a more beautiful world. With our Dutch perspective on daily life, we are for everyone. We focus on products that last longer, with a smaller but higher quality range that is made with people and the environment in mind. We want to achieve our ambitions together with all our employees and external stakeholders.

our sustainability focus

2021 was a year in transition. Elements of our old strategy and some of the aspects from the materiality analysis of 2019 were still relevant. These are: raw materials and commodities, chain responsibility, working conditions among producers, sustainable design, packaging, customer satisfaction and good employment practices.

In 2021 we introduced our new strategy and carried out a new materiality analysis. We carry out a materiality analysis every two years. It is especially important when we introduce a new strategy. We looked at the sustainability aspects we want to focus on and how these fit into our strategy. We sent questionnaires to stakeholders and held interviews to find out what they thought were the most important issues for HEMA. This analysis helps us decide which issues to prioritise during the coming years.

The following subjects emerged from the 2021 materiality analysis: reduction in CO₂ emissions, sustainable design, responsible purchasing and use of raw materials, transparency about impact,

good working conditions at suppliers, strengthening the position of workers in the chain, transparent chain and good employment practices. Most issues are similar to those identified in the 2019 analysis, while a few are different. This doesn't mean that we are ignoring the issues from 2019 that didn't appear in this analysis. On the contrary, we will continue to work towards our packaging and customer satisfaction targets.

In this report, we not only look back on 2021, but also focus on the new strategy and the issues that have emerged from the new materiality analysis of 2021.

sustainability is for everyone

We need the commitment of all our colleagues to implement our new strategy. Together, we will ensure that sustainability becomes part of our organisation's DNA. From store managers and logistics personnel to our office colleagues. We keep our employees informed of new plans and activities through live online sessions with the management and HeyHEMA (our internal communications platform). We regularly ask for their

views and ideas on how we can continue to improve. Regular question and answer sessions are also held with our CEO Saskia Egas Reparaz, during which, employees are able to ask any questions they like and share ideas. What's more, in 2021 college tours with MT members were organised by Young HEMA for all HEMA employees at head office. When we launched our new strategy, we also organised strategy days to inform and inspire our major stakeholders such as our office staff, franchisees and suppliers.

The sustainability team, the strategy team and our CEO Saskia Egas Reparaz play a central role. They work together closely to ensure that sustainability is integrated across all areas of HEMA.

new strategy in brief

- investment in omnichannel
- return to weekly shopping list with appropriate range
- products that are more beautiful, practical and better and above all last longer
- focus on the Netherlands, Belgium, Luxembourg and France
- collaboration with Jumbo
- a straightforward and decisive organisation with simpler processes and systems



Scan the QR code for more information about the materiality analysis and material issues.

our value chain

HEMA makes everyday life better and the world more beautiful. We work on this throughout our entire chain: from a real HEMA design to a truly HEMA product for our customers. Our value chain shows how we add value to products and how people and the environment play a central role in this.



a truly HEMA design

We make everyday life better in a more beautiful world, with products that are more practical, more beautiful and better.

responsible purchasing

We use quality marks, international standards and our own criteria for sustainable production when purchasing products.

local impact

Working on local projects together with our partners, we can strengthen the position of workers in the chain.

good employment conditions

We strive to maintain good employment conditions by working with our suppliers to make ongoing improvements.

the customer is no. 1

Every week 6 million customers visit the HEMA stores. Online we have 171 million visits.

30,000 HEMA products

We offer a wide range in our stores: from household products to food and beverages, beauty products and clothing.

more sustainably packaged

We only package products if necessary. We want to use fewer and more environmentally friendly materials.

HEMA colleagues

Our people working at HEMA have a passion for HEMA and our customers.

training and education

We enable our employees to continue their development on a personal and professional level.

for everyone

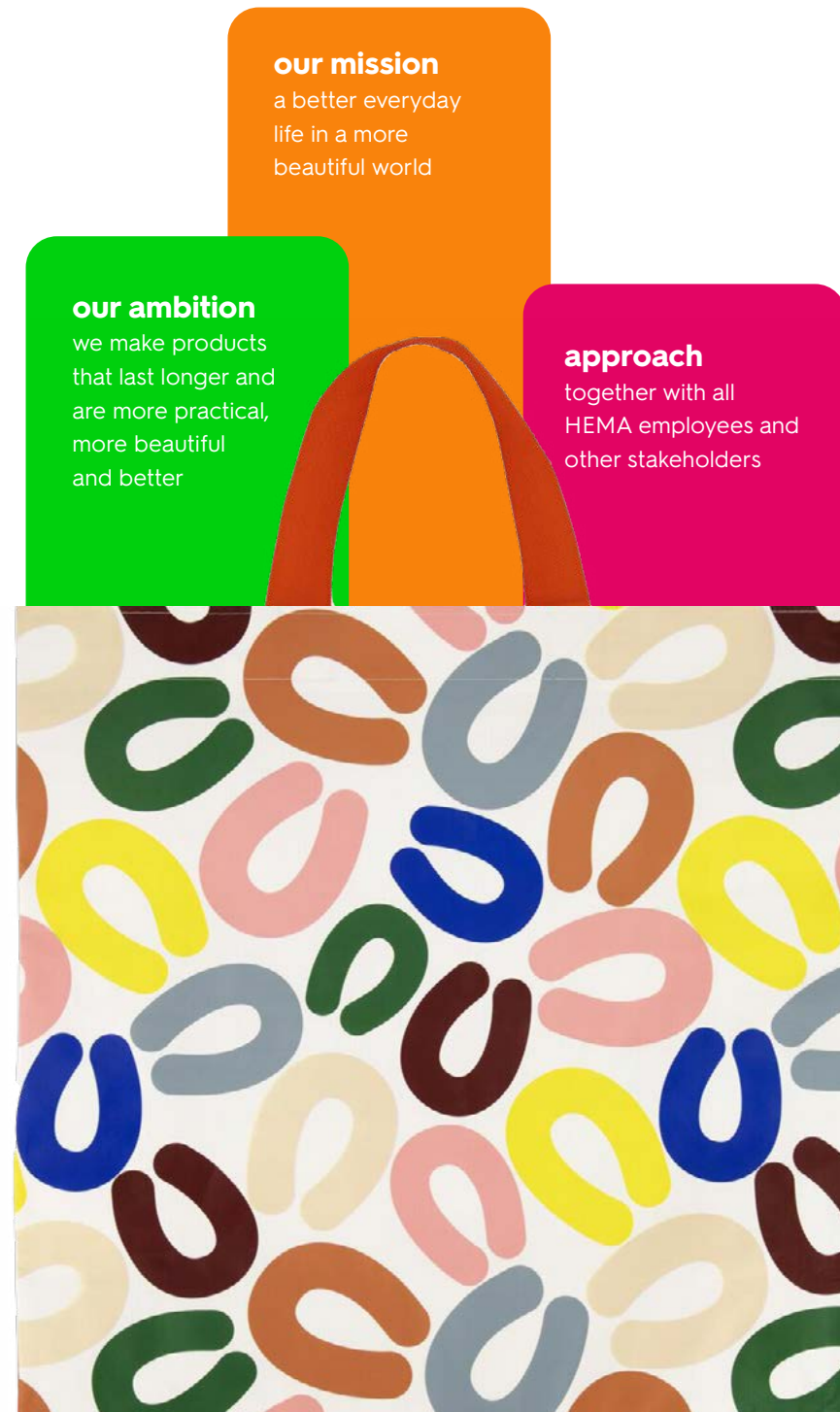
HEMA is for everyone. We offer a great workplace, pleasant stores and an inclusive range.

our impact in the chain

Our value creation model identifies where and how we add value in our chains. We show what forms of capital (financial, social, human, natural and production) we use, how we add value and what this means in the short-term (results) and long-term (impact).

input

- 
 - 485.3 million euros equity
 - 41.1 million euros investments
 - collaboration with Jumbo in the Netherlands
- 
 - 6 million HEMA customers per week in the stores, 171 million visits every year online
 - conversations with stakeholders
 - collaboration with Pink Ribbon and COC Nederland
 - HEMA Foundation
- 
 - more than 19,000 employees at our Amsterdam office, purchasing offices, Distribution Centres and stores.
 - training and education
- 
 - truly HEMA design
 - raw materials and products
 - environmentally friendly transport
- 
 - >740 stores worldwide
 - 3 distribution centres
 - 3 purchasing offices
 - head office in Amsterdam





our mission
a better everyday life in a more beautiful world


our ambition
we make products that last longer and are more practical, more beautiful and better

approach
together with all HEMA employees and other stakeholders



results

- 
 - 1,636 million euros consumer turnover
- 
 - inclusive range
 - around 700,000 online product reviews
 - 20,000 euros donated to COC Nederland
 - 24 participants trained through HEMA Foundation Accelerator
- 
 - 65% women, 35% men in management roles
 - HeyPride campaign: be yourself on the workfloor
 - 7.6 for employee satisfaction
 - 167 MRQ and 322 BSCI audits on social criteria
- 
 - cotton, down, cocoa, coffee and palm oil (in food) 100% sustainably certified
 - environmental standards of 25% of our textile suppliers in high-risk countries surveyed
 - 20% less plastic in consumer packaging compared to 2019
- 
 - 30,000 products
 - 45.7% household & personal care, 36.7% clothing, 15.2% food and beverage; 2.4% services and other



impact

- 



We believe in a good balance between healthy and robust financial results on the one hand and continuity on the other. That is how we offer products for a better everyday life in a more beautiful world.

 **SDGs:** 8 & 12
- 



HEMA is for everyone. You can be yourself at HEMA. We offer a diverse and inclusive range.

 **SDGs:** 5, 10 & 17
- 


We offer HEMA employees an inclusive, safe and pleasant workplace. We also strive to achieve this in our production chain.

 **SDGs:** 5 & 10
- 

It is important to us that our products are made from responsibly sourced materials. That is how we make a positive contribution to the environment and working conditions in the chain and ensure that future generations will continue to enjoy our world.

 **SDGs:** 8, 12, 13 & 17
- 

We make products that last longer. Even at the design stage, we think carefully about the choice of materials, how consumers can best use the products and what they can do with them once they are no longer wanted or usable.

 **SDGs:** 8, 12 & 17

A top-down view of a woman and a young girl lying in a bed with blue bedding. The woman is on the left, smiling and holding a blue handheld fan directed towards the girl. The girl is on the right, also smiling and looking up. The background is a soft pink gradient.

lasts longer

To make products that last longer, our design process looks at three phases of a product's life: before, during and after use by the customer. This means that we carefully choose our products and materials, with thought for people and the environment. We help customers with tips on how to use their products for longer and keep them looking good. We also give suggestions and solutions when they no longer can or want to use their products. If the products are also suitable for a broad public, it is a truly HEMA design.

always better



We have purchased only sustainable cotton for all our products since 2019.

Even during the drawing board stage, we think about how we can keep improving our products and how we can ensure they last as long as possible. An important aspect is the choice of raw materials. Our aim is to use sustainable raw materials and look at which ones are long-lasting. We also use minimum packaging for our products. If products do need to be packaged, we use materials that are as sustainable as possible. We do this for all our products: household products, food, beverages, beauty products and clothing.

purchasing sustainable raw materials

When purchasing raw materials, we bear in mind responsible production, long-lasting use and the possibility to reuse the materials. We make use of internationally recognised quality marks and are increasing the percentage of sustainable, certified products. The next two pages set out our objectives and show where we are at now.

recycled or renewable material

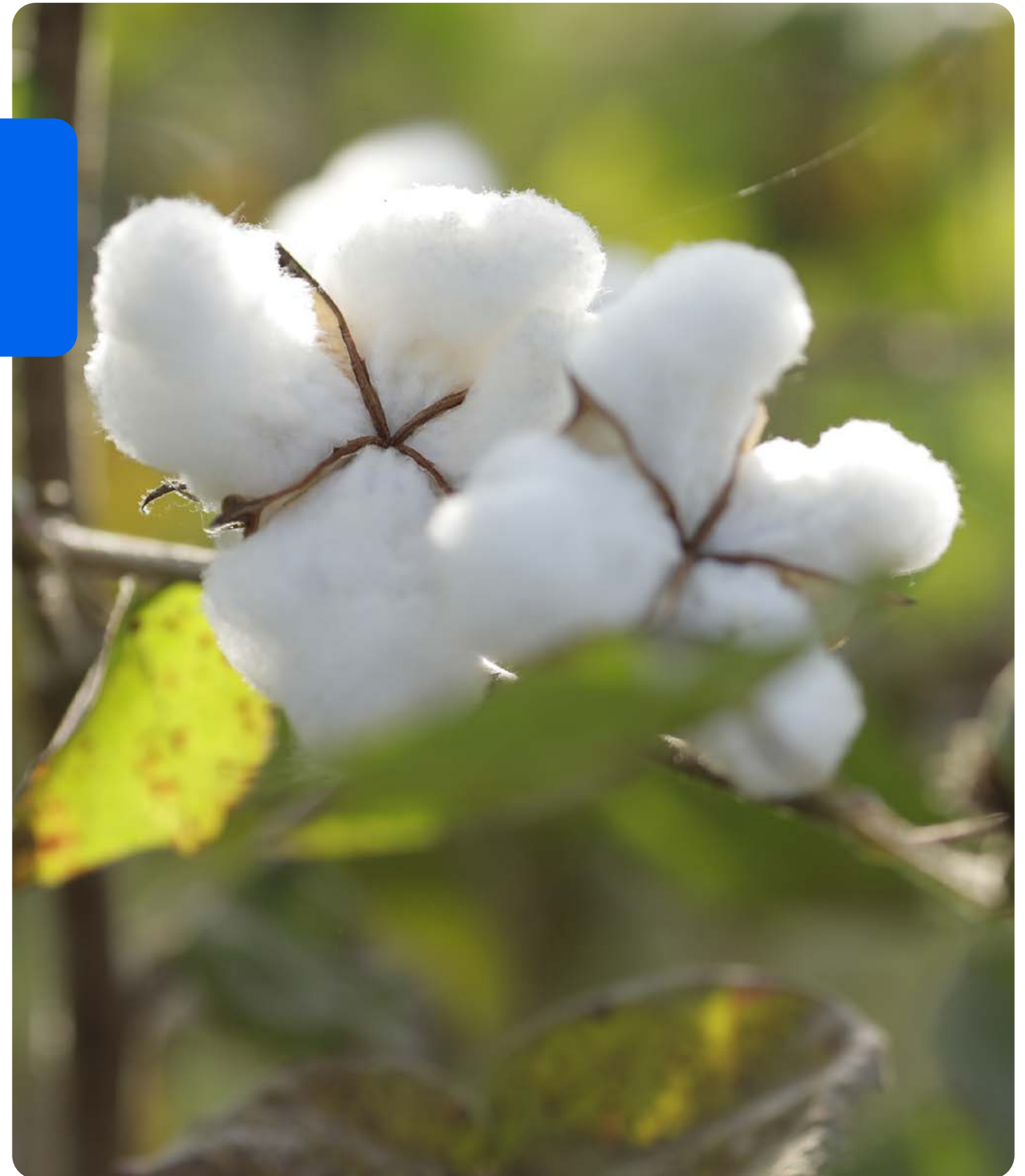
Our goal is to make all our plastic or polyester products from recycled or renewable materials by 2025. To achieve this goal by 2025, we also go back to the drawing board from time to time. For instance, since August 2021 all our shopping bags at tills have been made from recycled material.

cotton

Since 2019 we have been buying all the cotton we use for our products according to one of these three international standards:

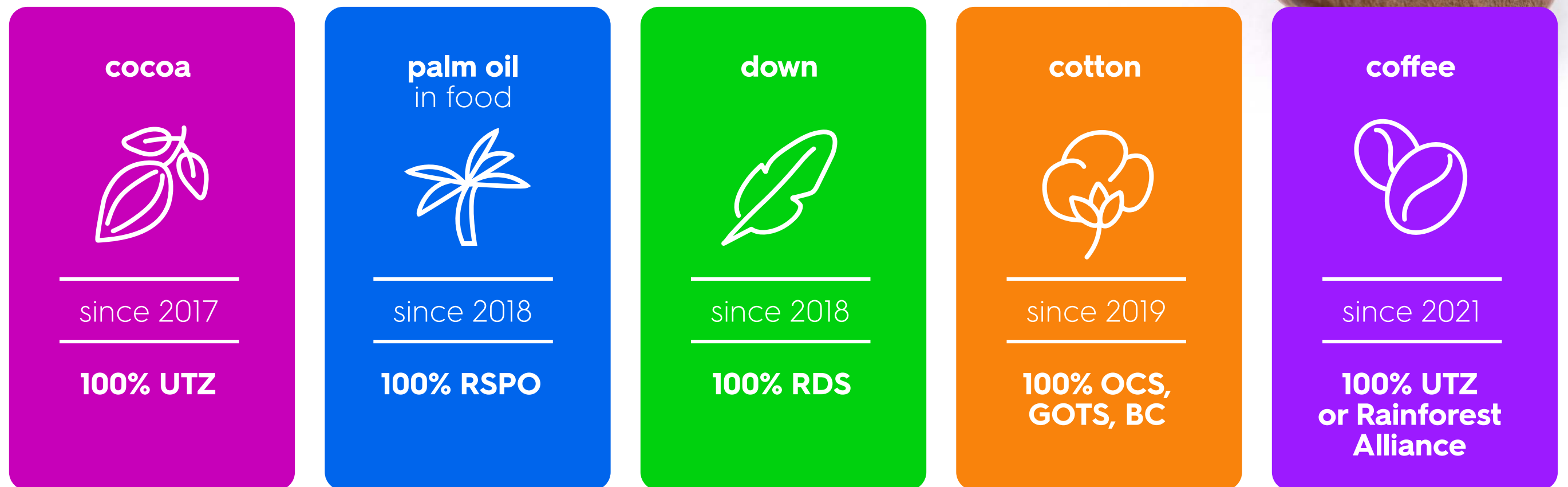
90% Better Cotton (BC), 5% Organic Content Standard (OCS) and 3% Global Organic Textile Standard (GOTS). The remaining 2% is a mix of organic and Better Cotton. By maintaining these standards, we contribute to more sustainable cotton cultivation and better working conditions for farmers and their workers. For example, by buying Better Cotton, we ensured that farmers received approximately 1,8 million euros extra income in 2021*. On top of this, purchasing Better Cotton reduced pesticide use by an estimated 2665 kg in 2021 and also saved approximately 4,1 billion litres of water.

*BC farmers experience a rise in profits for various reasons, usually as a result of higher proceeds and/or an optimised use of inputs such as irrigation water, pesticides or artificial fertilizers.



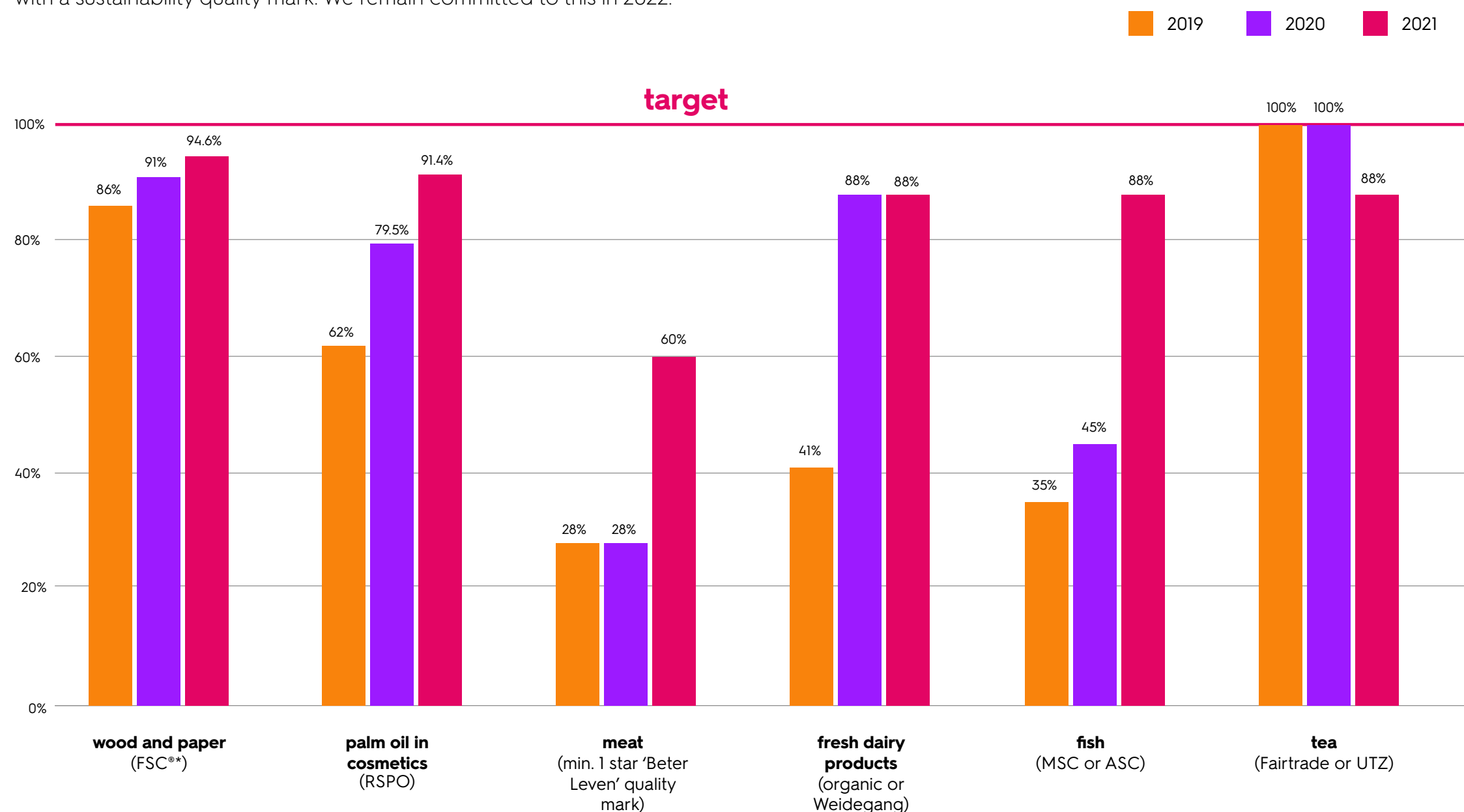
100% purchased more sustainably

We are proud that we purchase 100% of some of our raw materials more sustainably. For example, palm oil has been RSPO (Round Table on Sustainable Palm Oil) certified since 2018 and our down has been RDS (Responsible Down Standard) certified since 2019.



towards sustainable purchasing

We are also working hard to provide a number of other product groups with a sustainability quality mark. We remain committed to this in 2022.



more products certified

We aim to give 100% of certain product groups a sustainability quality mark. We continue to work hard on a number of product groups. A few examples:

- We believe it is important that the meat products we purchase come from animals that have had a good life. That is why we have the ambition to purchase all the Dutch meat with at least the 1 star 'Beter Leven' quality mark. All the Dutch pork and chicken we sell have a 1 star 'Beter Leven' quality mark. Even our low-fat smoked sausage has had a 1 star 'Beter Leven' quality mark since early 2021. This is an important step. We also want to do this with our regular smoked sausage. Some beef products and ham come from abroad. Unfortunately we cannot give these this quality mark because they do not use the same system. We are looking into alternatives for this. The purchase of meat products with a 'Beter Leven' quality mark is also high on the agenda in 2022.
- Almost all of our fresh dairy products are organic or comply with the criteria of the Weidegang Foundation. In 2022, we will be changing our last few products and expect to achieve our target.
- We want our fish to be MSC or ASC certified. Early in 2022, we changed a number of our recipes to enable us to achieve this target.
- The tea on our shelves is Fairtrade or UTZ certified and also often organic. In 2021, we purchased the promotional product Blooming Tea, which was not a certified product. When we purchase new tea varieties, from 2022 these will be certified products.

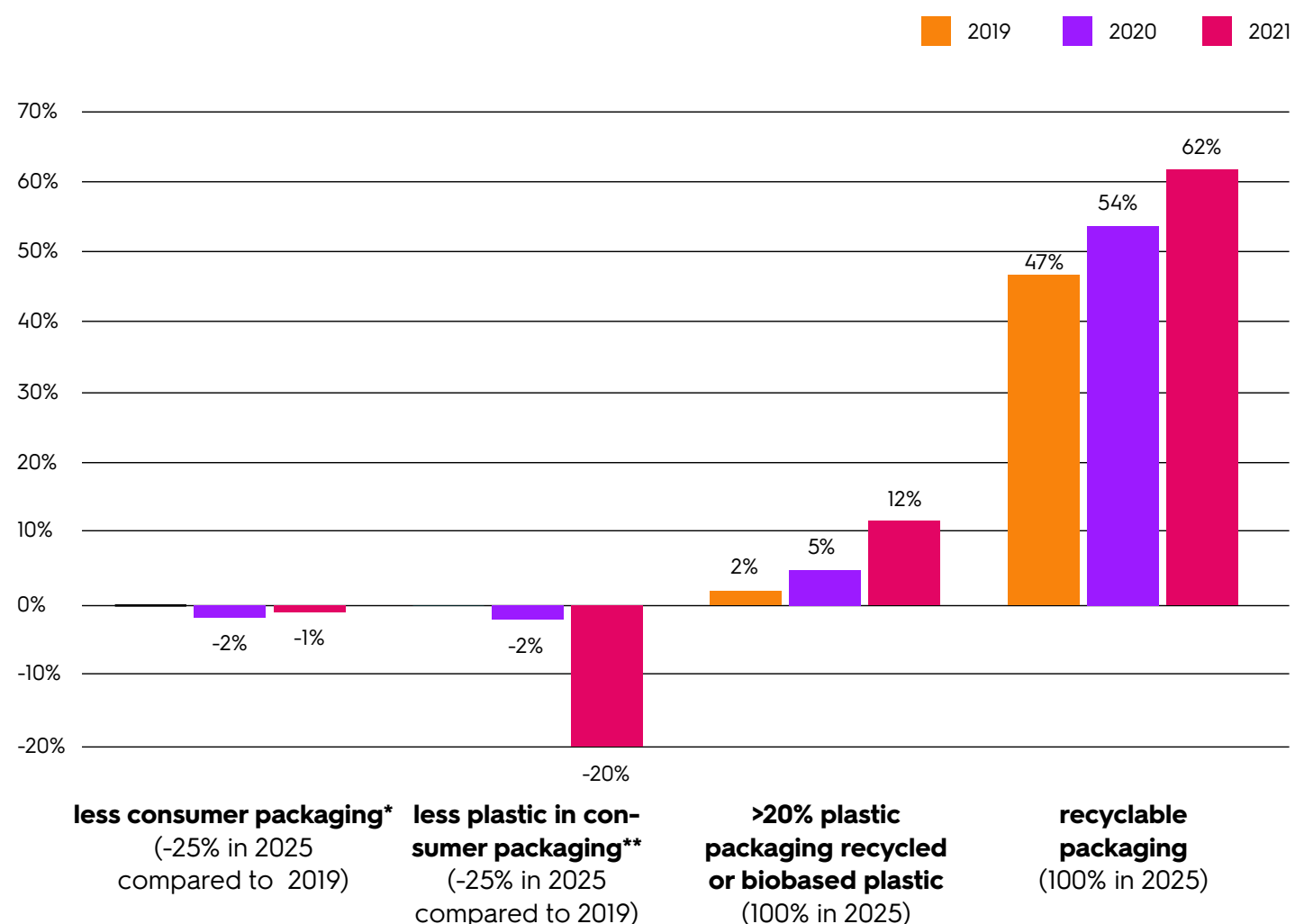
*The scope is retail, excl. food and catering services and bakeries. The calculations are based on the total number of SKUs. Only the calculation for coffee is based on the total volume.



*FSC[®] (Forestry Stewardship Council) is the quality mark for responsible forestry.

less and more sustainable packaging

We want to use as little packaging as possible for our products. However, packaging is sometimes necessary to protect products from damage and to preserve their quality. We are making the packaging we use more sustainable and have set ourselves a number of targets in this area.



*Based on the total weight of packaging.

**Average reduction in kg plastic consumer packaging

***All calculations are based on the purchasing figure for all HEMA products in a financial year. This includes our food packaging and excludes packaging for beer and wine.

less consumer packaging and less plastic in packaging

Our starting point is to use less packaging for our products. Our aim is to achieve a 25% reduction in 2021 compared with 2019. We are determining which products need to be packaged and which do not. Where packaging is indeed necessary, we are looking to see how we can use less and better materials.

We also want to use less plastic in our packaging. We have been working hard on this during the past year. With results: on average each item of packaging uses 20% less plastic. For example, our pens and felt-tip markers now come in a cardboard pack instead of plastic. The plastic packaging of our sleep masks has been replaced by a small cardboard pack. Our teething rings now come in plastic-free packaging.

In our quest to use less plastic packaging, we often end up with paper and cardboard packaging. This material is heavier than plastic. It gives a somewhat skewed picture of the results of our goal to reduce packaging, because in our calculations we look at the total weight of the packaging. This makes it a challenging goal, but we are embracing this challenge in 2022 with all our energies. At the moment we are testing the packaging of a cutlery set, which no longer has plastic window. If successful, we will roll this out to all cutlery sets.

recycled or biobased plastic in consumer packaging

At present, 12% of the plastic in our packaging is made from at least 20% recycled or bio-based plastic. Our resealable plastic bags to package clothing are also made from 25% recycled plastic. Recycled plastic is scarce at the moment, so we are first focusing on reducing the plastic in our packaging.

recyclable consumer packaging

62% of our packaging is recyclable, so more and more of our packaging can be reused. To determine which packaging is easily recyclable, we make use of the knowledge and tools of several stakeholders. For example, we use the tools (recycle checks) of the 'Kennis Instituut Duurzame Verpakkingen' (Knowledge Institute for Sustainable Packaging). In 2022, we will make further strides towards our goal of achieving 100% recyclable packaging in 2025.

20% less plastic in consumer packaging.



usable for longer

We want our customers to enjoy our products for as long as possible. That is why we look for solutions to make our clothes wearable for longer, for example. Or we ensure that customers can use products in many different ways.



design contest

our 31st design contest was held in 2021. The theme was 95 years HEMA. We asked young designers to design a solution that makes party time better, more fun and easier. Yvonne Bruin came up with heyMe, a digital service where during an event you can share photos in the cloud with fellow partygoers. Susanne Osinga won the public prize with Herpakpapier: a gift-wrapping set with a festive ribbon. The Herpakpapier is easy to use and can also be reused. In this way we show that products can last longer, even as part of the 'party time' theme.



Loe Limpens
creative director
at HEMA

"Sustainable design is the basis of all our products. At the same time, we are continually looking at how we can improve the product for people and the environment."

Loe Limpens

a truly HEMA design lasts longer

Our customers must be able to use HEMA products for a long time. Working with various teams, including the design, purchasing and sustainability teams, we consider the various phases a product goes through. We decide beforehand what could be smarter and better. This means thinking carefully about the raw materials of the product. But also: how do we ensure customers can use the product for a long time. Our adjustable baby bodysuit is a good example. We design it with an extra row of snap fasteners to allow for growth of at least two sizes. This product is based on a sustainable design. At the same time, we are continually looking at how we can improve the product for people and the environment.

Another example of a truly HEMA design is our updated raincoat. We developed this product in 2021 and it will be available in stores from July 2022. It is made from 22% recycled material. We give tips on the best way to keep it clean so that it will stay looking good for longer. And when you have had enough of it, you can write on the 'hand-it-on label' the name of the new owner. That's how we give a product a long life.

By making these kinds of changes, we make sustainable products accessible to a wide group of consumers and we help customers to choose more sustainable products. We also look at how we can provide customers with good information about the product. We do this, for example, by putting advice for use on the packaging. All this together makes HEMA unique.

a new lease of life



Thanks to our focus on production, paying attention to good quality, people, the environment and longer use, our products are designed so that they can be used for as long as possible. At the same time we are looking at the possibilities for collecting products and giving them a new lease of life.

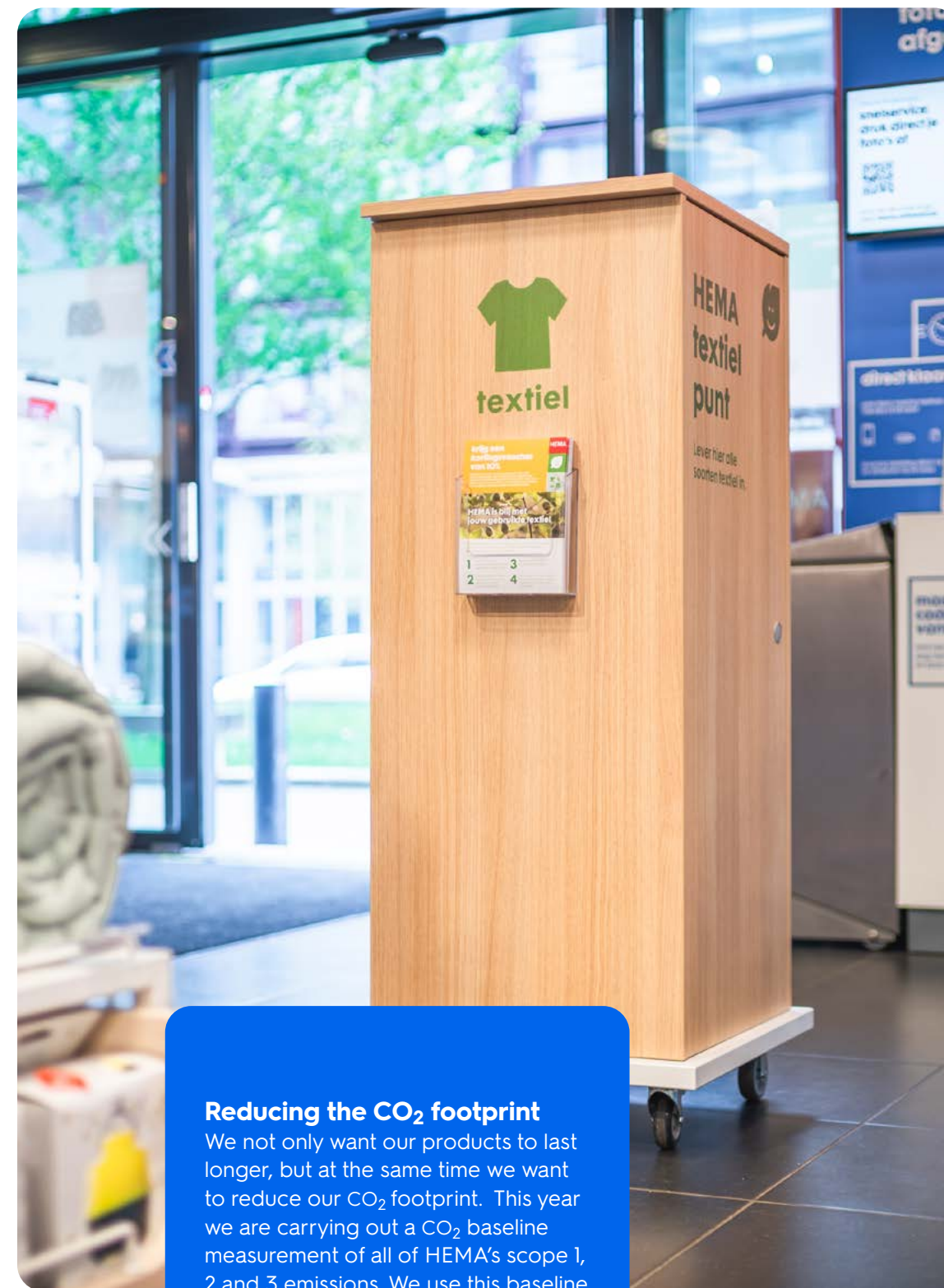
a longer life for HEMA textiles

We are currently looking at whether we can collect textiles so they can be transformed into new products. This is a way to avoid using new raw materials and ensure that no materials are lost. Last year, we started up a pilot with Wolkat, an innovative company that recycles textiles. Our customers could return used clothes and textiles at 24 locations. Wolkat ensures that more than 90% of the textiles are given a new lease of life, either as a second-hand product or to make new products from recycled materials. This helps us to reduce our environmental impact and we move one step closer to closing the circle. We will be expanding this collaboration further during the coming year.

tackling food waste

The fresh food departments in our stores regularly have products left over that are nearing their use-by date. We don't want to waste these products. That is why in the Netherlands we have teamed up with the Food Banks and Too Good to Go. They make sure that our products are not wasted. When our stores had to close temporarily during lockdowns, we made sure with Too Good to Go that products that had almost reached their use-by date could still be put to good use. In 2021 some 79,237 meals were saved through Too Good to Go, representing savings of approx. 198,000 kg CO₂*. At the end of April 2022, we launched a pilot with Too Good to Go in all our German stores to tackle food waste. We will be doing the same in Belgium later in 2022. Our intention is to roll it out officially there too.

* Too Good To Go assumes that 1 meal is equivalent to 1 kg and that 1 kg generates a CO₂ footprint of 2.5 kg on average.



Reducing the CO₂ footprint

We not only want our products to last longer, but at the same time we want to reduce our CO₂ footprint. This year we are carrying out a CO₂ baseline measurement of all of HEMA's scope 1, 2 and 3 emissions. We use this baseline measurement to draw up our goals and action plan to reduce emissions.



a truly HEMA design

Our adjustable bodysuit is a truly HEMA product for everyday life in a more beautiful world. Made with love, for you and the world.

always better

Our adjustable bodysuit is made from FSC® certified bamboo and cotton purchased through Better Cotton. This means that it's more environmentally friendly than conventional cotton and conventional bamboo and also produced with consideration for human rights.

lasts longer

Our adjustable bodysuit has two rows of snap fasteners, so that it can grow with the child and last at least two sizes bigger. It doesn't have any side seams, allowing it to stretch better lengthways. It is a crossover style so that you don't need to pull it over your child's head.

a new lease of life

Thanks to our focus on good quality, more sustainable production and longer use, products are so designed that they can be used for as long as possible. At the same time, we are looking into the possibilities for collecting products and giving them a new lease of life. We are currently examining whether we can collect textile products so they can be transformed into new raw materials which can be used in our products. This is a way to avoid using new raw materials and ensure that no materials are wasted.

production chains in the spotlight

HEMA products come from around the whole world. For us, the most important aspects are the welfare of the workers and keeping environmental impacts to a minimum. We ensure that our products are made in good working conditions and with respect for the environment. We work intensively with our suppliers, chain partners and internationally accredited sustainability initiatives to achieve this.



transparency in the chain

We work with suppliers for the long term wherever possible and know where our products are made. By studying the chain in greater depth and analysing the risks, we can contribute where our impact is greatest.

purchasing practices

Our products and materials come from different countries. When purchasing our products we pay attention to environmental and social aspects. It is important that we do this responsibly. We manage this from our head office in Amsterdam and our purchasing offices in Shanghai, Hong Kong and Dhaka. For the production sites in Turkey and Pakistan, we work with agents.

In 2021, we asked our purchasers and suppliers to tell us what is going well and what we could do better*. This showed that we are rated highly in terms of purchasing practices and placing orders and repeat orders, but still need to make progress in the area of training and awareness, price quotes and measurements. We take the feedback as the starting point for improving our purchasing practices.

*This is also known as Purchasing Practices Self-assessment and Purchasing Practices Assessment.

our business code

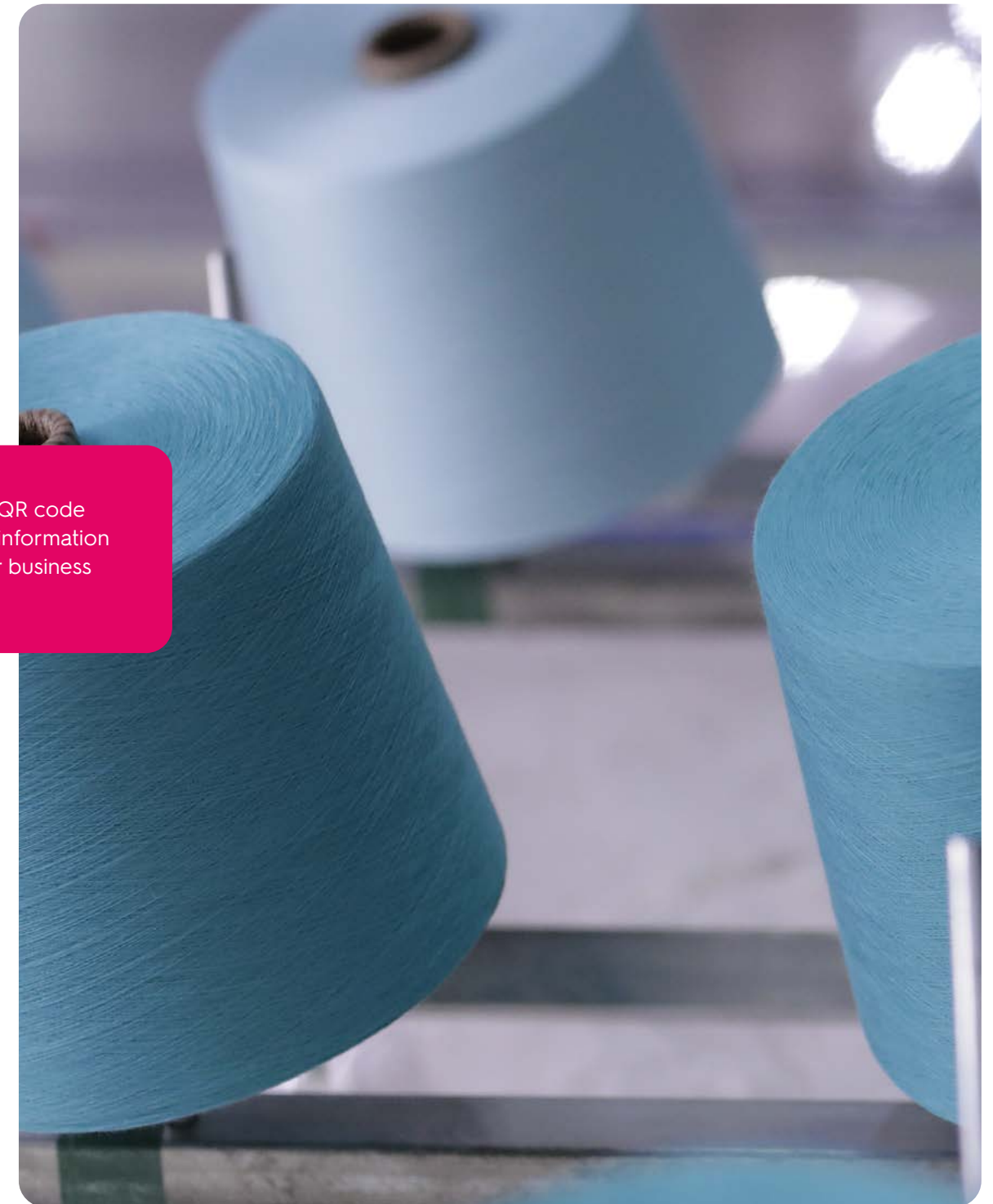
HEMA does business on the basis of honest and ethical practices, trust and integrity. The way we do this is described in our business code. For our employees and suppliers, the code describes the standards and values we work by. This is how we work together to improve conditions throughout the entire chain.

guidelines for human rights and working conditions

HEMA has a responsibility to protect and improve human rights. That is why we have drawn up human rights and working conditions guidelines for the people involved in the production chain. We have based the guidelines on our code of conduct and the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), the United Nations Universal Declaration of Human Rights and the OECD guidelines for multinational enterprises.



Scan the QR code for more information about our business code.





We have worked together with 75% of our suppliers for more than five years.



complaints mechanism
Workers in the chain must be able to report abuses they come across during their work. HEMA has the ambition to establish a complaints mechanism in its top 5 high-risk countries*, by setting up a complaints mechanism in the individual management teams or through an international, independent network. Read more about our initiatives in this area on p. 23.

*According to the Amfori country risk classification.

production sites in the spotlight

For us to be able to improve working conditions, we keep a close eye at all times on the production sites of our direct suppliers. We call these our 'tier 1' suppliers. We publish a list of these suppliers twice a year on our website and report our textile production sites on the Open Apparel Registry. We also want to have a good understanding of the production sites of our product suppliers. These are our 'tier 2' suppliers. In 2021, we surveyed all production sites in Bangladesh, Pakistan, India and Turkey and the top 10 suppliers in China. These account for around 25% of our tier 2 sites. We will expand our surveys further in 2022, while at the same time we will create greater transparency on the origin of our products. This is in line with the Transparency Pledge we signed in 2019; an initiative in which enterprises state where their clothing is manufactured.

collaboration in the chain

Most of HEMA's production sites are in China, the Netherlands, Germany, Poland, Turkey and Bangladesh. HEMA does not have its own factories, which is why we work closely with our suppliers and aim to build a long-term relationship with them. We have worked with 75% of our suppliers for more than 5 years. We even worked with 20% of our suppliers for more than 15 years. This mutual loyalty is very special and important to us. We know what we can expect from each other and work together to achieve our long-term goals.

solving challenges together

In 2021, the coronavirus epidemic meant that we had to cope with shop closures in many countries. We kept our suppliers informed and explained the situation. We believe it is important to be open and communicate with suppliers in good time. We explicitly said that we

would work together to come up with solutions. We were fortunate in that orders did not need to be cancelled, although in some cases we discussed the situation with our suppliers and adjusted the orders accordingly.

During the past year, we have seen costs rising in the chain, due to the blocking of the Suez Canal by a container ship and the effects of lockdowns due to the coronavirus epidemic. In response, we have extended the lead times of our orders, so that suppliers can purchase their raw materials in good time and at more favourable rates. In turn, this will reduce the effect of delays on the availability of our products.

risks continually assessed

In 2021, we carried out a risk analysis in six production countries. These were the five high-risk countries (China, Turkey, Bangladesh, India, Pakistan) and one low-risk country (Italy). We examined local working conditions, raw materials and production processes. Once these insights and risks have been analysed, we establish our priorities. We not only include our basic criteria, but also target the risks that have the greatest impact on workers and the environment. We discuss this with our stakeholders and together we decide on what action to take, following the guidelines of the OECD Due Diligence guidance.

QR code and text: Scan the QR code for an overview of our production sites.

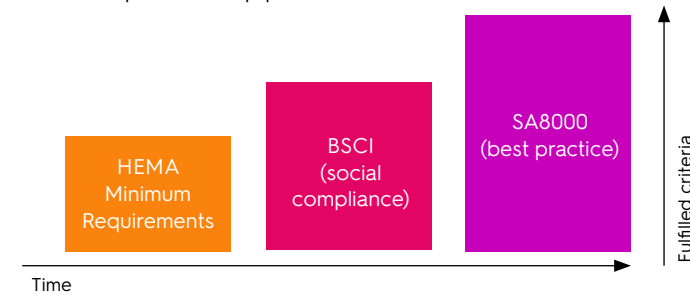
working conditions in production countries

We want workers at the production sites to be able to work under good employment conditions. All our production sites must comply with our minimum criteria and standards. We work together with suppliers to keep improving working conditions.

improving working conditions

Our collaboration with suppliers focuses on improvement. Accordingly, we have designed our own development approach.

development approach



HEMA MRQ audit

When we embark on a new collaboration in a high-risk country, first we carry out a Minimum Requirement Audit (MRQ). The audit is carried out by TÜV Rheinland. For social compliance, we consider seven aspects:

- chain transparency
- preventing child labour
- no forced labour
- safe and healthy working environment
- fair salary and working hours
- insurance for workers
- combating environmental pollution

We investigate whether the factories meet our requirements or need to make improvements. If the latter is the case, we work with the facility to draw up a concrete improvement plan with deadlines.

In 2021, 78 new production sites we added in high-risk countries. During the audits, it became apparent that 67% of these sites needed to make improvements to meet our criteria and be acceptable to us as suppliers. Often the problems were to do with safety and the local environmental impact. At the end of 2021, 62% of the sites had made improvements. The difference can be explained by the fact that on the reference date the improvements had not yet been made.

In addition, in 2021 all production sites in high-risk countries were revisited. There are still 68 sites planned for a re-audit in 2022. Of the 167 audits, 142 suppliers were eligible for improvement plans in 2021. 119 suppliers have successfully implemented the plans. The remaining 23 production sites are still working on the points for improvement.

When a production site in a high-risk country has a valid SA8000 certificate, we recognise its efforts and it will be exempt from our initial audit for human rights and environmental impact.

BSCI audit

We ask production sites in high-risk countries that have been supplying to HEMA for longer than one year to become a member of BSCI and to schedule an audit. Amfori BSCI is an international standard that monitors suppliers on the issue of human rights. HEMA has been a member of Amfori BSCI since 2003. The organisation carries out independent inspections at production sites according to thirteen aspects. We then monitor the progress of our production sites on these aspects through the BSCI sustainability platform.

Following the BSCI audit, the sites are given a score. The A and B scores are the best. Production sites with these scores will undergo the next audit after two years. Production sites with a C, D or E score are asked to schedule a follow-up audit after one year. Of all suppliers

that had a BSCI audit in 2021, 5% were given an A score, 9% a B score, 85% a C score and 1% a D score. Points requiring improvement are often management systems and working hours. We include the outcomes in our policy and discussions with suppliers. That way we ensure that we continue to improve.

There are also production sites in high-risk countries that are not affiliated to the BSCI or another standard accepted by HEMA. One possible reason for this might be that the volume HEMA purchases is too small. We keep an eye on these production sites and try to come up with an appropriate solution for each one. For example, we may revisit the site itself for an MRQ re-audit.

audits	2019	2020	2021
total audits carried out	557	518	508
MRQ audits	252	97	167
number of improvements implemented following MRQ audits	195	68	119
BSCI audits	191	401	322
Bangladesh Accord/International Accord inspections	114	20	19

Production sites and social guidelines

100% of the production sites in high-risk countries have had a HEMA MRQ audit on human rights and the environment.

Following the HEMA MRQ audit, 100% of the improvement plans are being implemented.

87% of the production sites in high-risk countries have had a BSCI audit (or equivalent) after a year.

Dutch Agreement on Sustainable Garments and Textile

During recent years HEMA has teamed up with other businesses to prevent and tackle abuses in the textile chain through the Dutch Agreement on Sustainable Garments and Textile. The agreement expired on 31 December 2021.

Wilma Veldman

more impact through the Dutch Agreement on Sustainable Garments and Textile

Strengthening the position of workers and child labour are important issues for HEMA. This is why we signed up to the Dutch Agreement on Sustainable Garments and Textile in 2016. It meant that we could cooperate with other Dutch retailers, sector organisations and government on these issues. We exchanged information with parties with whom we would otherwise not usually communicate. This proved to be extremely valuable. By joining forces, you create more impact and can accelerate transitions. The Dutch Agreement on Sustainable Garments and Textile expired at the end of 2021. During its last year HEMA received a final assessment of 83%. We are proud of this.

We have established a good basis with our MRQ audits and membership of Amfori. Through our risk analysis we have gained an understanding of the most common and serious risks. However, the chain still needs to be analysed in greater depth. One way we are doing this is through our 'beyond auditing' programme. We are pleased with the result and continue to work on these issues.



Wilma Veldman
chief product officer at HEMA

"For me, the HEMA bath towels are the perfect example of a HEMA product that really does last longer. They are made from 100% cotton and are more robust. It means that they are beautifully soft and thick. I have had these bath towels for more than fifteen years and they are still lovely!"



Pierre Hupperts
chair of the Sustainable Clothing and Textiles Covenant (until the end of 2021)

"HEMA has made huge strides to make its chain more transparent, to analyse the risks and to work together with others. A result that HEMA can be proud of."

Pierre Hupperts

more awareness and behavioural change

The Dutch Agreement on Sustainable Garments and Textile was established to tackle social and environmental abuses in the chain. It has led to greater cooperation between the various parties in the chain. Parties which previously did not usually seek each other out, now found it easier to come into contact with each other. It created new relationships and more exchange of knowledge. The businesses also took steps individually, such as making raw materials more sustainable and production sites more transparent.

In recent years, HEMA has worked hard to find out more about its suppliers and communicate this to customers and other stakeholders. This has not only given HEMA a better understanding of production sites and the working conditions at them, but it has also encouraged conversations on improving the conditions. HEMA and the other participants have inspired each other through the Dutch Agreement on Sustainable Garments and Textile.

The agreement expired in December 2021. Many participants have made huge strides to make their chain more transparent, to analyse risks and to work together with others. The same is true for HEMA. A result that HEMA can be proud of!

impact on the local environment

Our products come from many different countries. In all countries, HEMA wants to have a positive impact on people and the environment in the local area. We do this independently and with other local organisations.

improving the position of workers in the chain

We have teamed up with various local NGOs to improve the position of workers.

worker's voice

We work hard on improving working conditions and strengthening the position of factory workers. We feel it is important for workers at the production sites to be able to report complaints, preferably to their own management. If these are complaints that cannot be discussed with the management, it is important to us that these complaints can still reach us through an external complaints mechanism. Our aim is for all workers at production sites in our top 5 high-risk countries to have access to an internal or external complaints mechanism by 2025. We are working with local organisations to achieve this. HEMA has been part of two projects with two suppliers at three production sites since 2019. We are setting up internal and external complaints mechanisms at these sites. In 2022 HEMA will look into the possibilities to roll this out further based on our experiences in the projects.

an internal and external complaints mechanism

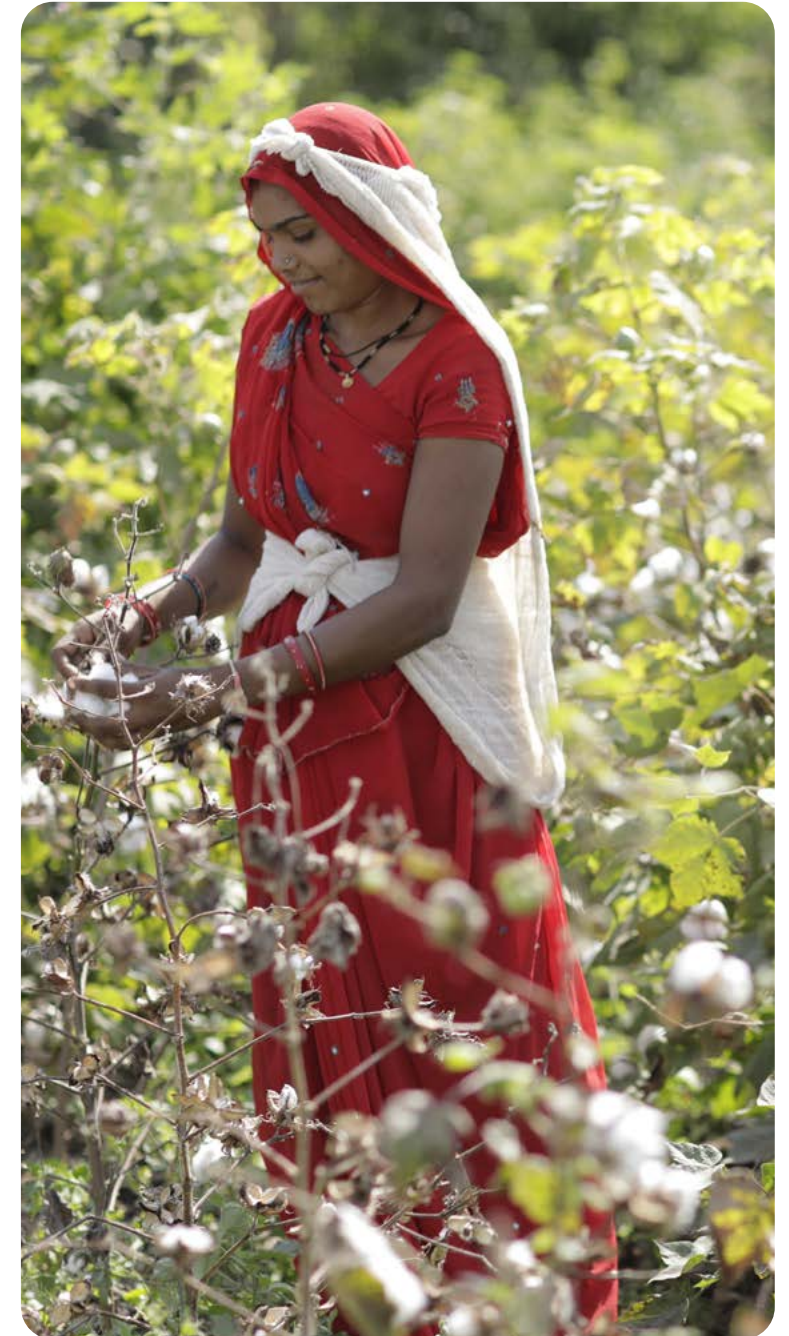
In Tamil Nadu in India we work with Arisa and the local NGO, Social Awareness and Voluntary Education (SAVE) to train workers and

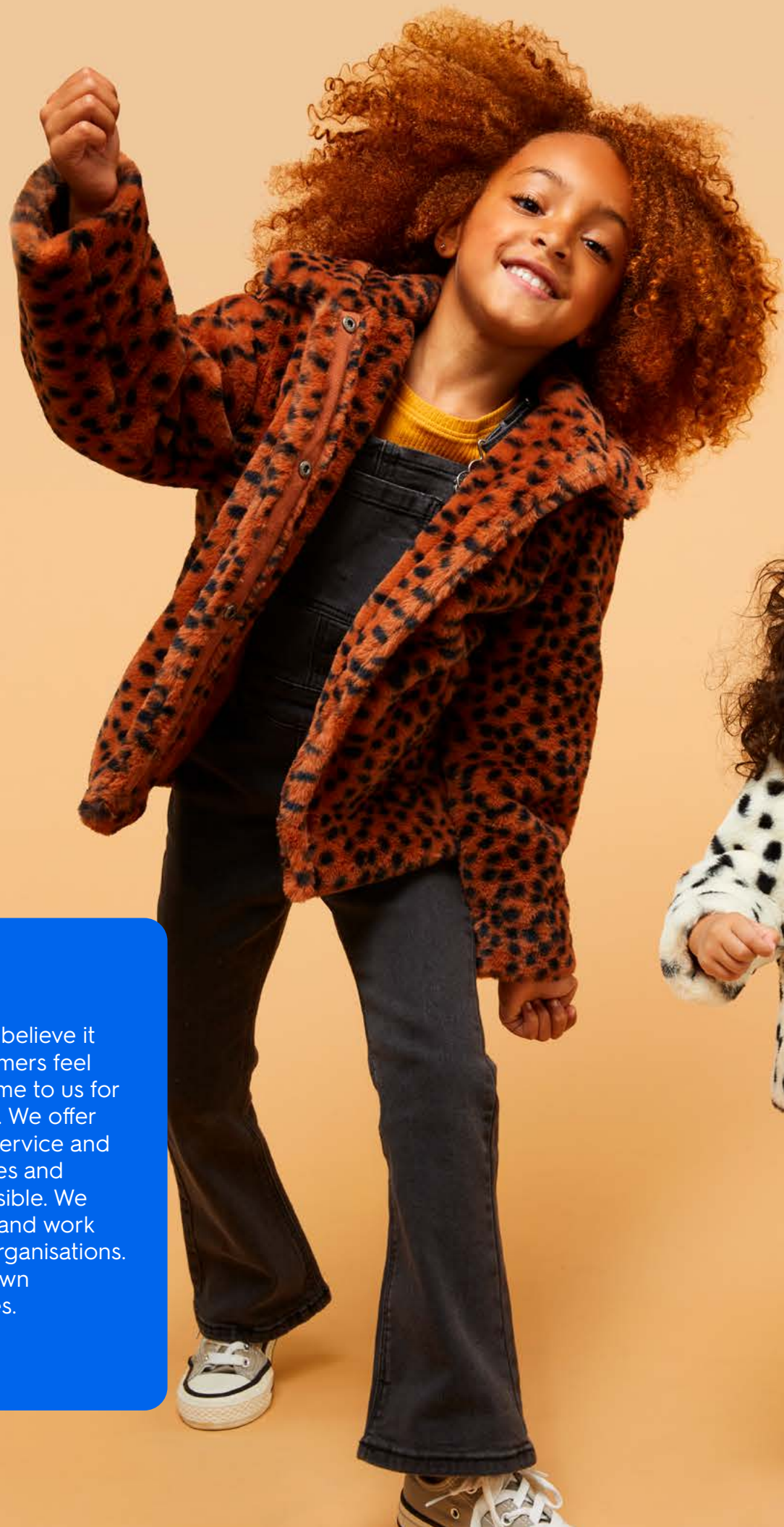
management at production sites on how they can initiate discussions with their employers on better working conditions. The Covid pandemic meant that these training sessions only got underway at the end of 2021. We will continue these training sessions this year. The aim for 2022 is to train two suppliers and three sites, involving a total of 1146 workers.

Together with the Fair Wear Foundation we have set up an external complaints mechanism with the same suppliers. This allows workers to report their complaints to an external party. HEMA is informed of potential complaints through an international network, so that issues can be resolved together.

environmental impact on the local area

HEMA wants to ensure that the environmental impact on the area around the production sites is as small as possible. In 2021, we carried out a survey of the environmental standards used by our suppliers in the top 5 high-risk countries in order to align as closely as possible with what exists in the market. We have done this for around 25% of the textile suppliers. This was the first step. In 2022, we will survey the remainder and communicate HEMA's policy regarding environmental standards to our suppliers in these countries. In 2023, HEMA will actively monitor suppliers for compliance with accepted standards.





HEMA for everyone

HEMA is for everyone. We believe it is important that our customers feel welcome at HEMA and come to us for their day-to-day shopping. We offer beautiful products, good service and make shopping in our stores and online as enjoyable as possible. We are at the heart of society and work together with a range of organisations. That is how we make our own contribution to social issues.



the customer is no. 1

HEMA is there for our customers. We are continually improving the shopping experience, in our stores and online. We also want to encourage customers to make well-considered choices. Customers can communicate with us in all kinds of ways. Our in-store staff and our customer service department are here to help. Even during the Covid lockdowns we kept in contact via the website, email, our app and in our stores. It meant that HEMA remained open to our customers for all their day-to-day needs.

a new look for HEMA stores

We make shopping at our stores as enjoyable as possible for our customers. Our stores will also be given a new look with our new strategy. We want most of our customers to have been in one of our revamped stores by 2024. This is something we are working hard on behind the scenes. We want to offer a warm and friendly stores in which our customers enjoy shopping and will find inspiration.

online shopping

We also want to offer the best online service to our customers. For example, during lockdowns, we continued to serve our customers via our app and webshop and later via WhatsApp too. This produced a big rise in the number of online orders. The number of online reviews also rose fast: around 700,000 reviews of products were posted by customers. We study the reviews at product level, as it enables us to see which aspects receive favourable or less favourable reviews and we can use this feedback in our product development.

HEMA card

We offer special promotions with the HEMA card. Customers can save points with their shopping and convert them into discounts on their purchases or receive free products. Four times a year our customers can also donate the points they have saved to a good cause such as the Red Cross, Stichting Jarige Job and the Nationaal Ouderenfonds. A great way to make it easier for customers to show their support for society.

more conscious choices

We support customers in making more conscious and sustainable choices. A good example is our traceable coffee which we introduced at the start of 2021. 70% of our coffee can now be traced using the Farmer Connect app. Via a QR code, customers can see where the coffee comes from and find information about local projects. It's how we make customers aware of the origin of the coffee. At the same time, affiliated farmers have the opportunity to share knowledge that can help them make their production more sustainable.

food range

We want to offer sustainable and healthier food products in our stores, at HEMA prices. For example, all non-perishable food products contain natural aromas, colouring and flavourings. We also offer gluten-free and vegan alternatives for a variety of products. We are reducing the amount of sugar in our confectionery wherever possible and regularly add to our product range. We offer fresh food products only in the Netherlands. But during festive periods, such as Christmas and Easter, we also offer seasonal product ranges in other countries.

Scan the QR code for more information about our traceable coffee.



HEMA range for everyone

HEMA is for everyone. We believe it is important for HEMA to be a place where everyone feels welcome and appreciated. You see this in our products and services.

development of the mastectomy bra

We want all women to feel good in HEMA lingerie. All bodies are different. Each of us has different wishes and needs. We therefore offer a wide range of bras in a variety of sizes and made from materials that feel comfortable.

Last year we added new lines to our range. In collaboration with Pink Ribbon we have developed a mastectomy bra for women who wear a prosthesis. We wanted to provide these women with an accessible and well-fitting product. We have taken extra care with this product so that it meets the needs of our target group as closely as possible. Pink Ribbon brought us in contact with several women who wear a prosthesis. This was extremely valuable, as they tested the bras and gave us tips on how we could improve the designs. We expect to introduce the mastectomy bras in the autumn of 2022.

beauty department, an example of inclusivity

We live in a diverse society and that is something we also communicate. At the start of Pride Week we permanently

changed our retail communication in the beauty department. The images are more diverse, more realistic and recognisable for all HEMA customers. We also take care to put across an inclusive image when introducing new products. The photos show all kinds of models, young and old and with different skin tones to give a much better representation of our society.

HEMA Foundation

HEMA Foundation is an independent foundation associated with and partly financed by HEMA. In recent years the HEMA Foundation has dedicated itself to an inclusive society in which everyone can participate in everyday life. To this end, the Foundation has developed a range of programmes and teamed up with social partners, academies, experts and other organisations. One of the activities was the annual HEMA Foundation Accelerator a nine-month training programme in which emerging designers and other talents were trained to develop social design solutions to complex social challenges.

In 2021 the theme of the Accelerator was encouraging language skills in and around the family. 25% of Dutch children have a language deficiency and one in nine people in the country are semi-literate. This can have huge consequences for their daily lives. With the Accelerator, 24 participants in five groups developed concepts to stimulate language development in and around the daily lives of families.

The winners of the Accelerator in 2021 were the Taalvriendelijk initiative and Open Eind. Taalvriendelijk aims to create an environment in which young people with an immigrant background can practise Dutch and have the confidence to make mistakes. Open Eind is a game for parents and children to create stories together by going on an adventure at home and completing exciting tasks. In this way, children can learn to develop their proficiency in Dutch through play. Both initiatives received 2,500 euros from the HEMA Foundation to support them in developing their idea.

2021 was the last year in which the HEMA Foundation was affiliated to HEMA as an independent foundation and partly financed by it. HEMA wants to contribute to a better everyday life for our customers - today and tomorrow. We are convinced that with this focus from within - from the very heart of HEMA - we can exercise greater influence on creating a better world. This means that, from January 2022, we will put all of the HEMA Foundation's energy into HEMA's new strategy and launch resulting initiatives that will make a contribution to society.



attention to breast screening

Last year we teamed up with Pink Ribbon to draw attention to breast screening. We believe it is vital that everyone knows how to do this themselves.

Lise Mostert

get to know your breasts

We want to encourage women to be more aware of breast cancer and to check their own breasts regularly. HEMA has an enormous reach among this target group. Last year we teamed up with Pink Ribbon and organised various activities. We conducted a social media campaign with Dutch presenter Linda Hakeboom and created an online platform with information and tips. We also attached pink cards to the bras, encouraging women to check their breasts and referring them to the website for more information. We are using our reach in this way to draw attention to an important issue.

Breast cancer remains a sensitive subject. It was wonderful for Pink Ribbon to share its expertise and experience with us and for us to be able to spread the message together. The responses to the campaign were extremely positive. In 2022, we want to continue to promote awareness of breast cancer and encourage self-checking. During the coming year we are going to make customers and HEMA staff more aware of the importance of checking breasts for abnormalities.



Lise Mostert
category manager at HEMA

“We want to encourage women to be more aware of breast cancer and to check their own breasts regularly. HEMA has an enormous reach among this target group.”



Indira Balgobind
brand manager at Pink Ribbon

“It is so important for women to get to know their breasts and know what they should look out for, so that they can recognise any changes in their breasts at an early stage.”

Indira Balgobind

a platform for more awareness about breast cancer and self-checks

Last year, we joined forces with HEMA to create greater awareness among women on how they can check their own breasts. It is so important for women to get to know their breasts and know what they should look for, so they can recognise any changes in their breasts at an early stage. This is because changes may be an indication of breast cancer.

HEMA has embraced this message and given it a platform in its stores and online. It is incredibly valuable for us to work together on this issue: we have the knowledge and network while HEMA has an enormous reach. It is an excellent way to spread the message together among a broad public. We look forward to continuing this collaboration with HEMA.



Scan the QR code for more information about breast screening and our collaboration with Pink Ribbon.

committed colleagues

Working at HEMA is for everyone. We create a workplace where everyone is and feels welcome. This means a diverse and inclusive environment with opportunities for development.

satisfied colleagues

It is important to us that our colleagues are happy and proud to work at HEMA. At the start of 2021, we conducted a satisfaction survey among our colleagues. We also asked how our colleagues feel and what they thought of the communication during the coronavirus epidemic. Employees gave an average score of 7.6 and indicated that they were feeling good. The communication with HEMA was also given a high rating of 7.9. This is slightly lower than last year (8.1 and 8.2 respectively). Employees could also say what problems they had been confronted with. Stress caused by the coronavirus epidemic and work pressure were regularly mentioned. The results were discussed with the management, supervisors and the Works Council and we initiated several actions. For example, we introduced a care package that allowed our employees to make use of a childminding service for a certain period of time, paid for by HEMA.

coaching and development

Employees can continue to learn and develop at HEMA. In 2021, we offered a variety of courses and training programmes to give our employees the opportunity to continue to grow in their careers. We focus on three pillars: strengthening leadership qualities, cooperating well as a team and building a successful and fulfilling career. We invest in our employees through leadership training programmes and targeted MBO and HBO programmes (at secondary and higher level) for talented employees. Employees can also join training sessions via our online platforms HeyHEMA and GoodHabitz.

GoodHabitz receives an average of 500 visits per month and in January 2021 this even topped 10,000.

reporting complaints

We want to have satisfied employees. If they have a complaint, they can report it to us. We take all complaints very seriously. We have laid this down in the integrity and whistle-blower scheme.

diversity and inclusivity

HEMA stands for an inclusive business culture, from recruitment and selection until an employee leaves HEMA. This is something that we have properly documented. At the start of 2021 HEMA signed the charter of Diversity in Business (DiB), laying down objectives that contribute to diversity and inclusion at HEMA. Later that year we drafted a new diversity and inclusivity policy. With the introduction of the new strategy, the measurement of the objectives and a few activities have been postponed for a year. In 2022, we will evaluate the plan and integrate our plans for diversity and inclusivity in the new strategy. Issues we believe are important:

- Awareness and consensus across all levels of HEMA;
- An objective recruitment process and diverse recruitment;
- A good mix of ages in store teams;
- Internal activities: diversity and inclusivity via an internal working group: Workplace Pride.



In 2022, we will be measuring the following objectives:

- Overarching objective: we aim to improve employee awareness of diversity and inclusivity from a score of 7.8 (measurement from early 2021) to 8.2 (measurement at end of 2023).*
- Sub-objective: we aim to increase diversity in retail management and in the support office by at least 25% by the end of 2024 (ethnic and cultural background).

* We measure employee awareness of diversity and inclusivity through the employee satisfaction surveys in the Netherlands. We are looking at how we can tackle this in other countries.

male/female ratio

We feel it is important that there is diversity in all levels of the organisation. Our head office staff is made up of 66% women and 34% men. Our management team consists of 7 persons, of whom 3 are women and 4 are men. In the Netherlands, 635 persons have a management position. 35% are women and 65% are men. This includes stores (excluding franchises).

retail personnel

For us, diversity also means a good mix of ages in retail teams. In 2021, we started making our personnel who hire store staff aware of this. We also discussed the added value of inclusive recruitment.

HeyPride

HEMA wants everyone to feel at home and be able to be themselves. Regardless of background, colour, religion, gender, age, sexual orientation, civil status, disability or invalidity. Since 2020 our internal working group HeyPride has organised positive and accessible campaigns each year to increase our understanding of the LGBTQ+ community. The working group serves as a sounding board for LGBTQ+ issues. This year the team launched 'be yourself on the workfloor'. We developed 'be yourself' stickers that appeared as floor stickers in our offices, our DCs and in our stores. Apart from our own colleagues, HeyPride also targets our customers. We organised, for example, a musical happy hour on Coming Out day in our stores, with favourite pride songs of HEMA employees for customers. In this way, we give everyone who wants to come out on this day some extra encouragement. We also raise the rainbow flag every year on Purple Friday. HEMA is for everyone.

Special leave

We want to support our employees throughout all stages of their lives. We ask them about their specific wishes and needs. It is important to offer personalised solutions. In 2021, for example, we gave special leave to an employee who was transitioning.

in conversation with society

HEMA believes it is important to enter into discussions with employees and external stakeholders, especially where it concerns the development and implementation of our new strategy. We regularly involve our stakeholders. In 2022, we will once again carry out a survey of our stakeholders so that they can be involved in the goals and priorities of the sustainability policy.



branch and sector organisations

- | | |
|---|--|
| subjects | frequency |
| <ul style="list-style-type: none"> new HEMA strategy chain conditions collaborations developments in the sector and legislation | <ul style="list-style-type: none"> weekly |
| resources | |
| <ul style="list-style-type: none"> conversations newsletters information sessions | |

SDGs: 8, 12

governments

- | | |
|--|---|
| subjects | frequency |
| <ul style="list-style-type: none"> PlasticPact Diversity Charter Transparency Pledge Dutch Agreement on Sustainable Garments and Textile | <ul style="list-style-type: none"> monthly |
| resources | |
| <ul style="list-style-type: none"> conversations newsletters information sessions | |

SDGs: 5, 8, 10, 12

employees

- | | |
|--|---|
| subjects | frequency |
| <ul style="list-style-type: none"> new HEMA strategy objectives and results developments and new initiatives diversity and inclusivity employee development | <ul style="list-style-type: none"> daily |
| resources | |
| <ul style="list-style-type: none"> heyHEMA strategy days sessions with MT, Works Council | |

SDGs: 5

suppliers

- | | |
|--|---|
| subjects | frequency |
| <ul style="list-style-type: none"> new HEMA strategy chain conditions range more sustainable materials purchasing | <ul style="list-style-type: none"> daily |
| resources | |
| <ul style="list-style-type: none"> conversations mails visits strategy days | |

SDGs: 8, 12

customers

- | | |
|--|---|
| subjects | frequency |
| <ul style="list-style-type: none"> new HEMA strategy campaigns range chain conditions transparency business operations collaborations | <ul style="list-style-type: none"> daily |
| resources | |
| <ul style="list-style-type: none"> stores and online mails, app newsletters campaigns leaflets social media customer service | |

SDGs: 5, 10, 12

collaboration partners

- | | |
|--|---|
| subject | frequency |
| <ul style="list-style-type: none"> new HEMA strategy chain conditions packaging policy tackling food waste | <ul style="list-style-type: none"> monthly |
| resources | |
| <ul style="list-style-type: none"> conversations mails | |

SDGs: 8, 12, 17

quality mark organisations

- | | |
|--|---|
| subjects | frequency |
| <ul style="list-style-type: none"> quality marks range more sustainable materials | <ul style="list-style-type: none"> monthly |
| resources | |
| <ul style="list-style-type: none"> conversations newsletters information sessions | |

SDGs: 8, 12, 13, 17

social organisations

- | | |
|---|---|
| subjects | frequency |
| <ul style="list-style-type: none"> new HEMA strategy chain conditions | <ul style="list-style-type: none"> monthly |
| resources | |
| <ul style="list-style-type: none"> conversations donations, contributions | |

SDGs: 5, 8, 10

signed

- Transparency Pledge
- 'Blastic Deal' (Knalplastic Convenant)
- 'Splashplastic resolution' (Spatplastic Convenant)
- Plastic Pact
- International Accord (formerly Bangladesh Accord)

memberships

- Amfori BSCI
- Dutch Agreement on Sustainable Garments and Textile (expired at the end of 2021)

international conventions

- ILO conventions
- The Universal Declaration of Human Rights
- The UN Convention on the Rights of the Child
- The Convention on the Elimination of All Forms of Discrimination against Women
- United Nations Guiding Principles on Business and Human Rights
- OECD Due Diligence Guidance for Responsible Business Conduct

about this report

contents and data gathering for sustainability report

This sustainability report concerns the period from 1 January to 31 December 2021. During this period HEMA was acquired by Parcom and Mississippi Ventures. The report covers the national and international activities of HEMA, within its own organisation.

The contents of this report are based on material subjects, the stakeholders' need for information and the guidelines of the Global Reporting Initiative (GRI). This report is in line with GRI Standards, level 'core'. The GRI table figures about our employees and the sustainability report can be found at www.hema.nl/duurzaamheid.

We have gathered the information together with various departments. The sustainability team makes an internal assessment of the report. This report has not been externally verified.

The sustainability report for 2020 can be found at www.hema.nl/duurzaamheid. This report was published on 31 May 2021.

annual financial report

The annual report of HEMA B.V. can be found at www.hema.net/investors

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HEMA sustainability report

Period: January to December 2021.
Publication date: 31 May 2022.
www.hema.nl/duurzaamheid

This report has been compiled in cooperation with Schuttelaar & Partners.

Portrait photography: Peter Sabelis
Portrait of Saskia Egas Reparaz: Ruud Pos

Want to know more about HEMA and sustainability?

If you have a question or comment, please let us know. You can email us at sustainability@hema.nl.

Take a look too at:



HEMA