

# Auping Impact Report 2023

Royal Auping



# ‘Sustainability is everyday business for everyone working at Auping’

‘Sustainability is a hot topic in the business community. The bar has been set high by regulations such as the CSRD as well as by other stakeholders such as staff and customers. How do we manage this? In Auping’s case, we all work together. We don’t have sustainability managers, ESG specialists or CSRD advisors at Auping. In fact, I’m the only one with the word “sustainability” in my job title. But putting sustainability on the map and ensuring that our roof is covered in solar panels, that we’re driving electric cars and drinking sustainable coffee are a collective effort. Sustainability is deeply embedded in our DNA and everyday business for everyone working at Auping, whether that is in the factory or in product development, marketing or HR. Together, we ensure that we have clear objectives and value drivers in place to enable us to maximise our impact.

As a result, this Auping Impact Report is the story of almost 330 Auping staff working their socks off each and every day to achieve our collective goals of having a completely circular range by 2030, of reducing our emissions even further and of being an even better employer to all our colleagues.

The steps that we took in 2023 are highlighted in this report. And there are plenty of them. For example, we built a new, largely robotised factory for our circular mattresses, renewed our certification as a B Corp and subjected our entire range to an intensive circularity analysis using the CTI tool. Although we’ve primarily invested in energy-efficient operations in recent years, we’re increasingly expanding our focus towards reducing our overall CO<sub>2</sub> emissions, not only in our own production but also throughout our chain. And last but not least, we’re providing staff at Auping with a better, safer workplace and gaining more and more insight into the circumstances in our chain.

Besides all the figures, analyses and indicators that we have used to make the reporting of our sustainability objectives and performance more specific, transparent and comprehensive, we have also added quotes from our staff. Therefore, this report will not only offer a clear picture of our performance in terms of sustainability but also provides an opportunity to properly get to know Auping as an innovative family business.’

**Mark Groot Wassink, Director Sustainability & Innovation**



‘This report is not only interesting from the point of view of sustainability but also provides an opportunity to properly get to know Auping as an innovative family business.’



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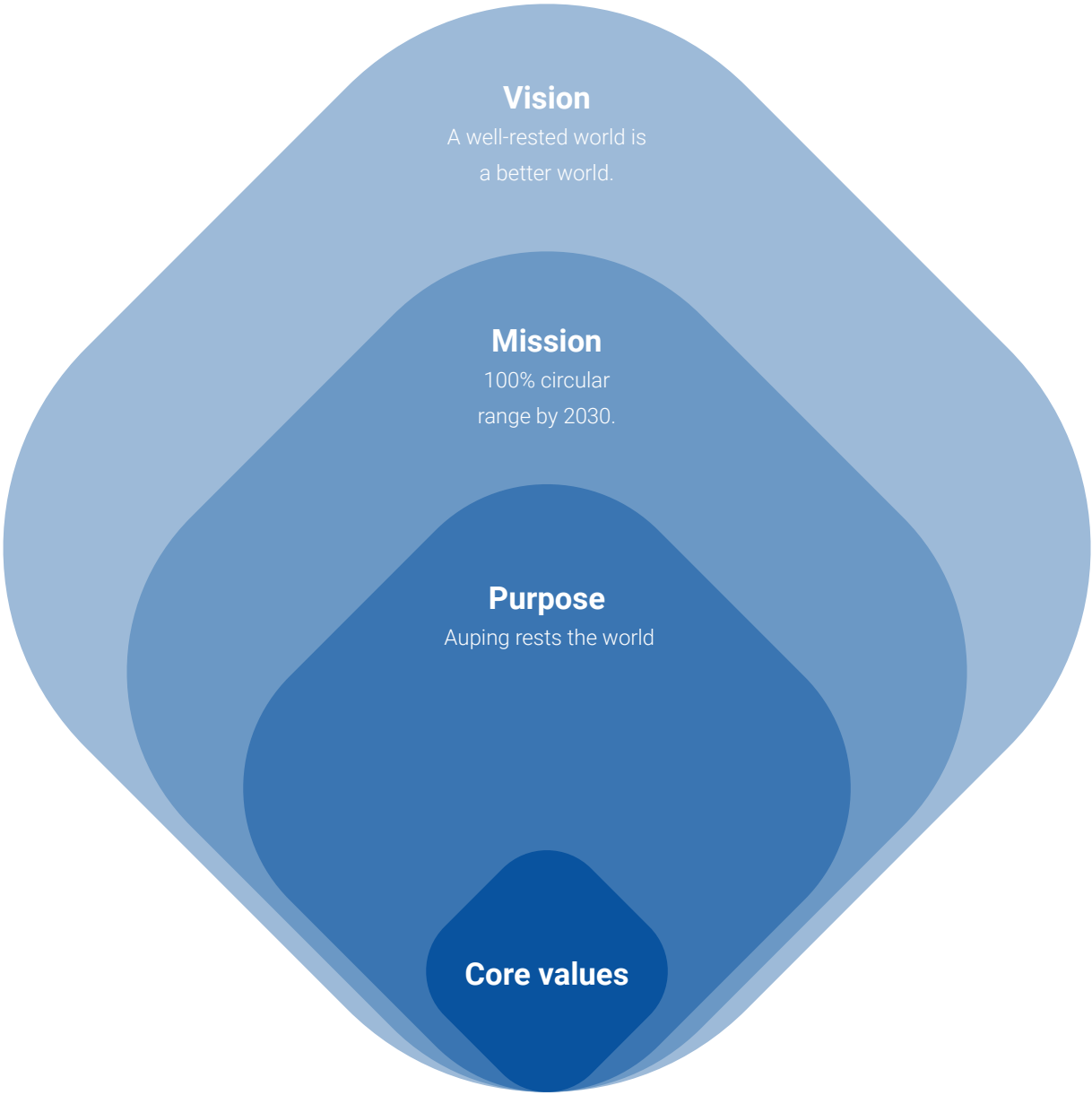


# Our blue heart

We believe that a well-rested world is a better world. As a family business based in Deventer, we have been developing sustainable, personal solutions for sleep and rest since 1888. Key factors in that regard are attention to detail, care for the environment and a sustainable future, including for future generations. Thanks to our employees and partners, we are leaders in our industry in terms of sustainability and circularity. We have been B Corp-certified since March 2020 and our mission is to have a sustainable solution for all products in our range by 2030. We are optimistic about the future and are taking steps each and every day to achieve this mission.

Value-driven working is important to us. The following core values are key to this:

- The customer is king
- Success is a collaborative effort
- We have mutual trust
- We are innovative
- We push back the boundaries
- We are significant



# Auping is a certified B Corp

**In 2020, Auping was the first manufacturer of beds, box springs and mattresses in the Benelux region to achieve B Corp certification. B Corps are companies that genuinely wish to make a difference to people, the environment and society. Voluntarily, not because it is mandated by regulations. We are proud to be allowed to sport the B Corp logo. After all, it is not just a label. When it comes to becoming a B Corp, the bar is (rightly) set extremely high.**

## Business as a force for good

B Corp is the most intensive, comprehensive certification process in terms of sustainability and social performance. As a certified B Corp, our entire operations satisfy stringent standards, from our production chain's impact to good employment practices. What this means is that we are committed to our pledge to factor our impact on the environment, society and our staff, customers and suppliers into every single one of our decisions. In fact, B Corp's slogan perfectly encapsulates what we do here at Auping: 'using business as a force for good'.

## Our B Score

In order to retain our B Corp status, we are subjected to a comprehensive B Impact Assessment every three years. This assessment pays particular attention to the topics of Environment, Staff, Customers, Community and Policy. It is a tough exercise and a good opportunity for us to consider the aspects on which we are doing well and where there is room for improvement.

An organisation needs to score a minimum of 80 points out of 200 to become and remain a B Corp. Based on the results from 2022, B Lab validated our score at 86 in 2023. We are very proud of this achievement. We scored particularly well on the Environment topic and also achieved the maximum number of points on various aspects, including health and safety, local sourcing, supplier code of conduct, quality assurance, governance structures and company transparency. All topics that will be described in extensive detail in this Impact Report based on our value drivers.

See our complete B Impact Assessment Report at [www.bcorporation.net](https://www.bcorporation.net).

## Score on B Impact Assessment

Total number of points 2019 (reporting year 2020): 86



Total number of points 2022 (reporting year 2023): 86



Certified



Corporation

This company meets high standards of social and environmental impact.





# Sustainability highlights of 2023



135 years of  
auping

## 135 years of Auping

In 1888, blacksmith Johannes Auping, founder of Auping, was tasked with designing a hospital bed for Amsterdam's Burgerziekenhuis hospital. Already convinced that comfort is the precondition for restorative sleep, he designed a hygienic bed featuring the world's first mesh base. Auping is celebrating its 135<sup>th</sup> jubilee in 2023.

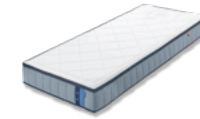


## Auping climbing the Sustainable Brand Index

Auping climbed six places in the Sustainable Brand Index (SBI) in 2023. This index is an annual ranking featuring the most sustainable brands in the Netherlands according to consumer opinion. The SBI is Europe's largest survey when it comes to consumer brands and sustainability. Auping was in 67<sup>th</sup> place in 2023. Tony's Chocolonely was in first place.

## Auping's office optimised to form a smart building

Thus enabling us to be more energy-efficient and reduce CO<sub>2</sub>. (Page 35)



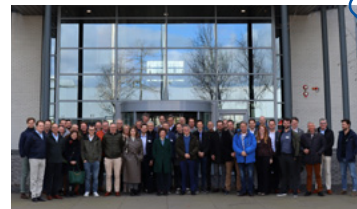
## Evolve upgrade

Auping Evolve, our first fully circular mattress, has been given an upgrade. This highly ventilating mattress is now even softer thanks to its new comfort layer.

March

## Partnership KNHB extended

Auping and the KNHB have been ensuring rest, time and attention for all hockey players in the Netherlands for over 8 years now. Not just by getting them to sleep on Auping mattresses but also by holding sleep workshops for and with sportspeople. The national squad came to Deventer on 8 March for a factory tour, a sleep workshop and individual mattress advice tailored to their needs.



## Circular Mattress Ecosystem Partner Day

Solid cooperation is essential in a genuinely circular model. Together with partners from our Circular Mattress Ecosystem we celebrate closing the loop. We share knowledge and visit the facilities where the mattresses are disassembled for processing. (Page 24)

June

## Accessories from residual waste

Maan, Zon, Wolk and Klaas are four accessories that Auping has developed in conjunction with Koda Amsterdam. They are made by hand at work-based learning company ONS Label using leftover material from our mattress production.



# Sustainability highlights of 2023



## Team DSM sleeping on Auping

Mattresses are brought along for the riders during the Tour de France. Auping produced eight ventilating Auping Evolve mattresses, tailored to the riders to ensure an optimum night's sleep.

(Page 42)



## Auping Noble wins Archiproducts Design Award

The panel of judges at the 2023 Archiproducts Design Awards selected Auping's Noble bed as the winner in the furniture category. Noble is made of sustainable European oak that satisfies the most significant quality labels for wood.



## 180 extra solar panels

In order to hit our target of generating 50% of the energy we consume by 2025 in-house, we have installed another 180 solar panels on the roof of our office. Bringing the total number of solar panels to 3,006. (Page 35)

July

October

November

December

## Relocating circular mattress production

We have so far been producing our circular mattresses by hand. This production is now being relocated to our new, partly robotised pilot factory adjacent to our current production site in Deventer. (Page 25)

## Sleep workshop for Auping staff

Human chronobiology researcher Marijke Gordijn is providing an interactive workshop for Auping staff on the back of a sleep study. An exceedingly clear link between regularity and sleep quality was evident in this group of staff. (Page 43)

## Auping as expert partner to our suppliers

In preparation for the new CSRD directive, we organised two information sessions for over 70 suppliers. We are keen to give our suppliers even greater involvement in the transparent reporting of impact data from our supply chain over the next few years. (Page 14)

# How we work at Auping

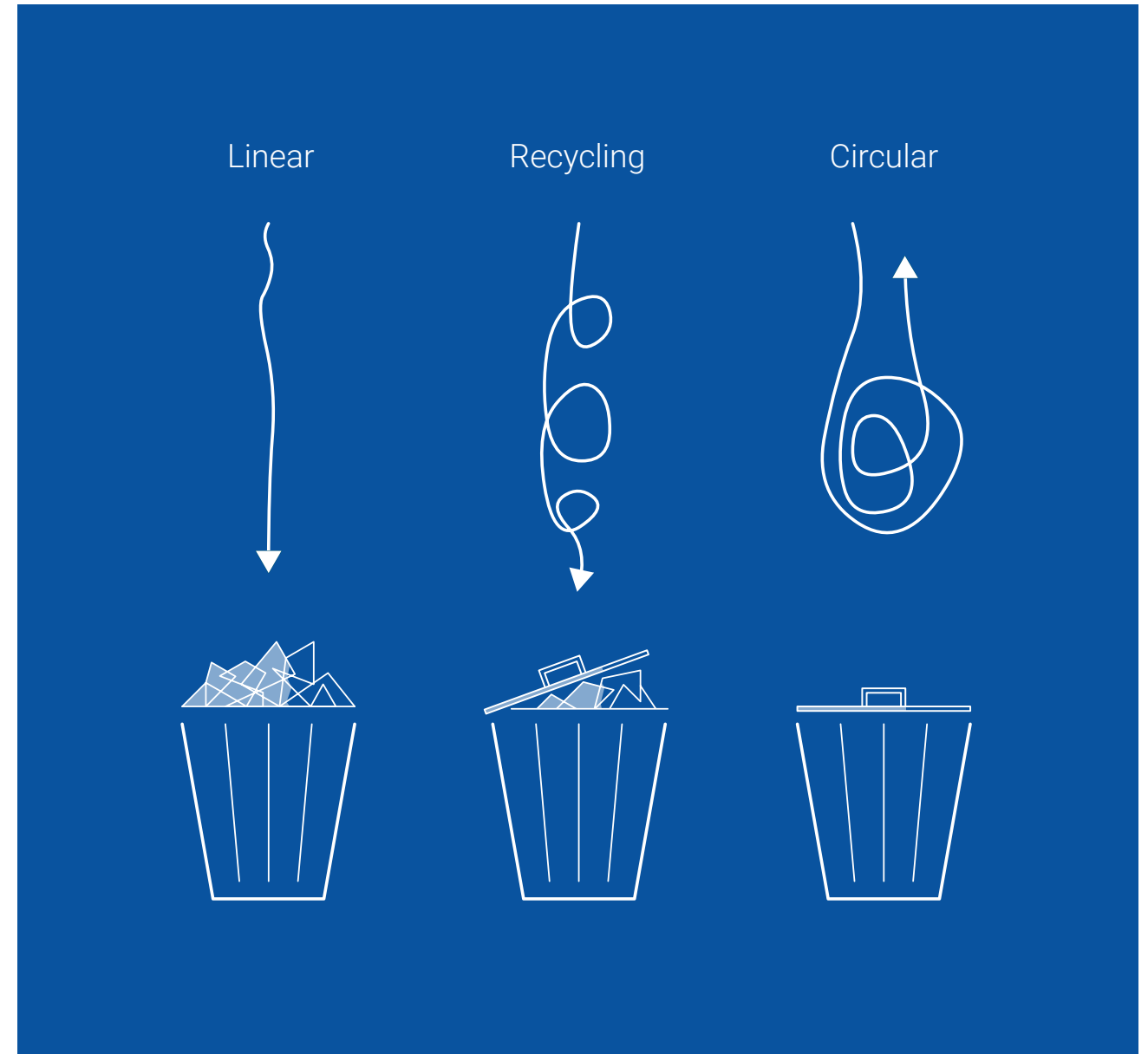
Almost 330 Auping staff in Deventer work hard each and every day to create a better world. Since its inception in 1888, Auping has been a symbol of sustainability, innovative design and local production using high-quality materials. That still holds true today. An Auping is all about bespoke craftsmanship. We produce to order, do not hold products in stock and engage in lean manufacturing, meaning no waste in terms of (raw) materials and human effort. What's more, we deliberately foster close-knit partnerships with our retailers and local partners who share our sustainable dreams.

## A good design

Helping the world get a better night's sleep starts with a good design. Our factory in Deventer is the heart of our business. Our manufacturing philosophy is actually very simple: we only make products for which there is demand, only use materials that are necessary, and are not prepared to make sacrifices in terms of quality. After all, an Auping should be built to last. That is what sustainable means. And when an Auping does reach the end of its lifespan, we want it to be possible for as much of the materials as possible to be reused to the same standard. At some point, linear production will no longer be the cheapest option. Raw materials will run out. By investing in new technologies, in smarter manual and robotised production processes and in creating an optimum flow of returns to ensure that we retain raw materials for future products, we at Auping are demonstrating that circularity is not just a matter of principle but also an economic model.

## 100% produced in the Netherlands, to order

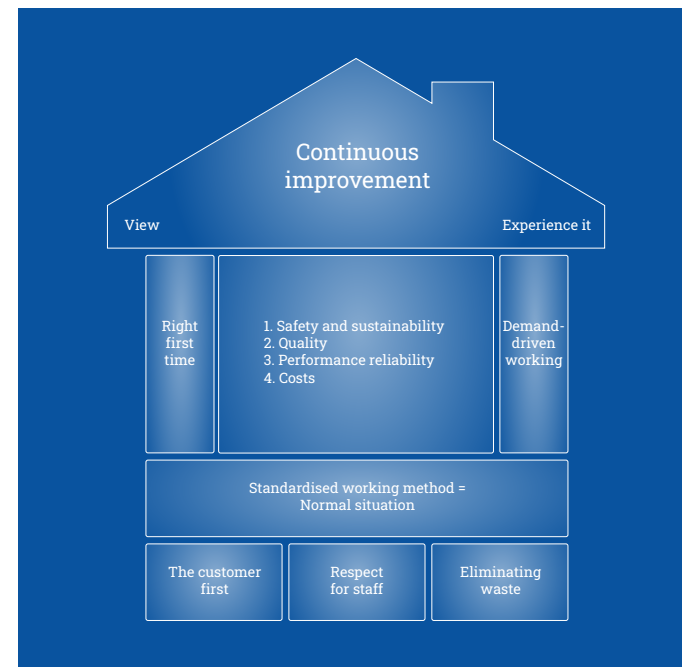
All Auping products are manufactured to order in Deventer. Meaning we do not hold any stock, never produce too much and do not throw anything away. The production is done in our own wood factory, steel factory and sewing workshop. Our green factory emits the bare minimum of CO<sub>2</sub>, makes smart use of heat and cold, never has the lights on unnecessarily, uses water efficiently and has a roof covered in solar panels. We have also adopted an order-driven, continuous process flow there. In 2023 we purchased the neighbouring premises and set it up as a factory for the production of our circular mattresses.





The lean method is not new to Auping. We've been doing it for 20 years now. But we are getting better and better at it. 2023 revolved around the start-up phase for our new, automated production line for our circular mattresses, in preparation for the official opening in February 2024. To a large extent we have robotised the production process for our circular mattresses in this new factory. In order to achieve genuinely lean manufacturing, everything is in a logical place. Thus enabling us to produce thousands of different varieties of mattress to order and at a faster pace.

### Figure 1: The Auping House



## Lean

All our operational processes are based on the Lean principle. In that regard, we strive each day to improve:

- Customer satisfaction
- Safety & sustainability
- Quality
- Performance reliability
- Costs

Caya Slinkman, Process Engineer

‘The flow in the new factory is just right’



When she did a work placement at Auping as a final-year student of industrial engineering & management, Caya researched how waste could be reduced within the production process. She has been working as a process engineer since 2020 and is engaged in continuous improvement of the production process. Her day-to-day work centres on eliminating waste using the Kaizen method and improvement projects, i.e. lean working.

As a process engineer, I support various production flows with a view to improving quality and reducing throughput time and costs. To prevent waste, it is important that the processes are well aligned and stable. The flow needs to be logical so that production does not unnecessarily stall somewhere in the process.

My work largely consists of asking questions and sparring with team leaders and production managers on how we can do things smarter, better and more efficiently. What I like about my work is the fact that it's really dynamic. No two days are the same. If there's a problem, we look for a possible solution as a team. Another thing I really enjoy about my work is that I am in contact with colleagues at all levels of the business. I see myself as someone who connects teams, such as product development and the factory floor. What was my best project in 2023? Well, that would obviously have to be being part of setting up the new pilot factory. I feel a tremendous sense of pride when I go there. Where the robots are, the way it has been set up, how neatly the processes follow on from one another sequentially... it's just right!

### Teaming up with local partners

100% of Auping's production is in the Netherlands. We don't do it alone. Instead, we have teamed up with partners who share our sustainable dreams. Our lean production relies on strong, stable relationships with close partners who have the same values and understand us. For example, we created our new pilot factory in conjunction with Hollander Techniek from Apeldoorn and Machine-fabriek Geurtsen from Deventer. We also created a HUB in Deventer in collaboration with Veenstra|Fritom to store our raw materials and semifinished products, making it possible to supply these to production on demand without having to rely on a high volume of transport. These are just a couple of examples of partners with whom we have teamed up to work in line with the lean philosophy.

We also look for suppliers who are as close as possible. We make stringent agreements with all our suppliers and register them in documents such as our Code of Conduct. Nearly all suppliers signed up to these in 2023: 100% of our product-related (PR) suppliers and 61% of our non-product related (NPR) suppliers. The Code of Conduct clarifies what we expect from our suppliers and from the chain that they set up, including when this extends beyond Europe.

### Three sales channels, One Auping

Nowadays, a customer's journey tends to start online. Which is why we again invested in optimising our online presence in 2023. Most consumers still prefer personal advice from a sleep expert. To ensure a seamless customer journey and the ultimate Auping experience, we team up with passionate independent entrepreneurs who love Auping as much as we do. Our retail network comprises Auping Stores, brand stores that exclusively sell Auping, and Auping Studios, shop-in-shops in the premium furniture stores and speciality sleep stores. The connection between store and online means that Auping is available 24/7. We refer to the total approach encompassing our Auping Stores, Auping Studios and our webshop as One Auping.

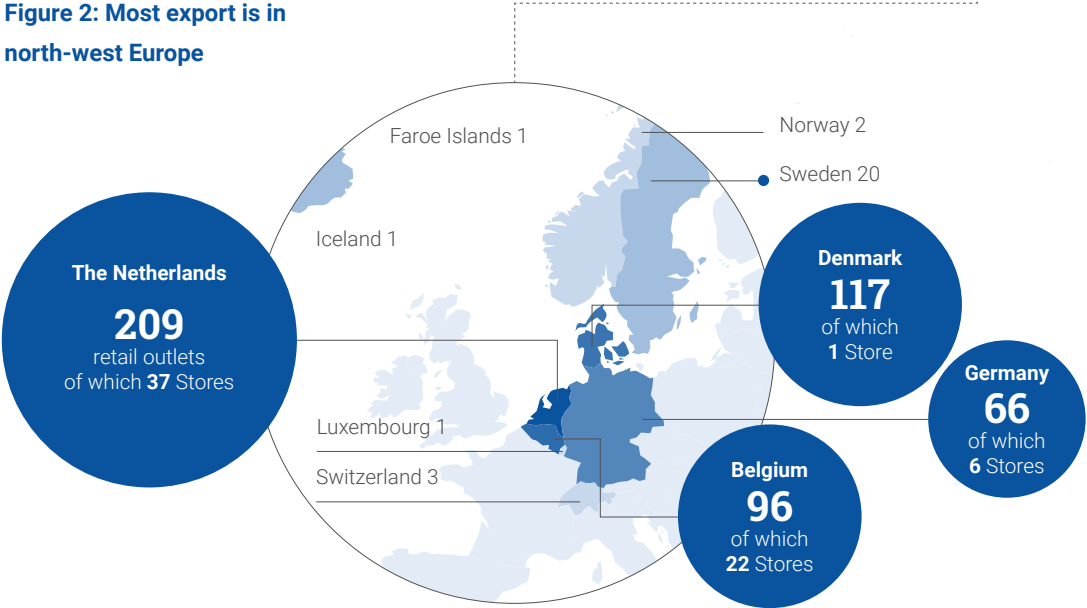
One Auping stands for partnership and fair remuneration. We make concrete agreements in proper consultation with our retailers and set these out in our Retail Guidelines each year. Thus enabling us to grow together in an ever-changing market. The unique thing about One Auping is that our partners benefit from the orders sold online. We also help our retailers to measure and monitor the in-store experience, provide all Auping Store and Studio staff with a comprehensive training programme through our own Auping Academy and make sustainable choices when it comes to our retail formula. For example, our chairs are made of recycled PET bottles, we use recycled perspex in our store materials, our floor is made of things like shredded cocoa and we offer our customers organic or fair-trade beverages. Another thing we do is produce new items from leftover materials, such as decorative cushions, sleep masks, bags, soft toys and the little stools for our children's corner. Furthermore, we deliberately decided to upgrade rather than completely overhaul our retail concept in 2023. This ties in with our vision of sustainability, involving no unnecessary waste or disposal.



# Dutch production all over the world

Each and every Auping product, whether it is a mattress, bed or box spring, is manufactured in the Netherlands. We purchase 84% of all raw materials from suppliers within a 300 km radius. Aside from our head office and factories in Deventer, we have three international sales offices in Belgium, Germany and Denmark. Last but not least, we sell our products in 30 export countries. The Netherlands is our biggest market: 68.3% of our turnover is generated in the Netherlands, while 94% of our turnover stems from north-west Europe.

Figure 2: Most export is in north-west Europe



Besides the Netherlands, Auping is sold in 39 other countries

- |                                  |                     |            |                      |
|----------------------------------|---------------------|------------|----------------------|
| Aruba                            | Denmark             | Israel     | Singapore            |
| Australia                        | Germany             | Italy      | Slovakia             |
| Bonaire, Sint Eustatius and Saba | Estonia             | Lebanon    | Spain                |
| Belgium                          | Faroe Islands       | Luxembourg | Suriname             |
| Brazil                           | Finland             | Malta      | Taiwan               |
| Chile                            | Georgia             | Norway     | United Arab Emirates |
| Colombia                         | Greece              | Ukraine    | United Kingdom       |
| Costa Rica                       | Hungary             | Poland     | South Korea          |
| Curaçao                          | Republic of Ireland | Réunion    | Sweden               |
|                                  | Iceland             | Romania    | Switzerland          |



# Auping range:

innovative, sustainable and high-quality

## Mattresses

Revive

Inizio

Adagio

Evolve
 

Elysium
 

Elite
 

 Circular product





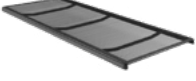
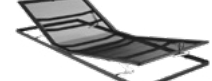




## Bed bases

Flat

Manually adjustable

Smart Base (1, 2 or 3 motors)

## Beds

Original

Auronde

Essential

Noa

Royal

Noble








## Bedding

Pillows

Duvets

Bed linen





## Box springs

Revive

Tone

Original

Criade

Kiruna







## Accessories

Bedside tables

Decorative cushions




# How we report at Auping

**Our first report was published in 2019 and was initially intended to provide all our stakeholders with insight into our sustainable mission. This edition bears a new name, the Auping Impact Report, and is more comprehensive and transparent than ever with regard to our impact and how we are creating value for the world. Our approach is based on three value drivers: 'Circular value chain', 'Emissions reduction' and 'Caring for people', with 'Governance and risk management' underlying these. In this way, we are rendering our sustainability policy concrete, measurable and comparable.**

## Reporting in line with the CSRD

This edition of the Auping Impact Report puts us on course for 2025 – the year in which we will be mandated to report in line with the new Corporate Sustainability Reporting Directive. The significance of this EU directive for us is that we will be obliged as an organisation to report on sustainability performance and our economic, social and ecological impact. The impact of not just our own factory in Deventer but also our entire value chain.

Not only is the CSRD approaching fast, it is also wide-ranging. Are we there yet? Not quite, but we are well on the way. For example, we have been reporting on the basis of industry standards for many years now and using recognised methodologies and tools, such as the Global Reporting Initiative (GRI), Circular Transition Indicators (CTI) and the B Corp assessment. We combine this with with over 135 years of experience and simple common sense. After all, even though reporting, data and transparency are not yet mandatory, we recognise their importance. They put us in a better position to analyse risks and opportunities, on the basis of which we are able to operate a properly substantiated improvement strategy. In two years' time this will no longer be a voluntary practice. We are pulling out all the stops in conjunction with all our stakeholders to prepare ourselves.

## Double materiality

At the heart of the CSRD is the concept of double materiality. This entails identifying topics that are genuinely worthwhile for Auping and all stakeholders, viewed from two angles: our organisation's impact on the world (inside-out) on the one hand, and the world's impact on our organisation (outside-in) on the other. A task force headed up by Finance Director Linda Hoebe and Director Sustainability & Innovation Mark Groot Wassink was set up in 2023 to carry out an initial double materiality analysis. Based on this analysis, we charted our material topics. Consider in this regard CO<sub>2</sub> emissions and energy consumption as well as how we manage people in our chain. Extensive coverage has already been given to these topics in the present Impact Report. For example, our stakeholder strategy (see page 15) shows how we are factoring in the interests of our stakeholders (consumers, suppliers, staff, retailers, communities and shareholders) in everything we do. We have also recorded the topics that we currently regard as material in as much detail as possible using indicators and targets within the compass of our value drivers.



### Transparency throughout our value chain

Therefore, thinking in line with the double materiality concept is not exactly new, but we will start keeping more detailed, more structured records on our material topics over the next few years. Charting the gaps in terms of sustainability and reporting in conjunction with internal and external experts is the next step to ensure that we are fulfilling all CSRD requirements in due course.

As a minimum, this will mean us having to expand our reporting on what happens prior and subsequent to our position in the chain. At Auping, we know what happens in our factory. And we have made clear agreements with our suppliers in the form of a Code of Conduct. So we are already doing a lot. What we do still need to do is report on all material matters throughout our chain. This will mean that our suppliers will have to provide us with data too. Not just on their own impact but also on the impact of their own suppliers. And we will also need to improve the extent to which we monitor matters like CO<sub>2</sub> emissions together with our retailers (the chain subsequent to us).

### Auping as expert partner to our suppliers

We have a lot of expertise at Auping, but we are far from omniscient. Not only did we gain plenty of knowledge in 2023, but we also shared a lot on the CSRD. We feel a great deal of responsibility to share what we already know with our entire supplier base. After all, we will not be able to report on our value chain without commitment on the part of our suppliers. December 2023 saw us hold two knowledge sessions for more than 70 suppliers. The high turnout surprised us, though also attested to the fact that there is a lot of willingness to do things better collectively.



Linda Hoebe, Finance Director

**‘In due course,  
the CSRD will –  
fortunately – make  
greenwashing a  
fair bit harder’**



**Linda Hoebe has been Finance Director at Auping since summer 2020. Her work encompasses a lot more than number crunching. Her remit also includes ICT and Legal. As CFO, Linda monitors a healthy balance between safeguarding Auping’s continuity and our pledge to the world.**

‘For me, 2023 was all about gaining knowledge. We’ve been drawing up annual reports for many years now. There are well-established guidelines for that. Keeping records of what we’re doing to produce circular products, to save energy, to take good care of people in our chain isn’t something new at Auping either.

What is new, however, is the method and above all the extent of reporting required by the CSRD. And that affects not just our own organisation but also the entire chain plenty of work to do. What’s helping is that we really recognise the CSRD’s importance. New regulations also bring a greater degree of uniformity in the method of reporting. Making it much easier for consumers, investors and other stakeholders to compare. The new regulations simply make that mandatory. And that’s a good thing. In due course, it will – fortunately – make greenwashing a fair bit harder.’



We represent the interests of all our stakeholders in the activities in which we are engaged

	Starting point (why)	Agenda (what)	Dialogue (how)	Frequency (when)
Consumers	Customers (actual and potential) are our most important stakeholders. We are keen to help the world get a better night's sleep with sustainable, high-quality mattresses.	Raising awareness of the need to choose sustainable, high-quality designer products that have the least environmental impact. Awareness of the importance of good sleep.	Targeted use of media with the aid of traditional and digital touch-points. Communication through our (social) media channels, website and the consumer service desk.	Daily
Suppliers	We collaborate closely with our suppliers and invest in long-term relationships. In order to achieve our goals, collective commitment to a genuinely sustainable strategy is important.	Innovation and product development for raw materials. Flexible connection with our Lean production method. Shared data on our chain optimisation process. Recycling and environmental impact.	Code of Conduct supporting our sustainability strategy. Assurance in documentation on agreements. Periodic meetings with suppliers.	Daily
Staff	Our staff are the heart of our organisation. It is only with dedicated staff that we will be able both to hit our growth targets and to fulfil our ambitions in terms of sustainability.	Staff satisfaction surveys, diversity and inclusivity at every level of the organisation, staff training and development.	Intranet, periodic communication meeting for all staff, MT and supervisory board meeting with the works council. Training via Auping Academy.	Daily
Retailers	Dedicated retailers are an essential component in our sustainability strategy. We intend to achieve our mission on the basis of an omnichannel distribution strategy.	The need to explain the importance of a good night's sleep, facilitating product experiences and testing products. And raising awareness on the importance of a sustainable product range.	Training through the Auping Academy, frequent newsletters and dealer events, including trade shows. Relationship management by our sales teams. Annual review of our KPIs.	Daily store visits and customer communication through our sales service centre. Annual trade shows.
Communities	We are keen to have a positive direct and indirect effect on all communities in which we are active and, by extension, on society in general.	Supporting local, regional and nationwide activities and projects in society through partnerships. Our focus is on nature, culture and sport.	Annual Impact Report, participating in local community activities.	Frequent
Shareholders	We have been a family business since our inception in 1888 and the Auping family continues to be involved in strategic decisions.	Strategic decisions for the long run, based on the Auping family's ownership vision. Entirely in alignment with our minority shareholder Wadinko.	Informal communication and formal meetings.	Three times a year.

# Our impact

## Sustainable family business

As a family business based in Deventer, we are well aware of our role and responsibilities in a changing world. Sustainability is in our blood. That is why we are producing more and more mattresses that are fully re-usable. Thus working towards a world without waste and doing our utmost to make the world an even better place. Ensuring we make our dreams – as well as those of future generations – come true and enabling everyone to go to bed with peace of mind. This is how we are helping the world get a better night’s sleep.

An explanation of the data here is provided in the next chapters.

€ Financial	€88.3 million turnover	209 retail outlets in the Netherlands	4 international sales offices (The Netherlands, Belgium, Germany and Denmark)
	€2.5 million EBITDA	307 retail outlets in Europe	3 webshops (The Netherlands, Belgium and Germany)
	58 suppliers	30 export countries	66% suppliers < 300 km away based on volume supplied
	2 production sites	59 international distribution partners	
♻️ Circular value chain	59.4% CTI score (weighted)	69% of mattresses sold are circular	16.8% residual waste flow
		90% sustainable wood	58.6% recycling and reuse
		53% sustainable textiles	
⚡ Emissions reduction	28% energy generated in-house	47 (-13.6%) tCO <sub>2</sub> e per worker	
		210 (-7.6%) tCO <sub>2</sub> e per million euros turnover	
		18,559 (-15.1%) Scope 1, 2 and 3 emissions (tCO <sub>2</sub> e)	
❤️ Caring for people	1888 Auping founded	351 FTE	21 eNPS score
	1988 royal status	391 staff	7.1% absence due to illness
	86 B Corp points*	33%/67% ratio women/men	
	79,982 new sleepers getting a better night’s sleep**	33%/67% ratio women/men MT	

\* Measuring point 2022.  
\*\* Number of customers who purchased an Auping bed or mattress in 2023.



# Value creation model

## Input

### Financial

Cash flows and external financing

### Infrastructure

Sustainable factory in Deventer: **22,625 m²**  
Retail outlets in the Netherlands: **209**  
Retail outlets in Europe: **307**  
Export countries: **30**  
International sales offices: **4**  
Omnichannel strategy

### Intellectual and humane

>**135 years'** experience  
Staff: **391 (351 FTE)**

### Social

Suppliers: **58**

### Natural

Electricity consumption: **3,455 kWh** (x1,000)  
Water consumption: **1,997 m³**  
Gas consumption: **115,009 m³**

## Added value

### Vision

A well-rested world is  
a better world

### Mission

100% circular  
range by 2030

### Purpose

Auping rests  
the world

Certified



**Circular value chain**

Completely circular range.

**Emissions reduction**

Fully energy and CO<sub>2</sub>-neutral within our own operation and 50% reduction in CO<sub>2</sub> emissions in our chain.

**Caring for people**

With an eNPS score of 45, Auping is a favourite employer.

**Governance and risk management**

## Output

Mattresses, beds and  
box springs: **103,714**  
Turnover: **€88.3 million**  
EBITDA: **€2.5 million**

## Impact

**Circular value chain**  
CTI score (weighted): **59.4%**  
Proportion circular  
mattresses sold: **69%**  
Sustainable wood: **90%**  
Sustainable textiles: **53%**

**Emissions reduction**  
Energy generated in-house: **28%**, 1% more than in 2022  
tCO<sub>2</sub>e per worker: **47 (-13.6%)**  
tCO<sub>2</sub>e per million euros turnover: **210 (-7.6%)**  
Scope 1, 2 and 3 emissions (tCO<sub>2</sub>e) **18,559 (-15.1%)**

**Caring for people**  
**Staff:**  
eNPS: **21**  
**Suppliers:**  
< 300 km away based on volume supplied: **66%**  
**Customers:**  
New sleepers getting a better night's sleep\*: **79,982**

\*Number of customers who purchased an Auping bed or mattress in 2023.



# Our impact objectives

Targets for 2030



**Range**  
A total CTI score of 90% for our entire range.

**Procurement of materials**  
We use as much recycled content as possible and only sustainable wood and textiles in our products.

**Residual waste flows**  
80% of our waste flows are recycled or reused.



**Scope 1**  
Direct emissions reduced to 0.

**Scope 2**  
Indirect emissions reduced to 0 and 80% of consumed energy generated in-house.

**Scope 3**  
50% reduction in the CO<sub>2</sub> emissions in our chain.



**Favourite employer**  
Auping has an eNPS score of 45.

**Sustainable deployability of staff**  
Auping has a low rate of absence due to illness of 4%.

**Chain responsibility**  
All our product-related suppliers have signed our Code of Conduct.

**Customers**  
At least 90% of our customers sleep well (PSI).



# Our impact objectives



Circular  
value chain



Emissions  
reduction



Caring for  
people

Topic	Indicator*	2022	2023	Target 2025	Target 2030
Range	CTI score (weighted)	25.8%	<b>59.4%</b>	70%	90%
Procurement of materials	Reuse of returns	-	<b>59%</b>	70%	100%
	Recycled content	-	<b>44%</b>	50%	60%
	Sustainable wood	87%	<b>90%</b>	100%	100%
	Sustainable textiles	49%	<b>53%</b>	65%	100%
Residual waste flow	Insight into second tier	25%	<b>25%</b>	50%	100%
	Residual waste flow	17.1%	<b>16.8%</b>	15%	10%
	Recycling and reuse	58.7%	<b>58.6%</b>	65%	80%
Scope 1	tCO <sub>2</sub> e	824.0	<b>588.1</b>	500	0
	Gas consumption m <sup>3</sup> NL	132,223	<b>115,009</b>	0	0
Scope 2	tCO <sub>2</sub> e	46.6	<b>70.3</b>	80	0
	Electricity consumption	3,581,783	<b>3,455,950</b>	+ 5%**	- 5%**
	Green energy NL	100%	<b>100%</b>	100%	100%
	Generated in-house NL	28%	<b>28%</b>	50%	80%
Scope 3	tCO <sub>2</sub> e	20,990	<b>17,900</b>	- 15%**	- 50%**
Favourite employer	eNPS score	35	<b>21</b>	40	45
	Gender diversity (men/women) NL	34%/66%	<b>34%/66%</b>	40%/60%	40%/60%
Sustainable deployability of staff	Sense of security NL	90%	<b>92%</b>	95%	100%
	Absence due to illness NL	9.4%	<b>7.1%</b>	4.5%	4%
	Physical safety	Baseline measurement	<b>68%</b>	90%	90%
Chain responsibility	% Code of Conduct (NPR/PR)	-	<b>60% and 100%</b>	80% and 100%	80% and 100%
Customers	Good Sleep quality (PSQI)	95%	<b>65%</b>	> 90%	> 90%

\* Definitions of indicators in appendix on page 49.  
 \*\* Compared to 2022





# Circular value chain

Topic	Indicator*	2022	2023	2025	2030
1. Product range	CTI score (weighted)	25.8%	<b>59.4%</b>	70%	90%
	Reuse of returns	-	<b>59%</b>	70%	100%
2. Procurement of materials	Recycled content	-	<b>44%</b>	50%	60%
	Sustainable wood	87%	<b>90%</b>	100%	100%
	Sustainable textiles	49%	<b>53%</b>	65%	100%
	Insight into second tier	25%	<b>25%</b>	50%	100%
3. Residual waste flow	Residual waste flow	17.1%	<b>16.8%</b>	15%	10%
	Recycling and reuse	58.7%	<b>58.6%</b>	65%	80%

\*Definitions of indicators in appendix on page 49.

### Our ambition

A circular value chain is all about cooperation. We are working on closing the loop in collaboration with our partners. Thus ensuring that (raw) materials retain their value and form an endless cycle from value stream to waste flow to value stream. Circular in nature. Every step we take at Auping brings us a step closer to our target on the horizon:

## a completely circular range by 2030

### Our route to 2030

- **Product range:** we make modular products which are built to last and retain their value after use. During the design process, we ensure that each and every component of a product can be recycled, reused, repaired or returned to nature at the end of its life cycle without any loss of quality. We also make products in which the first components that need to be replaced can be replaced separately. Thus preventing us from needlessly replacing parts that are still in good condition.
- **Procurement:** when purchasing raw materials, we endeavour to maintain as high a percentage as possible of recycled content, i.e. material that has had a previous life. When it comes to wood and textiles, we choose materials that are demonstrably sustainable, e.g. through certification.
- **Residual waste flow:** we are making a circular cycle possible for our products in conjunction with our partners. We are also minimising residual waste and seeing to it that as much of our production waste as possible is recycled or reused.

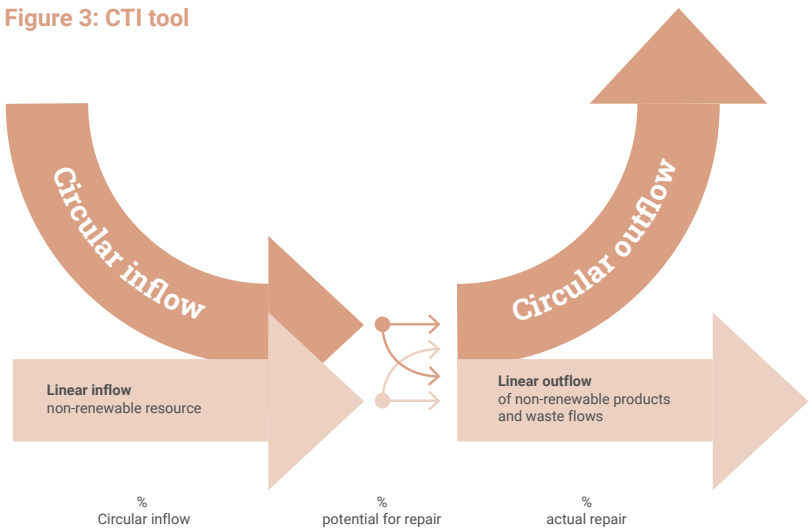




# 1. How we measure our impact

Circularity is a process of continuous improvement. To have a precise idea of where we are and where there is still room for improvement, we use the CTI tool from the World Business Council for Sustainable Development. For each product, we measure how sustainable the raw materials are (inflow) and how recyclable our products are (outflow) based on Circular Transition Indicators. The inflow score is calculated by means of the percentage of recycled content or material that is from renewable sources, e.g. wood from sustainably managed forests. The higher the outflow score, the higher the percentage of materials that can be recycled to produce products of a similar standard of quality. See Figure 3 below.

Figure 3: CTI tool



## Our CTI score

Our CTI score more than doubled in 2023. Our inflow scores in particular are higher than they were in 2022. This is because we have an increasing amount of knowledge and data at our disposal to help us look for recycled alternatives together with our suppliers. Our CTI analysis is helping us to establish a clear road map for the next few years and to know that we are on course for hitting our targets:

an overall CTI score of 70% by 2025 and eventually an overall score of 90% by 2030. Why not 100%? However well you set up the return flow and recycling process, experience shows that there will always be risks in terms of products being contaminated or materials being left behind in the recycling machine. Hence we cannot fully rule out loss or wastage.

## Why a circular mattress?

Around 1.5 million mattresses are discarded and thrown away in the Netherlands every year. The figure for Europe is 35 million, and for the USA 20 million. Around the world, mattresses are one of the largest contributors to household waste. Many mattresses are incinerated or end up in landfill sites. One significant reason is the use of foam and the complex composition of materials glued together. This makes it impossible to recycle traditional mattresses to the same high standard. Auping's circular mattresses are made of two materials: polyester and steel. These materials can be recycled over and over, without loss of quality. Additional benefits include high-quality polyester breathing much better than foam and also proving to be more fire-resistant than traditional foam without adding any chemical fire retardants.

Furthermore, most traditional mattresses have their constituent parts glued together, meaning the different materials can no longer be separated after use. These mattresses are thus unsuitable for reuse. Our circular mattresses do not contain any adhesive, instead using the unique Niaga® click-unclick adhesive system, which we developed in conjunction with our partner Covestro Niaga. These grains are made of polyester and are heated at the end of the products life to detach the constituent parts, without loss of quality.



We have subdivided our transition to a completely circular range into three phases. Phase 1 was completed in 2023.

### Phase 1: 2022-2023 (completed)

## Foundations and insight

In 2023 we used the CTI tool to analyse our entire range, with the exception of electronics. This was quite a task totalling one man-year's worth of work. We will also analyse our electronics products at a later stage, but for now we are focusing on products with which we will be able to make maximum impact, such as our mattresses, beds, box springs and bed textiles. The result of this extensive analysis is that we know exactly where there is room for improvement in our most significant product categories.

## Phase 2: 2024-2025

## Acceleration

We will be increasing the percentage of recycled content in our products in 2024 and 2025. What's more, we will be continuing to phase out foam by replacing two of our traditional mattresses with circular ones. Our aim is to make our box spring range and our headboards circular by 2025. The multiplex wood in some bed models will be replaced with more sustainable alternatives. We have also initiated various improvement processes to make our upholstery sustainable and are endeavouring to achieve GOTS or GRS certification for all our bed textiles. Our expectation is that we will reach an overall CTI score of 87% by 2025. This is great, because it means we have exceeded our target of 70%.

### Phase 3: 2026-2030

### Refurbishment propositions or redesign

Our ambition is a completely circular range by 2030. For some products, replacing all non-circular raw materials with alternatives that can be reused endlessly to the same standard of quality will be a challenge. In such cases, we will explore whether a refurbishment solution is commercially viable. This means an entirely new lifespan based on the same materials. Take our Auronde, for example – a bed that is hugely popular even when second-hand and refurbished. If refurbishment proves impossible, then we will redesign the product.

**Figure 4: CTI road map en route to 2030 for our products with the most impact**

	Phase 1: (completed)		Phase 2:	Phase 3:
	2022	2023	2024-2025	2026-2030
Evolve mattress	47.15%	71%	94%	95%
Elysium mattress	47.45%	71%	95%	95%
Elite mattress	38.63%	68%	94%	95%
Auronde bed	4.31%	37%	72%	90%*
Essential bed	46.51%	76%	95%	95%
Noa bed	15.80%	49%	86%	90%
Original box spring	33%	36%	77%	90%*
Mesh base	30%	46%	82%	90%

\*This percentage cannot exceed 80% without a change to the design.

## How well do our circular mattresses score?

Most of our turnover stems from mattresses. Here at Auping, we have known for a long time that traditional foam mattresses cannot properly be recycled. It was thus entirely logical to begin with this issue in our transition to a circular product range. Our Evolve and Elysium mattresses are 100% circular. These mattresses are made of steel and polyester and do not contain any foam, latex or adhesive. The CTI outflow score is 100%. Thus closing the loop. The Auping Elite mattress is made of polyester, steel and the sustainable natural latex Vita Talalay Origins®. This mattress is 80% circular and 20% recyclable. Producing an outflow score of 82%. Our Elite mattress scores (even) higher on inflow than the Evolve and Elysium at present. This is because we are currently still using virgin polyester. Once our circular mattresses reach the end of their life cycle, we turn them into new mattresses. And in the meantime, we are actively looking for new ways of increasing the percentage of recycled content more rapidly, such as through use of plant-based polyester. This will ultimately increase the inflow of the Evolve and Elysium mattresses towards 100%.

### Circular mattress ecosystem - collaborating with partners in the chain

A circular value chain is all about cooperation. Together with our partners, we form the Circular Mattress Ecosystem – a network collectively ensuring a closed cycle. The illustration below shows a selection of our partners:

#### 1. Materials and suppliers

We commenced development of the world's first circular mattress with these suppliers. We developed pure polyester and steel components in conjunction with pretty much all these parties.

#### 4. The circle is round

These raw materials are processed by these partners. For example, we have partners who turn polyester into yarn. This yarn is then sent back to our suppliers (1).

#### 2. Front runners

As the materials that we developed with our suppliers are more or less exclusively purchased by Auping, we have been looking and continue to look for partners who are also keen to bring circular mattresses to market. Here you can see the parties with whom we are already sharing our knowledge, innovations and technologies.

#### 3. Logistics

Parties with whom we have been ensuring that all circular mattresses sporting a Niaga label in the Netherlands are disassembled at the end of their lifespan and turned into new raw materials.



### Auping as front runner

As a frontrunner it is sometimes necessary to take the lead. Auping does this, for example, by also getting to better know our suppliers' suppliers, and even visiting them in person to be able to make even better agreements on the provenance of our raw materials. We also strive to forge partnerships with policymakers, both locally in Deventer and at European level. In addition, we organised a meeting for all our chain partners in 2023, the aim of which was not only to foster cooperation with Auping but also to reinforce the partnerships themselves.

### Circular polyester textile ecosystem

We make our circular technology available to other mattress manufacturers too. Aside from the fact that extra volumes drive down cost price, we at Auping dream of a waste-free, sustainable mattress industry. Along with CuRe Technology B.V. from Emmen and Spinning Jenny from Nijverdal, Auping has been awarded a subsidy by the EU's European Regional Development Fund (ERDF) to set up an entirely new circular polyester textile ecosystem. CuRe Technology is one of the few recycling companies in the world that is eager to put a stop to the growing polyester waste mountain. They developed a technology to make it possible to endlessly recycle polyester. Spinning Jenny is one of Europe's most modern spinning companies and produces high-quality, circular yarn from recycled raw materials. We have proven within this project that we are capable of producing circular mattresses competitively. CuRe turns the materials into granules and Spinning Jenny then turns the granules into yarn. Auping's suppliers subsequently turn this yarn

into new materials. And Auping uses these materials to make a new mattress of the same high standard of quality. But our ambitions do not stop there, and also encompass such things as yarn from recycled polyester textile, plant-based polyester and circular upholstery. The ambitions held by CuRe Technology B.V. and Spinning Jenny also extend beyond creating a circular mattress. They dream of a fully circular textile chain. And so do we.

### Opening mattress factory of the future

Traditional production lines are unable to produce our circular mattresses. That is why we were having to produce our circular mattresses by hand. Until now. We were able to use the ERDF subsidy to set up a new, partly robotised factory in conjunction with Machinefabriek Geurtsen and Hollander Techniek in 2023. This pilot factory is unique in its category. A world first. These robots are able to produce all the different varieties of mattress sequentially and to order. Twice as fast as doing it by hand. We started trial runs back in 2023 to prepare for the official opening in February 2024. Now, finally, we are able to produce 430 circular mattresses a day here. There are more benefits to automation than just speed and efficiency. Consider in this regard a more consistent level of quality and less waste in terms of raw materials and adhesive, the adhesive system specially developed for our circular mattresses. The opening of this factory is a huge milestone for Auping. And serves to demonstrate that producing circular products is genuinely possible in an economically viable model.

Stefan ten Dam, Project Manager

**'If something has never been done before, then you need to take a leap of faith'**

**As Project Manager, Stefan ten Dam has played a key role in several world firsts: the introduction of the world's first fully circular mattress in 2018 and, more recently, the development of our new, largely robotised production line. Our pilot factory is unique in its category, as are the four robots specially designed for Auping.**

'As Project Manager, I was the link between Auping's technical team and our external partners, Machinefabriek Geurtsen and Hollander Techniek, in 2023. If my kids ask me in 2050 what I did to make the world a better place, I'll be able to say that I contributed to creating a better way of working that involves less waste. At Auping, we've proven that we can make high-



quality mattresses that are also circular. Now we're entering the next phase, showing that we can produce those circular mattresses competitively too.

The year 2023 largely revolved around trial runs in the new factory plant. That was quite a challenge. On the one hand because this production line had to be capable of producing a wide array of mattresses to order and in a logistically sound way. And on the other hand because everything was new. There's no factory like this anywhere else. The same goes for the robots. Each and every component is new. You can't copy from another company. It's truly pioneering. If something has never been done before, then you need to take a leap of faith.'





About Auping

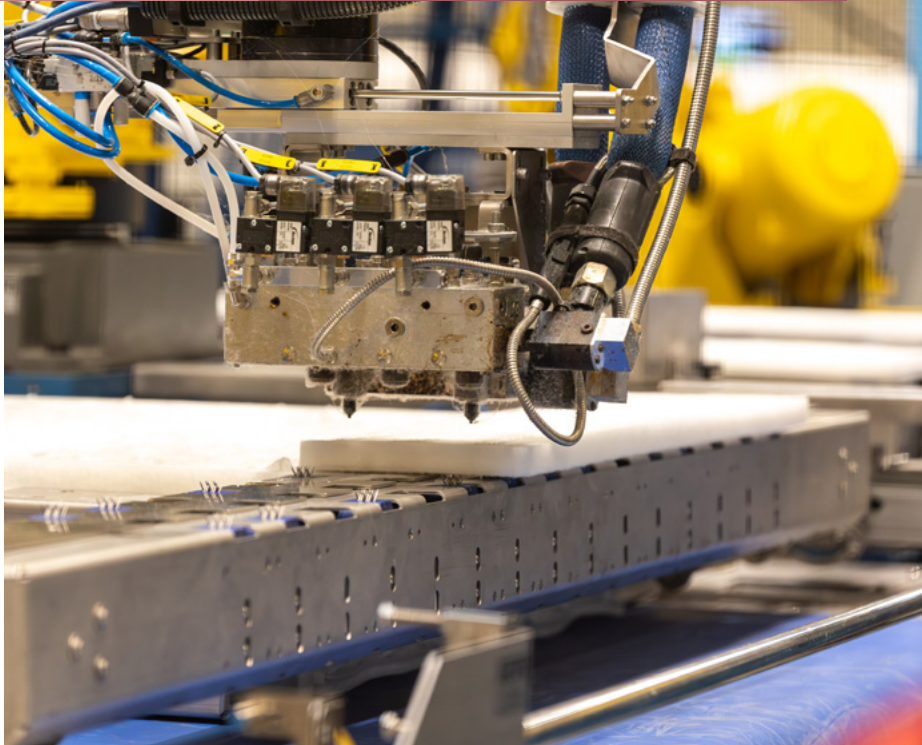
Circular value chain ○○○○○○○●○○○○○

Emissions reduction

Caring for people

Governance and risk management

# Opening circular mattress factory





Topic	Indicator	2022	2023	2025	2030
1. Range	CTI score (weighted)	25.8%	59.4%	70%	90%
	Reuse of returns	-	59%	70%	100%
2. Procurement of materials	Recycled content	-	44%	50%	60%
	Sustainable wood	87%	90%	100%	100%
	Sustainable textiles	49%	53%	65%	100%
	Insight into second tier	25%	25%	50%	100%
3. Residual waste flow	Residual waste flow	17.1%	16.8%	15%	10%
	Recycling and reuse	58.7%	58.6%	65%	80%

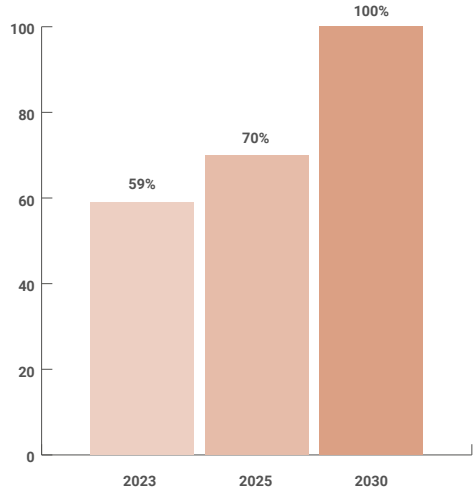
### Reuse of returns

At Auping, we have a clear goal: to make products that are built to last and above all are suitable for reuse, as far as possible to the same standard of quality. If a product is returned to us for whatever reason, we obviously do not just throw it away. So what do we do? When processing returns, we distinguish between:

- **Reuse:** if the product does not have to be repaired, we will return it to stock for sale or offer it to an employee at a discounted rate
- **Repair:** for instance, replacing the ticking or mattress core in the event of a customer complaint
- **Refurbish:** this entails parts of the product being repaired or replaced, to enable the product to be resold. A refurbished Auronde, for instance
- **Recycling to same standard of quality:** if our circular mattresses are returned, we will have the materials processed and then turn them into a new mattress of the same standard of quality
- **Downcycling:** if the options above are not possible, then we will still aim to maximise recycling. We collaborate with parties such as RetourMatras and Matras Recycling Europe (MRE) for our non-circular mattresses.

The percentage of reuse or recycling of returns was 59% in 2023. Our aim is to boost this percentage to 70% by 2025 and to 100% by 2030. See figure below.

Figure 5: Ambition reuse or recycling of returns

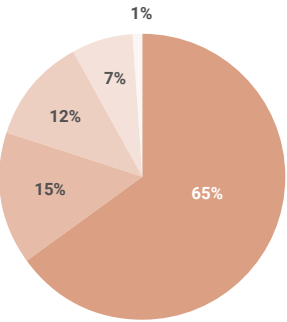


### Mattresses

Each year, around 35 million mattresses are discarded in Europe alone. Many mattresses end up in landfill sites or are incinerated. That is why we launched the Auping Take Back System in 2011. But we are keen to do even better. Around 65% of our returns are mattresses (see Figure 6). We have set up a return flow for our circular mattresses. And we have closed that loop. As soon as a circular mattress is returned – perhaps due to a production error or the consumer using our exchange service – we turn it into a new mattress. If non-circular mattresses are returned, we always start by looking into whether or not they can be resold, if need be after repair work. If this is not possible, then we work with our partners RetourMatras and Matras Recycling Europe to ensure that these mattresses are recycled. They turn our pocket springs into door handles,

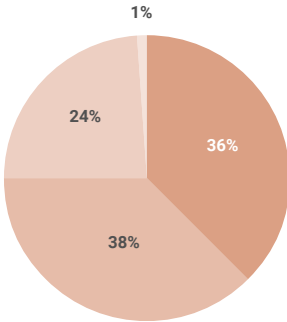
for example, and the foam is given a new life as carpet underlay, sound insulation material or as shockpads under sports grass and artificial turf pitches. 38% of all mattresses currently being returned are recycled to create products of a similar standard of quality. (See Figure 7)

Figure 6: Distribution of returns by product group



- Mattresses
- Beds
- Box springs
- Mesh bases
- Bedding

Figure 7: Processing of returned mattresses



- Downcycling or discarding
- Recycling to create products of similar standard of quality
- Repair
- Reuse



Other products

The rest of our returns consist of beds made of wood or aluminium, box springs or mesh bases made of steel. Some of these products are suitable for being resold. Materials like steel and A-grade wood can also be reused effectively. At present, most of these returns are still being recycled to create products of a lower standard of quality. That is why our efforts over the next few years will be geared towards developing refurbishment solutions which will enable us to reuse these products and materials at a similar standard of quality as our circular mattresses.

2. Procurement of materials

Topic	Indicator	2022	2023	2025	2030
1. Range	CTI score (weighted)	25.8%	59.4%	70%	90%
	Reuse of returns	-	59%	70%	100%
2. Procurement of materials	Recycled content	-	44%	50%	60%
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	Sustainable textiles	49%	53%	65%	100%
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3. Residual waste flow	Residual waste flow	17.1%	16.8%	15%	10%
	Recycling and reuse	58.7%	58.6%	65%	80%

The CTI tool clearly shows that sustainability is about not only outflow but also inflow. This means you have to give careful consideration to your choice of materials. Our Procurement department has an important part to play in that regard.

More recycled content

Auping worked with 58 product-related suppliers in 2023. 44% of our products consist of recycled content. As a result, we have already hit our target for 2025 and have therefore raised it from 35% to 50%. We are working towards 60% by 2030. Our Procurement department met with a sizeable number of suppliers in 2023 with a view to increasing the percentage of recycled content.

More sustainable wood and certified textiles

Our purchasers are also setting increasingly stringent requirements in terms of sustainability when purchasing wood, textiles and other materials. We are now already using a lot of sustainable wood for our beds. In 2023, this percentage was 90%. This percentage represents the proportion of purchased wood that is from demonstrably sustainable sources. We are getting closer to our goal: 100% sustainable wood by 2025. One area in which there is room for improvement is our headboards, for instance. The inside is commonly made of waste wood, which in itself is sustainable. But we currently lack sufficient insight into the exact provenance of this wood and whether or not it is also sustainable. We are also looking for alternatives to multiplex wood, which we use to make our Auronde.

We use sustainable textiles in our products wherever possible. These are for our box springs, pillows, duvets and bed textiles. As textiles are used for such a wide array of purposes, it is difficult to use a single definition for sustainable textiles. Fundamentally, we take the term to mean: GOTS-certified, GRS-certified materials made of 100% recycled content and textiles that can be fully recycled to create high-quality products. In 2023, the proportion of sustainable textiles in our collection was 53%. We are aiming for 65% by 2025 and 100% by 2030.



### Insight into the second tier

Our Procurement department also played a key role in requesting data in 2023, not just from our direct suppliers but also from our suppliers' suppliers. We refer to this as the second tier. This has already yielded a more comprehensive CTI analysis. We are keen to gain even more insight into our end-to-end chain over the next few years and know all our suppliers' suppliers by 2030.

Mariëlle Koenders, Purchaser

**'I always love it when sustainability is prioritised over the lowest price'**

**From tenders for new ticking materials to fair-trade coffee for our own canteen, and getting suppliers to sign our Code of Conduct, as a purchaser Mariëlle Koenders is involved in a wide variety of projects.**

'My work is extremely varied. I work with so many different departments. Obviously procurement processes are price-sensitive, but we also do what we can to make the most sustainable choice possible. I was part of a procurement process for new mattress materials in 2023. Our desire was to



increase the percentage of recycled content. That had to be within a certain budget, of course, and without making any sacrifices in terms of quality. Weighing up all the different interests is quite a challenge. Do we want to achieve the maximum feasible level when it comes to recycled content? Will we go for a new innovation or something that is already firmly tried and tested? And does it fit the budget? At the same time, that challenge makes my work very enjoyable too. I always love it when sustainability is prioritised over the lowest price.'



3. Residual waste flow

Topic	Indicator	2022	2023	2025	2030
1. Range	CTI score (weighted)	25.8%	59.4%	70%	90%
	Reuse of returns	-	59%	70%	100%
2. Procurement of materials	Recycled content	-	44%	50%	60%
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3. Residual waste flow	Residual waste flow	17.1%	16.8%	15%	10%
	Recycling and reuse	58.7%	58.6%	65%	80%

At Auping, we throw away as little as possible. And yet, if we do have waste, we separate it as well as we can to enable our partners to properly recycle and reuse it. If this is not possible, then waste will be converted to biomass. Our aim is to minimise incineration of waste and preferably keep it to zero.

Auping has been reducing waste for many years now. We calculate this on the basis of the number of kilogrammes of leftover materials versus the overall quantity of materials purchased. Our waste percentage in 2023 was 16.8%, a fall of 0.3% compared to 2022 (17.1%). Our aim by 2030 is to be limiting the quantity of waste to no more than 10% of materials purchased.

Factors driving down our residual waste flows each year include increased stability of our processes. We are currently able to make a fairly accurate estimate of the quantity of waste that we produce. We are also working hard on raising awareness among all our staff. Our separation percentage was 91% in 2023. And that is something we are proud of. It goes to show that we do not just throw things away. We also work closely with Milgro, our partner when it comes to waste processing, recycling and reuse. Like Auping, Milgro is a Dutch company convinced that a waste-free world is possible. Milgro is also an important knowledge partner for us. They meticulously analyse our residual waste flows and keep records of specific waste and where it ends up. That process has yielded the figures below (Figure 8). Our production managers receive a detailed report each month, putting us in an even better position to keep reducing our residual waste. What’s more, Milgro can often be seen in our factory helping our people to improve.

Figure 8: Processing by residual waste flow

Processing of waste in kg	2022	2023
B-grade wood	268,000	245,000
Metals	212,000	187,000
Cardboard	175,000	165,000
Textiles	140,000	146,000
General waste	116,000	99,000
Mattresses	129,000	70,000
Household hazardous waste (HHW)	93,000	90,000
Other	125,000	122,000
Total (-% reduction compared to base year 2021):	1,258,000 (-22.5%)	1,124,000 (-10.7%)

58.6% was recycled and 22.1% was converted to biomass in 2023. Biomass is organic material stemming from all plant-derived and animal-derived raw materials, such as wood. The incineration of biomass generates heat and it can be turned into liquid fuels. Our aim for the future is primarily to increase the percentage of waste that gets recycled or reused. This is already being done for metal, cardboard and textiles. B-grade wood is still being converted to biomass at present. We are aiming to recycle or reuse 80% of our residual waste flows by 2030 and would prefer to see 0% of our waste incinerated. This will also entail us having to give increasing consideration to potential waste flows when purchasing (raw) materials as well as to how well this waste can be recycled or reused.







About Auping

Circular value chain

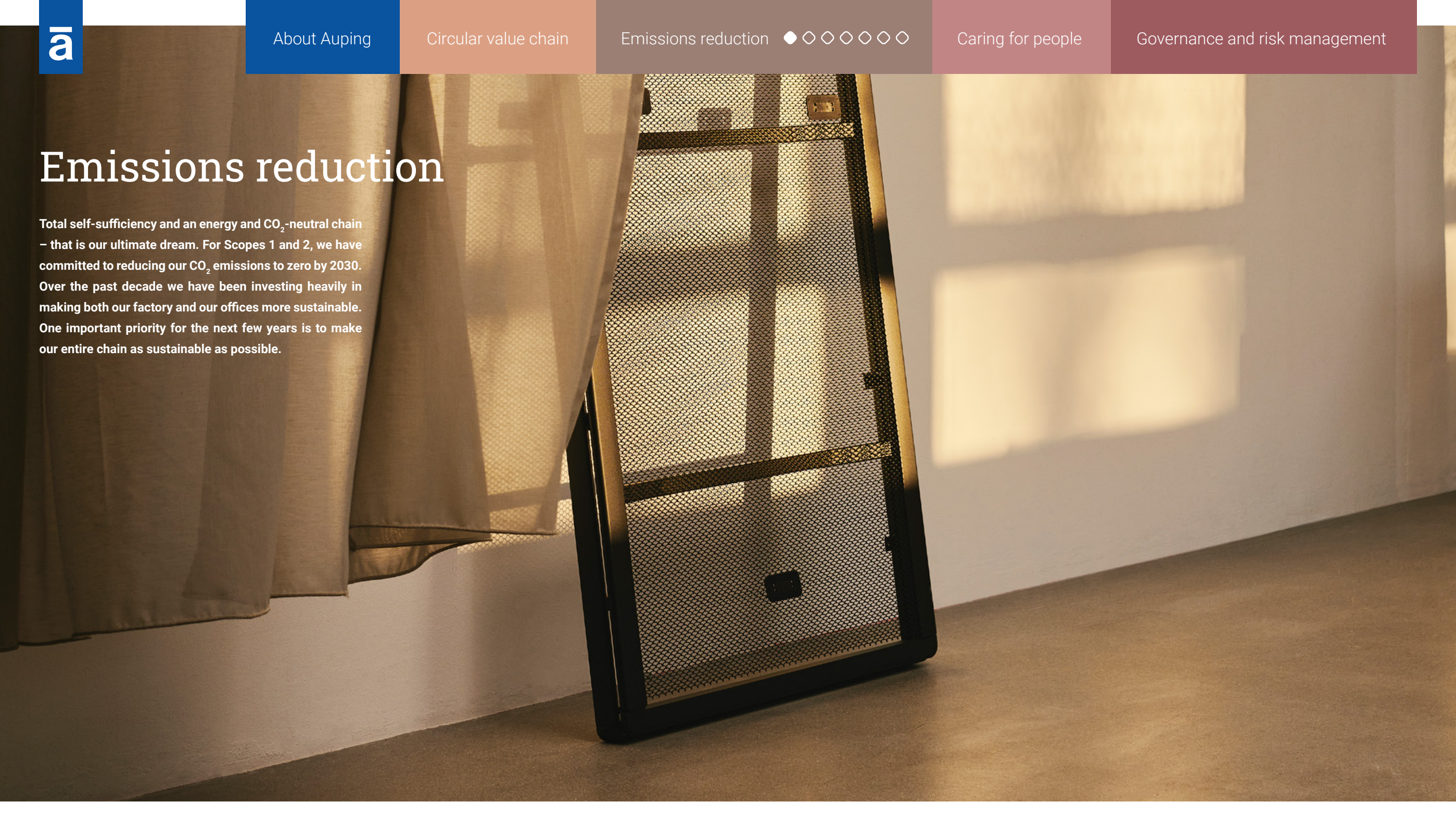
Emissions reduction ● ○ ○ ○ ○ ○ ○

Caring for people

Governance and risk management

# Emissions reduction

Total self-sufficiency and an energy and CO<sub>2</sub>-neutral chain – that is our ultimate dream. For Scopes 1 and 2, we have committed to reducing our CO<sub>2</sub> emissions to zero by 2030. Over the past decade we have been investing heavily in making both our factory and our offices more sustainable. One important priority for the next few years is to make our entire chain as sustainable as possible.





# Emissions reduction

Topic	Indicator*	2022	2023	2025	2030
1. Scope 1	tCO <sub>2</sub> e	824	588	500	0
	Gas consumption m³ in NL	132,223	115,009	0	0
2. Scope 2	tCO <sub>2</sub> e	46.6	70.3	80	0
	Electricity consumption	3,581,783	3,455,950	+5%**	-5%**
	Green energy NL	100%	100%	100%	100%
	Generated in-house NL	28%	28%	50%	80%
3. Scope 3	tCO <sub>2</sub> e	20,990	17,900	-15%**	-50%**

\* Definitions of indicators in appendix on page 49.  
\*\* If a percentage is shown in combination with a plus or minus sign, this pertains to our target compared to 2022.

**Our ambition**

We will use as little energy as possible and preferably no gas whatsoever in our factory. In addition, we intend to maximise the extent to which the energy that we do use is generated in-house. In recent years we have been investing heavily in energy-efficient operations. We are now increasingly focused on reducing the impact of both our own production and our entire chain. After all, we are well aware almost 97% of our overall impact stems from emissions in our chain. And so making our chain sustainable is an important objective for the next few years.

Consequently, we have renamed our ‘Energy-efficient operations’ value driver ‘Emissions reduction’. And this calls for a tighter target:

By 2030 we will be CO<sub>2</sub>-neutral within our own operations (Scopes 1 and 2) and have reduced the CO<sub>2</sub> emissions in our chain by 50% compared to 2022 (Scope 3).

**How we measure our impact**

We measured the CO<sub>2</sub> emissions in our operations over the 2019 to 2022 period in line with industry averages and calculations. In order to improve the accuracy of our measurements and in preparation for the introduction of the new CSRD directive, we entered into a partnership with sustainable consultancy firm 2BHonest, who share our vision of sustainability and transparency.

Our insights into reducing CO<sub>2</sub> and what we want to achieve when it comes to the direct CO<sub>2</sub> emissions in our organisation (Scope 1), the indirect CO<sub>2</sub> emissions in our organisation (Scope 2) and the CO<sub>2</sub> emissions in our chain (Scope 3) are being given greater emphasis in this Auping Impact Report. In that respect, we are looking more at ‘impact’ than at energy reduction, have expanded the indicators for each scope and are working with more precise emissions factors. As a result, this report is more complete, more accurate and more transparent than ever. This is great, but makes comparison with previous years a little bit more difficult. Hence we have had several indicators from 2022 recalculated on the basis of new emissions factors.

Figure 9: tCO<sub>2</sub>e for each scope

Scope	tCO <sub>2</sub> e		
	2021	2022	2023
Scope 1	615	824	588
Scope 2	0.....	47	70
Scope 3	30,158	20,990	17,900
Total	30,773	21,861	18,559

\* Compared to 2021, we have added extra indicators to Scope 2 for both 2022 and 2023. See page 34 for a more detailed account.

Looking at total emissions across all scopes, we can see a persistent downward trend. And that is something we are proud of. Scopes 1 and 2 are closely inter-connected. The total CO<sub>2</sub> emissions for these two scopes are decreasing, even if a slight increase is evident in Scope 2 in 2023. For example, gas and diesel-saving measures in Scope 1 often result in increased electricity consumption in Scope 2. Over the next few years, we will largely be focusing on substantial emissions reduction in Scope 3.

## Our scopes

- **Scope 1: direct CO<sub>2</sub> emissions within our organisation**

We use as little gas as possible in both our factory and our offices.

Over the next few years, we will be taking the last steps towards being entirely gas-free and CO<sub>2</sub>-neutral in Scope 1.

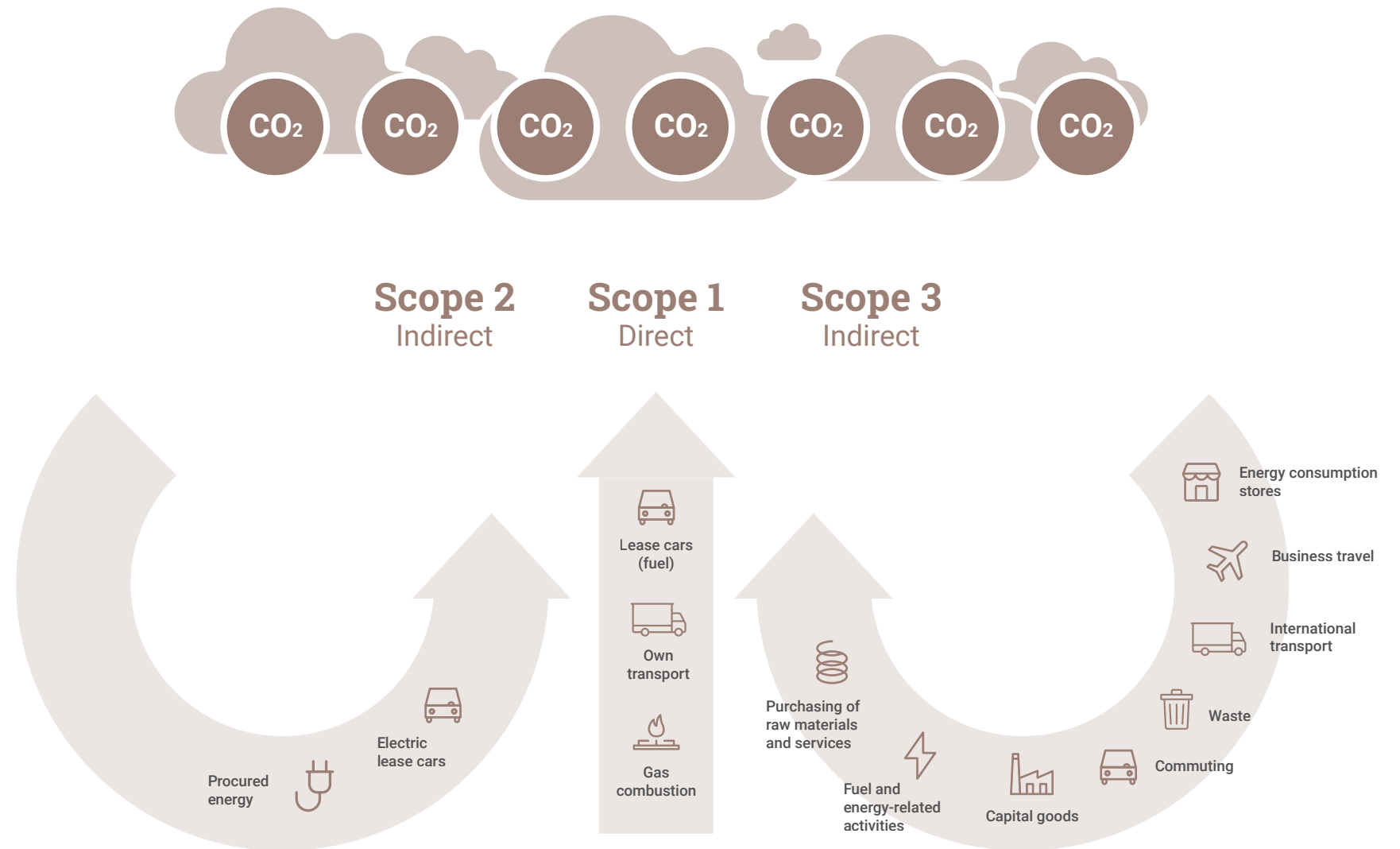
- **Scope 2: indirect CO<sub>2</sub> emissions within our organisation**

We are minimising electricity consumption in our factory and offices in the Netherlands, Belgium, Germany and Scandinavia. In the Netherlands, we are using 100% green energy and solar panels. In addition, our staff can charge their electric cars with green energy at the office. Over the next few years, we are keen to do more to encourage green charging of vehicles at other charging stations.

- **Scope 3: CO<sub>2</sub> emissions in our chain (Scope 3)**

When it comes to emissions, we feel responsible not just for our own operations but also for our entire chain. By far the most impact in Scope 3 stems from procurement of (capital) goods and services. That is why we are cooperating closely with our suppliers to reduce CO<sub>2</sub> emissions in our chain.

Figure 10: Emissions by scope





## Scope 1

### Our route to CO<sub>2</sub>-neutral and fully natural gas-free

Scope 1 includes use of gas in our factory and offices in the Netherlands, Belgium, Germany and Scandinavia, and vehicle fuel consumption (both owned and leased). At 236 tCO<sub>2</sub>e, emissions in Scope 1 fell in 2023 compared to 2022. This is largely down to a sharp decline in gas and diesel usage. In order to achieve completely gas-free operations, we will need to electrify our muffle furnace, which we use to harden the paint on our products, between now and in a few years' time. This will drive down our gas consumption by 95%. We have also replaced nearly all lease cars that are still running on petrol or diesel with electric lease cars. Some of our goods transport is still being done in diesel lorries. Eventually we also hope to electrify our own lorries too in order to be completely CO<sub>2</sub>-neutral in Scope 1.

## Scope 2

### Reduction of indirect CO<sub>2</sub> emissions within our organisation

Scope 2 encompasses all the energy that we buy in for use in our factory and offices in Deventer. It also encompasses the energy consumption of our international offices in Belgium, Germany and Scandinavia. Although our electricity consumption fell in 2023, our CO<sub>2</sub> emissions did rise slightly compared to 2022. Our CO<sub>2</sub> emissions in Scope 2 were even zero in 2021. This increase can be attributed to factors like the electrification of our fleet and the fact that in 2023

we included the mileage driven in electric lease cars in our CO<sub>2</sub> calculation for Scope 2. For the time being, we have assumed that this is based on 'grey' (non-green) energy. This could be considerably lower in reality, as many staff charge their electric lease cars at the office and use 100% green energy. Furthermore, it is likely that our staff also use other green-energy charging stations, but we do not have sufficient insight into this at present. In order to be CO<sub>2</sub>-neutral in Scope 2 by 2030, we intend to work out what the actual ratio of grey to green energy is when it comes to charging electric cars. We also want to do more to encourage our staff to charge their vehicles using green energy.

### Electricity consumption

We use as little electricity as possible in our factory and head office. That is why you will not find air conditioning or a central heating boiler at our factory in Deventer. Instead, we make smart use of heat and cold recovery. We also save electricity via e.g. daylighting, which reduces our use of artificial lighting. We consumed less electricity in 2023 than we did in 2022. This is partly down to lower production volumes and the fact that we no longer produce face masks. Our expectation is that gas and diesel-saving measures in Scope 1 will result in increased electricity consumption in Scope 2 over the next few years. That said, our aim is to eventually reduce our electricity consumption by 5% compared to 2022.

## How energy-efficient our factory is

Our factory in Deventer is already energy-efficient and uses smart, energy-saving technologies, such as:

- Air management with heat recovery: we use residual heat to preheat ventilation air.
- Heat and cold storage: we store heat in warm periods to provide heating in cold periods. And on hot summer's days we use the cold that we stored during the winter.
- Heat transfer from our factory to our offices.
- Smart ventilation system with sensors that know how many people are in a room.
- Reflective roof covering which makes it cooler indoors and results in fewer cooling measures being necessary.
- Heat pipes for hot water on the roof store the heat from the sun and function as a solar boiler to heat our water.
- Intelligent LED lighting.
- A closed grey water circuit.
- A biomass boiler.
- Solar panels.

### Green energy and in-house generation

The energy that we purchase for our sites in the Netherlands is already 100% green energy. Dutch wind energy, to be precise. But above all we want to generate our own energy. We generated 28% of the energy we consume through our solar panels in 2023. Our target is to generate 50% of the energy we consume by 2025 and 80% by 2030. In 2023, we invested in another 180 solar panels for the roof of our offices. These were operational from the start of 2024, which means they did not yet contribute to increased in-house generation in 2023. In due course, we will have a total of 3,268 solar panels on our roofs, marking a significant step towards achieving our ambition of generating 80% of our energy ourselves by 2030. We are also exploring options in terms of storing our own sustainable energy, in combination with even more solar panels. Last but not least, we optimised our offices in 2023, turning the building into a smart building that will enable efficient usage and CO<sub>2</sub> reduction. For example, our offices have a new ventilation system with smart sensors, which adjust the air circulation to the number of people actually in a room.

Our international offices are also becoming increasingly sustainable. This has resulted in a 25% decrease in grey electricity consumption. The use of district heating by our Denmark office has fallen by 16%. Our colleagues in Scandinavia have invested in new thermostats for better air and heat circulation, which has also resulted in a reduction in electricity consumption.

Gerrit Leeftink, Manager Maintenance, Utilities & Facilities

## ‘My dream is to even go beyond Auping’s ambition’

**As Manager Maintenance, Utilities & Facilities, Gerrit has something to say about each and every one of Auping’s rooms. His remit encompasses everything from energy and waste to buildings and equipment. He is dreaming big in terms of energy-efficient operations.**

‘I really see myself within Auping as an entrepreneur with a very clear goal. And that’s a tremendous source of pleasure to me. My dream for Auping is to minimise our footprint when it comes to electricity and gas. In fact, I even want to go beyond Auping’s target. My ultimate dream is for us to be completely self-sufficient. The challenging thing about my work is that



I need a lot of stakeholders. The local authority, the MT, the commercial teams, production managers - pretty much everyone at Auping. Because if we’re to achieve our ambitions, we even need our colleagues in production to switch off the lights and the machinery before they go on a break. I’m seeing growing awareness among all our colleagues, which is great. We’ve come an awfully long way as an organisation when it comes to energy-efficient operations. Whereas other parties might be satisfied receiving an annual overview from their energy supplier, we’re measuring how much electricity is consumed by every machine in every production line. This gives us a detailed insight into where we can make savings.’

### Scope 3

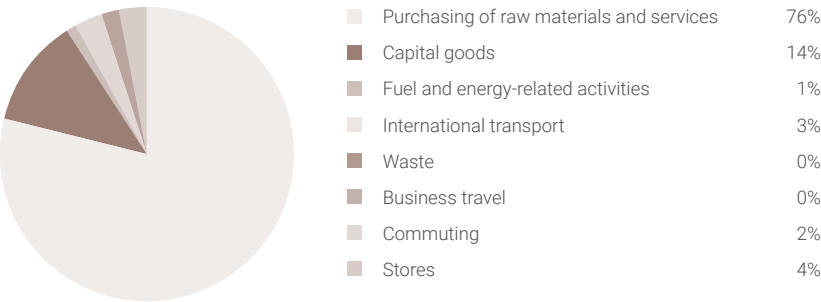
#### Chain impact

Scope 3 encompasses the purchase of raw materials, services and packaging, the purchase of capital goods, the energy used by our stores, emissions resulting from business travel and commuting in employees’ own vehicles, the processing of waste generated by our operations, and international transport. It has been evident to us for many years now that we will be able to make the most significant impact with Scope 3. At least 97% of emissions are from Scope 3. In 2023, 90% of these stemmed from activities relating to the purchase of (capital) goods and services and 4% from the activities of the Auping Stores and Studios (see Figure 11). What this means is that we will have to foster an even greater degree of co-operation with our suppliers, franchisees and other partners. In that respect, we will be striving to cultivate long-term relationships, making clear agreements and devoting plenty of attention to knowledge sharing.

Figure 11: Distribution of tCO<sub>2</sub>e within Scope 3

Scope 3	tCO <sub>2</sub> e		
	2021	2022	2023
Purchasing of raw materials and services	21,117	18,888	<b>13,662</b>
Capital goods	2,350	264	<b>2,471</b>
Fuel and energy-related activities	688	292	<b>158</b>
International transport	1,303	551	<b>571</b>
Waste	0	20	<b>21</b>
Business travel	160	56	<b>49</b>
Commuting	172	293	<b>340</b>
Stores	43,668	626	<b>628</b>
<b>Total Scope 3</b>	<b>30,158</b>	<b>20,990</b>	<b>17,900</b>

Figure 12: The distribution of tCO<sub>2</sub>e within Scope 3 in 2023



#### Purchasing of raw materials and services

There was a considerable fall in emissions arising from all purchased materials in 2023. This is great to see and serves to demonstrate that our efforts are having an effect. We are seeing that more and more suppliers are measuring their impact and taking concrete steps to make themselves sustainable. Among other things, this has ensured that we now have a better understanding of the actual emissions created by the aluminium and steel that we purchase. Two materials with a highly significant impact in Scope 3. Suppliers’ CO<sub>2</sub> certificates show that we can expect lower emissions factors than we had in 2021 and 2022.

We will be able to make more gains on steel, aluminium and polyester in the future too (Figure 13). And not because we buy less but mainly because we buy better, such as by buying more recycled content.

Figure 13: tCO<sub>2</sub>e for each raw material purchased

Purchased raw materials	tCO <sub>2</sub> e			2023 compared to 2022
	2021	2022	2023	
Aluminium	2,554	2,202	457	-79%
Cardboard	314	299	293	-2%
Adhesive	662	635	585	-8%
Latex	1,078	910	752	-17%
Natural organic material	8	28	36	26%
Other	13	8	7	-10%
Other synthetic material	360	478	318	-33%
Paper	65	67	63	-6%
Plastic	861	686	607	-12%
Polyester	4,678	4,950	4,369	-12%
PU foam	1,959	1,362	942	-31%
Steel	7,947	6,534	4,725	-28%
Wood	437	311	326	5%
Metal	-	-	8	
<b>Total emissions all materials</b>	<b>20,935</b>	<b>18,471</b>	<b>13,489</b>	<b>-27%</b>
<b>Percentage compared to LY</b>		<b>88%</b>	<b>73%</b>	



**Purchased capital goods**

We purchased considerably more capital goods in 2023 than we did in 2022. This related to setting up of our new factory and the acquisition of new robots for our circular mattress line. A vast one-off expense that is now enabling us to produce circular mattresses in an economically viable way. And so we are expecting a significant reduction in emissions in this area in 2024.

**Total CO<sub>2</sub> emissions**

A fall per euro of turnover is evident in the total emissions from Scopes 1 to 3 in 2023. We are proud of this, not least because we had a significant rise in the number of purchased capital goods (new factory). It would be fair to say that the 13.6% fall in CO<sub>2</sub> emissions per employee is considerable.

**Figure 14: tCO<sub>2</sub>e per euro of turnover**

	2021	2022	2023
Turnover mln euros	124.3	96.1	<b>88.3</b>
tCO <sub>2</sub> e/mln euros	248	227	<b>210</b>
		-8%	<b>-7.6%</b>

**Figure 15: tCO<sub>2</sub>e per employee**

	2021	2022	2023
Total workforce	402	398	<b>391</b>
tCO <sub>2</sub> e/employees	77	55	<b>47</b>
		-28%	<b>-13.6%</b>

By 2030, we want to have reduced the overall CO<sub>2</sub> emissions in our chain by 50% compared to 2022. This equates to a reduction of at least 10,495 tCO<sub>2</sub>e. We are optimistic, whilst still recognising that this is an ambitious target. After all, energy-saving measures in Scopes 1 and 2 often produce an economic benefit. A fall in impact in Scope 3 frequently means a rise in costs. Recycled content tends to be associated with higher prices. That is why we have our work cut out for us in terms of both emissions reduction and accomplishing our mission of having a fully circular product range by 2030 (see also Circular Value Chain, page 20). Unsurprisingly, these two value drivers are closely interlinked.



# Caring for people

At Auping, we want to provide all our staff with a safe working environment in which everyone feels at home, regardless of age, experience, background, gender and sexual orientation. A place where people can enjoy and take satisfaction from their work, where people show genuine concern for each other and where everyone can continue developing at all stages of their careers. Caring for people also entails caring for everyone working in our chain. And, of course, for our customers. After all, a well-rested world is a better world.



# Our vision of good employment practices

Topic	Indicator*	2022	2023	2025	2030
1. Favourite employer	eNPS score	35	21	40	45
2. Sustainable deployability of staff	Gender diversity	34% /66%	34% /66%	40%/60%	50%/50%
	Absence due to illness	9.4%	7.1%	4.5%	4%
	Physical safety	-	68%	90%	90%
3. Chain responsibility	Code of Conduct (NPR/PR)	-	60%/100%	80%/100%	80%/100%
4. Customers	Good Sleep Quality (PSQI)	95%	65%	> 90%	> 90%

\* Definitions of indicators in appendix on page 49.

Being a good employer is not just about sustainable deployability; it is also about job satisfaction, cooperation, inclusivity, personal development and doing business in a meaningful way. At the end of the day, it is our people who make the difference. At Auping, we show our appreciation not just in the form of a good salary and excellent employment conditions but also by doing our utmost to provide everyone with a safe home base where they can be themselves.

## 1. Favourite employer

We conduct an employee satisfaction survey (ESS) every year. Staff from our offices in Belgium, Germany and Scandinavia were included in the survey for the first time in 2023. The results once again justify us referring to ourselves as a World-class Workplace. It is great that our eNPS (Employee Net Promoter Score) of 21 puts us no less than 11 points above the Dutch benchmark of research firm Effectory. And yet our score is lower than it was last year. This is partly down to a nationwide trend, as the national benchmark fell too. Nonetheless, it is a result that we are taking very seriously. Our eNPS makes clear what we are getting right – job satisfaction, employment conditions, team dynamic and team leadership – as well as where there is room for improvement.

A good ESS score is not what we are aiming for. The aim is to be a good employer. This includes taking seriously the cues coming from our staff and taking action if need be. For example, in 2023 we worked on improving the visibility of the management by organising extra opportunities for interaction with them – so-called soapbox sessions. We also expanded our vitality calendar at the request of our staff. In 2023, this included holding a sleep workshop and a table tennis tournament. Last but not least, we ran an internal awareness campaign intended to encourage staff to speak up or speak out when something is wrong. After all, bottling things up never helps.

This campaign was accompanied by training for over 100 employees, the aim of which was to boost dialogue between them.

At Auping, we do not restrict ourselves to looking at averages. Each and every team leader draws up an improvement plan based on his or her team’s scores. In addition, one significant change in 2023 was that we discontinued the traditional financial incentive-based performance reviews. The financial aspect was a complicating factor. Discontinuing this means that discussions between managers and team members are now far more about individual goals and personal development and our staff feel freer to speak up or speak out.

### Diversity

Our recruitment policy devotes attention to engaging in sincere dialogue and building teams that are diverse in terms of age, experience, background, gender and sexual orientation. Our aim is for our workforce to be a good reflection of society. For example, we are striving towards a more even distribution of men and women in as many teams as possible and we are keen to recruit more women in management positions. To achieve this goal, we factor in the composition of the relevant team when recruiting new staff. We have also honed our employer branding to appeal to new target groups. The same goes for people who have a disadvantage on the labour market, for instance, as we are keen to win their loyalty to Auping too.



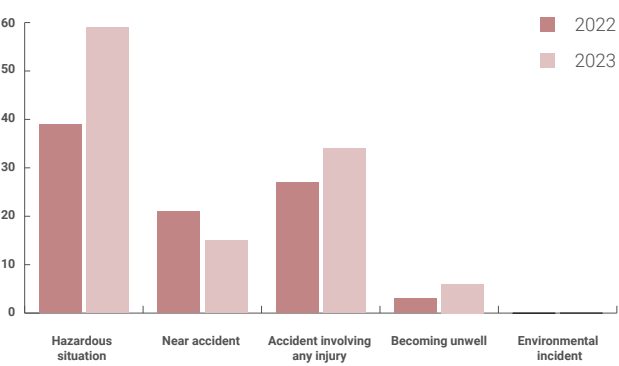
## 2. Sustainable deployability of staff

Our employee satisfaction survey shows that no less than 92% of our staff feel safe. Not only are we proud of that fact, but we are doing everything we can to maintain and even exceed this result.

We tightened up our policy with regard to Health, Safety & Environment in 2023. Part of this was the rollout of a digital occupational health and safety management system, thus making it easier to report safety incidents. There are five categories for HSE reports (see Figure 16). The number of reports has increased since 2022 and that is one of the things we were hoping to achieve with this system.

Preventing accidents is a significant aspect of our HSE policy. To this end, we monitor physical safety, and this indicator was 68% in 2023. This percentage represents the number of unsafe situations spotted compared to the number of unsafe situations involving accidents. The safety checks performed routinely by HSE and group managers form the basis for the input. A high percentage shows that there is a proactive mindset within Auping when it comes to spotting unsafe situations that could cause an accident. Our aim is to reach a physical safety percentage of at least 90%.

Figure 16: Categories of safety report



### Absence due to illness

Absence due to illness at Auping decreased by over 2% in 2023 compared to 2022. This is great, but we would like to reduce this percentage even further to 4% by 2030. An effective HSE policy combined with focus on vitality, mental well-being and social safety will be crucial if we are to achieve this goal. Due to the current confidant(e)s stepping down from this role in 2023, we have trained two new confidant(e)s, who officially started in the role in 2024. We also intend to set up an external complaints committee in 2024 to ensure that the process surrounding reporting inappropriate behaviour and violations of integrity is optimally organised.

Sandy Dollenkamp, HSE Manager

‘We have taken significant steps in terms of increasing safety awareness’



As HSE Manager, Sandy Dollenkamp has been responsible for our HSE policy since the start of 2022. It is a versatile role which sees her acting in an advisory capacity for HR and the MT as well as being involved in matters such as setting up workstations and organising emergency response processes and internal audits.

‘As HSE Manager, my focus is mainly on prevention, as we’d much rather prevent accidents. But social safety also partly falls within my remit. I’m keen to ensure that everyone at Auping feels safe and is able to be themselves. By being extremely open myself, I’m hoping to show all my colleagues that they can and should be too. I also see it as my mission to increase safety awareness. We took significant steps in that regard in 2023. We made a start on doing safety checks (internal audits) with the aid of our new occupational

health and safety management system in 2023. These checks aren’t just my responsibility but are also the responsibility of a sizeable proportion of the group leaders. We’re collectively responsible for ensuring a safe working environment. Our aim is to do 10 checks per group leader per year and to continuously improve the quality of the checks. So-called HSE audits are also held each quarter and entail the group leaders discussing safety and where we can improve. The new system has also improved accessibility in terms of reporting safety incidents and hazardous situations. And the figures show that the app is working. Unsafe situations are being reported far more often, including those that don’t involve an accident. This attests to more active involvement on the part of all colleagues and is helping us to take preventive actions and continuously improve our HSE policy.’



### Socially responsible employment practices

In 2022 we set ourselves the goal of creating 20 work placements to give young people the opportunity to gain work experience and thus to prepare themselves for their initial steps on the labour market. We achieved this goal in 2023. We attach a great deal of value to our role as a training company and several of our current employees originally joined Auping on work placements. Over the next few years, we are keen to strengthen our collaboration with schools in the region further so as to be able to provide even more students with a work placement.

### Learning & development

2023 saw us focus even more on developing our staff. In many cases there were individual training programs, but we also provided a course for our factory’s group leaders. We intend to be more active and more systematic in offering our training over the next few years and personal development will be playing an even greater role in the Good Conversation sessions between staff and management. For that reason, we formulated our vision of learning and development in 2023. Our aim is for there to be suitable training for everyone. In 2024 we will be launching a new online learning platform for our internal staff. We are already offering a comprehensive range of online and offline training for our retailers’ staff through the Auping Academy. In addition, we are collaborating with training centres in the region to also attract career switchers. For example, we are working with Aventus and Randstad to train future coupeurs. And where necessary we provide language training for our staff to help them learn or improve their Dutch.

Topic	Indicator*	2022	2023	2025	2030
1. Favourite employer	eNPS score	35	21	40	45
	Gender diversity	34% /66%	34% /66%	40%/60%	50%/50%
2. Sustainable deployability of staff	Sense of safety	90%	92%	95%	100%
	Absence due to illness	9.4%	7.1%	4.5%	4%
	Physical safety	-	68%	90%	90%
3. Chain responsibility	Code of Conduct (NPR/PR)	-	60%/ 100%	80%/ 100%	80%/ 100%
4. Customers	Good Sleep Quality (PSQI)	95%	65%	> 90%	> 90%

\* Definitions of indicators in appendix on page 49.

### 3. Chain responsibility

At Auping we deem it important that our suppliers adopt the same standards and values as we do. We make clear agreements with all these suppliers, not only on the products and services that they supply but also on values such as good employment practices. In 2022, we updated our Code of Conduct to document the fact that we act in an ethical, socially responsible way, respecting human rights, throughout our chain. We engaged in dialogue with our suppliers in 2023 and 100% of our product-related suppliers signed our revised Code of Conduct. We have thus already achieved this goal. Our aim is to hit 80% for procurement spending on non-product-related purchasing (which encompasses a variety of goods and services) by 2030. At 60.68% in 2023, we are well on our way to achieving that goal too.

### 4. Customers

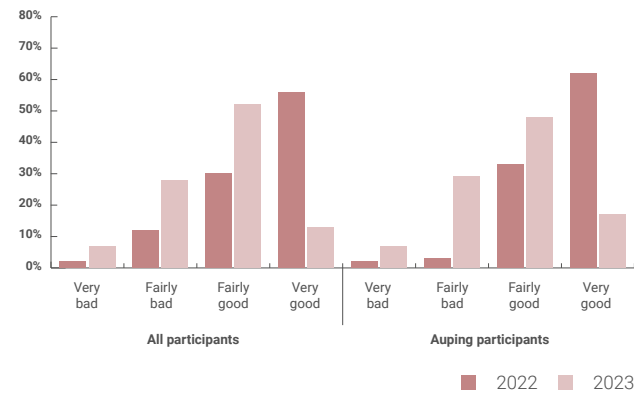
Everything we do at Auping is aimed towards bringing rest. Rest for the world, rest for the body and rest for the mind. And not just for the sake of it. Good sleep helps you to be the best version of yourself. A proper night’s sleep is no less important than healthy eating and enough exercise. Something we all know, in fact, yet often fail to make a priority. A plethora of factors affect our sleep quality. And so, as sleep experts, we regard it as our duty not only to garner knowledge but also to share it.

#### The value of rest

At Auping, we have been well aware of the value of rest for a very long time. It is for good reason that we have been working on developing the best ways to get rest for over 130 years now. That goes well beyond just making good mattresses, beds and box springs. For example, our Innovation & Research department is engaged in sleep and sustainability research on a daily basis. This is desperately needed, as studies show that our sleep quality is deteriorating.

Each year, we hold a survey among a group of 500 consumers, asking the participants to rate their sleep quality over the past month. Approximately 10% of this group sleep on an Auping. The questions in this survey are based on part of the Pittsburgh Sleep Quality Index, developed by the University of Pittsburgh, which is one of the most commonly used methods for sleep research around the world. Although this is too small a sample size to draw firm conclusions, the results tally with those of other scientific studies that have identified a deterioration in sleep quality (see Figure 17). Significant factors include the impact of screen use on regularity, stress and temperature fluctuations due to climate change.

Figure 17: Sleep quality survey



### Gaining knowledge through scientific research

In order to better understand the fundamental neurological and psychological principles of sleep, Auping has been collaborating with various universities and scientists for many years now and we have several sports partnerships. For example, we have supplied beds and mattresses to the University of Amsterdam's sleep lab, have been engaged in sleep research in partnership with cyclists from Team dsm-firmenich PostNL since 2019, and have been working with Eindhoven University of Technology on the research project 'Anticipating the role of smart technologies in the dynamics of everyday life' for the past four years. The latter study has deepened our knowledge of the impact of climate change on our sleep quality and has had us exploring how we might be able to reduce this impact by means of smart ventilation, such as during a heat wave. We are using the insights gained through this research to make our products even better. Unsurprisingly, one of the objectives when developing our mattresses is achieving optimum ventilation.

### Rest sponsor

Going to sleep on time and sleeping through the night makes the difference between winning and losing. This is important for everyone, but it is particularly important for sportspeople who need to deliver a top performance both mentally and physically. As a Sponsor of Rest', Auping is doing its bit to help various teams achieve their sporting ambitions. Not just by getting them to sleep on Auping mattresses but also by holding sleep workshops for and with sportspeople. For example, we have been partnering with the Royal Dutch Hockey Association (KNHB) since 2015 and sponsoring Deventer-based football club Go Ahead Eagles since 2021. We have also been a partner of Team dsm-firmenich PostNL for many years now and are engaged in a variety of sleep studies in their Keep Challenging Center in Sittard. It goes without saying that we have supplied a suitable mattress and pillow to each and every one of the team's cyclists. All the Evolve mattresses were even shipped out to France with them for the Tour de France in 2023.



Geert Doorlag, Researcher

**'The fact that we do so much research and so many experiments is typical of our pioneering spirit'**



**Geert Doorlag is an enormous source of knowledge on sleep. As a researcher within the Innovation & Research department, he leads research projects in collaboration with a variety of external partners, organises sleep workshops for dealerships, colleagues and sportspeople, and last but not least ensures that the knowledge that Auping shares is scientifically substantiated.**

'When I joined Auping as a product developer 15 years ago, it wasn't long before I got involved in various research projects. I've now been engaged in research on sustainable materials and ergonomics full-time for

the past eight years. I teamed up with Eindhoven University of Technology in 2023 to study the effects of climate change on our sleep quality. Based on the insights gained, we developed a prototype for a portable ventilator for use in bed. The concept was tested on a group of 20 consumers and sportspeople in 2023. It emerged that the group fell asleep 17% faster on average and that perceived sleep quality was 6% better on average. Although not all inventions make it into our stores, they do go towards building our knowledge. Researching, experimenting and trialling things are very typical of our pioneering spirit.'

### Sharing and safeguarding knowledge on sleep

At Auping, we endeavour to convey our knowledge on sleeping well to all our stakeholders. We do so in a variety of ways: workshops for our own staff, training and e-learning for retailers through the Auping Academy and knowledge sharing through our website and social media channels. In order to share our knowledge on sleep in a way that is scientifically substantiated,

up to date and consistent, our Research department has created the Auping Sleep Memory. The result is a comprehensive sleep encyclopaedia which we keep up to date by continuously testing the information against the latest scientific insights and adding insights from our own research.

## Workshop: Which do you prefer: summer or winter?

Auping has been working with Marijke Gordijn, PhD, chronobiologist and author of the book *De klok met duizend wijzers* (*The Clock with a Thousand Hands*), since 2022. On the one hand, to study the link between our biological clock and our sleep quality, and on the other hand to help not just our customers but also our own staff to get good rest.

In 2023, 69 of Auping's staff participated in a study on the link between regularity and sleep quality. This showed that 23% of the respondents often or always

go to bed at different times and 28% sleep fairly badly or very badly. An exceedingly clear link between regularity and sleep quality was evident in this group of staff. To help this group, Marijke Gordijn held the interactive workshop 'Which do you prefer: summer or winter?' in November 2023, looking at how you can improve your performance, feel better, sleep better and stay healthier over the longer term by 'consulting your biological clock'.





# Governance and risk management

Foundations of our company



## Management team

From left to right: Dijana Husedinovic, Jan-Joost Bosman, Martijn Aalders, Martijn van Haaf, Linda Hoebe, Mark Groot Wassink

# Corporate governance

Auping is a company with a two-tier board structure ('structuurvennootschap'), set up and based in the Netherlands. The governance structure is dictated by Dutch legislation and regulations as well as the articles of association. The group's legal structure is shown below.

## Division of roles

### Auping executive board

Auping is formally headed up by Jan-Joost Bosman (Managing Director and Chairman of the Management Team [MT]).

### Management Team

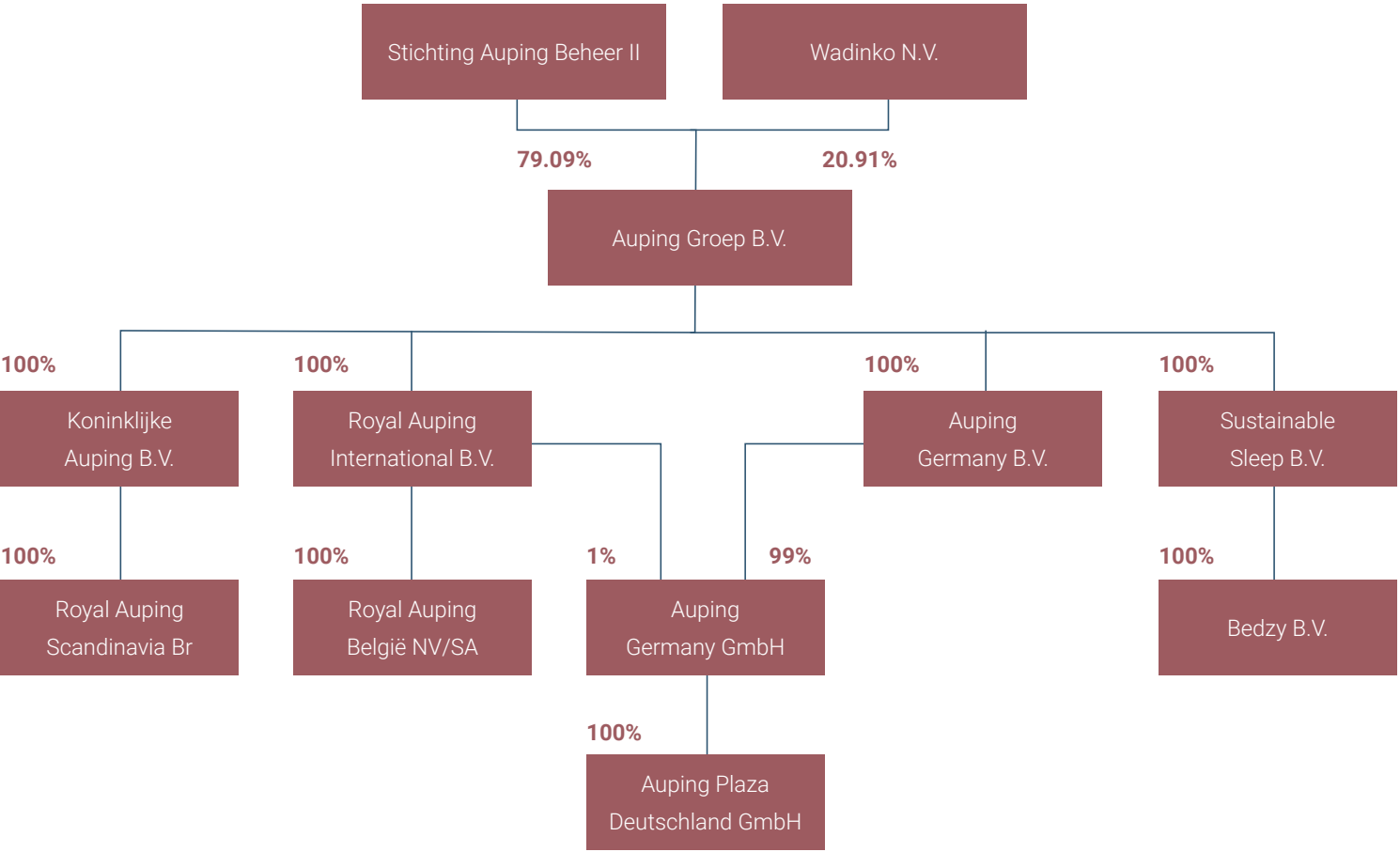
Auping's directorate consists of the Management Team. Besides its chairman, the MT comprises:

- Linda Hoebe (Finance Director)
- Martijn van Haaf (Director Operations)
- Dijana Husedinovic (Director Marketing)
- Mark Groot Wassink (Director Sustainability & Innovation)
- Martijn Aalders (Director Human Resources)

The MT is responsible for such things as:

- Achieving objectives/hitting targets
- Implementing strategy with accompanying risk profile
- Results
- Developing the business, including relevant social aspects

Figure 18: Organogram Auping Groep B.V.



### Duties and responsibilities

The executive board focuses on the interests of Auping and associated companies. The executive board is responsible for Auping's corporate governance structure and compliance with the corporate governance code. To this end, the executive board reports to the supervisory board and to the shareholders.

The executive board's duties include:

- Achieving Auping's objectives/hitting Auping's targets
- Formulating and implementing strategic policy
- Analysing and managing general and financial risks
- Taking care of the so-called whistle-blower scheme that is in place within Auping and, more generally, of human resource management associated with Auping's business activities
- Ensuring that fully functional internal risk management and control systems are in place
- Arranging and preparing the financial reporting process, including drawing up the annual accounts, the annual budget and significant capital investments
- Compliance with legislation and regulations and the corporate governance code
- Fostering a good relationship with shareholders and depository receipt holders:
  - Fostering a good relationship with the works council
  - Safeguarding the social aspects of doing business relevant to the company, including integrity
  - Advising the supervisory board on the recommendation of the external accountant to the shareholders
  - Fostering a good relationship with the supervisory board
  - Decisions that are made **and** implemented more swiftly due to the more streamlined organisational structure

### Supervisory board

Auping's supervisory board comprises three members: Harm Tunteler (Chairman), Harm-Jan Mens and René Wolfkamp. Every shareholder is entitled to recommend one supervisory board member. Considering the size of the supervisory board and Auping's transparency, the supervisory board has not established a separate audit and remuneration committee.

#### Duties and responsibilities

The supervisory board fulfils all the duties set for it by legislation and the articles of association, oversees and advises the management. The supervisory board members' focus in that respect is on Auping's interests. Another priority is relevant social aspects of doing business. The supervisory board also focuses on the effectiveness of internal risk management and control systems and the integrity and quality of financial reporting. The members of the supervisory board are collectively responsible for fulfilling their tasks and duties.

#### Supervisory board meetings

The supervisory board holds regular meetings with the executive board, at least four times a year and more often if a member of the supervisory board or executive board deems this necessary. The Chairman chairs the supervisory board meetings and decisions are made by absolute majority. Minutes of each meeting are taken.

#### Information provision

At least once a year, the executive board updates the supervisory board in writing on the contours of the strategic policy, the general and financial risks and the company's management and control system. The executive board also sees to it that the supervisory board members at all times have at their disposal the data necessary for the fulfilment of their task.

### Quality

The supervisory board is responsible for the quality of its own performance. This performance and that of the individual supervisory board members are evaluated at least once a year without the executive board being present.

### Shareholders

Communication with shareholders has been streamlined. Regular information sessions are held. Thus ensuring that the shareholders are promptly informed of significant developments within Auping and are able to offer their opinion in good time.

#### Formal agreements

The formal agreements in place between shareholders, the supervisory board and the executive board are set down in the articles of association, the covenant between the shareholders, supervisory board and directorate, the supervisory board regulations and the executive board regulations. The executive board and the supervisory board jointly establish the strategy to which the organisation is to adhere. Agreements on communication between the executive board, supervisory board and shareholders are enshrined in the covenant and regulations.

As are provisions on matters that the executive board is not entitled to modify or implement without notifying and/or seeking approval from the shareholders or the supervisory board. Such matters include changes to the articles of association, corporate structure, financing, taking on significant financial obligations, making major investments and appointing executive board members.





Appointment and remuneration

Executive board

Executive board members are appointed and can be suspended and dismissed by the supervisory board. Dismissal is only possible once shareholders have been allowed to express an opinion on the proposed dismissal in the general meeting.

The Management Team (MT)

The functions fulfilled by the MT are at the discretion of the executive board, subject to the supervisory board’s approval. This composition could change, such as due to changes in the organisation. The executive board puts forward new MT members and decides on remuneration. Actual appointment follows upon the supervisory board’s approval. Any changes to the agreement with MT members are also subject to the supervisory board’s approval.

The supervisory board sets (or changes) the remuneration and other conditions pertaining to the work for Auping’s managing director.

Supervisory board

Supervisory board members are appointed on the recommendation of the supervisory board at the general meeting of shareholders. These recommendations are made based on a profile drawn up by the supervisory board. The shareholders and the works council are entitled to put people forward. Auping appoints supervisory board members for a four-year term. In principle, a supervisory board member may be reappointed no more than once consecutively. Once the (first or second) term has elapsed, the supervisory board member will step down at the end of the general meeting of shareholders. The supervisory board draws up a schedule of resignation. It is possible to deviate from this in exceptional cases, albeit for a maximum of four years.

The supervisory board periodically submits a proposal to the general meeting of shareholders on remuneration for the chairman and other members of the supervisory board.



# Risk management

Auping’s approach to risk management is based on its mission: ‘Auping rests the world’. To ensure that our stakeholders can sleep at night, Auping makes short-term and long-term pledges and encapsulates these in concrete business objectives. These use a broad definition of direct and indirect stakeholders. By indicating its risk tolerance, Auping is communicating to its stakeholders the nature and extent of the risks that Auping is prepared to take when it comes to achieving its business objectives.

Auping uses the following risk areas for this purpose (explanation on next page):

- Strategic
- Financial
- Legislation and regulations
- IT and cybersecurity
- Operational

Risk management as a topic and area of expertise will be fleshed out in more detail over the next few years with a view to reaching an appropriate level of maturity within the various divisions. When it comes to risk management, Auping is striving towards being in the vanguard, without unnecessary bureaucracy.

Risk appetite	Explanation	Risk policy
<b>Strategic risks</b> Medium/high	Sensitivity to economic climate, geopolitical and labour market developments, with growing requirements in terms of innovation in the sustainability of the organisation as well as the circularity of the product portfolio will require policy to safeguard continuity in the long run.	Loading and monitoring stakeholders’ perception of the Auping brand. Actively managing the product portfolio, focusing on various product groups, pricing propositions and sales markets, whilst actively promoting sustainability of the product portfolio and production process.
<b>Financial risks</b> Low	The financial policy is focused on long-term profitability, ensuring correct reporting to stakeholders and, where possible and economically prudent, covering risks. Maintaining financial health for the purposes of taking strategic risks.	When the organisation was set up, roles were divided up according to the nature of the activities in order to safeguard Auping’s values to allow it to achieve its objectives. Maintaining an adequate, effective financial management system, at the heart of which are the planning and control cycle, capital management and managing liquidity and cash flow risk.
<b>Legislation and regulations</b> Low	Legislation and regulations are primarily focused on two goals: ensuring safety for society and creating a fair, competitive playing field. Auping is committed to these goals and organises itself in order to achieve them.	Compliance policy and methods to maintain insight and control in the face of increasingly complex regulations. We are also creating a culture in which spotting anomalies or risks thereof is not regarded as something negative but instead serves as the foundation for continuous improvement.
<b>IT and cybersecurity</b> Low	An active IT and cybersecurity policy is necessary in view of the increasing importance of IT systems for sales, for communication with the various stakeholders and for supporting the internal organisation.	The policy is geared towards keeping the IT up to date and towards prevention and recovery in the realm of cybersecurity. We also have our measures and systems audited and use white hat hacking.
<b>Operational risks</b> Average	Operational encompasses a wide array of risks, drawing on the Auping House priority. Key considerations are the health and safety of staff, quality, reliability of supply and costs.	The policy focuses on prevention (people, partners), resilience (systems, processes) and insurance (low probability, major consequences).

Appendix

# About this report

An explanation of terms and associated definitions are presented below. Explanations are given for each driver.

## Circular value chain

### Range

- CTI score: Circularity measurement for material inflow and outflow expressed as a percentage for the entire range.
- CTI score (weighted): The CTI score for a representative selection of our range, calculated on the basis of turnover.
- Reuse of returns: The proportion of high-quality reuse of returned products at the levels: remanufacture, refurbish, repair, reuse, or recycle to the same standard, measured as percentage weight reused as a proportion of overall weight of returned products.

### Procurement of materials

- Recycled content: The proportion of purchased (raw) materials stemming from recycling processes expressed as a percentage of the overall volume of purchased (raw) materials. The overall volume of purchased (raw) materials is the sum of virgin and recycled content.
- Sustainable wood: The proportion of purchased wood (kgs) from a demonstrably sustainable source, expressed as a percentage as part of the overall volume of purchased wood. We buy as much PEFC and FSC-certified wood as possible and are in the process of becoming certified, which will allow us to display the PEFC label.

- FSC certified: The Forest Stewardship Council (FSC) is an international certification for paper and wood, supported by governments, businesses and environmental organisations. Wood bearing this certification stems from responsibly managed forests.
- PEFC-certified: The Programme for Endorsement of Forest Certification Schemes promotes sustainable forestry through independent certification.
- Sustainable textiles: The proportion of purchased textiles from a demonstrably sustainable source, expressed as a percentage of sustainable textiles as part of the overall volume of purchased textiles. This encompasses: GOTS-certified, GRS-certified and materials and fabrics made of 100% recycled content and textiles that can be fully recycled to create high-quality products. GOTS-certified: The Global Organic Textile Standard guarantees use of organic cotton in an environmentally friendly, socially responsible manner. GRS-certified: The Global Recycling Standard is an international certification for recycled materials. It pertains to all uses of textiles within the range, such as mattress covers and bed textiles.
- Insight into second tier: Insight into provenance of (raw) materials from our suppliers, expressed as a percentage of the purchase spend from product-related suppliers providing full insight into the origin of their (raw) materials as a percentage of the overall product-related purchase spend.

### Residual waste flow

- Residual waste flow: The residual waste flow is the percentage of the amount in kilos of leftover material compared to the overall kilos of purchased materials.
- Recycling and reuse: The proportion of the residual waste flow from production of the range used for recycling and reuse, not pertaining to recovery (use of the heat released during waste incineration, primarily for electricity generation and heating). Expressed as a percentage of mass recovered as a proportion of the overall mass of the residual waste flow (including packaging material such as pallets).
- B-grade wood is glued, painted and or varnished wood. Such as triplex, multiplex and chipboard.



## Emissions reduction

- CO<sub>2</sub>E: Tonnes of carbon dioxide equivalent. This unit of measurement is used to measure greenhouse gas emissions. The term 'equivalent' refers to the seven known greenhouse gases, in line with the Greenhouse Gas Protocol.
- Scope 1: Reducing direct CO<sub>2</sub> emissions, caused by our own sources within the organisation. This pertains to our own buildings, (diesel) vehicles and production-related activities (including gas). It includes any deducted compensation (certification).
- Gas consumption: Consumption of gas (m<sup>3</sup>) for the production and office sites.
- Scope 2: The indirect CO<sub>2</sub> emissions through generation and purchased and consumed electricity or heat. This pertains to our own buildings, (electric) vehicles and production-related activities.
- Scope 3: The organisation's indirect activities stemming from sources that do not belong to the organisation and are not managed by the organisation either. This pertains to procurement of raw materials and packaging, capital goods, fuel and energy consumption, transport and distribution, operational waste, business travel, commuting by means of own transport, energy retailers.
- Procurement of raw materials and services: All purchased (raw) materials for our products, goods for our canteen, things like laptops and telephones and services.
- Electricity consumption: Consumption of electricity (kWh) for the production and office sites. Expressed as a percentage reduction compared to 2022.
- Green energy: The proportion of green energy in the overall energy consumption for the production and office sites.
- Generated in-house: The proportion of electricity that we have generated ourselves as part of the overall consumption of the production and office sites. Expressed as a percentage of overall consumption of electricity (kWh).

## Caring for people

### Favourite employer

- eNPS score: The proportion of staff that would recommend Auping as a good employer to family and friends (scale -100 - +100).
- Gender diversity: ratio of women to men employed compared to the total.

### Sustainable deployability of staff

- Sense of safety: percentage of the number of employees who stated in the employee satisfaction survey that they feel safe at Auping.
- Absence due to illness: the percentage of absence from work arising as a result of illness.
- Physical safety: The percentage of unsafe situations spotted compared to the number of unsafe situations and accidents.

### Chain responsibility

- Percentages Code of Conduct: The proportion of the annual purchase spend stemming from suppliers who have signed up to our Code of Conduct, expressed as a percentage of the overall purchase spend. We distinguish between non-product-related procurement (the first percentage) and product-related procurement (the second percentage).

### Customers

- Good Sleep Quality (PSQI): Each year, we measure how a selection of our customers (>n=100) rate their sleep in line with the PSQI (Pittsburgh Sleep Quality Index) method. We strive towards achieving a score in excess of the average in society.

# GRI table

For the purposes of this report, we have used the G4 sustainability reporting guidelines from the Global Reporting Initiative (GRI). We report in accordance with the ‘Core’ option based on guideline 2016.

GRI indicator	Description	Reference and explanation	Page number
Organisational profile			
102-1	Name of organisation	Royal Auping B.V.	Cover, 55
102-2	Brands, products and/or services	Range	12
102-3	Location of head office	Maagdenburgstraat 26, 7421 ZC Deventer, The Netherlands	55
102-4	Number of countries in which the organisation is active.	Active in Europe with a focus on the Netherlands and export to 30 countries	11
102-5	Nature of ownership and legal form	Corporate governance	45-47
102-6	Markets served	Overview of sales countries and export countries	11
102-7	Scale of the organisation	Our impact and value creation model	16, 17
102-8	Workforce composition	Key figures staff	16
102-9	Information on supply chain	Circular value chain, circular mattress ecosystem, collaboration with suppliers and Code of Conduct	20-30, 24, 29, 41
102-10	Significant organisational changes during the reporting period	None	Not applicable
102-11	Explanation of the use of the precautionary principle	Risk management	48
102-12	Externally developed initiatives that the organisation endorses	B Corp certification, Circular mattress ecosystem	5, 24-25
102-13	Membership of associations and interest groups	Circular mattress ecosystem	24



GRI indicator	Description	Reference and explanation	Page number
Strategy			
102-14	Statement from the most senior person authorised to make decisions on the relevance of sustainable development for the organisation	Foreword, Corporate governance	2, 45-47
102-15	Most significant impact, risks and opportunities	Our stakeholder strategy, Our impact, Value creation model, Circular mattress ecosystem and Risk management	15, 16, 17, 24, 48
Ethics and integrity			
102-16	Values, principles and behavioural standards	Our blue heart	4
102-17	Internal and external reporting system for unethical and irresponsible conduct	Caring for people	38-41
102-18	Operational structure of the organisation	Corporate governance	45-47
Governance			
102-18	The management structure of the organisation, including committees falling under the highest governing body. And the committee responsible for decision-making on economic, environmental and social matters	Corporate governance	45-47
Stakeholder engagement			
102-40	List of groups of stakeholders involved by the organisation	Our stakeholder strategy	15
102-41	Employment conditions	Caring for people	38-41
102-42	Fundamental principles for assessing and selecting stakeholders	How we report at Auping, Our stakeholder strategy	13-14, 15
102-43	How stakeholders are involved	How we report at Auping, Circular value chain	13-14, 20-30
102-44	Most significant topics and issues arising from the meeting with stakeholders and how the organisation has responded to these	Our impact objectives	18-19





GRI indicator	Description	Reference and explanation	Page number
Reporting principles			
102-46	Process for determining the content and specific scope of the report and the fundamental principles used in that regard	Our stakeholder strategy, Our impact objectives	15, 18
102-47	Material topics identified during the process of determining the report's content	Our impact objectives	18-19
102-48	Consequences of any reformulation of information included in a previous report and the reason for this reformulation	Not applicable	
102-49	Significant changes compared to previous reporting periods with regard to scope and breadth	Emissions reduction	32-33
102-50	Period reported on	1 January 2023 – 31 December 2023	
102-51	Date of publication of most recent, previous report	Auping Corporate Social Responsibility Report 2022, published 31 May 2023	
102-52	Reporting cycle	Annually	
102-53	Contact person for questions on the report or its content	info@auping.nl	55
102-54	GRI applicability level	GRI 4 Core (guideline 2016)	51-54
102-55	GRI content index	GRI table	51-54
Material topics			
102-1	Direct economic impact	Our impact, Value creation model, Total CO <sub>2</sub> emissions per euro turnover	16, 17, 37
103-1	Impact of procurement	Circular value chain, Scope 2; Green energy and in-house generation, Scope 3; Chain impact and Procurement of raw materials and services	20-30, 35, 36
103-2	Indirect economic impact	Not applicable	
105-1	Anticorruption	Caring for people	38-43
106-1	Anti-competitive behaviour	Caring for people	38-43
302-1	Energy consumption within the organisation	Emissions reduction (Scopes 1 and 2)	32-35



GRI indicator	Description	Reference and explanation	Page number
302-3	Energy intensity	Emissions reduction	32-37
302-4	Reducing energy consumption	Emissions reduction	32-37
303-5	Water consumption	A minimal amount of water is used within Auping	
305-1	Direct (Scope 1) emissions	Emissions reduction	32-37
305-2	Indirect (Scope 2) emissions	Emissions reduction	32-37
305-3	Other indirect (Scope 3) emissions	Emissions reduction	32-37
305-4	Emissions intensity	Emissions reduction	32-37
305-5	Reducing greenhouse gas emissions	Emissions reduction	32-37
306-1	Total weight of waste by type and method of removal	Residual waste flow	30
306-2	Management of waste-related environmental impact	Our impact objectives, Residual waste flow	19, 30
306-3	Waste production	Residual waste flow	30
306-4	Preventing waste processing	Circular value chain	20-30
306-5	Waste processing	Circular value chain	20-30
307-1	Non-compliance with environmental legislation and regulations	Not applicable. No fines or sanctions have been imposed due to non-compliance with environmental legislation and regulations	
401-1	Hiring and staff turnover	Our impact, Value creation model	16, 17
403-2	Health and safety in the workplace	Caring for people	38-41
404-1	Training and education	Caring for people	38-41
404-2	Staff skills improvement programmes	Caring for people	38-41
405-1	Diversity of governance bodies and staff	Our impact, Caring for people	16, 39

# Colophon

This is the first edition of the Auping Impact Report. We previously issued four editions of the Auping Corporate Social Responsibility Report.

Date of publication: 20 June 2024

This report covers the period spanning January 2023 to December 2023. We are committed to gender diversity and do not want to label anyone or anything 'male' or 'female', ensuring that everyone feels included. Any unintentionally exclusive use of 'he' or 'she' in this report should be taken to be inclusive in spirit, with scope for differences between people.

Royal Auping B.V.  
Maagdenburgstraat 26  
7421 ZC Deventer  
The Netherlands

Feel free to e-mail questions to: [info@auping.nl](mailto:info@auping.nl)  
Emissions and consultancy: 2BHonest  
Concept and layout: GI Creative Branding Agency  
Text: Helen Zwiers

