



CSR report 2018

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Introduction

Dear reader,



2018 was a year characterised by major changes for Beter Bed Holding. The underlying results have shown a downward trend for several years and the company responded to this in the course of 2018. The objective behind these changes was to once again make Beter Bed Holding future-proof through a strategy, cost structure and leadership that suit the company. Central to this strategy is the promise of delivering the best quality rest at affordable prices via the channel that best suits the individual customer.

In 2018 the Group realised mixed results per region. The success of Beter Bed in the Benelux and of Beddenreus in the Netherlands continued to be strong, with both sales and profit improving. The mostly renewed management team has started the process of further refining the strategy, integrating a greater call to action in marketing communication and further intensifying the focus on continued development of the online position.

In Germany, Matratzen Concord was unable to reverse the negative trend of decreasing numbers of visitors and the related negative sales performance. All the positions on the management team for Germany, which is also responsible for Austria and Switzerland, were filled during the year under review. This management team started by making an issues analysis that led to a restructuring program for all three countries. The restructuring was completed by 31 December 2018 and led to downsizing the network in the region by 172 stores. A total of 64 FTEs were made redundant at the head office and a far-reaching rationalisation of the assortment led to a reduction of inventories. The first new products were launched in the fourth quarter of 2018.

Matratzen Concord Austria had a reasonably stable year in terms of sales performance with slightly lower margins but qualitative improvement of the total organisation. In contrast, Matratzen Concord Switzerland had a difficult year in terms of sales performance and was held back by substantial logistical challenges. Signs of a cautious recovery became visible at the end of the year.

Sängjätten in Sweden expanded its network considerably in the first six months to 27 stores. The focus in the second half of 2018 was on launching its own logistics, further professionalising the local organisation and developing the online proposition.

It became clear in the course of 2018, following an internal review, that it was not probable that El Gigante del Colchón in Spain would be able to achieve sufficiently profitable operations on the one hand and a strategic position on the other in the short to medium term. It was consequently decided to discontinue the activities and to sell the assets.

Economic developments in the countries in which Beter Bed Holding operates remain relatively favourable for 2019, although the risks of growth-decelerating effects are increasing and approaching. The Group remains optimistic for the Benelux due to the numerous positive developments in 2018 and the plans and initiatives for 2019. Matratzen Concord started 2019 with a downsized network, lower cost pressure, a rationalised and renewed range, new signing and communications and above all a new spirit. In 2019 greater attention will be given to accelerating online in the German-speaking countries and online growth in the Benelux through a corresponding service model.

The Group is convinced of the merits of its mid-term strategy that was launched at the Capital Markets Day. The implementation of the customer-focused value-for-money proposition, best sleep advice, seamless omni-channel experience, strong performance culture and cost leadership success factors is of vital importance to structurally fulfil the promise to **offer best quality rest @ affordable prices**. The Group is working on the further refinement of the current strategy which will be presented at the second Capital Markets Day end 2019.

2018 was also a year characterised by a number of managerial changes. In addition to the appointment as CEO effective 1 April 2018, Hugo van den Ochtend took up the position of CFO of the Group on 1 September 2018 following Bart Koops' announcement to leave Beter Bed Holding. This ended a period of more than five years during which Bart carried out his role with passion and dedication. In addition, the complete management teams of Beter Bed and Matratzen Concord were exchanged almost entirely in 2018.

A number of changes were also made within the Supervisory Board. Ms de Groot, Mr Slippens and Mr Van der Vis stepped down and Mr Vermeulen, Mr Beyens, Mr Boone and Mr Karis were appointed to the Supervisory Board in 2018. The role of financial expert within the Supervisory Board will be filled as soon as possible. Beter Bed Holding wishes to thank the Supervisory Directors who have stepped down for their dedication and added value to the Management Board and the company. The Group is convinced that the newly appointed Supervisory Directors provide Beter Bed Holding with very high-quality successors in order to enable it to achieve its ambitious plans for the future.

Despite the challenging phase the Group is going through, Beter Bed Holding is able to shape a change process through which the Group has been able to achieve further development in a number of areas. In addition, the Group succeeded in further strengthening its position in a number of countries, carrying out a material reorganisation and developing and communicating a first-phase strategy at an extremely well-received Capital Markets Day. Beter Bed Holding could have never accomplished this without the passionate and committed contribution of the employees and stakeholders.

The Group consequently wishes to sincerely thank all employees and stakeholders for the contribution they have made both individually and as part of a team.

Yours sincerely,

John Kruijssen,
CEO

Uden, the Netherlands, 28 February 2019

The CSR year in brief

General

Every company that operates at the heart of society must embrace the social responsibility that comes with this. Sustainable enterprise is a key component in this respect. It is, after all, the only way to remain successful in the longer term.

Beter Bed Holding accepts its responsibility and has initiated a continuous improvement process in this area. In 2017 the Group made a reassessment of the CSR strategy and in 2018 important steps were taken in the development of a recyclable mattress.



CSR strategy

In 2018 the Group's new corporate strategy was presented at the Capital Markets Day. The domain of sleep is now more relevant than ever. Good quality sleep is vital for physical health, happiness, productivity, creativity and success. On the other hand stress, sleeping disorders and peoples work-life balance is under constant pressure.

In the presented strategy, the CSR goals as formulated in 2017 remain critically important. Therefore the themes as identified with our internal and external stakeholders, being circular economy, safety and quality of products and services, responsible chain management, energy & CO₂ emissions and safe working conditions, will remain the main focus of the 2018 CSR report. These topics will be continuously used to identify possible strategic opportunities.

In 2017 challenging targets were formulated which have led to an increased CSR embedment in the Group's daily activities. Next to that, in line with the strategy presented at the Capital Markets Day a new category management team was introduced to enhance cooperation with suppliers in a proactive way on innovations in the bedding industry and especially the complete recyclability of mattresses. In the meantime the Group is also working on its innovation pipeline for sustainable mattresses. In 2018 the Group, in cooperation with the Ergonomic Institute of Munich, made great progress in the development of the 100% recyclable Mline Green Motion mattress, which was presented to the market on the fair in Cologne in January 2019.

Furthermore the box spring 'Element' was introduced in the second quarter of 2019. This box spring is completely modular, easy to disassemble, each part can be separately replaced and all materials are fully recyclable, using mono-materials rather than mixed raw materials.

In order to prove the circularity of this box spring Element compared to regular produced box springs, Beter Bed has consulted TNO - the Dutch organisation for applied scientific research. Through their unique IMPACT-method (Integrated Method of sustainable Product Assessment for Circular Transition) it is measured what the effects are on aspects like resources, people & environment and economy. The result of this is the circularity score, also known as the product's "green score". Next to the appreciation in score, the results of the research by TNO provide insights in further development possibilities in the area of sustainable products in the beds range.

Human rights and fighting bribery and corruption are two other social themes the Group addresses through consciously choosing suppliers and requiring them to sign the Code of Conduct. The Group obligates its suppliers to adhere to international treaties and conventions on working conditions. Beter Bed Holding mostly works with suppliers from Europe and as a result limits the risk of incidents. At year-end 92% of the suppliers have signed the Code of Conduct. Suppliers that have not signed the Code of Conduct yet, were added at the end of 2018 and are in the process of signing the Code of Conduct. Beter Bed Holding has entered into partnership with a significant number of its strategic suppliers in order to develop more sustainable products. The Group aims to increase this number in near future.

The Group has also faced some challenges in 2018 as an employer. In the last quarter of 2018 a reorganisation was announced in the German-speaking countries, which led to the fact that a number of employees at the regional head office was made redundant. This decision was part of restructuring activities in the German speaking countries. Upon the sale of the Spanish activities, almost all employees were able to keep their jobs.

Safety also remains to be very important. Employees should be enabled to rely on a safe working environment and customers should be assured they can rely on good-quality and safe products. Therefore the stores in the Netherlands were included in the quality test in 2018. It is the ambition to include the stores in the German-speaking countries in these tests in 2019.

Work to be done

The Group is realistic and aims to realise expectations. In 2018 big steps have been taken in the development of recyclable mattresses. However the circular economy still presents significant challenges and opportunities. There is a far-reaching social necessity to bring about a circular economy given the fact that the majority of the mattresses currently still end up in the incinerator. Continuous development in the field of sustainable mattresses remains necessary.

There is already a well-functioning return system in the Netherlands for currently circulating mattresses in the market. Great gains in the field of sustainability can theoretically be achieved through better recycling of materials at the end of the lifespan. Tapping into these opportunities demands above all a chain approach: only in partnership with suppliers and customers it will be possible to achieve workable and effective recycling solutions. Beter Bed Holding has a constant focus on collaboration with partners and customers and is part of a chain consultation with amongst others the ministry of Infrastructure and Water Management, the CBW and INretail, because this provides the best opportunities for results within the framework of sustainable entrepreneurship. It is also clear that it is vital to have new technologies and materials in this area in order to be able to make a real difference. However some steps still need to be taken in this field of research.

In conclusion, throughout 2018 Beter Bed Holding has taken steps in developing a 100% recyclable mattress but remains ambitious and realises that there is still a lot to be done. The Group commits itself to strive for continuous innovation and development, together with partners and customers in the coming years.

About 2018 CSR report

Beter Bed Holding's CSR report provides insight into (the execution of) Beter Bed Holding's CSR strategy in 2018. The CSR report 2018 is supplementary to the annual report 2018 and will be available no later than 25 April 2019. This is the eighth time Beter Bed Holding presents this report on its activities and progress in the field of CSR. It has been drawn up in line with the GRI Standards of the [Global Reporting Initiative \(GRI\)](#) at the 'Core' level and the internal reporting criteria for CSR information. The emphasis of the report is on the reassessed strategy and the ensuing five most material themes which are circular economy, safety & quality, responsible chain management, energy & CO₂ emissions and safe working conditions.

Summary of facts

	2018	2017	Goal 2020
Circular economy			
Yearly sold mattresses collected through return system	7%	6%	10%
Sales from products with > 25% recycled content	12%	9%	25%
Sales share from modular products	-	-	20%
Waste streams recycled high grade	71%	72%	75%
Safety & quality			
Products which are tested on air quality (based on sales)	98%	90%	100%
Number of incidents reported in the field of safety and quality	-	1	-
Customer satisfaction: eKomi score (score 0-10, weighted average based on sales)	8.9	8.5	9.4
Responsible chain management			
Suppliers that signed the Code of Conduct	92%	98%	100%
Number of strategic suppliers with proactive co-operation to ensure CSR criteria are pursued in the purchasing process	5	2	16
Tenders for products and services in the Netherlands where CSR criteria are taken into account ¹	30%	50%	100%
Energy & CO₂ emissions			
Purchase of renewable energy	0%	48%	100%
Energy consumption (TJ)	259	285	257
CO ₂ emissions (tonnes)	25,079	21,024	18,922
Safe working conditions			
Number of accidents with sick leave ²	-	-	-
Tests performed on air quality in: ³			
- DCs	Yes	Yes	Yes
- Loading docks	Yes	Yes	Yes
- Stores	Partly	No	Yes
Training and education attended by logistics employees (average number of hours per year)	2.5	2.5	4

¹ Decrease is caused by the choice what exactly was tendered. In a significant number of tenders the suppliers were not able to meet relevant MVO criteria

² For 2018 no reliable data are available yet. It is the ambition to report on this goal in 2019.

³ Tests performed in DCs (integrally) and loading docks and stores (by means of sampling).

2018 at a glance



CIRCULAR ECONOMY

55,954

mattresses collected

12%

of sales contains recycled materials



SAFETY & QUALITY

98%

of all sold mattresses tested

customer satisfaction (eKomi score)

increased to

8.9



RESPONSIBLE CHAIN MANAGEMENT

92%

of the suppliers signed the Code of Conduct

5

strategic partnerships with suppliers



ENERGY & CO₂ EMISSIONS

0%

renewable energy purchased

259 TJ

total energy consumption



25,079 tonnes

CO₂ emissions



SAFE WORKING CONDITIONS

2.5 hours

training in safety per logistic employee in NL

air quality tested in DCs, cargo areas and stores in NL



EMPLOYEES

26%

women in top management positions

3,377

employees as per 31-12-2018

2,738

FTE as per 31-12-2018

About Beter Bed Holding

Profile

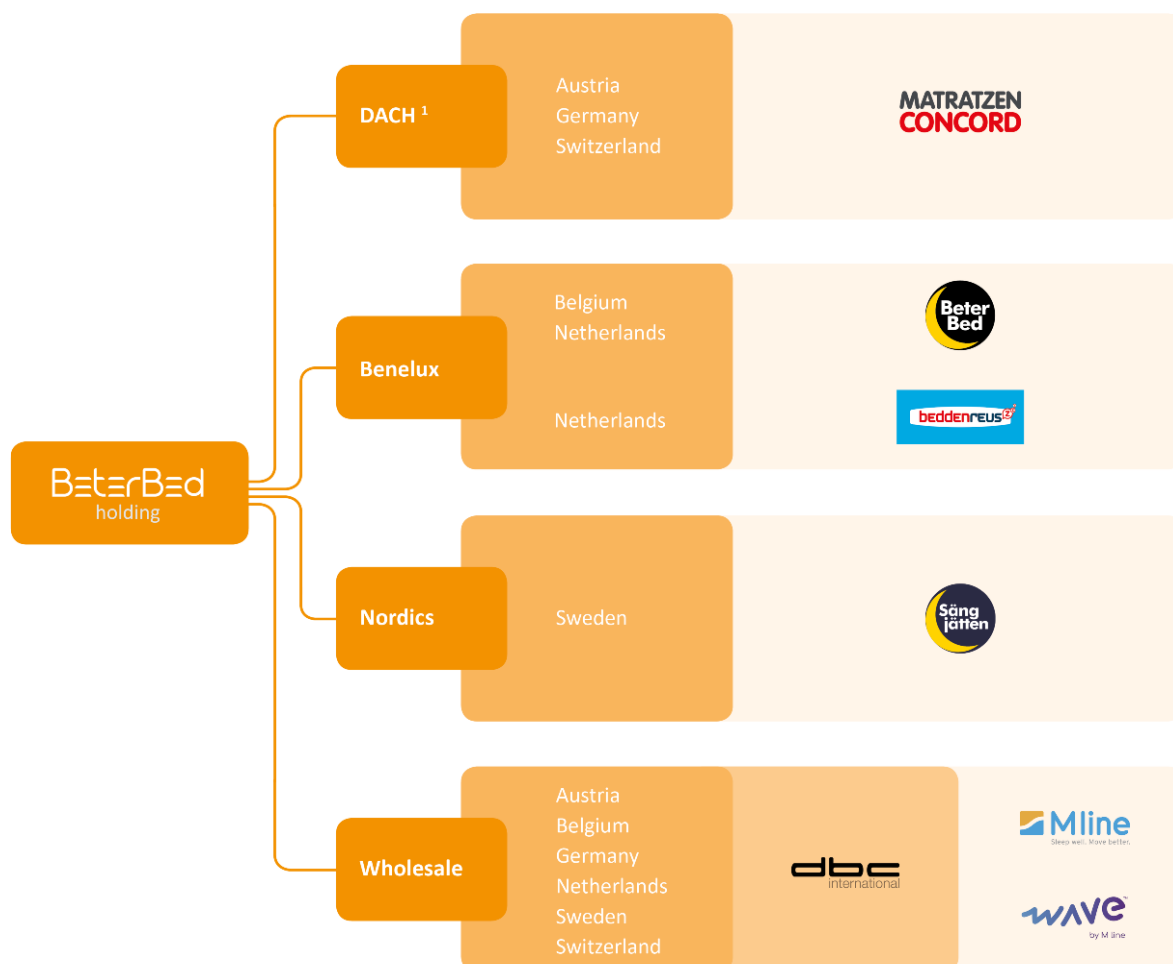
Beter Bed Holding is a European retail organisation that ensures its customers a good night's sleep. It embraces the consumer trend of placing increasingly greater attention on a good night's rest by offering a very affordable range of high-quality products in a way that optimally suits each customer. The Group does this both via physical stores and digital platforms in the following regions:

- Germany, Austria and Switzerland, via the Matratzen Concord brand.
- The Netherlands and Belgium, via the Beter Bed and Beddenreus brands (only in the Netherlands).
- Sweden, via the Sängjätten brand.

Beter Bed Holding also has, via its subsidiary DBC International, a wholesale business in branded products in the bedroom furnishings sector, including international brands such as M line and Wave.

Beter Bed Holding N.V. has been listed on Euronext Amsterdam with security code BBED NL0000339703 since December 1996.

For more information please visit www.beterbedholding.com.



¹ ISO country codes for Germany, Austria, Switzerland

Our promise

Beter Bed Holding is committed to giving all its customers a better and healthier night's rest by providing them with the right sleeping solutions. The Group does this in a number of different countries through international retail brands, products and services.

The international retail and product brands of Beter Bed Holding have been leading the way in providing solutions in the domain of sleep for more than 35 years. The sleep domain is gaining an increasingly more prominent role in society. Customers increasingly appreciate the importance of a good night's rest. Key trends within this domain include health, happiness, lifestyle, sustainability, accessibility and affordability.

Beter Bed Holding is convinced that these consumer trends and its many years of experience with international retail and product brands form a perfect combination for a successful future as a value-for-money player.

The Group is active both via physical stores and digital platforms in the following regions:

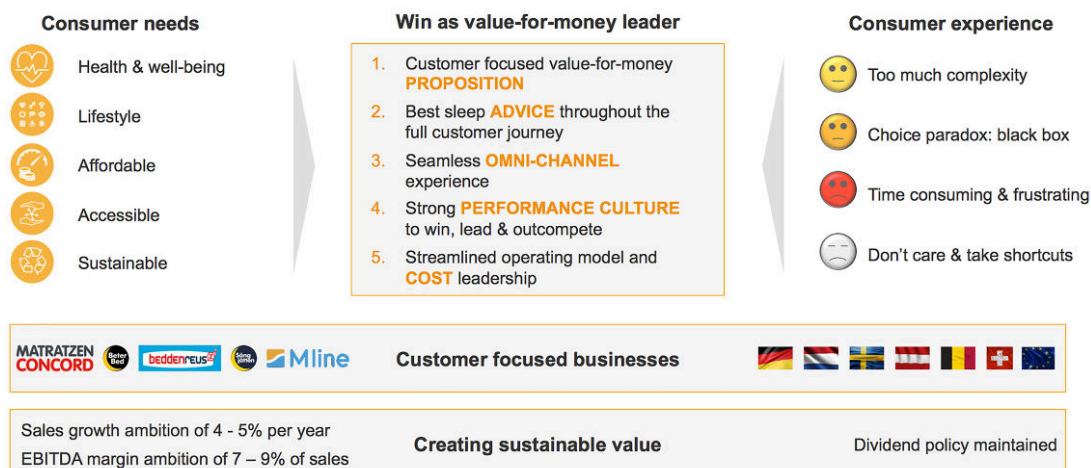
- DACH, via the Matratzen Concord brand (Germany, Austria and Switzerland).
- Benelux, via the brands Beter Bed (in the Netherlands and Belgium) and Beddenreus (only in the Netherlands).
- Sweden, via the Sängjätten brand.

Beter Bed Holding promises its customers the best quality rest at affordable prices via the channel that best suits the individual customer.

‘Offer best quality rest @ affordable prices’

Strategy

Offer best **QUALITY REST** @ **AFFORDABLE** prices



Five strategic pillars

Beter Bed Holding has defined five strategic pillars in order to be able to fulfil its promise to *offer best QUALITY REST @ AFFORDABLE prices*.

Value-for-money proposition

Beter Bed Holding's offering for its customers is always formed by the highest quality products at guaranteed affordable prices. The results of a large-scale survey led Beter Bed Holding to compose a smaller, but more relevant range of products for all retail formats in the different customer segments, including new and strong brands. In addition to high-quality products always offered at very competitive prices, there will be exclusive and innovative products that will attract customers through inspiring and attractive offers.

Best sleep advice

Across the entire sleep domain Beter Bed Holding provides its customers with the best advice at every moment they need it. Group operative law is based on dedicated people, because they are the ones who provide customers with the best personal advice. Based on this strength, the Group will utilise all possible resources and channels, both online and in the physical stores, in order to make it easier for customers to choose or to gain information.

Seamless omni-channel experience

Beter Bed Holding will be leading both in the fields of digital and online sales by making smart use of the economies of scale of the international Group. This will be translated into the development of new knowledge and launching new online services, products and services. Customers will increasingly move to the online channel and will expect an online experience that is the same as the experience in the stores. Beter Bed Holding's plans will ensure that this expectation can be met and that customers will be able to navigate perfectly between the different channels

Strong performance culture

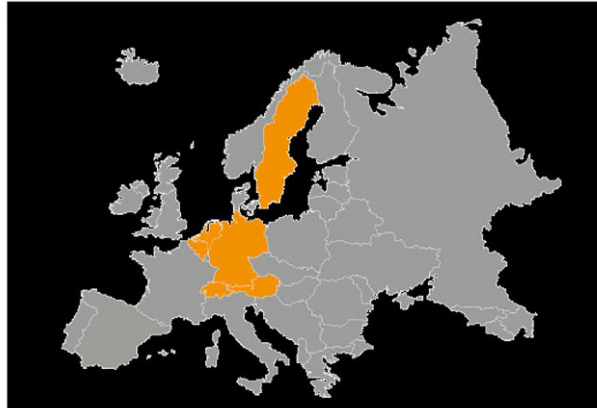
Beter Bed Holding develops a company culture in which achieving agreed objectives will become more and more centralised. The aim of joining forces is to win in the markets in which Beter Bed Holding operates. The corresponding winning mentality makes Beter Bed Holding an attractive employer where employees want to work. All business units have a successful history that forms a good foundation for further development of the Group. The employees are continuously challenged to proactively contribute towards developing strong multidisciplinary teams embracing diversity. Beter Bed Holding is furthermore committed, with its international retail brands, to becoming market leader in the field of sustainability and corporate social responsibility. Specific CSR targets for 2020 have been formulated and the Group is acting accordingly through relentless efforts trying to achieve these targets.

Cost leadership

Beter Bed Holding will be a leading player in cost-conscious operations. This is deemed to be a necessary step in order to be successful in the value-for-money segment in the sleep domain. In order to achieve this, Beter Bed Holding will optimally tap into its European scale, whereby even greater focus will be placed on reducing expenses and carrying out all operational and commercial processes perfectly. Cost-efficiency will become even more of a focus, with centralisation of activities that are now carried out locally being a key theme. All important business processes and underlying systems in the organisation will be analysed and modified if necessary. The new Group Leadership Team will take the lead in realising structural cost leadership.

Organisational structure

- **The Netherlands**
117 stores
3 distribution centres
749 employees (FTE)
36% female, 64% male
- **Belgium**
16 stores
25 employees (FTE)
52% female, 48% male
- **Germany**
717 stores
1,651 employees (FTE)
79% female, 21% male



- **Austria**
76 stores
155 employees (FTE)
93% female, 7% male
- **Sweden**
27 stores
1 distribution centre
94 employees (FTE)
49% female, 51% male
- **Switzerland**
56 stores
1 distribution centre
133 employees (FTE)
76% female, 24% male

Above-mentioned data refer to averages for 2018. This report does not contain any information on Spain. The activities in Spain were terminated at the end of 2018. More information about employees can be found in the HR table (see page 41).

2018 results

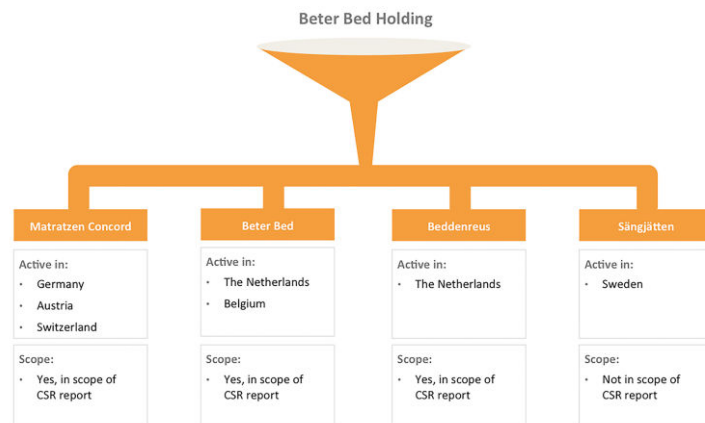
In 2018, the Group achieved € 396.3 million sales with a total of 1,009 stores and an increasingly relevant share of online sales. More than 60% of the total sales is realised outside the Netherlands.

Activities in scope of this report

This report provides insight into (the execution of) Beter Bed Holding's CSR strategy with the exception of the retail activities in Sweden. With regard to Sweden, reporting on personnel and stores is currently in progress, but not yet on the other CSR related objectives. In Spain, the activities were terminated at the end of 2018. The ambition as of 2019 is, where possible, to further organise the collection of information for the entire Group in accordance with all objectives as set.

The business activities in the different countries are the same with the exception of a few subtle differences. In the Netherlands, for example, Beter Bed Holding has its own logistics department, whilst in Germany this is handled by external parties. This means that the information from the various retail brands is not always comparable and likewise cannot be consolidated at a group level. If the scope of reporting differs from the above this will be explained for each CSR theme.

The figure below shows which retail brands are in scope:



The social context

Social aspects

CSR to Beter Bed means: doing socially and ethically decent business with respect to natural aspect ratio of our environment. Next to that the Group should enable itself to quickly respond to social issues that may arise. In today's world, in our branch the CSR aspects mainly relate to CO₂ emissions, responsible waste management, livability of neighbourhoods and all sorts of local and international environmental issues. For all these kind of issues a more responsible and active role is expected from the industry.

Within CSR it comes down to the question to which extent an organisation is able to actively respond to the ever changing environmental circumstances. These circumstances are depending on the perceptions, views, wishes and expectations that groups and individuals (stakeholders) might have in relation to Beter Bed Holding. The ability to respond to these developments is becoming increasingly important. Insight into the environmental circumstances and the ability to actively respond to these circumstances require a clear strategy.

More responsible use of (raw) materials

There is an overall increasing awareness that raw materials are subject to exhaustion, whilst demand for these raw materials is increasing. The industry is obliged to increase consciousness on how to (re-)use these materials and the materials to be acquired.

The social challenge the mattress industry is facing, is obvious: within Europe, millions of mattresses are discarded every year, and in the Netherlands the majority of mattresses being returned do end up in an incinerator. This results in a loss of valuable raw materials and a waste of energy through CO₂ emissions.

Smart recycling and using natural and recycled alternatives will lead to less dependency on raw materials and reduces the impact on nature, people and environment. Through consciously considering sustainable use of raw materials or alternatives, simultaneously cost efficiency can be achieved. This could potentially also result in a positive reputation.

New, innovative solutions must lead to the reduction of raw materials, increasing the lifespan of products and high-quality recycling of products. This should result in decreased demand of raw materials and an increase in value of residual products.

Growing awareness of social protection

At the moment, the majority of the world's population unfortunately lives without any form of social protection. The right to social security is a human right and it fundamentally contributes to social and economic goals, including economic growth, consumer confidence, the development of buying power and the reduction of inequality and poverty. Social security can also have a stabilising effect in times of (economic) crisis. The growing awareness of social protection calls for stricter policies on issues such as medical care, leave, life insurance, safety on the shop floor and stress and well-being at work, both within and outside the boundaries of one's own organisations.



Digitalisation, opportunity or threat?

Increasing usage of social media and internet by consumers, has led to Beter Bed also exploring the utilisation of these channels rather than distributing paper leaflets and flyers to reach out to its potential customers. This will result in a reduction in paper waste.

However, negative publications on any of the social media and online platforms can instantly reach a very large and international audience. This requires a clear response strategy to enable an effective and prompt reaction to these kind of situations.

Focusing on tomorrow's world

Beter Bed Holding forms part of a so-called chain consulting committee, which includes parties like Ikea, Swiss Sense, Auping, Tempur but also InRetail, CBW and the ministry of Infrastructure and Water Management. Within this community, possibilities to recycle all mattresses in the Netherlands are carefully considered. Beter Bed Holding sees it as its responsibility but also as an opportunity to collaborate and work towards solutions for these issues. It also forces the industry to introduce product innovations in order to create added value and sustainability in an economic and social context respectively.

Beter Bed Holding itself exerts influence on the social challenges outlined above, for example with regard to the use of (renewable) energy sources and CO₂ emissions from transport activities, and the social impact of the Group as a result.

Through co-operation with peers and branch organisations Beter Bed Holding can exert influence in the sector on themes within circular economy, such as raw material (re)use, waste management and responsible procurement.

CSR strategy

General

In 2010 the first CSR strategy was adopted, in which the emphasis was mainly on getting the basics in order – i.e. good housekeeping. From the 2011 calendar year onwards, the Group has reported on the results of its CSR efforts. In addition, in 2017 a more ambitious CSR strategy was developed and the CSR goals were reassessed.

In 2018 the Group has further rolled out the ambitious CSR strategy and embedded CSR deeper into the operational management. In order to enhance the signalling, communication and implementation of this strategy, a CSR team of representatives from all relevant departments within the Group has been composed.

The following section looks at how this process has been shaped and what the benchmarks are for 2019 and beyond.

In dialogue

Important, direction-setting discussions were held with internal and external stakeholders, so that the Group can respond with the right focus on what the market demands, now and in the future. Employees, customers, shareholders and financial institutions, suppliers, governments and civil society organisations are considered to be the most important stakeholders.

In 2017 the internal dialogue has been expressly sought on the scope of the ambition and external dialogue on the possibilities and limitations of the circular economy. Internally, the various countries have thoroughly explored the actual and possible radius of the CSR ambitions. Visions and expectations of suppliers within the mattress chain, experts in the field of circular economy and of parties from both the private and public sector were mapped out during an expert session on circular economy.

The public sector is also paying more and more attention to the mattress sector. For example, the ministries of Economic Affairs and of Infrastructure and Water Management explicitly designated the mattress sector as one in which clear progress is expected in the area of sustainability. Beter Bed Holding takes this seriously and has been actively involved in discussions with parties in the mattress sector and the mattress chain for a long time. The Group therefore also regularly participates in a workforce where meetings are held with, for example, the INretail industry association and the Council of Dutch Retailers. Important items on the agendas of these meetings are, 'How are we going to organise recycling together' and, 'How are we, together, going to prevent marketing of products which are not biodegradable'.

In 2019 this workforce also has intensive contact with suppliers and with the ministry of Infrastructure and Water Management about the developments within the branch and the proposed regulations in the area of mattress recycling.

Chain thinking

Beter Bed Holding also conducts social dialogue on the other side of the chain, namely production. The classic supply and demand model is increasingly shifting towards strategic partnerships with suppliers in the long term. This includes an intensive dialogue on, among other things, better reusable materials, more sustainable packaging, smarter logistics and promoting the use of environmentally friendly materials. The sale of beds and mattresses is therefore gradually changing from classic product sales to sleeping as a total concept: 'sleep as a service'.

More ambition and focus

The internal and external stakeholder discussions were used as a guidance in reviewing the CSR strategy, both in terms of ambition and focus. In addition, the activities of other companies within and outside the company's own sector were critically examined. This has resulted in a clear commitment in terms of ambition, namely to approach CSR from the perspective of strategic opportunities, and in a new prioritisation of material themes which have been assessed and approved by the Management Board.

The themes to focus on at present and in future are: circular economy, safety and quality of products and services, responsible chain management, energy & CO₂ emissions and safe working conditions. The objectives formulated with the Group for each theme up to 2020 are based on ambition and reality. For the formats with no current insight into actual performance per theme, a start will be made in 2019 on catching up in terms of data collection.

Embedding CSR in the Group

Beter Bed Holding has a CSR steering committee which ensures that CSR is properly embedded in the organisation. The composition of this steering committee is in line with the formulated, core CSR themes and the members bear full responsibility per sub-theme. The steering committee consists of various employees of Beter Bed Holding N.V., Beter Bed B.V., Matratzen Concord GmbH and the Works Council and meets every quarter. The main tasks of the CSR steering committee are to formulate new objectives, to implement improvements in the field of CSR and to streamline CSR throughout the organisation and make it consistent. The members of the steering committee were actively involved in reassessing the CSR strategy. The steering committee reports on CSR progress to the Management Board of Beter Bed Holding.



Material themes for Beter Bed Holding

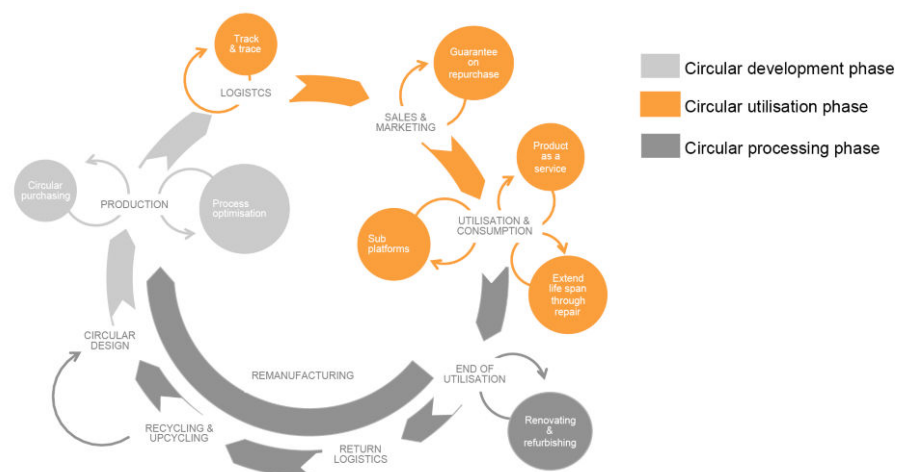
General

A theme is material to the Group when it reflects the significant economic, social or environmental impact of Beter Bed Holding and if it substantially influences the decisions of stakeholders. From this point of view, the focal themes for the Group have been determined on the basis of the following considerations, per theme.

Materiality

1. Circular economy

A circular economy revolves around countering the waste of raw materials by maximising the reusability of products and raw materials and minimising value destruction, as can be seen in the figure below.



In addition to environmental benefits such as a reduction in the ecological footprint, the circular economy can also have long-term, financial benefits by securing raw materials, reducing expenses and responding to increasing demand for sustainable and responsible products. For these reasons, circularity plays a key role in the strategy. Within the circular economy, various pillars are involved: from design, type of material and promotion of the use of environmentally friendly materials to the development of new products.

2. Safety and quality of products and services

Ensuring the safety and quality of products and services is crucial for Beter Bed Holding's continued existence and reputation, but above all for the people who use the products which the Group sells. In order to prevent problems with safety and quality and to limit risks as much as possible, it is important that the processes are monitored, inspected and, where necessary, improved. Customer satisfaction is an important spearhead in the strategy of Beter Bed Holding.

3. Responsible chain management

Managing the chain responsibly reduces the risks of incidents involving environmentally unfriendly substances and reduces possible human rights violations taking place at (indirect) suppliers in the chain. Beter Bed Holding considers it important for suppliers to comply with a number of basic rules and asks all its suppliers to sign the Code of Conduct, which entails considerations such as ethical and fair business practices. In the recent past Beter Bed has consulted an external independent reviewer to sample check compliance with this Code of Conduct by suppliers and the Group aims to request for these consults in a structured manner in the near future.

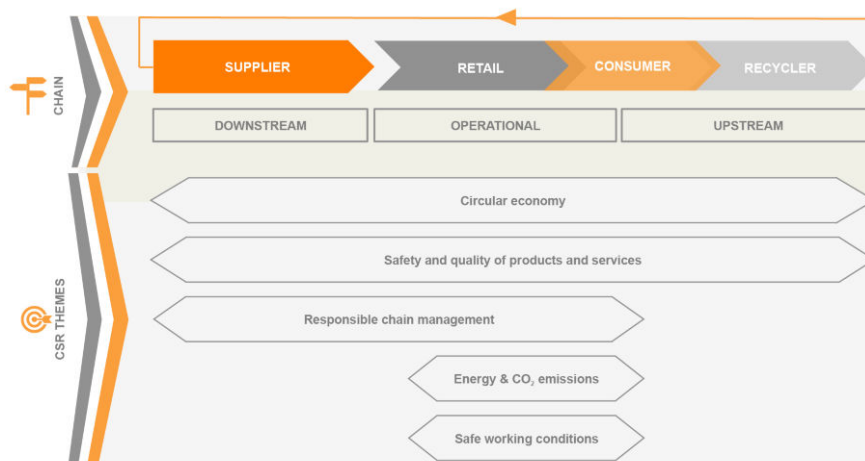
4. Energy & CO₂ emissions

Climate change involves risks, including financial risks. Major natural disasters make it painfully clear how severe the risks and consequences can be. Recognition by shareholders and investors is increasing and they want to be able to take these risks into account in their (investment) decisions. Because of this, reducing the ecological footprint is one of the spearheads of Beter Bed Holding's CSR policy. It covers a broad spectrum of energy saving and reduction of CO₂ emissions. Sustainability also plays an important role in its operational activities. For example, Beter Bed Holding encourages its subsidiaries to take a critical look at their operations in order to limit their impact on the environment as much as possible and, in many cases, to save costs as a result.

5. Safe working conditions

The safety of employees is paramount. Beter Bed Holding strives for a healthy and safe working environment. This creates a situation and atmosphere in which the Group can attract and retain top talent.

The figure below shows how the five themes relate to the chain.



In addition to these five core themes, others are also relevant. These are part of 'good housekeeping'. In other words, the fundamentals must be in order.

Ethics & integrity

Doing business ethically is a fundamental principle and the Group expects this of everyone within the organisation or who does business with the organisation. Beter Bed Holding considers it natural to pay fair taxes in the countries in which it operates. In order to guarantee ethics and integrity, Beter Bed Holding has a whistleblower policy available for its staff.



Governance

The Supervisory Board and the Management Board have endorsed the Dutch Corporate Governance Code for good corporate governance. Among other things, it states that long-term value creation is a central task for management board members.

Diversity

The company is convinced that a diverse workforce enables a positive contribution to the functioning of the organisation. For this reason, Beter Bed Holding has developed a diversity policy aiming to have at least 35% of its top management positions held by women by 2020. In 2018, 26% of the positions within top management were held by women. This means that Beter Bed Holding is currently scoring under the target. Diversity within the organisation will remain high on the agenda and will require the necessary attention in the coming years.



CSR performance per material theme

The following paragraphs set out performance and ambitions in relation to each of the five material CSR themes.

1. Circular economy

Beter Bed introduced a mattress return system in the Netherlands in recent years. Customer are given the option to return their old mattress when a new mattress is delivered so that the customer is freed from care. In Germany the mattresses that customers return to the store are recycled. In 2018 55,954 mattresses were taken back. This represents 6.7% of the total mattresses sold by the Group. In Sweden mattresses are being collected against an expense reimbursement and consequently offered for recycling to recycling companies.

The return system is also being developed in terms of content. At the moment it is only possible to recycle steel from mattresses. Other materials, such as foam, can only be downcycled at a low quality level. Together with industry peers and universities, Beter Bed Holding is investigating the possibilities of enabling high-quality recycling of mattresses.

This cannot be dissociated from the pursuit of recyclable products together with strategic suppliers. In this way, Beter Bed Holding can ensure that good quality and price go hand in hand with more environmentally friendly products and materials. The aim is to design products in such a way that they can be recycled more easily. By intensifying cooperation with strategic suppliers, Beter Bed Holding can improve the reusability and ecological footprint of materials in products. Every time new products are (re)launched at strategic suppliers with whom Beter Bed Holding has a partnership, circular ambitions are included and suppliers are further challenged to contribute to CSR. This is also reflected in the objectives of the reassessed CSR strategy. The goal is that by 2020 at least 25% of sales should be realised from products with more than 25% recycled content (including renewable wood FSC). A baseline measurement was carried out in 2017, which showed that the overall percentage achieved for the entire Group was 9%. In 2018 this percentage increased to 12%. In the Netherlands the 25% sales of products with 25% recycled content has already been achieved. When additional data becomes available from Sweden, it is expected that the ambition will be adjusted upwards.

The introduction of modular products on the other hand, has taken place later than anticipated, because Beter Bed Holding does not want to make concessions to the quality of its products. For 2018 the realised percentage of modular products sold compared to the total sales was 0%. The Group has introduced the first modular box spring in the second quarter of 2019. With this in mind the goal of 20% (sales of modular products in relation to total sales) seems very ambitious for the year 2020, and could therefore potentially only be realised in a later year.

Improvements can also be made in the areas of waste and packaging. An important development is that with effect from this year, plastic packaging materials no longer contain any plasticisers. In the near future, Beter Bed Holding will investigate to what extent there can be switched to recycled materials and whether the consumption of packaging materials can be reduced.

In the Netherlands, after delivery and assembly at a customer's site, the waste is taken away by Beter Bed so that it is possible to separate waste and thereby ensure high-quality recycling. As a result, 93% of waste in the Netherlands was recycled at a high-quality level in 2018, which is equal to the year 2017. In other countries, this is not possible because the customer takes the products with him and has to separate the waste or because the waste is taken away by external logistics parties. See also the waste table (see page 43).

Circular economy	Performance 2018	Performance 2017	Goal 2020
Yearly sold mattresses collected through return system	7%	6%	10%
Sales from products with > 25% recycled content	12%	9%	25%
Sales from modular products	0%	0%	20%
Waste streams recycled high grade	71%	72%	75%

2. Safety and quality of products and services

Customer trust is crucial to Beter Bed Holding's reputation and continuity. Customers must be able to rely on being able to buy a safe, good quality product. This is one of the aspects of customer satisfaction. Beter Bed Holding monitors customer satisfaction via the eKomi website, on which customers can give feedback on the various formats and assess them on a scale of 1 to 10. The German speaking countries make use of Trusted Shops to monitor feedback from customers. The Group achieved a score of 8.9 this year. The aim is to achieve a score of 9.4 by 2020. In the Netherlands and Switzerland a score of 9.4 was already realised.

In 2018 no incidents were reported in the field of safety and quality. Beter Bed Holding has the ambition to test 100% (based on sales) of its sold products on air quality. The Group works closely together with suppliers to have the mattresses tested on emission standards by mainly TÜV Rheinland and if these meet the criteria as set, the products are marked as certified. Only products that have obtained the certification are included in the goal. In relation to the introduction of new assortments and the through-put time of receiving the official certificates, in practice it is noticed that not all products are tested at the moment of measuring. Nevertheless the goal remains at 100% and the Group reached 98% in 2018.

Safety & quality	Performance 2018	Performance 2017	Goal 2020
Products which are tested on air quality (based on sales)	98%	90%	100%
Number of incidents reported in the field of safety and quality	-	1	-
Customer satisfaction: eKomi score (score 0-10, weighted average based on sales)	8.9	8.5	9.4

3. Responsible chain management

Like for consumers, NGOs and investors, sustainable business practices is of great concern to Beter Bed Holding and the Group therefore strives to reduce the impact on people and the environment. This emphatically extends beyond the boundaries of the organisation itself. Indeed, it is precisely through a chain approach that the biggest results can be achieved. Responsible chain management means that the Group chooses to do business with suppliers and partners who behave responsibly and with integrity. Both the commercial and the ethical aspects are important in the selection process.

Spearheads in chain management are good terms of employment and the elimination of human rights violations throughout the chain. In order to encourage compliance with a number of basic rules, Beter Bed Holding obliges suppliers to sign the Code of Conduct before they are allowed to do business. This guideline sets requirements for the ethical and fair conduct of business by suppliers and manufacturers and can be found on the website www.beterbedholding.com.

At year-end 92% of the suppliers has signed the Code of Conduct. Suppliers that have not signed the Code of Conduct yet, were added at the end of 2018 and are in the process of signing the Code of Conduct.

Beter Bed Holding wants to enter into proactive cooperation with strategic suppliers in order to embed specific CSR criteria in the purchase of mattresses and beds. This includes involvement in design processes and contributing ideas on how to integrate CSR criteria into these processes. In 2018 the Group entered into a partnership to develop more sustainable products with a significant number of its strategic suppliers. In 2018, in co-operation with the Ergonomic Institute of München huge steps have been made in the development of the 100% recyclable M line Green Motion mattress, which was presented to the market at the fair in Cologne in January 2019. Furthermore the box spring 'Element' has been introduced in the second quarter of 2019. This box spring is completely modular, easy to disassemble, each part can be separately replaced and all materials are fully recyclable, using mono-materials rather than mixed raw materials.

In order to prove the circularity of this box spring Element compared to regular produced box springs, Beter Bed has consulted TNO - the Dutch organisation for applied scientific research. Through their unique IMPACT-method (Integrated Method of sustainable Product Assessment for Circular Transition) it is measured what the effects are on aspects like resources, people and environment and economy. The result of this is the circularity score, also known as the products "green score". Next to the appreciation in score, the results of the research by TNO provide insights in further development possibilities in the area of sustainable products in the beds range.

In addition to being a buyer of mattresses and beds, Beter Bed Holding is also a buyer of other products and services. There are also opportunities for a more sustainable approach in this area – all the more reason to scrutinise the CSR procurement processes in the coming year. This includes further development of a sustainable procurement policy to ensure that CSR criteria are consistently referenced and taken into account. The ambition is to implement this across the whole Group.

Responsible chain management	Performance 2018	Performance 2017	Goal 2020
Suppliers who signed the Code of Conduct	92%	98%	100%
Number of strategic suppliers with whom the Group cooperates proactively to ensure CSR criteria are pursued	5	2	16
Tenders for products and services in the Netherlands where CSR criteria are taken into account ¹	30%	50%	100%

¹ Decrease is caused by the choice what exactly was tendered. In a significant number of tenders the suppliers were not able to meet relevant MVO criteria

4. Energy & CO₂ emissions

Beter Bed Holding aims to reduce energy consumption in stores and distribution centres, and to reduce car and air traffic. This reduces ecological impact and leads to lower costs.

A more efficient logistics operation can play an important role in this. The idea behind this is that deliveries from all suppliers are collated together in one logistics centre, which serves as a hub for the weekly supply of stores. This logistics concept has been tested in the past and will be rolled out in Switzerland in the coming years, followed by Germany and Austria. The benefits cut both ways: there is an economic gain in terms of more efficient supply and a positive environmental impact in terms of reducing logistics movements and thus CO₂ emissions.

Action has also been taken in the Netherlands to organise logistics more efficiently and in a more environmentally friendly manner. Single-passenger journeys are carried out in smaller, less environmentally harmful vans. In addition, Beter Bed Holding is increasingly encouraging drop shipments (whereby the package is delivered directly from suppliers to customers without the intervention of Beter Bed Holding). More packages were also delivered via existing distribution channels, such as PostNL.

CO₂ emissions are calculated annually in order to provide insight into the efforts made in this theme. Encouraging the use of renewable energy in various countries is also in line with this theme. One of the challenges is that some retail brands have concluded long-term energy contracts, which restricts the scope for switching. This resulted in the fact that no renewable energy was purchased in 2018. This is due to the fact that in Germany a contract for grey energy was signed in the beginning of 2017, because a significant cost reduction could be realised.

However, Beter Bed Holding strives for continuous energy-efficiency through, amongst others, using LED, which is used in all new stores. For existing stores as well as in DCs it is being examined whether the use of LED is achievable given current infrastructure. Throughout 2018, this resulted in replacing the old lighting in two DCs in Netherlands for LED.

Furthermore the Group will keep focus on investigating the possibilities for switching, in the short term, to alternative energy sources such as solar energy. Beter Bed Holding monitors new technologies and aims to obtain 75% of its energy consumption from renewable sources by 2020. See also the energy table (see page 42) for further insights.

Energy & CO ₂ emissions	Performance 2018	Performance 2017	Goal 2020
Purchase of renewable energy	0%	48%	100%
Energy consumption (TJ)	259	285	257
CO ₂ emissions scope I, II and III (tonnes CO ₂) ¹	25,079	21,024	18,922
Of which CO ₂ emissions scope I	9,640	11,024	
Of which CO ₂ emissions scope II	13,746	8,220	
Of which CO ₂ emissions scope III	1,693	1,780	

¹ CO₂ based on the GHG-protocol. Emission factors and energy density based on CO₂ emission factors (2017), DEFRA (2017) and Energy Information Administration (2015).

5. Safe working conditions

The safety of employees is paramount. Beter Bed Holding strives for a healthy and safe working environment. In the short and long term, the company wants to continue attracting top talent to work for Beter Bed Holding. This requires awareness of the safety and health risks associated with working in warehouses, on the road and in offices. Being a good employer entails responsibility for everyone who works for Beter Bed Holding and for those who carry out work for the Group.

Beter Bed Holding is taking specific measures to this end. From 2019, the Group's ambition is to report on the number of work-related accidents. This information is not yet available for 2018. The ambition is zero work-related accidents by 2020. In order to fulfil this ambition, investments are being made in training courses in the area of safe working conditions. In addition, air quality will be tested regularly in distribution centres and truck loading areas. In 2018 testing was extended to the stores in the Netherlands as well. For 2019 the ambition is to include the stores in Germany as well.

Safe working conditions	Performance 2018	Performance 2017	Goal 2020
Number of accidents with sick leave ¹	-	-	None
Number of accidents without sick leave ¹	-	-	
Air quality tests performed in: ²			
- DCs	Yes	Yes	Yes
- Loading docks	Yes	Yes	Yes
- Stores	Partly	No	Yes
Training and education followed by logistics employees (average number of hours per year)	2.5	2.5	4

¹ For 2018 no reliable data is available yet. It is the ambition to report on this goal as of 2019.

² Tests performed in DCs annually and in loading docks and stores by means of sampling

Looking ahead

General

A CSR strategy is never finished and continues to develop. Beter Bed Holding is deeply committed to achieving its CSR ambitions. Not just because it is a must, but because it matters.

At the same time, the Group realises that there is still a lot of work to be done and that results will not arise automatically. Together with partners to its largest extent, it will be a matter of commitment and joint forces to reduce energy consumption by developing further initiatives. In addition, the Group must be realistic about where current performance is prohibiting future ambitions.



More detailed CSR performance insights

In 2018 large steps were taken in the development of a recyclable mattress. The CSR targets as set out in the reassessed CSR strategy of 2017 will remain important in the updated strategy as presented at the Capital Markets Day in 2018.

Where 2017 was marked by the reassessment of the CSR strategy and forms a new baseline year in this respect, 2018 is the second year where the Group reports in the new goals. On some indicators the information is not available yet for the whole Group. The ambition is to further develop the data collection and reporting on these indicators in 2019.

Current performance in relation to future ambitions

In some respects performance is not yet in line with the objectives proposed to the Management Board by the CSR steering committee. The Group therefore intends to investigate in 2019 how objectives set for both circular economy and energy and CO₂ ambitions can be achieved. This within the identified constraints, such as:

- Current possibilities for recycling mattresses. In view of the fact that the majority of sales consists of mattresses, Beter Bed Holding faces the challenge of achieving 25% of sales from sold products containing at least 25% recycled content.
- The existing contractual obligation in Germany to purchase grey electricity.

Further integration in key operating processes

The Group wants to take more explicit responsibility for its stated ambitions on responsible chain management. This is currently being set up via the Supplier Code of Conduct, among other things. Signing the Code will give an enormous boost, but monitoring compliance with this Code of Conduct will be at least as important.

In addition, the Group is continuously improving its sustainable procurement policy, enabling it to achieve its ambitions for responsible chain management on both commercial and non-commercial goods.

Safety as the constant aim

In the field of safety, all DCs and (a sample of) truck cargo spaces are tested for air quality. In 2018, this was extended with the stores in the Netherlands. The ambition for 2019 is to also include a sample size of the stores in Germany.

At present, 98% of all mattresses sold have been tested for air quality. The goal is to realise a 100% score.

Appendices

GRI tables

This Beter Bed Holding report is based on the GRI Standards using 'Core' application level.

GRI table

The table below shows how Beter Bed Holding meets the requirements of the GRI Standards.

Indicator		Application level	Reference to CSR report
Strategy			
102-14	Statement from senior decision maker	CORE	Introduction
102-15	Key impacts, risks, and opportunities	COMPRE-HENSIVE	The social context
Organisational profile			
102-1	Name of the organisation	CORE	Beter Bed Holding N.V.
102-2	Activities, brands, products, and services	CORE	About Beter Bed Holding
102-3	Location of headquarters	CORE	Uden, Linie 27
102-4	Location of operations	CORE	About Beter Bed Holding
102-5	Ownership and legal form	CORE	Stock listed N.V.
102-6	Markets served	CORE	About Beter Bed Holding
102-7	Scale of the organisation	CORE	About Beter Bed Holding
102-8	Information on employees and other workers	CORE	About Beter Bed Holding and in the appendices
102-41	Collective bargaining agreements	CORE	<i>No information available on 2018. During 2019 the reporting process for CSR will be extended. The ambition of the Group is to report on all material Core GRI indicators for all countries in 2019.</i>
102-9	Supply chain	CORE	About Beter Bed Holding
102-10	Significant changes to the organisation and its supply chain	CORE	About Beter Bed Holding
102-11	Precautionary principle or approach	CORE	Appendices
102-12	External initiatives	CORE	CSR strategy

Next to that Beter Bed Holding has signed the Charter of D&I Company and has therefore committed herself to the principles of this Charter. The Charter is a public commitment, a code with clear agreements for realising diversity at the top of the organisation.

Indicator		Application level	Reference to CSR report
			Beter Bed Holding is also a participant of the Global Compact Code of the United Nations. The ten principles of the Global Compact Code are included in as well the Code of Conduct General as the Code of Conduct Suppliers.
102-13	Memberships of associations	CORE	CSR strategy
102-18	Corporate Governance	CORE	CSR strategy
Identified material aspects & boundaries			
102-45	Entities included in the consolidated financial statements	CORE	About Beter Bed Holding CSR strategy
102-46	Defining report content and topic Boundaries	CORE	CSR strategy
102-47	List of material topics	CORE	CSR strategy
103-1	Explanation of the material topic and its Boundary	CORE	CSR strategy
102-48	Restatements of information	CORE	CSR strategy
102-49	Changes in reporting	CORE	About Beter Bed Holding
Stakeholder engagement			
102-40	List of stakeholder Groups	CORE	CSR strategy
102-41	Collective bargaining agreements	CORE	<i>No information available on 2018. During 2019 the reporting process for CSR will be extended. The ambition of the Group is to report on all material Core GRI indicators for all countries in 2019.</i>
102-42	Identifying and selecting stakeholders	CORE	CSR strategy
102-43	Approach to stakeholder engagement	CORE	<i>The Group will evaluate on a yearly basis whether the last stakeholder dialogue reflects sufficiently the insights of the different stakeholders. When deemed necessary, the dialogue will be organised again. The materiality analysis has been performed as part of the reporting process.</i>
102-44	Key topics and concerns raised	CORE	CSR strategy
Report profile			
102-50	Reporting period	CORE	Reporting year 2018

Indicator		Application level	Reference to CSR report
102-51	Date of most recent report	CORE	Annual report 2017 (14 March 2018) Annual report 2016 (16 March 2017) Annual report 2015 (10 March 2016)
102-52	Reporting cycle	CORE	Yearly
102-53	Contact point for questions regarding the report	CORE	Contact form on web site: www.beterbedholding.com
102-54	Claims of reporting in accordance with the GRI Standards	CORE	<i>This report is in accordance with the GRI Standards: Core</i>
102-55	GRI content index	CORE	Core
102-56	External assurance	CORE	<i>Not applicable</i>
102-16	Values, principles, standards, and norms of behavior	CORE	Material themes for Beter Bed Holding
103-2	The management approach and its components	CORE	Material themes for Beter Bed Holding
103-3	Evaluation of the management approach	CORE	Introduction and CSR strategy
Materials			
301-2	Recycled input materials used	CORE	Circular economy <i>Indicator has been adjusted to report on both revenue with recycled content and mattresses taken return.</i>
Energy			
302-1	Energy consumption within the organisation	CORE	Energy & CO ₂ emissions and in the appendices
302-4	Reduction of energy consumption	CORE	Energy & CO ₂ emissions and in the appendices
Emissions			
305-1	Direct (Scope 1) GHG emissions	CORE	Energy & CO ₂ emissions and in the appendices
305-2	Energy indirect (Scope 2) GHG emissions	CORE	Energy & CO ₂ emissions and in the appendices
305-5	Reduction of GHG emissions	CORE	Energy & CO ₂ emissions and in the appendices
Effluents and waste			
306-2	Waste by type and disposal method	CORE	<i>Limited information is available on the processing method. Most mattresses taken return are recycled thermically. The reporting process for the other waste streams will be</i>

Indicator		Application level	Reference to CSR report
			<i>extended in 2019. The ambition of the Group is to report on all material Core GRI indicators for all countries in 2019.</i>
301-3	Reclaimed products and their packaging materials	CORE	Circular economy and in the appendices
Supplier environmental assessment			
308-1	New suppliers that were screened using environmental criteria	CORE	Responsible chain management
BBH1 ¹	Strategic suppliers with whom Beter Bed Holding has a proactive cooperation to ensure CSR criteria are embedded in the purchase process	CORE	Responsible chain management
Health and safety at work			
BBH2 ¹	Number of accidents with and without sick leave	CORE	Safe working conditions
BBH3 ¹	Tests performed on air quality in distribution centres, loading docks of trucks and stores	CORE	Safe working conditions
Training and education			
404-1	Average hours of training per year per employee	CORE	Safe working conditions
			<i>Beter Bed Holding does not make a distinction between safety training for men and for women.</i>
Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees	CORE	About Beter Bed Holding and in the appendices
Supplier social assessment			
414-1	New suppliers that were screened using social criteria	CORE	Responsible chain management
BBH4 ¹	Tenders for products and services in the Netherlands where CSR criteria are taken into account	CORE	Responsible chain management
Customer health and safety			
BBH5 ¹	Safe products from store assortment which are tested on air quality	CORE	Safety & quality of products and services

Indicator		Application level	Reference to CSR report
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	CORE	Safety & quality of products and services

¹ BBH-indicators are indicators which are developed by BBH to monitor progress on the recalibrated CSR-strategy.

HR table

The table below provides insight into the Group's HR information, in line with GRI requirements.

	2018 ¹	2017 ¹	2016 ¹	2015 ¹
Diversity				
Women	2,372	2,496	2,406	2,213
Men	1,005	1,023	923	828
Total	3,377	3,519	3,329	3,041
Age				
<30	549	504	411	287
30-50	1,299	1,466	1,515	1,437
>50	1,529	1,549	1,403	1,317
Total	3,377	3,519	3,329	3,041
Diversity in top management				
Women	5	6	9	8
Men	14	13	22	22
Total	19	19	31	30
Diversity in management				
Women	23	36	33	31
Men	75	95	99	96
Total	98	131	132	127
Full-time / Part-time				
Full-time - women	385	383	309	266
Full-time - men	637	642	559	476
Part-time - women	1,987	2,112	2,097	1,947
Part-time - men	368	382	364	352
Total	3,377	3,519	3,329	3,041
Fixed / temporary contract				
Fixed - women	1,977	1,927	1,837	1,765
Fixed - men	714	717	665	615
Temporary - women	395	567	569	448
Temporary - men	291	308	258	213
Total	3,377	3,519	3,329	3,041

¹ Number of employees at year end

	2018	2017	2016	2015
Per region				
Germany	1,960	2,113	1,993	1,882
The Netherlands	913	880	828	784
Austria	171	191	189	187
Switzerland	145	141	126	113
Sweden	156	93	83	-
Spain	-	77	82	60
Belgium	32	24	17	11
France	-	-	11	4
Total	3,377	3,519	3,329	3,041
Parental leave				
Women (number)	48	25	23	19
Men (number)	13	13	14	13
Total	61	38	37	32

Energy table

The table below provides insight into the Group's energy information, in line with GRI requirements.

	2018		2017	
Scope I and II	Energy (TJ)	CO₂ (tonnes)	Energy (TJ)	CO₂ (tonnes)¹
Electricity (grey)	87	13,746	52	8,220
Electricity (green)	-	-	47	-
Natural gas	119	6,071	131	7,368
Fuel oil	25	1,861	26	1,911
Diesel	28	1,708	29	1,746
Total	259	23,386	285	19,245
Energy intensity²	0.65	0.06	0.68	0.05
Scope III³	CO₂ (tonnes)¹		CO₂ (tonnes)¹	
Air travel	72		105	
Commute travel	1,621		1,675	
Total	1,693		1,780	

¹ CO₂ based on the GHG-protocol. Emission factors and energy density based on www.CO₂emissiefactoren.nl (2017), DEFRA (2017) and Energy Information Administration (2015).

² Based on sales in TJ and CO₂ in tonnes per € 1,000.

³ The available information on energy consumption in the supply chain is reported as part of the scope I emissions.

These tables refer to information of the international retail brands from The Netherlands, Belgium, Germany, Austria and Switzerland. The scope is determined based on operational control.

Waste table

The table below provides insight into the Group's waste information, in line with GRI requirements.

Waste (tonnes)	2018	2017	2016	2015
Cardboard and paper	1,417	1,483	1,582	1,553
Plastic	222	271		
Other	1,795	1,911	2,202	2,292
Total	3,434	3,664	3,784	3,845
Recycled waste	71%	72%	67%	52%

Precautionary principle

Substances that are not permitted by European standards and regulations may not be used in products sold by Beter Bed Holding. If and as soon as it is established that a substance does not comply with European standards and regulations, the use of this substance by suppliers must be discontinued. In such cases, the organisation will consult with the supplier in order to jointly and actively look for better alternatives. Suppliers must comply with the REACH regulations when manufacturing goods. A feature of REACH is that if an operation takes place or is about to take place for which there are strong indications that it will have serious effects on the environment, measures must then be taken, even if scientific uncertainty persists.

This CSR report is published by

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