



Guidance Document on the  
**Standards of  
Engagement  
2026**

January 2026





# introduction

As part of our global strategy, Ahold Delhaize and each of its brands share a set of values and ethical principles that support an ethical culture. The [Code of Ethics](#) lays out those principles, which help us act with integrity toward customers, communities, suppliers, business partners and each other. Our shared values – integrity, courage, teamwork, care and humor – and ethical principles provide the framework for the decisions we make and are the foundation of our commitment to conduct our business the right way, every day. That includes our commitment to respect human rights and protect the environment. In addition to [our Position on Human Rights](#), one of Ahold Delhaize’s strategic priorities is healthy communities & planet, with which we want to lead the transition to a healthy and sustainable food system and create a brighter future for our communities. Acting responsibly today is imperative to securing a better tomorrow for generations to come.

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Our commitment to do what is right is based on our collective belief that all people should be treated with dignity and respect and is based on our own ethical principles. Our commitment to human rights and the environment is not limited to our own operations. We believe that we have the opportunity to create positive change that extends to the communities in which we operate and the supply chains that our brands depend upon. Ahold Delhaize and its brands strive to proactively speak up for human rights and the environment and create positive impact beyond our own operations and supply chains.

With our Standards of Engagement we aim to ensure that the products we sell reflect the commitment Ahold Delhaize and its brands have towards human rights and the environment. In the Standards of Engagement, the expectations we have of our Suppliers regarding business ethics, human rights and the environment are clearly defined.

The Standards of Engagement are principles that we believe are necessary to respect human rights and protect the environment. They are aligned with the principles of the UN Universal Declaration of Human Rights and Guiding Principles on Business and Human Rights and further informed by the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines and the amfori BSCI Code of Conduct. The most current version of the Standards of Engagement can be found [here](#).

These principles are the starting point. In this document, we present our vision of what the ultimate implementation of these Principles looks like.

For the purposes of this Guidance Document on the Standards of Engagement, the following definitions apply:

### Ahold Delhaize

Koninklijke Ahold Delhaize N.V. and its subsidiaries, including all local brands. The most current overview of local brands can be found [here](#).

### High-risk country

The list of countries that are NOT high risk can be found [here](#) and is based on amfori's Risk Classification. Supplier should confirm at least annually that any changes have been integrated into Supplier's business practices. We reserve the right to apply enhanced due diligence in specific geopolitical contexts, even if a country is not listed as high-risk according to external sources.

### Last Stage of Production (LSOP) unit

For social compliance purposes, LSOP is the entity that performs the last stage of production or processing in the supply chain where working conditions are impacted. That is, the location where labor is involved in producing or processing the final product. For unprocessed fruit and vegetables, the last stage of production is at the farm and packing station levels. The last stage of production excludes (re-)packing and ripening in a non-high-risk country.

### Own brands

For purposes of this Standards of Engagement, Own-brand products at Ahold Delhaize company operated and affiliated stores include every product that is not an international, national or regional brand owned by a producer or distributor, is considered to be an own-brand product.

### Private label products

Private label products are a sub-set of Ahold Delhaize own brands, consisting of products with a visible proprietary label from an Ahold Delhaize brand.

### Standards

The Ahold Delhaize Standards of Engagement are drafted in accordance with the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights and further informed by the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises and the amfori BSCI Code of Conduct. The current version of the Standards of Engagement can be found [here](#).

### Subcontractor

An entity appointed by the Supplier to produce final consumer products.

### Supplier

An entity that Ahold Delhaize has signed an agreement with for the purpose of the procurement of (1) goods that are either intended for resale to its customers (for resale) or for its own internal use (not for resale) and/or (2) services.

### Vulnerable or marginalized persons

Individuals or groups who are vulnerable or marginalized, such as – but not limited to – women, members of the LGBTQIA+ community, children, young workers, persons with disabilities, minorities, refugees, migrant workers, smallholder farmers, and Indigenous Peoples.

## Critical Commodities

In addition to the social compliance program, Ahold Delhaize and its brands aim to ensure that seven raw materials – or “critical commodities” as we call them – for our own-brand products are 100% certified by 2025: coffee, tea, cocoa, palm oil, soy, wood fiber and seafood. An overview of the guidelines and standards for these commodities is available on Ahold Delhaize’s website.

The commodities that we have identified as critical are linked to major environmental and social issues such as deforestation, child labor, forced labor, illegal fishing and overfishing. The certifications we work with are one way for suppliers to demonstrate their commitment to sustainable production. A non-exhaustive list of reputable certifications per commodity are as follows:

- Soy: [Roundtable for Responsible Soy \(RTRS\)](#)
- Palm oil: [Roundtable for Sustainable Palm Oil \(RSPO\)](#)
- Coffee, Tea and Cocoa: [Rainforest Alliance](#) or [Fairtrade](#)
- Wood fiber: [Forest Stewardship Council \(FSC\)](#)
- Seafood: [Marine Stewardship Council \(MSC\)](#) or [Aquaculture Stewardship Council \(ASC\)](#)

## Training for Suppliers

Because we recognize that improving labor standards in the supply chain is a responsibility we share with our Suppliers, and because our brands have resources and expertise that may not be available to smaller Suppliers, our brands work with selected Suppliers to support them in improving their processes and working conditions. Examples include Albert Heijn’s collaboration with Suppliers in the Albert Heijn Foundation and programs established by Alfa Beta, Delhaize Serbia, Mega Image and Super Indo to help their local Suppliers meet our global requirements.

In addition to partnerships and collaboration, there are many options available for Suppliers – both online and in person – to learn more about social and environmental due diligence, labor and environmental standards, how to implement effective programs and what to expect during an audit. The [amfori Academy](#) is just one of the platforms available to Suppliers and offers a wide range of online and offline learning tools for Suppliers on their platform. [Sedex](#) also offers multiple training opportunities, and so do programs like Rainforest Alliance and Fairtrade. If you are interested in learning more, you can use the links above to explore the offering or contact the relevant standard-setting organization.

## Compliance

Laws and legal protections play an important role in protecting human rights and the environment. We are committed to complying with the law and we require that every Supplier complies with all applicable laws and regulations in the countries in which they operate. But we also recognize that sufficient legal protections are not universal. In some cases, our Principles may require more than the law in a specific jurisdiction requires. In those cases, Suppliers must comply with our Principles.

In addition, we expect Suppliers to meet all contractual requirements, including additional sustainability-related requirements of the brands.

## Monitoring and non-compliance

We recognize the importance of continued compliance with these Principles and we will work with our Suppliers to respect any applicable legal restrictions or standards, with the goal of continuous improvement of the level of business ethics, respect for human rights and environmental performance.

So what does that mean in practice? Our brands require either amfori Business Social Compliance Initiative (BSCI) audit reports or audit reports or certificates that are equivalent to amfori BSCI from all production locations in high-risk countries that supply own-brand products. Ahold Delhaize’s social compliance program targets the “last stage of production.” For social compliance, that means that we look beyond the first-tier Suppliers and focus our requirements on the stage that involves labor to produce or process the final product. For unprocessed fruit and vegetables, the last stage of production is at the farm and packing station levels. The last stage of production excludes (re-)packing and ripening in a non-high-risk country.

In addition, if Ahold Delhaize or one of its brands has reasonable grounds to believe that there is an increased risk of non-compliance with the Standards, they may also require a social audit report, certificate or another form of assurance. That can, for example, be related to a specific allegation by an NGO or in the media, to a partnership or initiative that a brand is engaged in, or to the broader risk management processes each of our brands implement.

If a social compliance audit identifies a serious compliance issue (a “deal-breaker”), such as child labor (including lack of protection for young workers), forced or bonded labor, or life-threatening health & safety situation, the Supplier must immediately inform Ahold Delhaize and its relevant brands. The same applies if a Supplier becomes aware of a breach of the Standards of Engagement or is subject to an allegation of a breach. We expect our Suppliers to perform a timely and thorough investigation, take appropriate corrective measures and develop an effective remediation plan. We also expect Suppliers to fully cooperate with – and provide all relevant information to – Ahold Delhaize and its relevant brands, so that the actions taken by the Supplier can be assessed.

In the event of 1) a significant breach (or an allegation of such a breach) or 2) a “deal-breaker”, Ahold Delhaize brands may suspend orders from their relationship with that Supplier and work with the Supplier to get the violation or adverse impact remediated until it is resolved to the satisfaction of Ahold Delhaize. Only if a Supplier is unable or unwilling to remediate a breach or serious non-compliance issue within a reasonable timeframe, the Ahold Delhaize Brand may ultimately terminate its relationship with that Supplier.



## Reporting issues and Retaliation

Ahold Delhaize and each of its brands are committed to remedying adverse human rights impacts we cause or contribute to in good faith through legitimate processes, and we expect our Suppliers to do the same. Although Ahold Delhaize's Speak Up Line is also accessible to third parties within and connected to our supply chains and the general public, we recognize that it is more difficult for those working in our supply chains to find and access these resources.

That is why Ahold Delhaize and each of its brands expect Suppliers to establish or participate in an effective, fair and transparent complaint mechanisms for individuals (including workers), communities, their representatives and Human Rights Defenders who have concerns or complaints.

The complaints mechanism should be easily accessible and available in local languages spoken where operations are located and understood by workers and local communities. It should be communicated internally and externally, as appropriate.

Suppliers must ensure that there is no retaliation against any individual, community or Human Rights Defender, including their representatives, who raise a complaint or concern in good faith. Retaliation includes intimidation, threats, physical violence, legal action, any action impacting the economic status, livelihood, career or reputation or any

other forms of illegal mistreatment. Human Rights Defenders should be able to work safely under all circumstances.

We also expect Suppliers to maintain accurate records of complaints and concerns received, how they were investigated and, if appropriate, what remediation actions were taken. Suppliers must communicate internally and externally, where appropriate, about the existence of the available complaint mechanisms, and Suppliers should never do anything to discourage anyone, including its own workers and workers in its supply chain, local communities and Human Right Defenders from using these complaints mechanisms.

Ahold Delhaize and each of its brands maintain their own complaint mechanism called the Speak Up Line (more information can be found [here](#)). Any reported business ethics or human rights or environmental concerns and complaints relating to a Supplier and received by Ahold Delhaize will be communicated to that Supplier to be addressed and remediated.

## Ethical Business Practices

*Principle:* Ahold Delhaize expects each Supplier to maintain a high standard of business ethics and respect for human rights and the environment within its operations and supply chain.

Ahold Delhaize expects Suppliers to:

1. Not engage (directly or indirectly) in corruption, extortion, embezzlement or any type of bribery which includes promising, offering, giving or accepting any improper monetary or non-monetary incentive.
2. Not falsify or participate in falsifying any supply chain information or participate in an act of misrepresentation in the supply chain.
3. Keep accurate records about its activities, structure and performance, and disclose these in compliance with applicable laws and regulations and/or industry benchmarks.
4. Only process personal data in compliance with applicable privacy and information security laws and regulations. In any event, any processing of personal data will be done with reasonable care.
5. Maintain policies and implement measures that are reasonably intended to prevent unethical or illegal conduct or activity.





# human rights

Ahold Delhaize expects each Supplier to ensure that all workers are treated fairly, with respect and dignity. Supplier is expected to identify the human rights impacts of its operations and implement adequate measures to prevent, mitigate and remediate adverse impacts on workers and the surrounding communities.

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Prohibition of Discrimination, Violence and Harassment

Principle: Ahold Delhaize expects each Supplier to ensure that all workers enjoy equal opportunities and treatment, and that all workers, including vulnerable or marginalized persons or groups, are free from any form of discrimination, violence and harassment in the workplace. Appropriate disciplinary procedures should be in place and effectively communicated to the workers.

Ahold Delhaize expects Suppliers to:

- 1. Ensure equal opportunities and treatment for all workers, throughout recruitment and employment.
- 2. Ensure that workers are not unlawfully discriminated against based on sex, gender identity and expression, age, religion, race, caste, birth, social background, disability, ethnic and national origin, nationality, membership in unions or any other legitimated organizations, political affiliation or opinions, sexual orientation, family responsibilities, marital status, pregnancy, diseases,

other legally protected characteristics, or any other condition that could give rise to discrimination depending on the specific context.

- 3. Ensure that workers are not subjected to or threatened with any violence, harassment, inhumane or degrading treatment, abuse, corporal punishment, bullying, verbal, physical, sexual, economic or psychological abuse, mental or physical coercion, or other types of harassment or intimidation.
- 4. Respect the rights of groups or individuals who are vulnerable or marginalized, such as women, members of the LGBTQIA+ community, children, young workers, persons with disabilities, minorities, refugees, migrant workers, smallholder farmers and Indigenous Peoples.
- 5. Adopt adequate policies and implement preventive measures against discrimination, violence and harassment, including disciplinary measures that are appropriate and in compliance with applicable laws and regulations.

- 6. Create awareness and promote compliance through training and communication. Any training or communication will be in terms and language that the workers understand.
- 7. Verify that workers are not harassed, disciplined, or retaliated upon for reporting issues on any of the grounds listed above.

Freedom of Association and Collective Bargaining

Principle: Ahold Delhaize expects each Supplier to respect the legal right of workers to form and join trade unions, to seek representation and collectively bargain, or refrain from doing so, in a free and democratic way, without discrimination or fear of retaliation.

Ahold Delhaize expects Suppliers to:

- 1. Ensure all workers can freely exercise their legal right to form or join a union of their choice, to seek representation and collectively bargain, or refrain from doing so, and do so without fear of intimidation or harassment, or the need to obtain prior approvals,

unless legally required, irrespective of gender.

- 2. Enter into collective bargaining negotiations in good faith when requested from any legally recognized representative group of workers.
- 3. Not discriminate against workers because of trade union membership.

Working Hours

Principle: Ahold Delhaize expects each Supplier to promote working hours practices that enable a healthy work-life balance for workers. Working hours must comply with all applicable laws and regulations, industry standards or, where relevant, collective agreements. Maximum standard working hours, excluding overtime, will not exceed 48 hours per week. Overtime work must be consensual.

Ahold Delhaize expects Suppliers to:

- 1. Not exceed 48 maximum standard working hours per week unless pursuant to an exception as defined by applicable laws,

regulations, standards or, where relevant, collective agreements

- 2. Limit overtime, and ensure that it is permitted by law and/or collective agreement and does not result in an increased likelihood of occupational injury.
- 3. Grant workers the right to resting breaks and the right to at least one day off every seven days, in line with applicable laws and regulations, industry standards or, where relevant, collective agreements.

Albert Heijn’s Supplier Brochure on Gender Equality & Women’s Rights

In 2023, Albert Heijn published a **brochure** to raise awareness on gender equality and women’s rights. Gender equality means that all genders are equally able to access economic opportunities and resources. In the brochure, Albert Heijn expresses the importance of all genders having equal rights and opportunities and being treated equally. It is proven that enhancing gender equality can benefit a company in terms of productivity, profitability and efficiency. The brochure shares best practices, inspires and provides new insights that can be applied to businesses in the right context.





## Compensation

Principle: Ahold Delhaize expects each Supplier to pay their workers regularly and as agreed, ensuring equal pay for equal work. Wages paid for maximum standard working hours, overtime hours and overtime/shift differentials shall meet or exceed the applicable legal minimum standards. Illegal deductions from wages shall not be made and deductions for disciplinary purposes from wages for time worked are forbidden. Partial payment in the form of allowance “in kind” is accepted in line with International Labor Organization (ILO) specifications. Supplier shall ensure that wage and benefits composition are detailed clearly and regularly for workers; the Supplier shall also ensure that wages and benefits are rendered in full compliance with all applicable laws and that remuneration is rendered in full, on time and in a manner convenient to workers.

Ahold Delhaize expects Supplier to:

1. Ensure that workers of all genders and categories receive the same remuneration for equal job and qualification.
2. Where a pay rate for production, quota or piece work is established, allow workers to earn at least a wage which meets or exceeds applicable legal minimum wages, industry standards or, if applicable, collective agreements within maximum standard working hours.
3. Pay all wages in a regular, stable manner, in full and on time, directly to the workers unless otherwise required by law, and fully in legal tender. Partial payment in the form of allowance “in kind” is only allowed in line with ILO specifications.

4. Ensure that wages paid for maximum standard working hours, overtime hours and overtime/shift differentials shall meet or exceed the applicable legal minimum standards.
5. Implement deductions only under the conditions and to the extent allowed by law or fixed by collective agreement. Deductions from wages for time worked for disciplinary purposes are forbidden.
6. Provide workers with at least the social benefits that are legally granted, without any negative impact.

## Health & Safety

Principle: Supplier must comply with applicable occupational health and safety legislation or relevant standards. A clear set of procedures must be established and followed regarding occupational health and safety, including the provision and use of personal protective equipment, clean toilets, access to potable water and, if appropriate, sanitary facilities for food storage shall be provided.

Ahold Delhaize expects each Supplier to respect the right to healthy working and living conditions of workers and local communities and to provide special protection to vulnerable persons, or groups, for example due to pregnancy or disability, as appropriate and in line with applicable laws, regulations, standards and collective agreements. Workplace practice and conditions which violate basic human rights, including conditions in residential facilities as provided to the worker, are forbidden.

Ahold Delhaize expects Suppliers to:

1. Comply with applicable occupational health and safety legislation or relevant standards.
2. Ensure that there are risk assessment processes and measures in place to prevent and mitigate any potential or actual threat to the health and safety of workers arising out of, associated with, or occurring during work.
3. Train workers on occupational health and safety and provide information about occupational health and safety risks to its workers and the public, including any affected communities.
4. Create awareness and respect the workers' right and responsibility to exit the premises and/or stop working without seeking permission in the event of dangerous situations or uncontrolled hazards if necessary for the safety and health of the workers.
5. Maintain records of health and safety incidents in the workplace and all other facilities that are provided or mandated to workers.
6. Ensure adequate medical assistance and insurance to cover workers in the case of any work-related injuries, accidents, illness, invalidity and death in accordance with local worker compensation laws.
7. Obtain all required licenses and documentation for the use of equipment and buildings and will take all appropriate measures for their continued safe use.
8. Take all appropriate measures for the protection against and in preparation for any foreseeable emergency. These requirements also apply to residential facilities for workers when these are

provided or mandated.

9. Ensure that, when residential facilities are provided or mandated, they are clean, safe, and meet all legal requirements and the basic needs of the workers.
10. Provide free access to safe and clean drinking water as well as access to eating and resting areas, and where applicable, provide access to appropriate cooking and food storage areas.
11. Provide an adequate number of safe, separate toilets with adequate level of privacy for all genders, including washbasins with hand soap in all work areas.
12. Provide effective and tailored Personal Protective Equipment (PPE) necessary for the safe performance of the work to all workers free of charge, taking the needs of different worker categories, such as pregnant and nursing women, into consideration.

## No Child Labor

Principle: Ahold Delhaize expects each Supplier to protect children from any form of exploitation in its operations or supply chains and from any work or working conditions that are harmful to children's health, safety, morals and development or resemble forced or bonded labor. Supplier shall not employ directly or indirectly, children below the minimum age of completion of compulsory schooling as defined by law, which shall not be less than 15 years, unless the exceptions recognized by the ILO apply. Any forms of exploitation of children are forbidden. Supplier must establish robust age verification mechanisms as part of the

recruitment process, which may not be in any way degrading or disrespectful to the worker. If child labor is found, Supplier must take effective remediation measures.

Ahold Delhaize expects Supplier to:

1. Establish procedures to ensure that they do not employ, directly or indirectly, children below the minimum age of completion of compulsory schooling as defined by applicable law, which shall not be less than 15 years, unless the exceptions as recognized by the ILO apply.
2. Establish age-verification mechanisms as part of the recruitment process, which may not be in any way degrading or disrespectful to the worker.
3. If child labor is found, take effective remediation measures that ensure the protection of the affected children. Any measures taken must be documented, verified, and aimed at avoiding recurrence.

Not all work done by children should be classified as child labor that is to be targeted for elimination. The participation of children or adolescents above the minimum age for admission to employment in work that does not affect their health and personal development or interfere with their schooling, is generally regarded as being something positive. This includes activities such as assisting in a family business or earning pocket money outside school hours and during school holidays. These kinds of activities contribute to children's development and to the welfare of their families;



they provide them with skills and experience, and help to prepare them to be productive members of society during their adult life. Please see the next paragraph for more information on the protection of young workers.

### Protection of Young Workers

Principle: Ahold Delhaize expects each Supplier to protect the rights of young workers (under 18) which includes ensuring that young workers are protected against work or working conditions that are prejudicial to their health, safety, morals and development.

Ahold Delhaize expects Suppliers to:

1. Ensure that the working hours allow young workers' attendance in school, their participation in vocational orientation (as approved by the competent authority) or to benefit from training or instruction programs.
2. Ensure young workers are not employed throughout the night or under hazardous conditions.
3. Remove young workers from any sources of hazard immediately when identified and redefine their scope of work without any loss of income.
4. Implement necessary mechanisms to identify, prevent, and mitigate harm to young workers. This includes effective operational grievance mechanisms and occupational health and safety trainings programs specific to the needs of young workers.

### No Precarious Employment

Principle: Ahold Delhaize expects each Supplier to ensure that (1) its recruitment process and employment relationships do not cause undue insecurity and undue social or economic vulnerability to its workers and (2) work is performed on the basis of a recognized and/or documented employment relationship, established in compliance with applicable legislation or, in the absence of applicable legislation, custom, practice or international labor standards. Additionally, Supplier may not use subcontracting in a way that circumvents or avoids legal obligations related to the Principles in these Standards.

Ahold Delhaize expects Suppliers to:

1. Ensure that work is performed on the basis of a recognized and/or documented employment relationship, established in compliance with relevant applicable laws and regulations, customs and practices.
2. Provide workers with understandable information in their own language and ensure that they are aware of their rights, responsibilities, and employment conditions, including working hours, remuneration and terms of payment before entering into employment.
3. Not use employment arrangements in a way that deliberately circumvents the intended purpose of applicable laws and regulations. This includes (a) apprenticeship or training schemes where there is no intent to impart skills or provide regular employment, (b) seasonality or contingency work when used to undermine workers' protection, (c) labor-only contracting, and (d) contract substitution.

### No Bonded, Forced Labor or Human Trafficking

Principle: Ahold Delhaize expects each Supplier to not engage in or be complicit in, either directly or indirectly, any form of servitude, forced, bonded, indentured, trafficked or non-voluntary labor, including state-imposed forced labor. Supplier shall act with special diligence when engaging and recruiting migrant workers both directly and indirectly. Supplier must adhere to international principles of responsible recruitment, including not charging recruitment or placement fees and ensuring freedom of movement. If any costs of recruitment are applicable, the employer and not the worker is responsible for bearing the costs. Additionally, Suppliers must ensure that workers are not subject to inhumane or degrading treatment, corporal punishment, mental or physical coercion and/or verbal abuse.

Ahold Delhaize expects Suppliers to:

1. Adhere to international principles of responsible recruitment, including the Employer Pays and Freedom of Movement Principles, when engaging and recruiting workers, directly or indirectly.
2. As a minimum, ensure that workers:
  - Are not charged with recruitment fees and costs;
  - Are not subjected to deception and coercion; Have freedom of movement and identity documents are not retained; Have access to free, comprehensive, and accurate information about the terms and conditions of their employment;
  - Are free to terminate contract, change

employer, and return safely to their place of origin.

3. If any costs of recruitment are applicable, the employer and not the worker is responsible for bearing these costs. Compensate affected workers for damages incurred due to breaches of these requirements, within a reasonable time frame.

### Land rights

Principle: Ahold Delhaize expects each Supplier involved in the acquisition, leasing or disposal of land to respect the rights and title to and the use of property, land and natural resources of individuals and local communities. Additionally, Supplier must actively seek and document the effective implementation of free, prior and informed consent (FPIC). Ahold Delhaize does not tolerate land grabbing.

Ahold Delhaize expects Suppliers to:

1. Manage land acquisition, land-use planning or change or land development in line with applicable laws and regulations, and with respect to human rights.
2. Respect legitimate land tenure rights of individuals and communities, including marginalized or vulnerable tenure right holders such as Indigenous populations.
3. Assess and appropriately address the social and environmental impact of acquiring, leasing or making other arrangements to use land.
4. Actively seek and document the effective implementation of free, prior and informed consent (FPIC) each time land acquisition,

land-use planning and change or land development might affect the legitimate land tenure rights of local communities or affect land otherwise subject to collective legitimate land tenure.



# environment

Ahold Delhaize expects each Supplier to conduct its business in a manner that reduces environmental impacts now and for future generations. Supplier is expected to identify the environmental impacts of its operations and implement adequate measures to prevent, mitigate and remediate adverse impacts on the surrounding communities, nature, and air.

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### Climate Change

*Principle:* Supplier must comply with all applicable environmental legislation and maintain all relevant permits related to greenhouse gas emissions management and reduction.

Ahold Delhaize has set science-based targets (SBT's) for the reduction of emissions for scopes 1, 2 and 3. Supplier is urged 1) to consider a similar commitment to the Science Based targets, 2) measure and report on emissions in line with the Greenhouse Gas Protocol, 3) develop and implement reasonable initiatives to realize emissions reductions across the supplier's value chain, and 4) to develop actions to switch its electricity consumption towards more renewable electricity.



### Biodiversity and Ecosystems

*Principle:* Supplier must comply with all applicable environmental legislation and maintain all relevant permits related to the protection of biodiversity and ecosystems. In addition, Ahold Delhaize encourages Supplier report on progress, and develop action plans on deforestation and conversion-free, where relevant.

Ahold Delhaize expects Suppliers to:

- I. Comply with all applicable environmental legislation and maintain all relevant permits, including, but not limited to:
  - a. deforestation and/or land conversion (e.g. EU Regulation

- on deforestation-free products);
  - b. fish stock species management;
  - c. agrochemical and pesticide storage, use and management;
2. Not source materials associated with deforestation or land conversion in line with the respective cut-off dates prescribed by legislation and/or by relevant standards (e.g. RSPO);
3. Utilize practices that protect fish stock species in line with local, national, and international fisheries management regulations (e.g., U.S. Magnuson-Stevens Fishery Conservation and Management Act; International Regional Fishery Management Organization measures);
4. Where relevant, Ahold Delhaize encourages Supplier to consider adopting regenerative and sustainable agriculture practices to protect soil health and strengthen resilient supply chains.



### Climate Hubs

Ahold Delhaize and its brands are committed to collaborating with, and supporting, Suppliers to decarbonize their value chain. To help Suppliers realize their climate ambitions, several of our brands have released Climate Hub platforms. On the Climate Hubs, you will find clear steps and resources to guide your journey in Carbon Footprinting, Climate Target Setting and Climate Reporting (see Albert Heijn's [Climate Hub](#)).

### Sustainable and Regenerative Farming

To protect biodiversity in the soil & landscape and reduce greenhouse gas emissions, we expect suppliers to produce – or source from producers – who work in line with sustainable agricultural practices. Ahold Delhaize recognizes that agroecological systems are complex and inter-dependent. Interventions can deliver multiple benefits, with various impacts

on the resources we should aim to restore. These interventions include, but are not limited to:

- Maintaining cover crops
- Diversified crop rotation
  - Mulching
  - Minimizing tillage
  - Minimizing the use of agrochemicals (integrated pest management)

There are several good programs to help producers with moving to regenerative farming, such as the [SAI Platform](#) and the [Rodale Institute](#).



### Animal Welfare

*Principle:* Supplier must comply with all applicable legislation and maintain all relevant permits related to animal welfare.

Ahold Delhaize expects Suppliers to:

1. Commit to sound, science-based animal care practices and the elimination of animal cruelty, abuse and neglect.
2. Incorporate the globally recognized five domains, which focus on providing positive experiences for farm and marine species. This includes good nutrition, physical environment, health, behavioral interactions, and mental state.

### Resource Use and Circular Economy

*Principle:* Supplier must comply with all applicable environmental legislation and maintain all relevant permits related to the responsible use of resources.

Ahold Delhaize expects Suppliers to:

1. Comply with all applicable environmental legislation and maintain all relevant permits, including, but not limited to:
  - a. storage, handling and disposal of waste directly or through waste contractors;
  - b. plastic feedstock sourcing, plastics production, storage, transport and end-of-life management.
2. Store, handle, transport and dispose of waste in a way that protects the health and safety of people and also protects the environment.



### Pollution

*Principle:* Supplier must comply with all applicable environmental legislation and maintain all relevant permits related to the prevention and control of air, water and soil.

### Water

*Principle:* Supplier must comply with all applicable environmental legislation and maintain all relevant permits related to water management, including water abstraction, water usage, surface water management and effluent discharge. Ahold Delhaize expects each Supplier to respect the right to water of individuals and local communities, and Supplier operations should not negatively impact local communities' access to water.

### Plastics and Food Waste

The Global Plastics Treaty, initiated in 2022 and entering its final negotiation round in August 2025, aims to create a legally binding framework to curb plastic pollution across its lifecycle—from production to disposal. Despite its ambition, the treaty has not been successful. Businesses must act now to reduce the reliance on virgin resources, considering plastic production continues to increase. Organizations should work to eliminate the plastic items we do not need; innovate so all plastic we do need is designed to be safely reused, recycled, or composted; and circulate everything we use to keep it in the economy and out of the environment. For example, Albert Heijn stopped providing free plastic bags in its fruit and vegetable departments across all stores, saving 130 million bags – or 243,000 kilos of plastic – per year. Even if the Global Plastics Treaty fails to deliver sweeping change, the momentum toward plastic accountability is irreversible. Businesses that proactively reduce plastic use, invest in alternatives, and align with sustainability goals will be better positioned for future regulation, consumer loyalty, and long-term resilience.

In 2019, Ahold Delhaize became a founding partner of the World Resources Institute's (WRI) [10x20x30](#) initiative. The initiative brings together 10+ global food retailers who have each committed to engaging with 20 of their priority suppliers to halve their rates of food loss and waste by 2030. Ahold Delhaize brands have so far partnered with fourteen major suppliers to root out food loss and waste in the food supply chain.





If you have any questions regarding this report, please contact [ethics@aholddelhaize.com](mailto:ethics@aholddelhaize.com)

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