

CSR report  
2016

# Profile

Beter Bed Holding is a European retail organisation that strives to offer its customers a comfortable and healthy night's rest every night at an affordable price. The company does this via stores and its own web shops through the formats:

- Matratzen Concord, located in Germany, Switzerland and Austria.
- Beter Bed, located in the Netherlands and Belgium.
- Beddenreus, located in the Netherlands.
- El Gigante del Colchón, located in Spain.
- Sängjätten, located in Sweden.
- Literie Concorde, located in France.

The retail formats ensure products of good quality, offer customers the best advice and always the best possible deal.

Beter Bed Holding is also active as a wholesaler of branded products in the bedroom furnishing sector via its subsidiary DBC International. The international brand M line is sold in the Netherlands, Germany, Belgium, Spain, Austria, Switzerland, France, Sweden and the United Kingdom.

In 2016, the company achieved net revenue of € 410.5 million with a total of 1,206 stores. 66.4% of this figure was realised outside the Netherlands.

Beter Bed Holding N.V. has been listed on the Euronext Amsterdam since December 1996 and its shares (BBED NL0000339703) have been included in the AScX Index.

For more information please visit [www.beterbedholding.com](http://www.beterbedholding.com).

A Dutch language version of this report is also available on [www.beterbedholding.nl](http://www.beterbedholding.nl).

In case of textual contradictions between the Dutch and the English version the first shall prevail.

# Contents

## CSR report

Introduction	3
Organigram	5
Vision and mission	7
Objectives	8
Governance	9
Materiality	13
Stakeholders	17
Environment	25
Progress in CSR	36
Conclusion by the external expert	37
Definitions	39

# About us

# Introduction

The social value of a good night's sleep is generally recognised. People who sleep well are happier and healthier. Facilitating this may be Beter Bed Holding's most important social contribution, which is delivered by offering a broad range of good quality products with suitable advice at competitive prices. The fact that CSR forms part of the core of Beter Bed Holding's actions is reflected in the company's vision, mission, strategy and objectives that clearly set out its corporate social responsibility.

While Beter Bed Holding recently stated its wish to review its CSR policy, it will naturally continue to move forward on its chosen path in order to make further improvements relating to the following hygiene objectives:

- Optimising/reducing our ecological footprint through less energy consumption in stores and distribution centres and driving and flying fewer kilometres whenever possible.
- Complying with the code of conduct for suppliers.
- Regularly checking the safety of our mattresses and beds for our customers and employees.
- Regularly evaluating employee satisfaction.
- Realising the objective of appointing 35% women in top management positions in the period 2017-2020.

In addition, two new themes have been added to the policy through which Beter Bed Holding expressly seeks to align itself with key international developments as set out in agreements, including the United Nations [Global Compact Initiative](#) and the climate summit in Paris.

Beter Bed Holding will first of all seek to ensure, with the help of the new European guideline from December 2015, that in each country in which it operates an innovation fund will be set up by the industry (manufacturers and retailers). The related objective is to promote research at the front of the chain, which will make it possible to develop mattresses that are easier to disassemble and recycle (in terms of raw materials), whilst promoting more research at the end of the chain in order to develop applications for reuse so that a recycling policy can also genuinely be applied.

In addition, it is crucially important to place emphasis on an upcycling policy, which means that raw materials will be reused as much as possible (ideally 100%), instead of giving mattresses a second life only once (for example in the form of a judo mat). The latter is also called downcycling.

While there is currently no upcycling yet, the number of applications for recycling used mattresses still remains very limited, which means that a large part of the processes still occurs through incineration. With a view to setting up an innovation fund of this type based on an eco-disposal fee for consumers, the sector (retailers and manufacturers) is entering into various dialogues in order to learn from the tyre sector, the glass sector and the home appliance sector. Beter Bed Holding is very closely involved in this endeavour in the Netherlands.

Beter Bed Holding is delighted that the Dutch Ministry of Economic Affairs and the Dutch Ministry of Infrastructure and Environment have explicitly stated the mattress sector as one in which the industry can collectively develop policy and achieve clear progress in the years ahead.

Beter Bed Holding is also actively studying, in association with the Netherlands Organisation for Applied Scientific Research TNO, how it can develop sustainable bed systems in the medium term based on a lease concept whereby the consumer pays a monthly fee. A similar concept is currently being applied by, for example, Philips Lighting for a number of its customers in the Netherlands whereby these customers no longer buy lighting equipment, but only purchase light. This provides them an incentive to produce lighting products that last longer, which will ultimately reduce the total amount of waste. Beter Bed Holding wishes to go even further by designing or commissioning the design of bed systems that also enable raw materials to be recycled more effectively and in larger quantities.

The CSR report is intended to compliment the annual report. This marks the fifth time that Beter Bed Holding N.V. is reporting on its activities and progress in the field of CSR, in line with the [Global Reporting Initiative \(GRI\)](#) guidelines. The stakeholder dialogue has revealed the issues on which the company should report. MVOplossingen, an external consultant to the company, has established that this report also largely meets the G4 CORE application level. Since 2013, the company has been issuing reports in accordance with [G4 reporting guidelines](#), opting for the basic or rather CORE reporting form (in contrast with the more elaborate COMPREHENSIVE reporting form). These and other definitions can be found in the list of [definitions](#).

# Organigram

# Strategy



## Vision and mission

**The fact that CSR forms a core part of Beter Bed Holding's business is evident from the company's vision, mission, strategy and targets, in which social responsibility is explicitly mentioned.**

### Vision

Beter Bed Holding is an active player, as an omnichannel retailer, in the retail and wholesale markets for beds and mattresses. Europe, in the broadest sense, is its playing field. All retail formats have, to a greater or lesser degree, a 'value-for-money' positioning, supported by extensive customer service, regardless of the market in which the individual chain operates. The group strives for market leadership in all countries in which it is active.

The essence of its vision statement can be formulated as follows:

**In every country in which we operate, we intend to become the market leader in the 'value-for-money' segment in the bed and mattress market, in a socially responsible manner.**

### Mission

Beter Bed Holding's raison d'être and drivers can be expressed in the following mission statement:

**Each day, there is nothing that inspires and motivates us more than ensuring that all our customers can sleep soundly and comfortably at an affordable price:**

**'Hard at work on a good night's rest'**

# Objectives

## Quantitative objectives

The updated objectives for the period until 2020 are presented in this annual report. The key figures from the past have been added whenever possible.

Subject <sup>1</sup>	2016	2015	2014	Target 2020
Safe products	93%	83%	82%	100% <b>Certified mattresses</b>
Diversity in top management	29%	25%	22%	35% <b>Women in top management</b>
Energy consumption (TJ)	67.1	73.3	74.3	50.0 <b>kWh/m<sup>2</sup></b>
Customer satisfaction	9.0	8.8	-	- <b>eKomi</b>

<sup>1</sup> The quantities reported in this CSR report are rounded figures. Calculated ratios and percentages are based on the exact figures.

## Qualitative objectives

- To formulate an approach for achieving environmental objectives that will be different for each country. This strategy must be in line with the specific local challenges and relevant legislation and regulations in each country.
- To proactively take responsibility for the obligation to endeavour to work with its strategic suppliers to make the chain more sustainable.
- To make an active contribution in the sector and in the chain in order to attain a design for recycling. To seek to work together with both internationally recognised research centres and forerunners in the field of Research & Development.

## Design for recycling

The company recognises both the urgency and importance of recycling high-quality raw materials. Progress must be made in the following areas in order to achieve results in the upcycling of primarily mattresses:

- Production using only recyclable raw materials or to the greatest extent possible.
- Creation of high-quality applications for these raw materials at the end of the lifecycle.

These are ambitious objectives that can only be achieved through active collaboration with both the sector and the chain. The Dutch Ministry of Economic Affairs and the Dutch Ministry of Infrastructure and Environment have explicitly designated the mattresses sector as a sector that must develop policy and achieve clear progress in the field of sustainability in the years ahead.

## Good housekeeping

In addition to the above, Beter Bed Holding carries out an active good housekeeping policy that enables maintaining and when possible improving the scores on the different objectives that have been achieved in the past years. This relates to matters including:

- Having all strategic suppliers sign the code of conduct.
- The quality of the recycling process. This involves first of all the take-back of the packaging materials when delivering goods to customers. Waste is also separated as much as possible before being sent to waste processing companies.
- Absenteeism due to illness must be lower than the average of the comparative group that is different in each country.
- The absence of fines relating to environmental legislation, consumer interests and human rights.
- Newly purchased trucks must always be in the highest energy-efficiency category.

The company will comply with the principle global guidelines and standards in the field of CSR. The code of conduct is in line with both the [OECD guidelines](#) and the agreements made by the ILO.

# Governance

# What Beter Bed Holding stands for

**For Beter Bed Holding and its subsidiaries, corporate social responsibility means making a positive contribution to the society in which they operate. This contribution is shaped through measures including complying with the applicable legislation and regulations at all times and by always treating the interests of all stakeholders respectfully.**

Beter Bed Holding is aware of its corporate social responsibility, which is attested to by the existing reports relating to compliance, the ongoing stakeholder dialogue it conducts and in the structural approach to the topic of CSR that is imbedded in the organisation.

## Code of conduct

The [general code of conduct](#) issued by Beter Bed Holding further defines what corporate social responsibility means to the company. These guiding principles, which are also expressed in the culture within the company (values and norms and conduct), have been imbedded in the organisation procedurally whenever possible. All employees have to commit to the rules defined in this code of conduct. The [code of conduct for suppliers](#) is a further elaboration of the general code of conduct. Both codes correspond with the [United Nations Global Compact Code](#).

The general principles are as follows:

- Beter Bed Holding adheres to all legislation and regulations in force in every country in which it operates.
- The company supports and respects human rights in accordance with the Universal Declaration of Human Rights.
- Beter Bed Holding does not work with organisations that breach human rights or allow child labour.
- The organisation also expects its business partners to pay their employees in accordance with the legislation and regulations in force in their country. Under no circumstances may employees be discriminated against, exploited or perform forced labour. Freedom of association of employees must be ensured.
- The partners must ensure a safe workplace and healthy working environment is provided.
- Every relationship that Beter Bed Holding maintains with third parties is built on fairness, honesty, integrity and openness.

The Supervisory Board and the Management Board endorse the principles for good corporate governance as included in the [Dutch Corporate Governance Code](#). Beter Bed Holding has a [whistleblower policy](#) available for employees. Different complaints procedures for the various formats (both internally for employees and externally for customers and/or other stakeholders) have also been put in place.

A CSR steering committee, under the supervision of Beter Bed Holding, has been established within the Beter Bed organisation since 2015 and is directly involved in formulating the policy in the field of CSR and in realising its defined objectives. This team has an international focus, but concentrates primarily on the Netherlands and Germany as the largest countries within the group.

The Management Board renders accountability to the Supervisory Board for the conducted CSR policy. The specific CSR objectives are submitted by the Management Board to the Supervisory Board.

## CSR steering group

On the back of the conclusions from the stakeholder dialogue, a CSR steering group was set up in October 2015. The steering group comprises several employees of Beter Bed B.V., Matratzen Concord GmbH and the Works Council. The steering group meets every quarter and its key duties include establishing new medium-term targets, setting out improvements to CSR and streamlining CSR, ensuring it is consistent throughout the entire organisation.

The Management Board of Beter Bed Holding is ultimately responsible for both defining and implementing the CSR policy. The Chief Financial Officer is the chair of the steering group, guided by the consultancy firm MVOplossingen. The Management Board consists of the Chief Executive Officer and the Chief Financial Officer, and is accountable to the Supervisory Board for the policy it implements in which CSR plays a part. The specific CSR targets are presented by the Management Board to the Supervisory Board at the recommendation of the CSR steering group. Performance in view of the targets in general is periodically reported to the Supervisory Board.

## Stakeholder dialogue

The organisation has been conducting an active dialogue with its stakeholders. It will once again engage in dialogue with stakeholders in 2017.

In consultation with MVOplossingen, stakeholder categories have been determined in order to facilitate stakeholder dialogue. It has been agreed to invite stakeholders who have actively sought contact with the company in previous years to help shape CSR policy.

Stakeholders who have been thoroughly involved in the dialogue are:

- **Employees**, including a member of the Works Council and two managers from the Matratzen Concord format in Germany.
- **Customers** who have been carefully selected for their thorough knowledge of CSR.
- **Shareholders**: two substantial holdings, each represented by two employees delegated to participate in the dialogue, one of whom being a specialist in CSR.
- **Members of the retail sector**, including a CSR manager of a partner retailer and the secretary of the Dutch Retail Council.
- **Suppliers**, including a manufacturer from Belgium.
- **Non-governmental organisations (NGOs)**: specialists from the Dutch Association of Investors for Sustainable Development (VBDO) and Eumedion.

The dialogue took place by surveying stakeholders beforehand on what priorities they believed Beter Bed Holding should set. Then, in three sessions lasting around three hours each with no more than five to a group, stakeholders elaborated their vision for CSR at Beter Bed Holding and discussed the results of the survey. The Chief Financial Officer and an employee from Group Controlling represented the company in the dialogue in order to listen to the stakeholders' views and provide insights by answering their questions. Stakeholders had the opportunity to revisit the CSR priorities at Beter Bed Holding named in the survey during the dialogue session. The process was overseen by the consultancy firm MVOplossingen, a specialist on CSR communication in annual reports.

During the dialogue, the following topics and issues were raised and discussed:

- **Selection of topics:** the extensive list of GRI G4 topics was discussed, whereby stakeholders suggested which topics were important to them and why. The company then decided to combine certain topics (see section on [Materiality](#)).
- **Style of reporting:** it has been discussed what stakeholders thought of the tone of voice used in reporting and to what extent the content is in line with the company's image.
- **Reporting strategy:** the company is looking to publish a concise and easy-to-read annual report. That is why Beter Bed Holding reports briefly and succinctly on CSR in its annual report, and goes into detail in the CSR Report. The company believes this meets the need for information of all its stakeholders.

The three most important conclusions of the stakeholder dialogue are:

- The pragmatic approach has formed a sound basis for CSR within the organisation. Now it is vital to embed this topic even deeper into the organisation.
- Beter Bed Holding has its own business affairs in order and should now give more priority to responsibility in the chain.
- The reporting structure of a compact annual report with a more detailed CSR report (including GRI Index) is valued.

The priorities that came out of the stakeholder dialogue can be found in the [Materiality section](#).

Stakeholders may contact the company by email at [bbholding@beterbed.nl](mailto:bbholding@beterbed.nl). The right person within the company will contact the stakeholder according to the topic or question. It is also possible to reach the company at [www.beterbedholding.com](http://www.beterbedholding.com) by filling in the contact form. Finally, the company may also be in direct contact with shareholders and NGOs as part of Investor Relations. This is primarily done through the Management Board.

## Standards and partnerships

Beter Bed Holding endorses and supports the following externally developed economic, environmental and social charters, principles or other initiatives:

- Beter Bed Holding is a party to the [UN Global Compact Code](#). The ten principles contained in the Global Compact Code are incorporated into the company's [general code of conduct](#) and the [supplier code of conduct](#).
- CO<sub>2</sub> emissions are calculated using the [Greenhouse Gas Protocol guidelines](#).
- The CSR report and the GRI Index have been compiled according to [G4 reporting guidelines on CSR reporting](#) from the [Global Reporting Initiative](#). The organisation may switch to the revised 'Standards' guidelines following the 2017 stakeholder dialogue.
- Beter Bed Holding has signed the D&I Company's [Charter](#) (formerly Talent to the Top) and in doing so has committed to the principles contained in the Charter. The Charter is a public commitment, a code that sets out clear agreements for realising gender diversity at the senior and sub-senior levels of companies. Signing the Charter is voluntary, but not non-committal.

Beter Bed Holding is an affiliate of the [INretail sector organisation](#) and a member of associations including the [Dutch Retail Council](#).

# Materiality

## Material topics

In 2013, Beter Bed Holding commissioned consultancy firm MVOplossingen, to carry out a materiality analysis. In 2014, a dialogue took place with 14 stakeholders, including staff, shareholders, suppliers, sector members and NGOs. The dialogue did not result in any significant alterations to the list of material topics.

The list of GRI G4 topics is so detailed that in some cases the company has merged a number of related topics. Stakeholders agree with this consolidation, which resulted in the following topics and weightings.

Subject	Impact	Relevance	Total
Customer health & safety	5	4	9
Materials	4	4	8
Occupational health & safety	4	4	8
Compliance	4	4	8
Procurement practices	4	4	8
Grievance mechanisms	4	4	8
Energy	4	4	8
Emissions	3	4	7
Products & Services	4	3	7
Fair communications	4	3	7
Diversity	3	4	7
Labor - management relations	4	3	7
Economic performance	4	3	7
Human rights	4	3	7
Effluents & Waste	3	4	7
Training & Education	4	3	7
Employment opportunities	3	3	6
Fair business	3	3	6
Market presence	3	3	6
Transport	2	3	5
Local communities	3	2	5
Environmental protection	3	2	5
Indirect economic benefits	3	2	5
Water	2	2	4
Biodiversity	1	2	3

Topics were evaluated on a scale from two to ten, whereby the features impact (impact of the topic on the organisation, or vice versa), and relevance (relevance of the topic to the organisation) could be allocated between one and five points. If an indicator received a combined score of impact and relevance of five points or less, stakeholders did not consider this to be material, i.e. unimportant.

If an indicator received a combined score of more than five, the indicator was deemed to be material, either important or crucial:

- Important: the combined score of impact and relevance is six or seven points.
- Crucial: the combined score of impact and relevance is eight points or more.

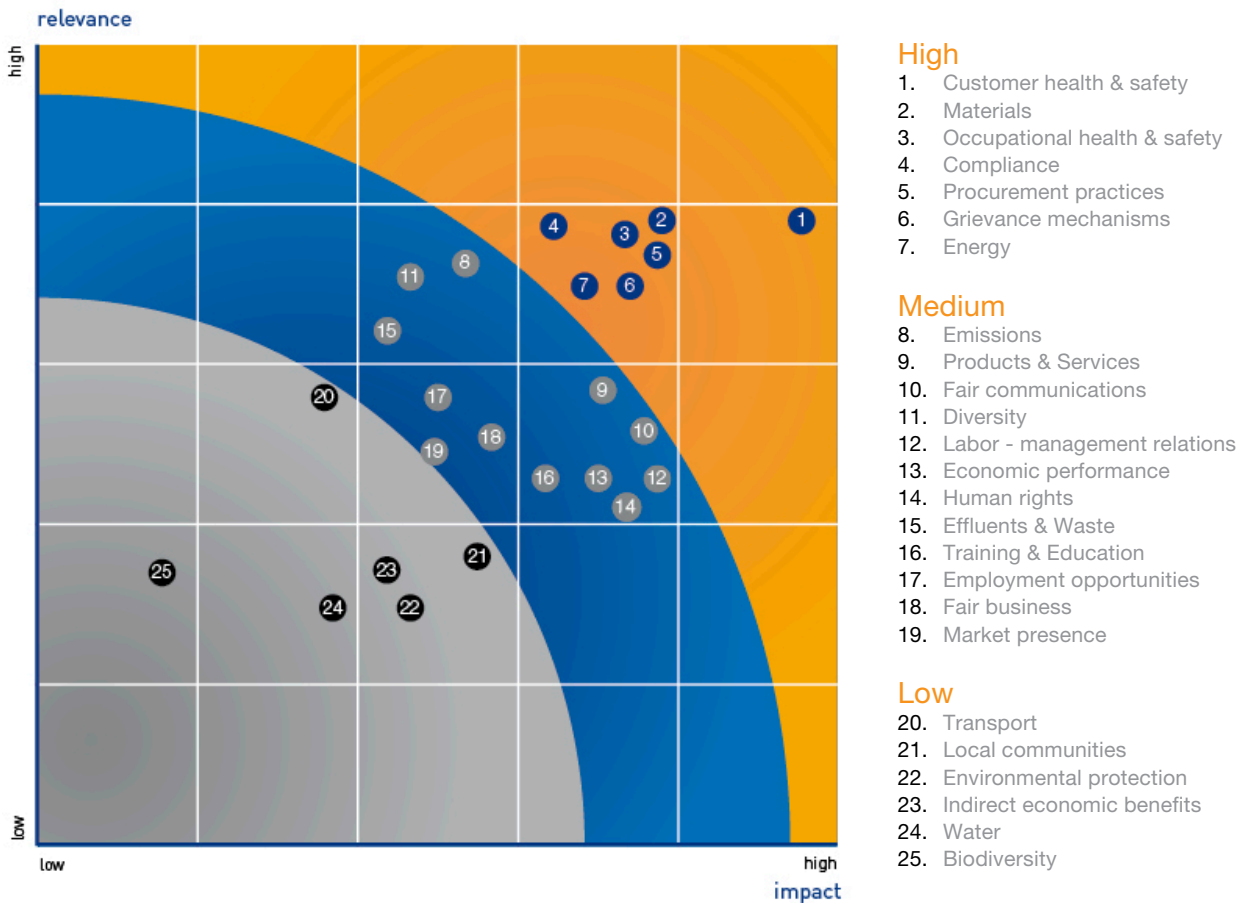
The annual report explains all topics with a combined weighting of seven or more. Topics with a weighting of six or more are reported in this CSR report. Topics that were not deemed to be material are only reported if the information is easily available. For each topic deemed to be material, whether crucial or important, the organisation will report on at least one indicator, according to GRI.



# Materiality matrix

The matrix, based on the materiality analysis, is included in the 2013 report and determines 50% of the materiality matrix, as revealed in the past three years. The importance that stakeholders attach to the topics accounts for the remaining 50% of the current materiality matrix. There were no significant developments in the (nature of the) organisation in 2016. This means there has been no cause to review material topics.

The aforementioned topics can be represented in the materiality matrix as follows:



## Scope

The report covers Beter Bed Holding as a whole with the exception of the activities in France and Sweden. Any deviations from this principle will be expressly pointed out. With regard to the relevance or impact of the material topics, no distinction is made between the business units given that the formulas are very similar to each other.

Beter Bed Holding is a trading company and does not manufacture anything. When selecting sustainable and other materials, the company relies heavily on its suppliers. Beter Bed Holding is therefore talking to its (strategic) suppliers in order to have (more of) an influence on making the raw materials used and in turn the products sold more sustainable. As to prevent abuse within the supply chain, the [supplier code of conduct](#) includes a provision that companies must observe human rights. Also when selecting service suppliers (e.g. waste management companies), the company ensures that sustainability forms a part of the service provision (e.g. processing waste sustainably and recycling).

# Stakeholders

# Consumers

**The trust of customers is of vital concern to the reputation and raison d'être of Beter Bed Holding. Customers should be able to trust that the products they buy are safe and that any advice and after-care is fair and accurate.**

## Customers' health and safety

The health and safety of the customers and employees of Beter Bed Holding's different retail formats are the key starting points for the company's policy and actions. 93% of the sold mattresses were tested for hazardous substances and certified in 2016. The objective is for all mattresses from strategic suppliers to be tested and certified by 2020.

## Customer satisfaction

The 'Imbedded customer interaction' customer feedback program was launched in 2016. Customers and visitors were given the opportunity to provide detailed feedback on their store and their experiences concerning the delivery. Nearly 7,000 people in the Benelux took the opportunity to post their feedback on the eKomi web site. Customers give the formats a score of 9 on a scale of 1 to 10. Both positive and more critical comments are used to improve the service and range.

More than 1,000 customers gave Matratzen Concord an average score of 4.6 out of 5 on the 'Trusted Shops' web site in Germany. The quality of the service at Matratzen Concord has been tested by TÜV Saarland in Germany. The inspection service asked consumers to rate the service. Matratzen Concord emerged as the best store in the bedroom furnishings retail sector with a score of 1.9 (GUT).

Beter Bed also once again succeeded in maintaining its service at a high level in the Netherlands in 2016. More than 98% of deliveries took place to the customer's satisfaction the first time. Packaging materials were collected after delivery and the old mattresses were also collected and recycled, for a small fee.

Beter Bed sets great store by honest communication in sales processes. Highly motivated and trained staff provide expert advice. Customers also highly appreciate the image of the stores, the price/quality ratio, the service and guarantees.

The higher the quality of advice, products and customer after-care, the smaller the chance of any complaints. Whenever a customer is not fully satisfied despite our best endeavours, they may make a complaint to the format's service desk (by phone, email or Facebook). Every complaint received by a Beter Bed Holding format is treated seriously. There have been no complaints about breach of privacy since Beter Bed Holding does not share confidential customer data with third parties without the customer's consent.

# Employees

**Honest and accurate advice from our employees to customers is key to customer satisfaction and the success of the business. Keeping the right employees at the company in the long term calls for a sound employment conditions policy.**

## Proud of our staff

The employees are the calling card of the company. They ensure a professional service not only in a pleasant shopping environment but also at deliveries and assembly of products.

Beter Bed has an outstanding relationship with its employees, not least demonstrated by its active Works Council.

Because local people are best placed to serve the local market, the company strives to fill management positions with local staff in every country.

## Quality of our staff

The commitment and quality of the employees largely determine the success of the company, with personal high-quality advice having a direct effect on the amount of revenue. Evaluation and performance interviews are carried out annually in order to ensure the quality of the employees. All the employees have these annual evaluation moments in order to assess whether there are still good working conditions and whether they are satisfied, and to explore potential development opportunities. The company began applying 360-degree assessments in 2016.

Training and education are provided on a systematic basis. The Beter Bed Academy was founded for this purpose in partnership with NCOI and the NCvB (National Consortium for Business Groups) in 2010. In 2014, 'on the job' training with electronic support (e-learning and e-training) was introduced in the Netherlands for staff in the stores and in logistics.

The last time employee satisfaction was surveyed at Beter Bed Netherlands was in 2014. The organisation will have employee satisfaction measured again by an external agency in 2017.

## Health and safety of employees

The company sets great store by the safety and health of all employees. The policy is aimed to (further) reduce work-related absenteeism by ensuring a safe and healthy working environment and intensive supervision of employees.

In view of the nature of the occupational risks, there is a special focus on the staff behind our logistic processes. This is why in 2016 we conducted another random survey of the distribution centres and cargo bays of our delivery trucks in the Netherlands for hazardous substances. Beter Bed Holding is pleased to report again, in line with its expectations, that no hazardous substances were found. Certain logistical activities are physically demanding. As employer, Beter Bed Holding takes its responsibility towards the health of its logistics employees by exerting to optimise the process and output of these employees. This means that workers in physically demanding logistics functions are accompanied timely to another function in- or outside of Beter Bed Holding, which requires less physical effort from the employee.

The company's absenteeism due to illness rate stood at 3.9% in 2016. A slight rise was seen in Germany and Austria, while the absenteeism rate fell in the Netherlands.

Sickness-related absenteeism	2016	2015	2014	2013	2012
Lost days	30,607	28,163	21,394	26,701	24,565
Sickness-related absenteeism	3.9%	3.7%	3.5%	3.6%	3.7%
Coverage ratio <sup>1</sup>	100%	98%	98%	97%	87%

<sup>1</sup> The coverage ratio relates to the percentage of employees for whom sickness-related absenteeism is reported in this CSR report. In 2015 and 2014 no data on sickness-related absenteeism in Belgium was available. Also, in 2015 the sickness-related absenteeism of the acquired BettenMax is not taken into account.

There are no work-related fatalities and special occupational diseases to be reported.

## Employment opportunities

Beter Bed Holding creates employment opportunities. Work is not merely a source of income, but a way for people to develop and contribute to society.

The group had 2,765 employees (FTE) as of 31 December 2016, compared to 2,513 employees (FTE) at year-end 2015.

The increase was attributable to the organic growth of the three reporting formats. On average Beter Bed Holding had 2,621 employees (FTE) during 2016 (2015: 2,427).

More information is provided in this CSR report on the number of employees in service on 31 December 2016, as well as the composition of the workforce on that date and staff turnover throughout the calendar year.

The employees in France and Sweden are not included in these key figures.

### Inflow and outflow

Staff turnover in 2016 was as follows:

Employee turnover <sup>1</sup>	1-1-2016	In		Out		31-12-2016
<i>by gender</i>						
Men	832	270	32%	174	21%	928
Women	2,276	562	25%	412	18%	2,426
<i>by age</i>						
Younger than 30	288	290	101%	166	58%	412
From 30 to 50	1,479	373	25%	325	22%	1,527
Older than 50	1,341	169	13%	95	7%	1,415
<i>by origin</i>						
Local	2,957	766	26%	553	19%	3,170
Foreign	151	66	44%	33	22%	184
<b>Total</b>	<b>3,108</b>	<b>832</b>	<b>27%</b>	<b>586</b>	<b>19%</b>	<b>3,354</b>

<sup>1</sup> Inflow and outflow refers to actual cases where an employee has joined or left the company. These are expressed as a percentage of the number of employees at the start of the year. Moves between categories within a specification (for example due to ageing or contract amendments) are not included. Staff on-call (in the Netherlands) are also not included in the number of employees.

The Beter Bed Holding annual report includes notes on the average number of FTE over the year under review and the number of FTE by the end of that year under review. In this CSR report, additional information is mainly provided on the number of employees.

In the year under review, 27% of staff were new employees and 19% of the workforce left the company. The notice period for employment contracts varies from country to country (in accordance with local legislation) and sometimes also depends on the employee's function.

Below are some cross-sections of the workforce at the end of the year under review.

### Employees by type of contract

Contract type	2016			2015		
	Men	Women	Total	Men	Women	Total
Full-time	564	325	889	480	291	771
Part-time	364	2,101	2,465	352	1,985	2,337
Employees - permanent contracts	669	1,856	2,525	619	1,828	2,447
Employees - temporary contracts	259	570	829	213	448	661
Temporary workers	<i>not reported</i>			<i>not reported</i>		
<b>Total</b>	<b>928</b>	<b>2,426</b>	<b>3,354</b>	<b>832</b>	<b>2,276</b>	<b>3,108</b>

### Employees by country

Country	2016			2015		
	Men	Women	Total	Men	Women	Total
Germany	371	1,743	2,114	357	1,665	2,022
The Netherlands	467	361	828	404	310	714
Austria	12	175	187	14	173	187
Switzerland	33	93	126	29	84	113
Spain	38	44	82	25	35	60
Belgium	7	10	17	3	9	12
<b>Total</b>	<b>928</b>	<b>2,426</b>	<b>3,354</b>	<b>832</b>	<b>2,276</b>	<b>3,108</b>

## Diversity

The company is convinced that a balanced composition of teams and management teams makes a positive contribution to its performance. Beter Bed Holding has signed the [D&I Company's Charter](#) (formerly Talent to the Top). This initiative is a code containing clear agreements and a public commitment to realising gender diversity at the top of the organisation.

### Diversity based on gender

The company stated in the last annual report that it will carry out additional activities aimed at increasing the number of women in management positions. The number of female managers increased by two and the number of male managers increased by three in 2016. The percentage of women in management positions has consequently risen from 24.8% to 25.4%.

Diversity	2016			2015		
	Men	Women	♀	Men	Women	♀
Supervisory Board	3	1	25.0%	3	1	25.0%
Management	100	34	25.4%	97	32	24.8%
Employees	825	2,391	74.3%	732	2,243	75.4%
<b>Total</b>	<b>928</b>	<b>2,426</b>	<b>72.3%</b>	832	2,276	73.2%

### Diversity based on age

Where possible, the company makes no distinction on the basis of age, which means that every employee given the same capabilities may enjoy the same opportunities regardless of age. The health and safety of employees comes first: certain logistics work is more physically-demanding and as a result the company does take age into account for these tasks. Employees in these logistics roles are guided in a timely manner towards another position within or outside of Beter Bed Holding, which is less physically-demanding on the employee.

Employees in age groups	2016	2015	2014
Younger than 30	412	288	237
From 30 to 50	1,527	1,479	1,500
Older than 50	1,415	1,341	1,236
<b>Total</b>	<b>3,354</b>	3,108	2,973

### Diversity based on origin

Beter Bed Holding does not discriminate on the basis of origin or ethnicity. As origin, religion and other such factors are not considered during recruitment, they are not recorded and are therefore not reported.



# Suppliers

**In the selection of suppliers, Beter Bed Holding is highly concerned with both the commercial and the ethical side of the relationship. The absolute precondition is that both the supplier and its suppliers adhere to all applicable laws and rules in their countries. The way of doing business must be compatible with the standards and values of Beter Bed Holding, which are based on the United Nations Global Compact Code.**

The strategic suppliers have been asked to sign the [code of conduct](#). The suppliers of all the formats of Beter Bed Holding have signed the code of conduct. All strategic suppliers are based in Europe. At least two suppliers are assessed annually to determine whether they comply with the supplier terms of Beter Bed Holding. These suppliers will also be asked to render account on the way in which they shape their CSR policy starting in 2017.

Stakeholders have stated that they expect large market parties such as Beter Bed Holding to play a proactive role in chain management and focus within it mainly on the materials used, or to be used (wood, iron, down and cotton). The next evident step on the way to a circular economy is that the hazardous substances in mattresses, in particular, need to be phased out. This point is raised in regular meetings with suppliers.

Beter Bed Holding attaches importance to the respectful treatment of animals.

The aim of deepening the relationship with strategic suppliers is to attain a better collaboration and in doing so to achieve the joint objectives in the field of sustainability. Controlling the chain will demand a joint effort on the part of the company and its suppliers.

# Government

## Legislation and regulations

Beter Bed Holding wants to do business successfully in an honest manner. This means neither corruption nor non-compliance with legislation and regulations will be tolerated, and there will be no attempts to influence government or treat competitors unfairly: 'Fair Business' in the materiality matrix.

Beter Bed Holding expressly follows the [OECD \(Organisation for Economic Cooperation and Development\) guidelines](#). The company is in this way anticipating forthcoming more stringent legislation and regulations in the field of CSR reporting. The guidelines obligate 'companies of importance to society' to be transparent about their non-financial performance relating to matters such as the strategy, the environment, working conditions, human rights, corruption and diversity at the executive level.

Continued compliance with legislation and regulations, which forms part of the company's everyday business, is also demonstrated by the fact that there were no fines or penalties imposed for non-compliance with legislation and regulations (including in the fields of environment, working conditions and product responsibility) in 2016.

## Fair contributions

The topic of tax evasion is and has been covered extensively in the media. The OECD also presented a series of measures in the autumn of 2015 aimed against 'Base Erosion and Profit Shifting' (BEPS). This was reason for Beter Bed Holding to formulate its tax policy more explicitly. This is founded on the principle that the organisation wants to pay a fair amount of tax in the countries in which it operates. The organisation also declares that it will not use any constructions to evade tax.

No contributions are made to political parties, politicians or related institutions; employees may not make any contributions from the funds, property or services of Beter Bed Holding to political parties or their representatives, nor may the organisation exert any pressure on employees to lend any political or financial support.

## Supervision and trust

Trust in products and advice is essential to Beter Bed Holding's raison d'être. Regular audits by government agencies and other bodies are drawn on to strengthen processes where possible.

The [Netherlands Food and Consumer Product Safety Authority \(NVWA\)](#) carries out product safety system inspections and audits at Beter Bed. The NVWA has confidence in the way Beter Bed has organised and implements its product safety process. The outcome of the system inspection and audit is that until the end of 2016, Beter Bed is only subject to limited supervision by the NVWA on these aspects. That is the highest mark of trust that the government can assign to an organisation in the area of product safety.

Beter Bed Holding seeks to act in an honest and ethical manner towards competitors. Company employees are not permitted to discredit any competitor or disadvantage them by illegal means. Beter Bed Holding does not abuse any position of authority or make any agreements, confidential or otherwise, with third parties that breach the competition regulations in force.

# Environment

## General

Reducing the environmental footprint is one of the spearheads of the CSR policy of Beter Bed Holding, encompassing a broad spectrum: energy savings, reducing CO<sub>2</sub> emissions, reducing the use of packaging material, using less environmentally harmful materials and promoting circular economy. This is in line with the ambitions formulated at the climate summit in Paris and the Ambition 2020 report of MVO Nederland (CSR Netherlands).

## The ecological footprint

The organisation has been aware for a considerable number of years that the environmental footprint of Beter Bed Holding contributes to global warming. Beter Bed Holding has already been working successfully for many years to reduce its environmental footprint. In 2016 energy audits have been successfully carried out on eight locations in the Netherlands.

Since 2012, the organisation has put forward proposals to improve performance in CSR. Some improvements proposed and implemented in an effort to save energy include:

- The central and timer-managed lighting.
- The management of energy meters to take specific location-based measures.
- The use of LED lighting in electronic signs at sites.
- The purchase of new lorries to the higher European standard (Euro 6).

Beter Bed Holding does not measure the direct effects of energy-saving projects or investments in energy-saving devices.

The trend in energy consumption over the past few years is as follows:

Energy consumption (TJ)	2016	2015	2014	2013	2012
Electricity	99	105	111	114	121
Natural gas	106	102	102	133	118
Oil fuel	25	24	25	30	29
<b>Total</b>	<b>230</b>	231	238	277	268

## Electricity

### Comparison with EU targets

The European Parliament has set the goal that 30% of energy should be generated from renewables by 2030. Matratzen Concord in Germany switched to green electricity in October 2015. As Germany accounts for almost 70% of the organisation's energy consumption, the target set by the European Parliament is comfortably achieved.

### Electricity consumption

Electricity consumption has been trending down for many years due to numerous energy-saving measures. Consumption totalled 27,415 megawatt hours (MWh), which represents 80% of the 34,208 MWh consumed in 2010. A major contribution to the savings is attributable to the remodelling of Beter Bed Netherland's stores in 2015. Energy-saving measures were put in place during the refurbishment, such as the fitting of timer switches in the stores and smart energy meters that can be centrally controlled. The organisation managed to reduce energy consumption by over 1,600 megawatts in the past year.

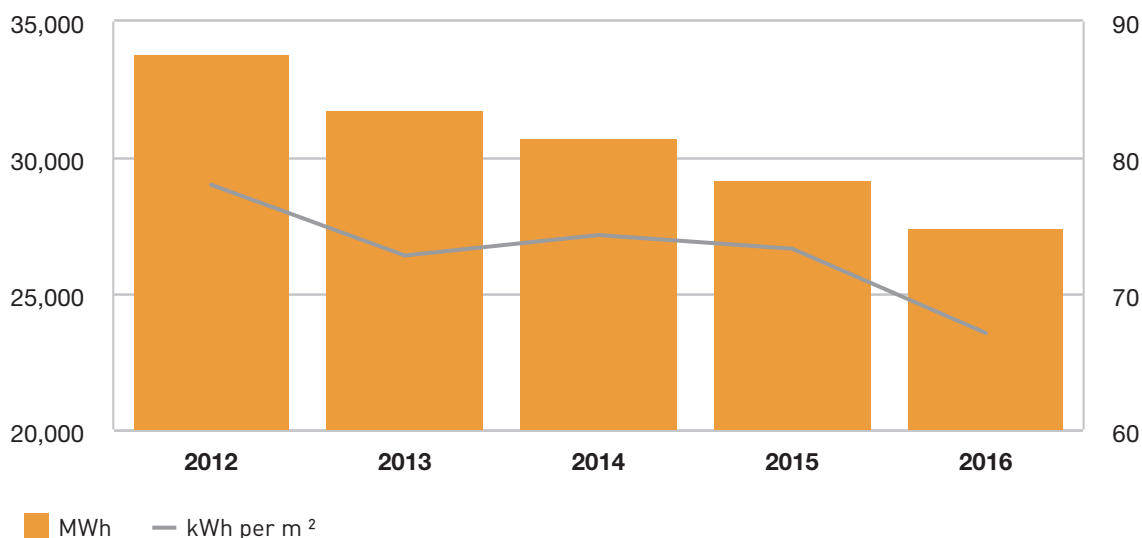
Electricity	2016	2015	2014	2013	2012
MWh	<b>27,415</b>	29,163	30,771	31,747	33,809
compared to 2010	<b>80%</b>	85%	90%	93%	99%

### Electricity energy intensity

Relative electricity consumption per m<sup>2</sup> floor surface is an important measure. Since 2010, electricity consumption per m<sup>2</sup> has been reduced by 23% from 87.5 kWh to 67.1 kWh.

Electricity	2016	2015	2014	2013	2012
kWh per m <sup>2</sup>	<b>67.1</b>	73.3	74.3	72.8	78.0
compared to 2010	<b>77%</b>	84%	85%	83%	89%

The above-mentioned can be represented as follows:



## Natural gas

### Natural gas consumption

Another relevant source of energy is natural gas, which is used to heat offices and stores. It has become clear in the past few years that natural gas consumption depends mainly on weather conditions and that the organisation can only influence changes in consumption to a limited extent. Gas consumption remained level in 2016 at 3.3 million m<sup>3</sup>, which represents 94% of consumption in 2010.

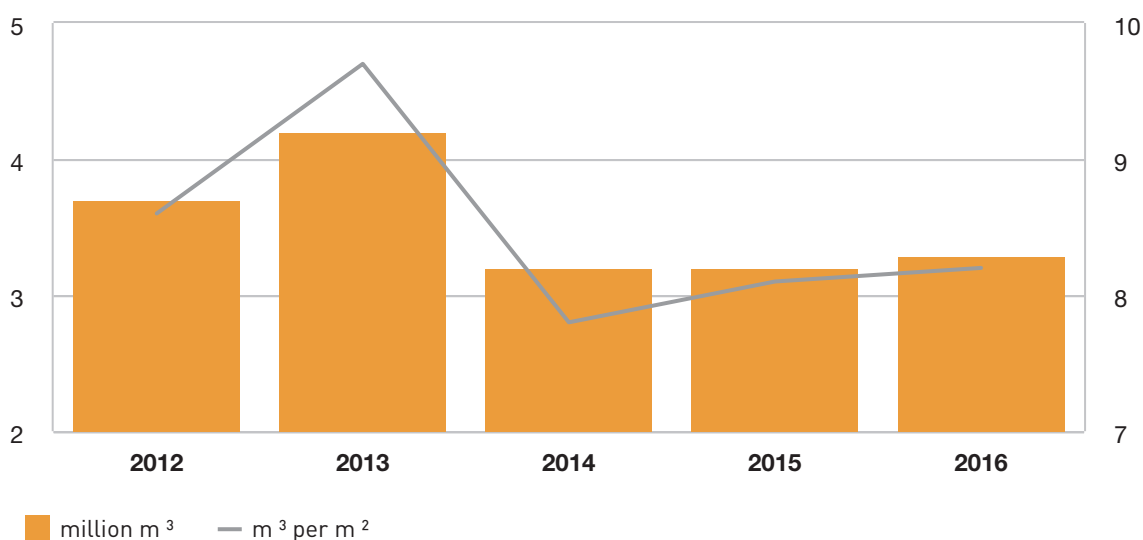
Natural gas	2016	2015	2014	2013	2012
million m <sup>3</sup>	3.3	3.2	3.2	4.2	3.7
compared to 2010	94%	91%	91%	119%	105%

### Natural gas energy intensity

More importantly, relative natural gas consumption per m<sup>2</sup> floor surface has been reduced by 10% to 8.2 m<sup>3</sup> since 2010.

Natural gas	2016	2015	2014	2013	2012
m <sup>3</sup> per m <sup>2</sup>	8.2	8.1	7.8	9.7	8.6
compared to 2010	90%	89%	86%	106%	95%

The above-mentioned can be represented as follows:



## Transport

Beter Bed Holding aims to keep the transport of goods and staff to a minimum, relative to turnover, in an effort to protect the environment. Fuel consumption is taken into consideration when choosing its lorries and company cars. In general newly acquired lorries have the highest Euro standard, now Euro 6.

Beter Bed Holding has a fleet of more than 76 lorries and vans in the Netherlands. Fuel consumption is stated as follows:

Fuel consumption (x 1,000 liters)	2016	2015	2014	2013	2012
Petrol	2	1	6	4	19
Diesel	1,212	1,138	1,129	1,104	1,184
<b>Total</b>	<b>1,214</b>	<b>1,139</b>	<b>1,135</b>	<b>1,108</b>	<b>1,203</b>

Newly-selected large goods vehicles are divided into Euro categories, which also stipulate the emission standards. In 2016 Beter Bed Holding's fleet was characterised as follows:

<b>Goods and delivery vehicles</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
Euro 6	<b>52%</b>	34%	18%	0%	n/a
Euro 5	<b>34%</b>	40%	46%	60%	n/a
EEV	<b>1%</b>	16%	23%	27%	n/a
Taken out of the fleet	<b>13%</b>	10%	13%	13%	n/a
<b>Total</b>	<b>100%</b>	100%	100%	100%	n/a

Air travel over the past few years has been registered as follows:

<b>Air travel (x 1,000 km)</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
Local	<b>95</b>	99	42	45	76
Continental	<b>210</b>	214	232	168	210
Intercontinental	<b>32</b>	12	9	13	24
<b>Total</b>	<b>337</b>	325	283	226	310

## Water

The availability of clean water is a growing concern within society. That is why Beter Bed Holding will reduce its water consumption as much as possible. Given the low consumption of water, the organisation will give priority to other areas.

Water usage is limited to typical usage in stores and the head office. In the Netherlands water is also used to wash lorries. The water used to wash vehicles in Uden is re-used. Beter Bed Holding uses only mains water and does not use water from any other sources.

## Biodiversity

Beter Bed Holding stores and offices are not located in or near nature reserves with a high degree of biodiversity. The company therefore does not report on this topic.

# The carbon footprint

## Relation to the climate summit in Paris

Beter Bed Holding has made reducing the CO<sub>2</sub> emissions per m<sup>2</sup> of sales floor surface a top priority since 2010 and as a result it has reduced its footprint by 20% over the past years. Beter Bed Holding aims to reduce greenhouse gas emissions by using energy sources necessary for its operations sparingly. Greenhouse gas emissions are calculated using indicators from the GHG Protocol; greenhouse gases are reported in kg of CO<sub>2</sub>.

As the tables with conversion factors from the GHG Protocol are only completed for CO<sub>2</sub>, the company has opted not to report on other greenhouse gases such as CH<sub>4</sub> and N<sub>2</sub>O.

## CO<sub>2</sub> emissions

CO<sub>2</sub> emissions totalled 14,361 tonnes in 2016; a decrease of 28.1% compared to 2015. This decrease was achieved primarily through efforts in the field of electricity. The primary contribution to this reduction was provided by Matratzen Concord which switched to green electricity in Germany in October 2015, resulting in a 95% decrease in CO<sub>2</sub> emissions in that country. Beter Bed The Netherlands, also made an important contribution towards achieving this result by reducing CO<sub>2</sub> emissions in the stores by 698 tonnes since 2014 due to the remodellings.

CO <sub>2</sub> emissions (tonnes)	2016	2015	2014	2013	2012
Natural gas	6,296	6,087	6,090	7,935	7,013
Fuel oil	1,766	1,638	1,703	2,055	2,007
Diesel	1,554	1,275	1,361	1,261	1,389
Electricity	3,013	9,153	11,741	12,066	12,731
Air travel	38	38	29	24	35
Commute travel	1,694	1,773	1,672	1,704	1,823
<b>Total</b>	<b>14,361</b>	19,964	22,596	25,045	24,998

CO <sub>2</sub> emissions (tonnes)	2016	2015	2014	2013	2012
Direct emissions (scope 1)	9,616	9,000	9,154	11,251	10,409
Indirect emissions (scope 2)	3,013	9,153	11,741	12,066	12,731
Other emissions (scope 3)	1,732	1,811	1,701	1,728	1,858
<b>Total</b>	<b>14,361</b>	19,964	22,596	25,045	24,998



### Scope 1: Direct emissions

The CO<sub>2</sub> emissions directly produced by Beter Bed Holding amount to 9,616 tonnes. This is approximately 67% of the total emissions. Direct emissions are primarily caused by heating buildings using natural gas.

Scope 1 (tonnes of CO <sub>2</sub> )	2016	2015	2014	2013	2012
Natural gas	6,296	6,087	6,090	7,935	7,013
Fuel oil	1,766	1,638	1,703	2,055	2,007
Diesel	1,554	1,275	1,361	1,261	1,389
<b>Total</b>	<b>9,616</b>	9,000	9,154	11,251	10,409

Some stores in Germany, Austria and Switzerland are heated using fuel oil. Data on fuel oil is only a rough estimate. This is due, on the one hand, to the fact that stores do not purchase fuel oil themselves, rather it is included in the rent. On the other hand, periodic consumption is difficult to measure as large tanks are filled with oil without the use of gauges. For the sake of completeness, it has been decided to report CO<sub>2</sub> emissions on the basis of estimated fuel oil consumption.

CO<sub>2</sub> emissions from diesel can be attributed to the delivery of goods in the Netherlands.

### Scope 2: Indirect emissions related to electricity

Indirect CO<sub>2</sub> emissions are emissions for which the organisation is responsible but which it does not produce itself. Scope 2 emissions refer to CO<sub>2</sub> emissions produced by electricity suppliers. Electricity consumption is responsible for 3,013 tonnes of CO<sub>2</sub>, which amounts to 21% of the total carbon footprint.

12% of the excessive decrease in CO<sub>2</sub> emission was caused by reduced energy consumption. 88% of the decrease was caused by the transition to sustainable energy in Germany.

Scope 2 (tonnes of CO <sub>2</sub> )	2016	2015	2014	2013	2012
Electricity	3,013	9,153	11,741	12,066	12,731

### Scope 3: Other indirect greenhouse gas emissions

Other indirect emissions are caused by staff transport. These are responsible for 1,732 tonnes of CO<sub>2</sub>, which is equal to 12% of the total carbon footprint.

Scope 3 (tonnes of CO <sub>2</sub> )	2016	2015	2014	2013	2012
Air travel	38	38	29	24	35
Commute travel	1,694	1,773	1,672	1,704	1,823
<b>Total</b>	<b>1,732</b>	1,811	1,701	1,728	1,858

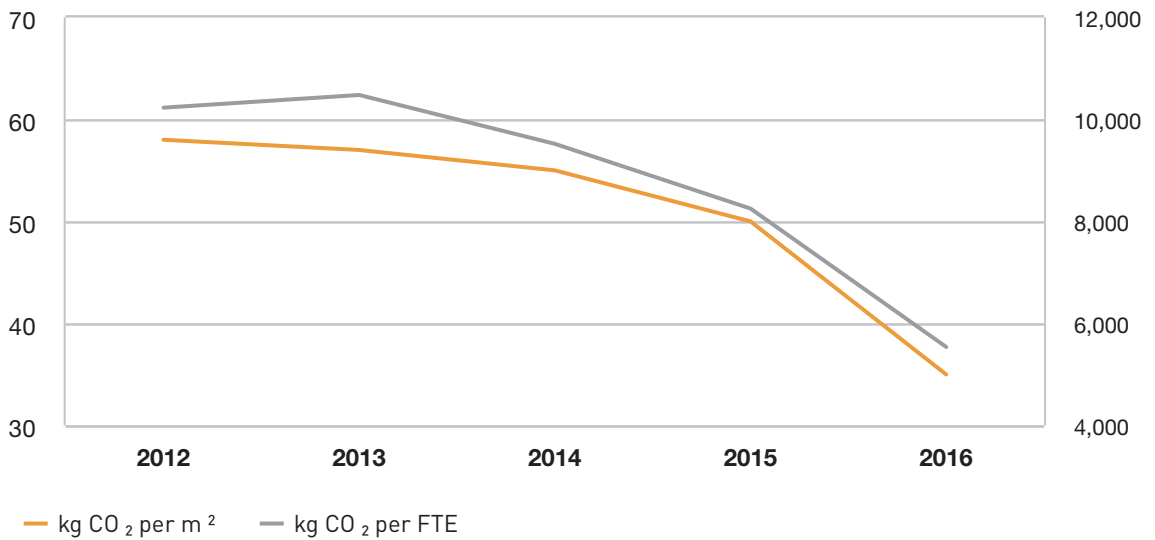
### CO<sub>2</sub> intensity

CO<sub>2</sub> emissions per FTE have fallen by 49% over the past five years, from 10,767 kg to 5,539 kg per FTE. The emissions per FTE are equal to 66% of the emissions of a Dutch household.

CO<sub>2</sub> emissions per m<sup>2</sup> of store floor surface has decreased by 44% since 2010, from 62 kg to 35 kg per m<sup>2</sup>.

CO <sub>2</sub> intensity	2016	2015	2014	2013	2012
Kg CO <sub>2</sub> per FTE	<b>5,539</b>	8,251	9,520	10,478	10,229
Kg CO <sub>2</sub> per m <sup>2</sup>	<b>35</b>	50	55	57	58

The aforementioned can be represented as follows:



# Materials and circular economy

## Vision for a circular economy

The circular economy is a topic that is high on the agenda of Beter Bed Holding. It is however also a topic on which success will not be readily achieved. Mattresses in the mainstream market are manufactured on the basis of chemical products and petroleum. Also, collection of mattresses takes place in a range of completely different ways locally and in each country. That makes it difficult for the organisation to make its mark on the return of mattresses and other bedroom furnishings.

The key step that needs to be taken is for the most hazardous raw materials to be phased out. Beter Bed Holding engages in a continual dialogue with its strategic suppliers to reduce the environmental impact of mattresses. In the period ahead, the organisation itself will clearly state which materials need to be replaced most urgently with environmentally friendly components.

The organisation wants to put more emphasis on an upcycling policy, which means that raw materials will be recycled as much as possible (ideally 100%), instead of giving mattresses a second life only once (for example in the shape of a judo mat). This is called downcycling.

While there is currently no upcycling yet, the number of applications for recycling used mattresses is still very limited, which means that a large part of the processing still takes place through incineration. In order to set up an innovation fund based on an eco-disposal fee for consumers, the sector (retailers and manufacturers) initiates various dialogues in order to learn from the tire sector, the glass sector and the home appliance sector. Beter Bed Holding is very closely involved in this endeavour in the Netherlands.

## Waste

The company attaches value to reducing its amount of waste and recycling where possible.

With the help of the new European guideline from December 2015, Beter Bed Holding strives, that in each country in which it operates an innovation fund will be set up by the industry (manufacturers and retailers) in order to promote research at the front of the chain, enabling to develop mattresses which are easier to disassemble and recycle (in terms of raw materials), whilst more research is promoted at the end of the chain in order to develop applications for reuse. This way a recycling policy could actually be applied.

The total amount of waste fell by 5% to 3,600 tonnes in 2016. The figures fit in with the trend whereby the amount of waste has been reduced by 39% since 2010. The objective to take back, separate and recycle packaging materials was also achieved in 2016. In order to make a better contribution to realising a circular economy, the company will remain in dialogue with its waste processors and suppliers with the aim of finding a solution that will enable used mattresses to be used in new products.

Waste (tonnes)	2016	2015	2014	2013	2012
Cardboard and paper	1,500	1,500	1,700	1,900	2,300
Other	2,100	2,300	3,000	2,500	2,900
<b>Total</b>	<b>3,600</b>	3,800	4,700	4,400	5,200

When it comes to the actual processing of waste, Beter Bed Holding is dependent on its service providers. In procuring waste management services, a guarantee is sought to ensure the proportion of waste recycled is as high as possible. Beter Bed Holding has set itself a target of achieving a recycling rate of 75% in 2016. The percentage of recycled waste has risen slightly. Yet without targeted action by the waste industry, it does not seem that this target will be achieved in the short term. Based on discussions with waste management companies, it appears that they are not able to monitor waste streams for individual customers. Accordingly, the figure reported to Beter Bed Holding by the waste management company is the recycling percentage of the whole waste management company. Beter Bed Holding therefore considers the recycling rates to have little value. The CSR steering group will propose how it can report on waste in a meaningful manner in the future.

## Application of the precautionary principle

Substances that are not permitted according to European standards and regulations may not be used in products sold by Beter Bed Holding. If and when it is determined that a substance does not comply with European standards and regulations, suppliers must discontinue its usage. In such cases, the organisation will discuss with the supplier what joint action can be taken to find better alternatives. Suppliers must conform to the REACH regulations in manufacturing their goods. One characteristic of REACH is that if an event takes place or will take place while there is strong evidence suggesting this event will have severe effects on the environment, measures must be taken, despite scientific uncertainty.

## Other information

# Progress in CSR

## History

Corporate social responsibility is inherent in the DNA of Beter Bed Holding. Since 2010, this responsibility has been increasingly made more explicit by incorporating it into the vision and subsequently reporting on performance in this area. The company attempts to progress in the area of CSR every year.

In **2010** the vision for corporate social responsibility was launched: 'In every country in which we operate, we intend to become the market leader in the 'value-for-money' segment in the bed and mattress market, in a socially responsible manner.' The CSR principles are defined in more detail in the [general code of conduct](#) and are reflected in the company's culture (standards and values as well as conduct) that form the basis for the way Beter Bed Holding does business.

Beter Bed Holding reported on CSR extensively for the first time in **2011**, in accordance with the GRI's G3 guidelines.

The company committed to the UN Global Compact Code in **2012**. The ten principles contained therein are seamlessly incorporated into the code of conduct at Beter Bed Holding. Moreover, the company has set itself targets for the medium term.

The CSR report was modified in line with the fourth generation of the GRI guidelines in **2013**. This especially affected the detailed report that is published in addition to the annual report (then: GRI index). In 2013, Beter Bed Holding also started to define visions for the wide range of topics under CSR. The first step towards improving prioritisation was also taken in the form of a materiality study in the sector.

In **2014**, the organisation actively pursued dialogue with its stakeholders.

In **2015** Beter Bed Holding has set up the CSR steering group which is actively involved in CSR issues and CSR objectives. The tax policy has been explicitly formulated likewise.

In **2016** new medium-term objectives have been presented: quantitative objectives, qualitative objectives, *good housekeeping*. It has also been decided to manage the topics design for recycling and sustainable chain management more intensively. Following the stakeholders' desire to take more responsibility in the chain, it was decided to take the testing of sold products more and more into our own hands. Therefore the organisation has concluded a contract with TÜV/LGA.

## Outlook

The company will actively enter into a dialogue with stakeholders in the Netherlands and Germany in 2017. The dialogue will be conducted in small teams again, so that participants will all be heard.

The organisation will have a leading role in increasing the possibilities of a circular economy in the bed sector. For example, in cooperation with TNO Beter Bed Holding is actively investigating how to develop bed systems in the medium term based on a leasing concept by a monthly compensation to be paid by the customer.

# GRI Index

The GRI Index with references to the standard information and the specific information is only available online.

## Conclusion by the external expert

### Reporting guidelines

In this report, Beter Bed Holding is reporting for the sixth time on its activities and progress in the field of Corporate Social Responsibility (CSR) in accordance with the guidelines of the Global Reporting Initiative (GRI). In the stakeholder dialogue, the report was found to be largely compliant with the G4 guidelines.

Detailed information is reported in this CSR report. The digital version of the CSR report also contains a GRI Index as well as a list of the definitions applied. The codes of conduct of Beter Bed Holding are available on the web site [www.beterbedholding.com](http://www.beterbedholding.com).

### Scope and framework of the report

In this report on the calendar year 2016 Beter Bed Holding reports on all formats in all countries with the exception of France and Sweden.

### Consistency in reporting process

The figures presented in this report have been derived on the basis of consistent definitions and are therefore comparable to those of prior years. These definitions are included in the CSR report.

The information from the formats is provided by a fixed team of employees. This stability has led to swifter and better reporting. MVOplossingen is very pleased that all reporting staff, with the exception of Spain, have been included in the CSR steering group. This will not only improve the quality of regular reporting, but also provide more information on developments at the formats.

### Strengths

- In this annual report, the policy and the developments are related to important trends in CSR, such as the climate conference in Paris and the 'Rapport Ambitie 2020' (Ambition Report 2020) from MVO Nederland (CSR Netherlands).
- Customer satisfaction is not only measured, but also made transparent on external web sites.

## Steps to be taken

- Beter Bed Holding will apply the latest GRI standards on CSR in its reporting in 2017.
- The decision to enter into an active dialogue with stakeholders in 2017 shows clearly that the CSR policy is firmly embedded in the organisation.

MVOplossingen believes that the report of Beter Bed Holding presents a good and accurate picture of its business operation with respect to CSR. The CSR report with GRI Index features a high level of detail and transparency, enabling stakeholders to conduct a meaningful dialogue with the company.

Arnhem, the Netherlands, 16 March 2017

Menno Kuiper,  
Specialist on communications on CSR in annual reports of the consultancy firm MVOplossingen



# Definitions

Key terms	Definition
Anti-corruption	Actions and measures to combat corruption. According to <a href="http://www.corruptie.org">www.corruptie.org</a> corruption is defined as the misuse of entrusted power for private gain.
Aspect	Subject from the GRI guidelines. Aspects may be composed of several indicators.
CO <sub>2</sub> emissions	The emission of greenhouse gases as a result of the burning of fossil fuels.
CORE	Standard application level of G4, whereby at least one indicator of all material aspects is reported.
COMPREHENSIVE	Extended application level of G4, whereby all indicators of all material aspects are reported.
Diversity	Describes the composition of personnel, management and the governance bodies subdivided into employee categories on the basis of gender, age group and minorities.
Emissions	Emissions of greenhouse gases.
GHG protocol	The <a href="#">Greenhouse Gas Protocol</a> is a means of quantifying and managing greenhouse gas emissions.
GRI	The <a href="#">Global Reporting Initiative</a> is the organisation that issues the global guideline for reporting on Corporate Social Responsibility.
G4	G4 is the fourth generation of the <a href="#">GRI guidelines</a> that was published in 2013.
Impact	The degree to which according to specialists and generally accepted guidelines an aspect affects economic, environmental and social issues.
Indicator	Part of the GRI guideline on which reporting can be made in a defined way.
Material aspects	Material aspects are issues for which the combination of impact and relevance is so great that the company decides to report on them.
NGO	Non-governmental organisation, an organisation that is independent of the government and focuses on issues of public interest in one way or another.
Relevance	The extent to which stakeholders attach importance to an aspect in their assessments and decisions.
Stakeholders	Organisations or groups of people that can reasonably be expected to experience significant effect from the activities and products of Beter Bed Holding. Stakeholders include employees, shareholders, suppliers, the government and NGO's. A summary of the stakeholders of the organisation is available in the section <a href="#">Stakeholder dialogue</a> .
Training & Education	Relates to: a) all occupational training and instructions; b) educational leave for employees paid for by the company; c) external training courses and education paid for wholly or partially by the company.

This CSR report is published by

**Beter Bed Holding N.V.**

Linie 27  
5405 AR Uden  
The Netherlands

P.O. Box 716  
5400 AS Uden  
The Netherlands

T: +31 413 338 819  
E: [bbholding@beterbed.nl](mailto:bbholding@beterbed.nl)  
W: [www.beterbedholding.com](http://www.beterbedholding.com)  
W: <http://mvo.annualreportbeterbedholding.com>

## Copy

Beter Bed Holding N.V., Uden, The Netherlands

## Design and layout

Monter, Amsterdam, The Netherlands

## Production and coordination

Tangelo Software BV, Zeist, The Netherlands

MVOplossingen, Arnhem, The Netherlands

## Report

Period: 2016 calendar year  
CSR report publication date: May 2017  
Publication date of previous CSR report: May 2016