



**Building a sustainable pathway to the future**

# **SUSTAINABILITY AND CSR REPORT**



**Roularta  
Media Group** 

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## 1. Foreword

In 2014 Roularta Media Group celebrated its 60th birthday. From a small workplace we have grown into a multi-media company with a wide diversity of working areas, products and interests. An enterprise that is also flexible and open to adaptation and change.

In these 60 years a great deal has changed, both technically/technologically and in the wider world around us. Consciously therefore we not only focus on the financial aspects, on customers, suppliers and the like, but also keep our finger on the pulse of society. Acceptance of social responsibility is becoming increasingly important for companies that want to stand out from the crowd.

Although not everyone is convinced, the climate seems to be changing. More and more companies are giving serious thought to the carbon footprint of both their own organization and their products and services. RMG has for years attached paramount importance to eco-efficient production and to the environmental aspects of its business. **Sustainability is simply the way we do business.** In every activity and every project, we seek to operate as sustainably as possible.

But our 'human capital' too is taking on an ever more central role. A growing group of people are not just looking for a job: they want to be able to identify with the values of the company they work for. For this reason the way a company treats its employees can make a real difference: for a company to sparkle, it needs motivated if not passionate employees.

In today's globalized and empowered world, critical consumers are increasingly sharing their experiences via the social media. Shareholders today look not just at a company's financial situation: a strong story and flawless reputation are becoming just as important. Employees want to 'feel good' at work.

This makes good communication with all the above stakeholders on what we are doing and what we have achieved in Corporate Social Responsibility (CSR) a must in today's competitive market.

Communicating is something we do par excellence with this **second sustainability report**.

In it we concentrate on our main efforts since 2011: first on the continuation of the efforts included in our first sustainability report, and then lots of new initiatives. After a short presentation of our company, we outline our business model and then look more closely at the CSR activity that is woven into all aspects of our business.

Happy reading and welcome to our sustainable business!

**Rik De Nolf**  
*CEO Roularta Media Group*

If you have questions or comments on this report or on our sustainability policy, please contact us via [info@roularta.be](mailto:info@roularta.be). In this way we can work together for sustainable growth. For questions on financial aspects or other matters we recommend that you consult our annual report. You will find it on the website [www.roularta.be](http://www.roularta.be).



## 2. Highlights

### 2011

- First annual West Flanders Sustainable Business Charter (WCDO) certificate (4.2.1)
- Lithoman 72/2 printing press brought into service (6.2.2)
- Lifestyle magazine Steps is also printed on 100% recycled glossy magazine paper (also FSC) – weekly magazines are printed exclusively on PEFC paper (6.3.3)
- I Kyoto 2011: 119 employees saved in a few weeks over 12 tonnes of CO<sub>2</sub> (6.4.4.1)



### 2012

- Annual WCDO certificate (4.2.1)
- January: Primera saddle stitcher comes into operation (6.2.2)
- November: new loading and unloading bays (6.2.3)
- Expansion of QTMS production monitoring system to energy-monitoring per print order (6.3.1.1)
- Obtaining, as a pioneer in its industry, the first CO<sub>2</sub> footprint certificate, based on the ClimateCalc calculator (6.4.5)




### 2013

- May 2013: new 20-year environmental permit for Roeselare headquarters (6.2.1)
- New waste park (6.2.3)
- Start of PMD sorting and collection (6.4.1.2)
- Commissioning of new chemistry lab with leak-proof piste (6.4.2 + 6.5.1)



### 2014

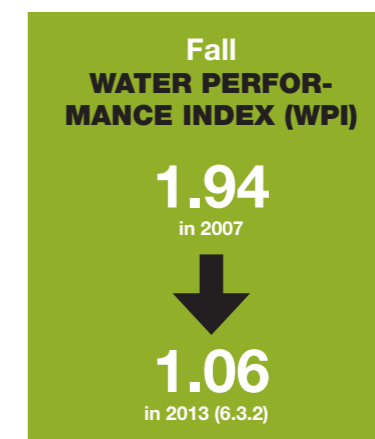
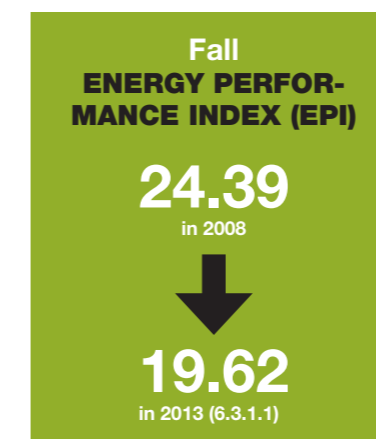
- 60 years of RMG 
- Completion of the Flemish Government's 'Energy' Audit Covenant (6.3.1.1)
- Participation in the Province of West Flanders' 'The Test Caravan is coming' project: 101 employees commute 30,000 miles sustainably together, saving 4 tonnes of CO<sub>2</sub> (6.4.4.1)
- Preparation and dissemination of a 'Journalism Code' (7.3)



News gathering is means coming into contact with a wide range of risks. Occasionally something goes wrong. When disaster strikes, we are powerless.

With this 'handbook' we share with you some tips and advice to prevent work-related discomfort, illness or accidents.

### Strong energy and water performance in recent years:



### 3. Roularta Media Group NV

In this chapter we briefly present Roularta Media Group (RMG) to you. For further details and complete information, we refer to our 2013 Annual Report.

#### 3.1 General mission

Roularta Media Group (RMG) sets out as a multimedia company to create value for its readers, surfers, viewers, listeners, advertising customers, employees and shareholders. In the process RMG strives for sustainable and socially responsible management, that is good for people, the environment and the economy.

#### 3.2 Our activities

Roularta in Belgium plays a dynamic, leading role in various media channels: we publish and print news and niche magazines, as well as free newspapers and magazines. But we are also active, for example, in audiovisual media and in digital publishing.

A selection from our very diverse offering:

- free newspapers and magazines (De Streekkrant/De Weekkrant, Steps City Magazine, De Zondag)
- Krant van West-Vlaanderen (a weekly regional newspaper)
- various magazines (Knack, Trends, Le Vif/L'Express, Sport/Voetbalmagazine, Bodytalk, Ik ga Bouwen & Renoveren, Beter bouwen & verbouwen, Nest, Royals, Plus Magazine, ...)
- specialist magazines and newsletters (Inside Beleggen, medical journals, ...)
- television (2BE, JIM, VTM, Vitaya, regional TV Focus/WTV, Kanaal Z/Canal Z, Stievie, ...)
- radio (Q-Music, JOE fm)
- new sites (Vlan.be, Knack.be, Levif.be, Trends.be, KW.be, ...)

In France, RMG via Groupe Express-Roularta (GER) publishes the weekly news magazine L'Express and the magazine Point de Vue. GER is also specialized in publishing various business, culture and lifestyle magazines. Lexpress.fr is one of the country's most important news websites. GER also organizes fairs and events. In all it accounts for 30% of total Roularta turnover.

In a joint venture with the French group Bayard, Roularta publishes senior citizens' magazines in Belgium, the Netherlands and Germany. In Germany the two groups together also publish parents' and children's and homes and gardens magazines. Roularta publishes city magazines not only in Belgium, but also in France, Slovenia and Serbia.

In addition to strong (print and audiovisual) brands, RMG offers ancillary products like CDs, books, DVDs and other multimedia plus products. Since 2011 RMG has also been active in the field of exhibitions in Belgium. We also organize prestigious events, in line with our brands, like 'Manager of the Year', 'Trends Gazelles' and 'CFO of the Year'. Such activities enable us to reach new customers and broaden our offering to readers and to advertisers alike.

Finally we continue to innovate technology-wise in the rapidly evolving media world.

#### BELGIUM



#### FRANCE



#### THE NETHERLANDS / GERMANY



#### SLOVENIA / SERBIA



#### WEBSITES





### 3.3 Governance

Roularta Media Group is a public limited company under Belgian law. As such it has a General Meeting of Shareholders and a Board of Directors. The Board of Directors are two specific committees: the Audit Committee and the Appointments and Remuneration Committee.

The executive management of the group consists of the Executive Committee (CEO, CFO and COO) supplemented with the Management Team Belgium and the Management Team France.

The strategic objectives are determined by the Board of Directors of Roularta Media Group. These are clearly communicated to the group executive management.

#### BOARD OF DIRECTORS RMG BELGIUM



**1 Baron Hugo Vandamme**  
Permanent Representative of HRV NV | Non-Executive Director | Chairman of the Board (2014) | Chairman of the Appointments and Remuneration Committee

**2 Rik De Nolf** Permanent Representative of Publigrاف NV | Executive Director | Managing Director (2014)

**3 Joris Claeys** Permanent Representative of De Meiboom NV | Non-Executive Director (2014)



**4 Lieve Claeys** Permanent Representative of Fraka-Wilo NV | Executive Director (2016)

**5 Caroline De Nolf** Permanent Representative of Verana NV | Non-Executive Director (2016)

**6 Francis De Nolf** Permanent Representative of Alauda NV | Executive Director (2015)



**7 Carel Bickers**  
Permanent Representative of Carolus Panifex Holding BV | Independent Director (2014) | Chairman of the Audit Committee | Member of the Appointments and Remuneration Committee

**8 Koen Dejonckheere**  
Independent Director

**9 Marc Verhamme** Permanent Representative of Buttereij Pur Natur NV (formerly Pur Vie NV) | Independent Director (2014) | Member of the Audit Committee, Member of the Appointments and Remuneration Committee

#### EXECUTIVE MANAGEMENT COMMITTEE



**1 Rik De Nolf** CEO  
**2 Xavier Bouckaert** COO  
**3 Jan Staelens** CFO

#### MANAGEMENT TEAM RMG BELGIUM



**1 Rik De Nolf** Chairman **2 Philippe Belpaire** Director National Advertising **3 Xavier Bouckaert** Director Magazines  
**4 Eddy Brouckaert** Director Newspapers **5 Jan Cattrysse** Director Administration **6 Erwin Danis** Director Premedia  
**7 Katrien De Nolf** Director Human Resources **8 William De Nolf** Director New Media **9 Hugues De Waele** Director Foreign Media  
**10 William Metsu** Director Printing **11 Jan Staelens** Financial Director **12 Willem Vandenameele** Director IT  
**13 Sophie Van Iseghem** Secretary-General **14 Luk Wynants** Director Free Press

## 4. Our CSR strategy

Roularta Media Group attaches paramount importance to honesty, customer service and commitment, and aims for a high level of socially responsible entrepreneurship.

Within Corporate Social Responsibility (CSR), considerable attention is paid to sustainability, prevention, safety, and ecological and/or eco-efficient production. The dictionary tells us that something is sustainable if it does not wear and has a long life. If we translate this into everyday life, it means living and working in such a way that we do not negatively affect the well-being of future generations. In this way we provide a good life now, and build a better and more secure future for our children and grandchildren.

Specifically, there are three major pillars:



### 4.1 Profit

When it comes to Profit, Roularta Media Group starts in September with the annual budget exercise. This approach results in a profit plan for the coming year. At monthly follow-up meetings, the figures of the various business units are checked against the expected results.

As a listed company, the six-month interim results are communicated each time to the outside world. The detailed financial statements can be examined in the annual report.

### 4.2 People and Planet

#### 4.2.1 West Flanders Sustainable Business Charter



For years Roularta Media Group has worked to safeguard and promote the well-being of people and the environment. We recently had the opportunity to express these efforts more clearly by signing the West Flanders Sustainable Business Charter. By signing this charter, the company commits to working proactively on six policy principles and ten topics, each with concrete actions linked to it, involving both environmental aspects and human factors.

A team of independent (external) experts audits the performance and contributes to constructive thinking on points of attention and options for improvement.

**In 2011 and 2012, Roularta Media Group was awarded the annual West Flanders Sustainable Business Charter certificate.**

This charter is an initiative of the Provincial Development Company (POM) of West Flanders, VOKA West Flanders and Bureau Veritas Certification. It is a care system that has been developed in consultation with businesses and is supported by the Flemish government and the Province of West Flanders.

This West Flanders Sustainable Business Charter serves as a tool for structuring the group's Corporate Social Responsibility (CSR) policy and for striving for the continuous optimization of environmental, social and economic performance.



► Letter from Ms. Martine Fournier, Member of the Flemish Parliament



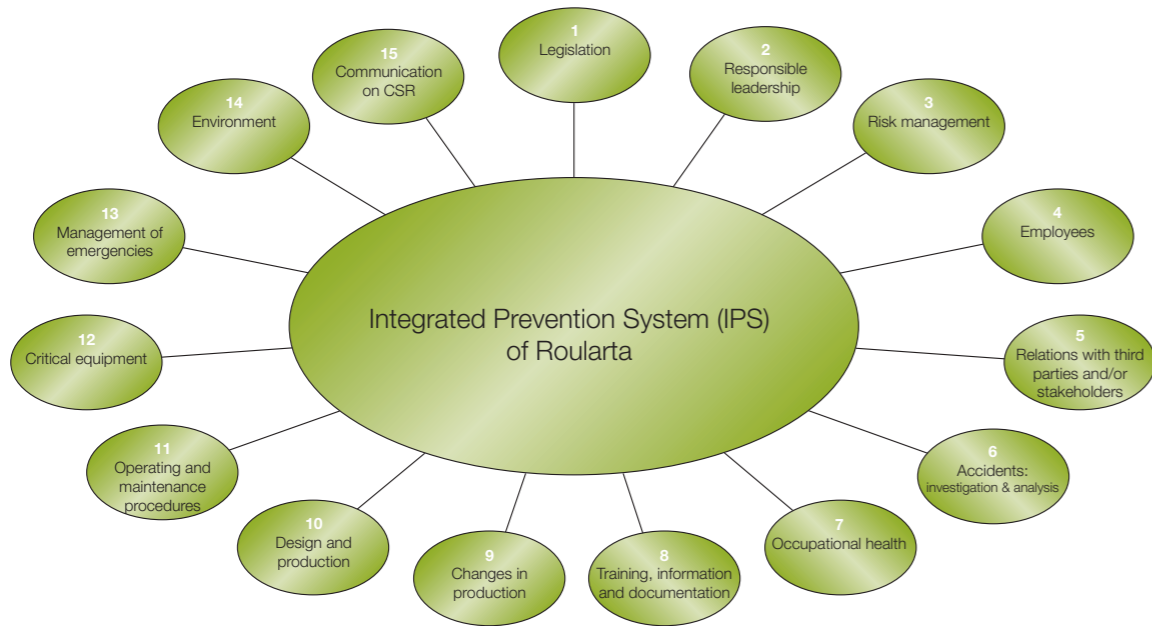
► Presentation of the 2012 annual certificate

Pictured from L to R: Philippe Tavernier (POM) – William Metsu (Director Roularta Printing) – Marleen Titeca-Decraene (Provincial Council member, Province of West Flanders) – Bart Vansenenant (VOKA)

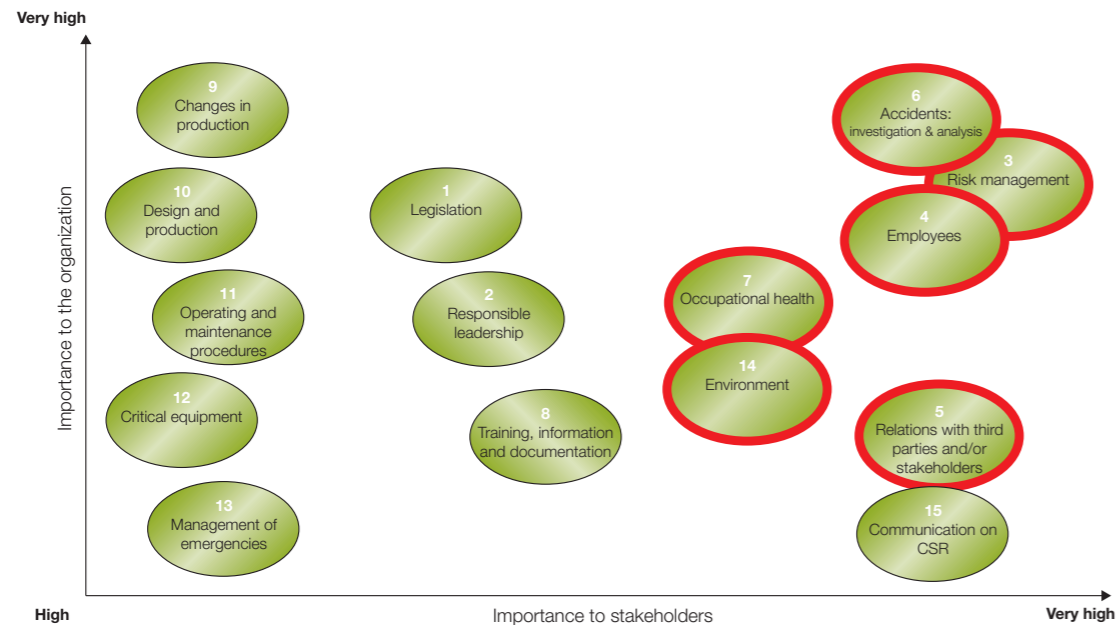


4.2.2 The Integrated Prevention System (IPS) of Roularta Media Group

But we want to go one step further. To maintain and secure our focus on People and Planet, Roularta Media Group has developed an 'Integrated Prevention System' (IPS). This IPS maps out all facets of sustainability, to ensure that we monitor the safety, health and general well-being of people, the environment and society. In the figure below you will find our IPS with its 15 main paths. Step by step, they will be explained further on in this report.



For each of the 15 main paths we attempt to set out below their importance to the organization on the one hand and to stakeholders on the other. Our different stakeholders are listed in Chapter 5.



From this we can derive a number of priorities. The sections circled in red receive the most attention further in this report.

5. Stakeholders



We cannot achieve anything without good cooperation with all stakeholders. Each in their own way is impacted by our activities or products, or involved in developing them. For us they are all of equal importance.

Who our stakeholders are and how they relate to each other, is shown in the figure below.



(neighbours, financial partners, suppliers, shareholders, professional associations, employees, friendly competitors, government, society, unions, customers, readers, viewers, surfers, listeners)

► Stakeholders Roularta Media Group



The sustainability report is distributed to all stakeholders and interested parties. The report can be easily consulted in all languages (Du, Fr, Eng) on our website.

In any case, everyone is kept up-to-date on developments at Roularta Media Group through the distribution of press releases. There are also many personal contacts.

“ Top quality printing and tight order tracking, but also our concern for human relationships. ”  
 (William Metsu, Director Roularta Printing, on the strengths of Roularta)

Examples of communication with stakeholders:

- **Communication with Employees:** Communication with employees is continuous and takes various forms. With our employees being our key strength, we have devoted a separate chapter (7) to them in this report, in which we pay a lot of attention to communication.
- **Communication with Shareholders** General meetings are held in May and November and in December every year.



• **Communication with Customers**

As a media company we have various channels through which we can reach customers and enter into dialogue. Maintaining contact with clients and potential clients, as well as readers, viewers, surfers and others, is a responsibility of all divisions. Salespersons, for example, make personal visits to (potential and existing) customers. There are also informal meetings with customers. Our website is also a channel where lots of information can be found and exchanged.

• **Communication with Neighbours and the City of Roeselare**

In 2006, with the expansion of the printing works, we initiated consultation with representatives of the local district committee and delegates of the city of Roeselare. We are keen to consult at regular intervals in a positive atmosphere, and be in contact with each other as and when necessary. Each consultation meeting includes an update on our activities, illustrated as far as possible with a tour of our premises. Information is given on new machines, safety and emergency procedures, environmental efforts, noise reduction and the like. Questions from the local residents are answered, any complaints or inconvenience are examined further and addressed. In an open atmosphere and with good rapport we also discuss those aspects which fall under the responsibility of the city of Roeselare. The mutual respect and trust between the parties is very deep.

• **Communication with and involvement of third parties**

A certain number of activities are outsourced (subcontractor, contractor, etc.). Through outsourcing (technical) interventions to these third parties, we lose a degree of control over the work. But here too we want to maintain our objectives and our focus on safety, health and environment, and to ensure that the work is carried out in a way concordant with internal agreements and policies. In our organization, an internal employee is always responsible for the contractor's performance. Increasingly we strive to work with companies that pursue responsibility policies that match our own goals. For this reason a VCA (Contractors Safety Certificate) is a plus.

## 6. How we operate: sustainability in various aspects

In this chapter we focus on the production activity proper. Roularta Media Group has for years sought to apply the best available technologies in its production processes. The various eco-investment measures are concentrated primarily in the printing environment at our Roeselare headquarters. We try to extend the same philosophy to our various other plants and offices, even if the measures and results are of a different order.

### 6.1 Introduction: our production process

Below we outline broadly our concrete production process.

On the headings below we have no direct control, but we can exercise INFLUENCE.	On the headings in red we have DIRECT CONTROL.		On the headings below we have no direct control, but we have INFLUENCE.
Raw materials (ink, paper, ...)	Product design (prepress, radio or TV programme design ...)	Production and finishing (printwork, radio or TV broadcast, ...)	Shop and/or customer: reader, viewer, surfer, listener
Manufacturers and installers (printing presses, computers, ...)			
The wider environment and world: events, news			

Since we as a company can exert direct control only on product design and on production and finishing, we shall concentrate primarily in this sustainability report on how the 15 main paths of our IPS impact these areas.

For the items over which we have no direct control, we will examine our 15 focal points as far as it is possible (for example in the choice of certain raw materials and constructions).

**We can broadly outline the production process as follows:**

**Product design:**

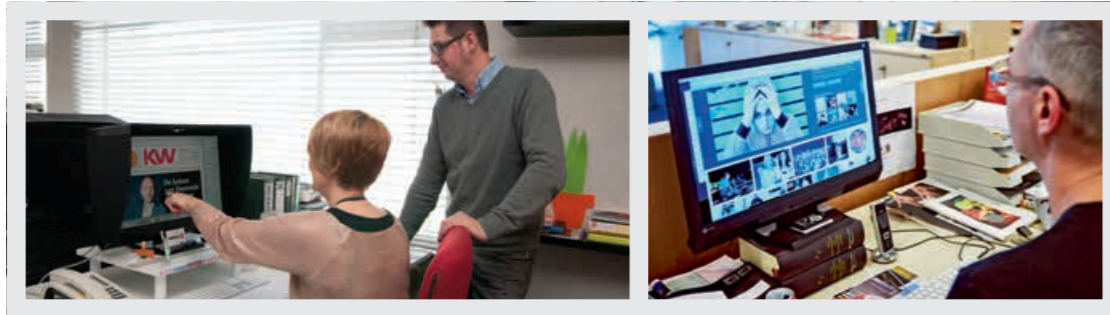
**1. Initial contacts**

We strive for sustainable and honest relationships with our customers. Clear agreements on price, speed and quality are also essential. For smooth work scheduling, good collaboration between colleagues from different departments is very important.

**2. Prepress**

Before printing can start, our employees provide efficient design and layout. In so doing we take into account not only the wishes of customers, but also our own internal capabilities and agreements. A good designer tries to maximize the return on paper. You can compare this to a tailor who arranges the different parts of his pattern like a jigsaw puzzle on his precious fabrics. Nowadays as much as possible is done with computers. In this way the waste remains limited. Proofs (blueprints and full colour) are presented digitally to customers for approval.

A browser application allows them to give their approval or make comments. This has sharply reduced the number of physical galley proofs, and enabled us to terminate the courier service to customers. The end result of the prepress department is a printing plate.



## Production and finishing:

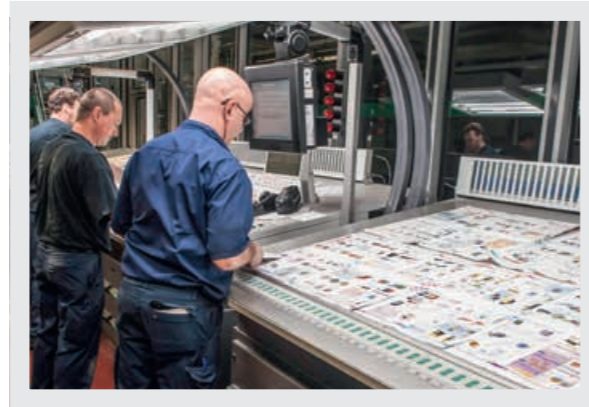
### 1. Print shop

In the print shop the images and texts on the printing plate are transferred onto paper. A printer precisely controls all colour settings to produce a detailed and accurate whole.

Each printing press has a QTMS (Quantity Time Management System). This records machine downtime and any wastage. 'Work codes' enter the cause of every downtime or wastage into the recording system. With QTMS, paper wastage is avoided and at the same time the printing process is optimized by addressing the recorded causes of downtime or wastage. In QTMS the Q stands not only for 'quantity' but also 'quality'.

In this way waste at the printing press stage is minimized. Strict separation of waste flows means that all waste can be picked up by specialized services for further processing (destruction or recycling).

More extensive details on paper, energy, water, waste and the like are given later in this report (Section 6.3).



### 2. Finishing

The last link is the finishing of the product. The printing and finishing departments cooperate seamlessly to give an efficient production process.

At the product finishing stage, attention is again paid to the environment: waste is kept limited, there is separate collection, we look for high quality and environmentally friendly packaging.

Further details can be found below (Chapters 6.3.5 and 6.4.1).



## 6.2 Environmental aspects

### 6.2.1 New environmental permit

Companies need to be authorized by the competent authority for what they do or want to do.

The main objective of environmental regulations is to prevent and limit nuisance, pollution and safety risks, including those generated by business companies. The latter are divided into three categories according to the nature and size of their activities.

The environmental permit for the head office site in Roeselare expired in 2013. Obtaining a new environmental permit is not just a formality. As a category 1 company we were required to submit a comprehensive and substantiated application file to the Provincial Council of the Province of West Flanders. Parallel with this a public inquiry took place involving local residents and other stakeholders. A company can add additional motives or explanations to its application for the Provincial Environmental Licensing Committee.

The decision of the competent authority was positive, in line with the opinions of the various relevant government departments involved (LNE, VMM, Ovam, city of Roeselare). Barring major changes this operating licence runs for 20 years, i.e. until May 2033.

### 6.2.2 Changes in machinery at the Roeselare main site

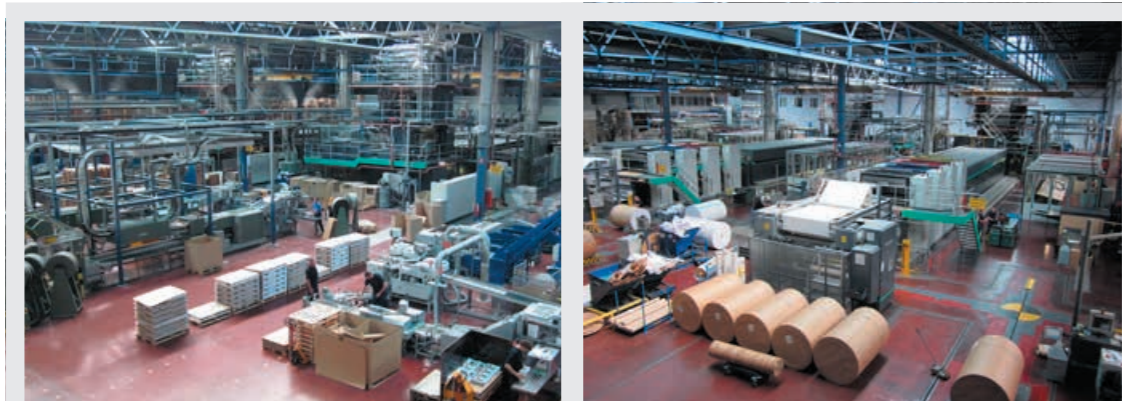
In the 2010 sustainability report we outlined the recent expansion of the production area and the ecological aspects that had been introduced.

- The dismantling of the N1600 newspaper printing press was completed in late 2010. This printing press was taken out of service once the **Colorman press** came into operation.



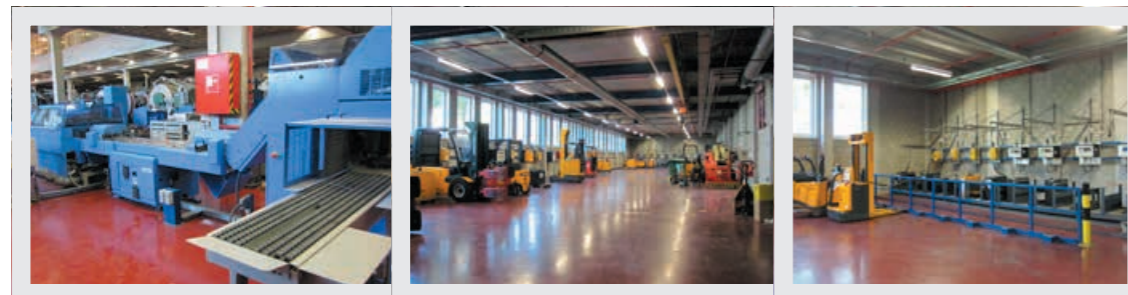
- In 2011, other changes in our machinery followed. Two old magazine presses were taken out of service in June 2011 and replaced by a brand-new printing press (Lithoman 72). Ecologically this is a major step forward.
  - A first advantage is a considerable energy saving in moving from two machines to one.
  - A second advantage is noise attenuation. The new machine is located in the new print shop hall, where much attention has been paid to good acoustic insulation.
  - Less solvent is required for the cleaning and maintenance of one machine than of two.
  - Finally, the new printing press enables us to work faster and more efficiently and achieve higher returns. The two old presses each had their own production process and each worked with a variety of paper types and sizes. The new printing press requires fewer types of paper, freeing up storage capacity, and reducing residual rolls and paper waste.





➤ Unpacking of new printing presses (from above) ➤ Bobbin changer on the new printing presses (from above)

- Since January 2012, the **Primera saddle stitcher** has been in operation in the Finishing department. In this machine the separately printed quires are brought together to produce the finished magazine. The Primera takes over the task of the (old) Optima saddle stitcher.
- The **new battery charging room** has been completed. Attention to structure and simple overview make operations more efficient here.



➤ Primera saddle stitcher ➤ New battery room: forklifts ➤ End new battery room: battery charging units

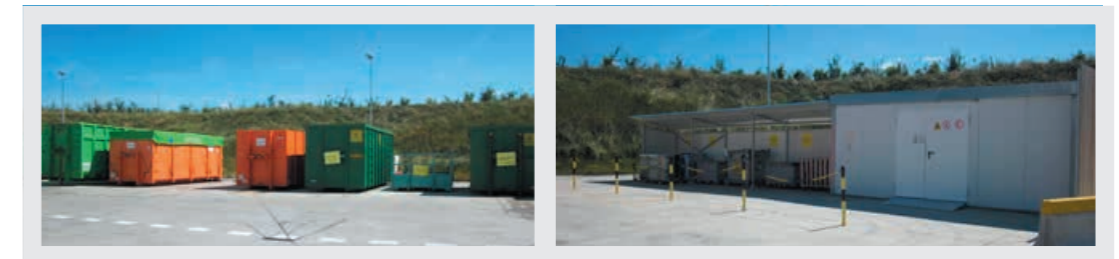
### 6.2.3 Investments in building and peripherals, Roeselare main site

- The **new loading bays** have been operational since November 2012.
  - There are six docks/gates with dock shelters. These are designed for loading/unloading trailers, with forklifts operating in the cargo area.
  - There are two gates with ground-level bays (for trucks with loading ramps, delivery vans, etc.).
  - Movements can be monitored from the new offices. Drivers come inside for the administrative procedures.



➤ New loading/unloading bays

- A **noise barrier** has been built to shield the adjacent residential areas from printing and freight traffic noise. Originally this barrier was to be 3 metres high, but this was increased to 5 metres.
- A **hydrant system** runs right round the production building. This departs from a separate cabin in the car park, and is connected to a separate public mains. There are underground hydrants at nine places. These are arranged so that there is one at every large/major gate or access to the company. For the fire service, this hydrant network is very important for the early control of a fire. A hydrant is rapidly deployable. If necessary, pump trucks could also be placed next to our extinguishing water pond.
- A completely **new waste disposal station** came into operation in 2013. Upstream of design and development, the various waste streams were carefully studied for further optimization. What does this entail?
  - More space, making it possible to work more comfortably and efficiently.
  - Space for containers, making it possible to sort more thoroughly.
  - Separate location of small hazardous waste.
  - In mid-2013 we began the sorting and separate collection of PMD waste, both from production and from the offices. (Waste is discussed more extensively later in this report.)



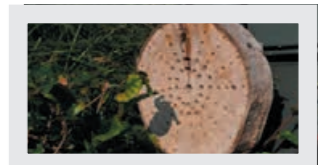
➤ New container park

### 6.2.4 A green environment

We pay attention to the environment not only when extending or changing our production processes. Our building surrounds also receive much attention. We continue to invest in a green area, a pleasant place for our employees and neighbours to be.



In 2013 we hung up an insect hotel outside near the parking area. This is a specially constructed insect shelter with an ecological purpose. Insects can hibernate here. Ladybugs, butterflies and solitary bees are among the insects using the shelter. In this way we ensure the presence of pollinators in our environment.





## 6.3 Eco-efficient use of natural resources and raw materials

### 6.3.1 Energy

#### 6.3.1.1 Energy in the production environment



Energy remains a key factor in our production process. Various interventions have enabled us to achieve already significant **reductions** in gas and electricity and thus of CO<sub>2</sub>.

A number of strong points we have already described continue to result in favourable energy consumption. We continue to recover the heat from the afterburner installation and use it in full for heating the buildings. This minimizes the need for additional heat sources. In this way we consume **ca. 70% less gas** than is needed in conventional systems. And when the outside temperature rises, the energy from the afterburner can also be used for cooling.

Specific equipment and technologies enable us to coordinate our cooling and heating requirements to achieve significant energy savings. A special high-efficiency cooling tower enables us to take cooling directly from the outside air. In this way, by deploying a separate cooling network, we obtain **free cooling** for our printing presses. The 27°C circuit provides us with year-round cooling. The 12°C circuit provides 4000 hours of 'free' cooling per year.

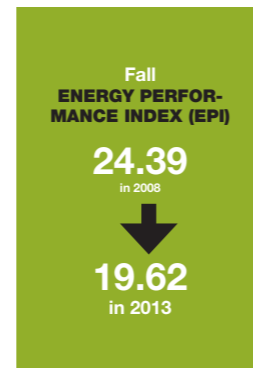


➤ High efficiency cooling tower

In the previous sustainability report we indicated that Roularta had signed up to the 'Energy' Audit Covenant of the Flemish government. In this way we are constantly working on the optimizing and detailed follow-up of our energy flows. Since then some very smart projects have been undertaken with a **favourable impact on both energy consumption and CO<sub>2</sub> footprint**. The second multi-year energy plan is currently under way, and we continue to monitor closely how things evolve.

#### Below we outline some examples of recent interventions:

- In the Collection Division (finishing), compressed air consumption has been optimized by introducing Venturi nozzles. The replacement of the traditional blowheads by this compressed air-saving alternative produces an annual electricity saving of **16.2 MWh and an annual reduction of CO<sub>2</sub> emissions of 6.8 tons**.
- We have extended the above-mentioned QTMS production monitoring system to include energy monitoring per print order. Every week a list is produced for each printing press of orders where energy consumption has deviated. Detailed examination and discussion of the orders in this list makes it possible to track down the exact cause of the abnormal consumption. This can be a faulty manipulation, a technical defect, a cause directly related to the particular print order, or something else. Faster intervention makes it possible to **avoid significant additional consumption** caused by technical defects or faulty manipulation.



- The judicious switching off of the circulator pumps on the magazine presses on Sundays and holidays provides us with a large energy saving. On the three printing presses involved it was possible to achieve an overall **energy saving of 39.65 MWh** and a **CO<sub>2</sub> reduction of 15.86 tons**.
- On afterburner units 1 & 2 the air supply to the combustion chamber has been adapted. The cold outside air that in the original concept was ducted via the burner into the hot combustion chamber meant that the temperature dropped sharply and the burner had to reheat it strongly (with additional consumption of gas). A few small adjustments have significantly extended the time the system self-heats. On an annual basis we **save approximately 65,000 m<sup>3</sup> or 747.5 MWh of gas**.
- On afterburner unit 3 the efficiency has been optimized by adapting the air outflow of the Colorman printing press ovens. On an annual basis, this gives a **gas savings of 600 MWh** and an **electricity savings of 34 MWh**.
- The afterburner units of the newspaper printing presses are fitted with a sort of 'hibernation' system. When the printing presses connected to it are idle, natural gas is no longer needed to maintain the afterburner at temperature. Through this intervention, we have reduced gas consumption by **over 52,000 m<sup>3</sup> or nearly 600 MWh per year**.
- During the summer months the gas-fired central heating burners are switched off. All heat (e.g. domestic hot water or occasional heating of buildings) comes at this time of year from recovered heat. This adjustment gave us an **annual gas savings of 182 MWh**.
- By incorporating a temperature monitor in the dryers of the backup air compressors, we achieved **energy savings of 1.6 MWh per production week or approximately 80 MWh annually** and a reduction of **33.28 tonnes of CO<sub>2</sub> emissions per year**.

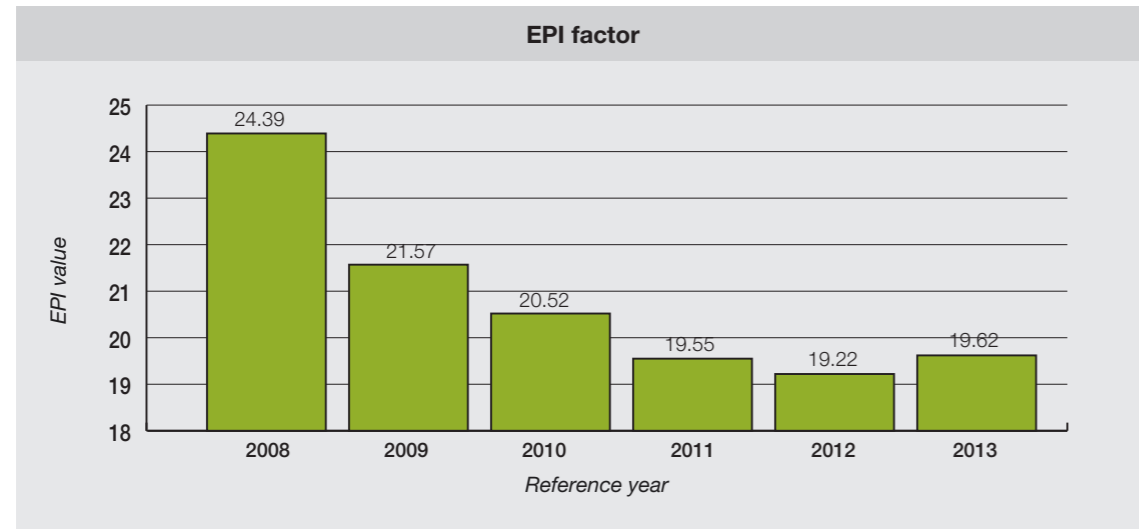


➤ Afterburner Colorman presses

- By installing a frequency inverter on the central vacuum and blow air production equipment, we achieve a better return and can better adjust the required flow to production requirements. In the new control system, shutdowns during production breaks and heat dissipation and recovery are also better integrated. The **annual electricity savings amounts to 71 MWh** with a reduction of **CO<sub>2</sub> emissions of 29 tonnes**.
- The compressed air-based humidification in the existing commercial buildings has been replaced by a high-pressure humidifying system. The new installation **reduces compressed air consumption to zero**. The demineralized water is forced under high pressure (80 bar) through a very small opening, with the resulting mist distributed by a fan.
- In 2013 we consumed 21,482,409 kWh of electricity and 21,303 MWh of natural gas. In order to assess the evolution of our energy consumption over different years, consumption has been placed in relationship to production data, converted into 16 page equivalents. This is our energy performance index (EPI), which you will find in the figure below. Here you notice that the greatest savings were achieved though various efforts between 2009 and



2011. From 2012 there were only minor interventions left. In 2013 consumption rose slightly, even though electricity and natural gas consumption was lower than in 2012. The reason lies in a slightly lower production figure, with an unchanged energy requirement for the building and peripherals.



### 6.3.1.2 Energy in the office environment

Various measures have produced attractive savings here in recent years. Selected achievements:

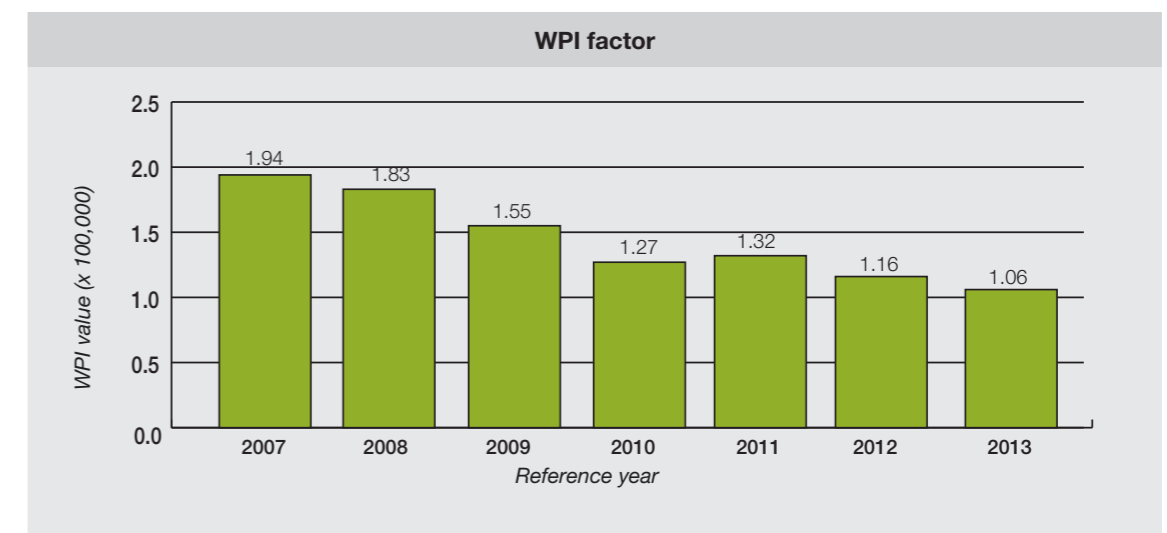
- Between 2011 and 2013, we re-engineered our heavy central database servers, reducing their number to one-third and **making a big difference in terms of energy consumption**.
- Setting up a 'cold corridor' in the data room enables the climate cabins which provide cooling to the servers to operate more efficiently. This has resulted in a **large drop in energy consumption**, with a concomitant **reduction in CO<sub>2</sub> emissions**.
- In 2011 windproof sunblinds were placed at our facility in Haren-Evere. This has not only **reduced the heat load and CO<sub>2</sub> emissions**, but also improved the ergonomics and comfort for screen workers inside.
- In 2013 two (out of four) fountains were removed at our Zellik facility. More green areas were landscaped with ornamental grasses. This results in **lower energy costs and less maintenance products** for the water.
- We continued to replace light bulbs with LED lights or low-consumption bulbs.

### 6.3.2 Water

Water is an important and expensive raw material in our production process. We want to use it as economically as possible. Various interventions have systematically decreased our consumption of mains water.

- In our previous section 'Energy' we pointed to our various efforts concerning heating and cooling. These too have a positive impact on our water consumption. In 2011 we undertook a conversion project that enables us to reuse a portion of our waste water in the production environment, saving in this way **more than 2000 m<sup>3</sup> of water per year** in our cooling tower installation. This intervention allows us to make full use of recovered water (rainwater and a part of the production waste water) for cooling the printing presses.

- Water consumption is continuously monitored by some 35 meters, with the results recorded in a **'water monitoring plan'**. This serves to detect the largest users and any irregularities. We use the water monitoring plan also for the declaration used for calculating our water levy.



In 2013 we consumed 18,595.7 m<sup>3</sup> of mains water and 6,958 m<sup>3</sup> of rainwater. To assess the evolution of our water consumption over the years, consumption has – just as with energy – been placed in relationship to production data from the printing presses, converted into 16 page equivalents. This is our Water Performance Index or WPI factor. We note that the WPI factor fell 34% between 2007 and 2010, but increased slightly in 2011. This is due to the longer dry periods that we saw in that year, making it less possible to use rainwater. New technical measures have since been examined in order to bridge any prolonged periods without rain. From 2012 onwards, our WPI factor has again **systematically decreased**.

### 6.3.3 Paper

Paper is our main raw material for printing newspapers and magazines. The quantity of paper purchased fluctuates from one year to the next, with an average of 75,000 to 80,000 tonnes. **All paper is chlorine-free (100% TCF).**

We mentioned earlier that the production process is focused on making the most efficient use of paper. In addition to avoiding wasted paper, we try to pay attention to the types of paper:

- Roularta obtained in 2009 both the FSC and the PEFC 'chain-of-custody' certificates. Every year an external auditor verifies that the printing organization meets the FSC and PEFC requirements. These certificates guarantee a fully sustainable forest management. The certificate is granted for five years. In 2011, 31,000,764 kg or 37.15% of the paper we used carried the **FSC** or **PEFC label** (\*). In 2012, this evolved into 46.89% and in 2013 to **45.87%**.



➤ Paper spools



(\*) FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification Schemes) are labels for sustainable forest management. These labels guarantee that the wood or wood products do not originate from destroyed forests, but from forests where attention is paid to the preservation and development of our forestry resources for the future. Products with this label were thus produced in an ecologically, economically and socially responsible manner. Paper carrying these labels is paper produced from FSC or PEFC-certified pulp.

- 24,850,750 kg or 29.78% of the paper used in 2011 was **recycled paper**. In 2013, this increased to **30.69%**. For our newspapers we have already been using 100% recycled newsprint for some time now. Roularta buys newsprint only from paper manufacturers that produce new paper using collected and recycled fibres. In this way we complete the circle of produce, buy, print, read, retrieve and reprocess into paper. Part of this newsprint is also FSC-certified.
- Since September 2011 we have gone a step further with our lifestyle magazine Steps printed on **100% recycled glossy magazine paper**. The paper factory is **FSC**-certified.
- For our other magazines we also make serious efforts in terms of the environment and respect for nature. The group's weekly magazines like Knack, Trends, and Sport/Voetbalmagazine are printed exclusively on **PEFC paper**.

In our **offices** too we are making efforts to **reduce paper consumption**:

- Sales invoices are sent electronically and purchase invoices recorded electronically. The number of electronic invoices has now more than tripled compared with 2012.
- In 2011, we investigated switching to e-payslips. Today over 31% of our staff receive their payslips digitally.
- Meal vouchers have also evolved from paper to digital versions.
- This dematerialisation is being continued so that more items are sent digitally. Archiving is also going increasingly digital.
- External customers receive digital proof-of-insertion numbers. On the day their ad appears, customers receive an email with a link to their digital insertion number.
- With new technology fewer prints are made internally in the Prepress department and in the editorial offices. Some examples:
  - On-screen softproofing reduces the need for galley prints.
  - Layouts are made available digitally from Ad-Place-It. Copies for the different departments are no longer needed.

- The editors of Krant van West-Vlaanderen and the freepress publications (De Zondag, De Streekkrant etc.) see the fully layouted pages on their workstations. In this way, fewer prints are needed in the newsroom.
- The e-paper archive allows newspapers to be consulted online.
- In 2013 we made an effort to reduce the number of printers, as well as the number of internal print-offs. Certain magazine print-offs in the Prepress department were even completely stopped.
- One consequence of the expansion of digital resources is the optimization of the backup system. Backup files are now placed on disk instead of on tape. With disks always online, we can be sure that the backup files remain readable.

### 6.3.4 Ink, additives and solvents

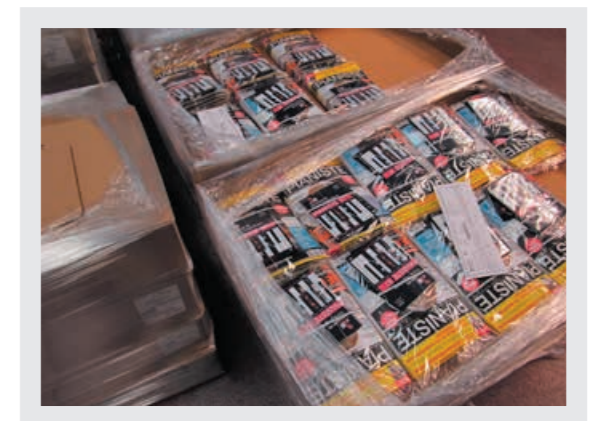
We always seek to use products as sparingly as possible in the production process.

- Every year we use an average of 1.8 million kg of ink. We continuously aim to consume the minimum amount of ink without sacrificing quality.
  - For example, the Prepress department has installed software that makes it possible to reduce ink consumption for all newspaper work while maintaining quality.
  - The production of blueprints becomes more efficient, enabling us to reach ready-to-print quality more quickly.
- In addition to inks we also consume cleaning products (around 60,000 kg per year) and fluidifying additives. The use of the latter additives has decreased substantially, from 187,551 kg in 2010 to 139,675 kg in 2013. This decrease is mainly due to our efforts to reduce the use of isopropyl alcohol (IPA). From 2008 to 2013 we were able to halve the use of IPA.

Completely alcohol-free printing is not feasible as it reduces the quality. Nevertheless, we continue to look and make efforts to reduce alcohol consumption.



➤ Ink containers and paper spools



➤ Magazines, foil-wrapped – here stacked on pallets, wrapped in foil



### 6.3.5 Packaging

Since 1998, companies have faced stricter regulations governing both the prevention and management of packaging waste. The objectives are:

- reducing the overall quantity of industrial packaging waste;
- environment-friendly and/or reusable packaging;
- limiting the amount of disposable packaging;
- encouraging recycling of packaging waste.

From a certain quantity of packaging upwards, each company is obliged to submit a 3-year prevention plan to the Interregional Packaging Commission (IVCie). Companies can either submit their own plans or subscribe to a plan produced by their sectoral federation. In 2013 Roularta **again signed up to the Febelgra sectoral plan**. From time to time practical issues that arise lead to attractive ecological steps forward. Febelgra undertakes an annual review of the packaging plan, and submits a summary report to the IVCie.

Developments we are tracking or testing for our printing are:

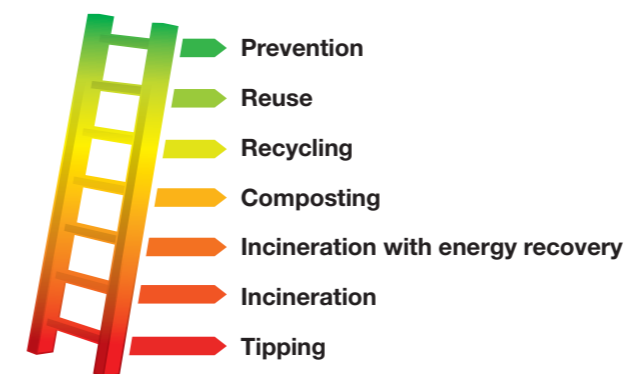
- replacing shrink wrap with cross-binding;
- transition, for PE film, to 12µm;
- decrease in the use of protective corners given that pallets are increasingly automatically wrapped;
- use of smaller intermediate sheets between the layers of printed matter on a pallet.

Internally, we also seek to avoid or reduce packaging on incoming supplies. DVDs for example are purchased in spindles instead of boxes.

## 6.4 Continuous attention to eco-impact

### 6.4.1 Monitoring and reduction of waste flows

We mentioned earlier that in 2013 the finishing touches were put to the new waste container park at the Roeselare headquarters. This was the final stage in the optimization of our waste policy, with waste islands also created in the production environment and intermediate collection points for office waste. The container park features a number of technical functions to permit optimal selective collection and better collection/processing of various waste streams (separate or additional containers, chemicals safe for small hazardous waste, roofing over of the container park, additional signing). The new container park will ensure even better monitoring of waste.



Better signing, communication and awareness-raising are important for getting everyone on board here.

For our company the watchword is: priority to ecological waste processing. We are steadily climbing the 'waste hierarchy pyramid', the internationally-used ranking of environmental consciousness. We strive to keep at the three top levels: recycling, reuse and prevention. The higher we climb, the lower we can keep our (negative) impact on the environment.

We outline below the main waste streams for Roularta Media Group.

#### 6.4.1.1 Paper waste

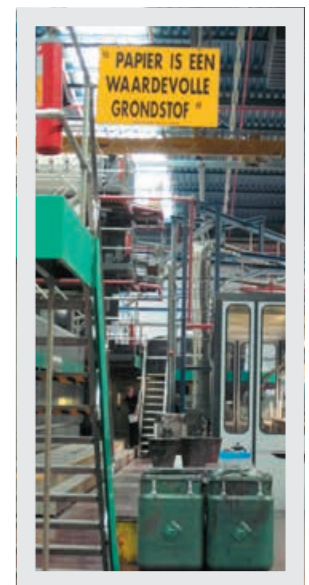
Waste paper is inevitable in a printing plant. Because paper is our basic raw material. Where does the largest amount of paper waste come from?

- On the one hand when starting the machines, one inevitably gets an initial portion of the printed matter that is not up to production standard and is thrown away. We try to keep its quantity as low as possible. This can be monitored and achieved by the QTMS system already mentioned earlier (see: 6.1).
- On the other hand, there is offcut waste from the print work that is cropped in the finishing stage.

Roularta creates here **separate paper waste flows**. This means that white (unprinted) and coloured (printed) paper waste is collected separately. Cardboard too is processed separately.

Most of this paper is taken directly from the machine to the appropriate processing site. Part of this takes place underground. Shredded paper is compressed into large bales to limit volume.

All paper and cardboard is collected for **recycling**.



### 6.4.1.2 Ink waste

Along with paper, ink is an important raw material in a print shop. Here too waste is kept as low as possible. The use of large ink containers limits the number of empty containers.

The printing presses are also connected to an ink pump system, which automatically feeds them with the required colours from large ink containers. An 'inline colour measurement' system ensures rational ink consumption.

#### Other solid waste:

- Waste offset plates have since mid-2011 no longer been Roularta Media Group's responsibility. This is because the company **no longer buys the plates itself**. Used plates remain the property of the supplier, who **reprocesses** them after use.
- Finished print work is stacked on wooden pallets. These are reused as much as possible. Defective pallets are picked up for recycling. The processing of wood pallets can be more environmentally friendly than, say, plastic pallets.
- As mentioned earlier, sorting and collection of PMD waste began in mid-2013. This waste too can now be **recycled**.

### 6.4.1.3 Waste water

The water is monitored via our water monitoring plan. This is done on a continuous basis so as to quickly detect and address any abnormalities. Water reuse has enabled us to **reduce** the amount of industrial waste water in recent years (cf. 6.3.2).

Regular measurements show that all waste water **meets the pre-defined sectoral discharge standards and the special conditions of the environmental permit**.

### 6.4.2 Soil

As we outlined in the 2010 sustainability report, we have already undertaken various initiatives in order to prevent soil contamination.

The new building and modified structures called for a **relocation of the chemicals storage facility**. Working together with a recognized expert we developed a new concept that can operate efficiently and compliantly. In 2011 we started the preparation work. This facility has been in operation since 2013. A **leak-proof piste** ensures a minimal to non-existent risk of soil contamination.

### 6.4.3 Emissions

The air from the printing press ovens is led off to the afterburner installations. For conducted emissions we easily attain results **well within the norm**.

This states that no more than 30% of volatile organic solvents (VOC products) may evaporate diffusely. Through careful selection of cleaning agents, inks and additives, and switching to alcohol substitutes, **we more than meet this requirement**, with a score in each case of around 10%. Our solvent accounting enables the government to verify our compliance with the set conditions.

Finally, there is the obligation to reduce total emissions to no more than 15% of ink consumption. Here again we **met this condition with a wide margin**, with a score of around 4% every year. Since 2010 this requirement has also been included in the VOC accounting.

Efforts to **replace ozone-depleting refrigerants with more environmentally friendly alternatives** have been under way for several years already. Much effort has already been made with regard to the cooling installations at all sites. Here ozone-depleting refrigerants have been replaced. In 2013 the refrigerated worktable in the kitchen was also renewed, thereby removing the harmful refrigerant.

### 6.4.4 Transport

This facet of our business has not escaped our eco-attention either.

#### 6.4.4.1 Travel to and from work

A **mobility brochure** has been drawn up. This describes in detail and very practically the various transport options to and from work. Each site is listed, together with the public transportation possibilities. Also the benefits (tax and other) of each mode of transport are explained. Initiatives such as **carpooling and free train travel** are further developed, promoted and strengthened.

Following this we emphasized our commitment to sustainability by participating in 'I Kyoto 2011'. Over a period of several weeks **119 employees saved over 12 tonnes of CO<sub>2</sub>** by sustainable commuting.



► Front page of mobility brochure

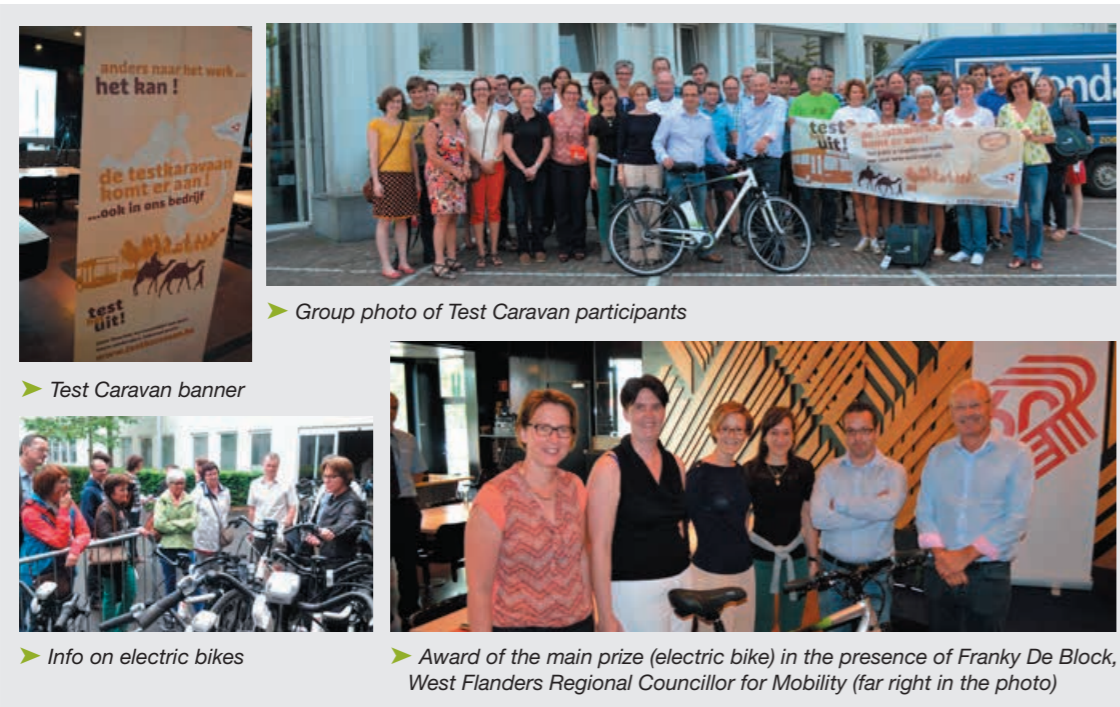
► Certificate of participation in I Kyoto

A 'Mobi Scan' was undertaken in 2012-2013 by the Province of West Flanders, whereby the company's entire commuting traffic was mapped out: how each employee travels, from where, and what alternatives exist. A number of initiatives were then taken based on the results:

- Carpooling was again promoted. Reserved carpool parking spaces were created on the company parking lot.
- The third-payer system for public transport and free train travel were again promoted, as well as the bike allowance.
- Over the following year the various headings of the mobility brochure were repeated in the internal company magazine, each time with an interview with a 'sustainable Roulartan'.
- In 2014 we took part in Province of West Flanders' follow-up project entitled 'The Test Caravan is coming'.



Over a three-week period, employees could test various types of sustainable transport, including public transport, electric bicycle, folding bicycle and cargo bike. 101 employees participated, commuting 30,000 sustainable kilometres all told and saving in this way 4 tons of CO<sub>2</sub>. The campaign ended with the festive distribution of a pot of attractive sustainable awards, with an electric bike as the main prize.



➤ Group photo of Test Caravan participants

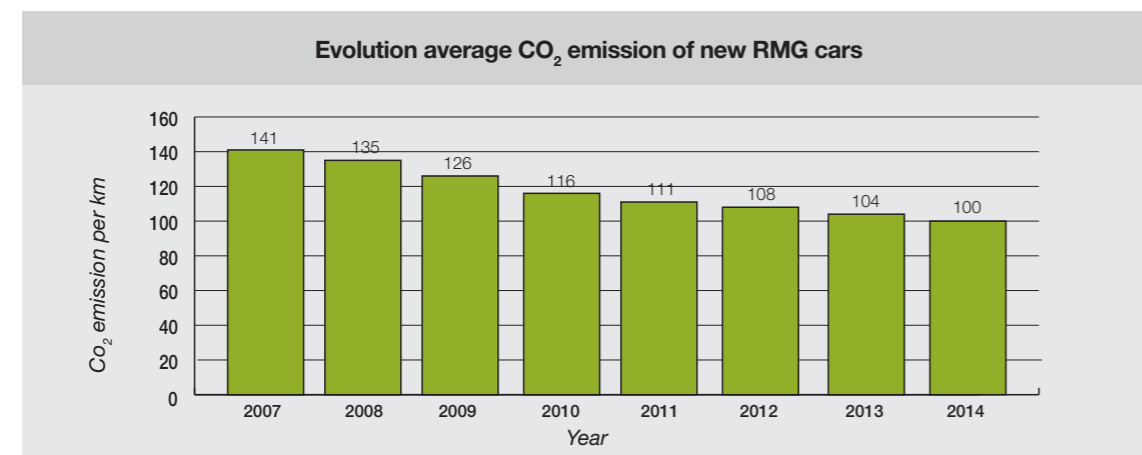
➤ Test Caravan banner

➤ Info on electric bikes

➤ Award of the main prize (electric bike) in the presence of Franky De Block, West Flanders Regional Councillor for Mobility (far right in the photo)

#### 6.4.4.2 Work travel

With many of our employees out travelling for customer visits, meetings, and the like, we aim for **eco-efficient purchasing** in our car fleet. This is producing a **steady decline in the average CO<sub>2</sub> emissions** of new company cars. In 2014 we expect this to fall by a further 100 g.



For internal meetings **video conferencing** can avoid the need for travel. The video conferencing infrastructure was doubled in 2014. In this way 'individual video conferencing' will be possible over one's own PC (desktop, laptop, tablet, smartphone).

#### 6.4.4.3 Inter-facility transfers

In our 2010 sustainability report, we mentioned that courier journeys between our facilities had been **halved** by the end of 2010. We have since **expanded** and refined this effort. For example:

- There is now a direct link from our office in Evere to the main site in Roeselare for printing layouts. This has made it possible to reduce the courier services between these sites from twice to once a day.
- The courier service from the offices to the Roeselare main site with material for preparing advertising copy has been terminated. This material can now be digitized in the offices.

#### 6.4.5 CO<sub>2</sub> footprint

All the above items have an impact on our overall CO<sub>2</sub> footprint. Roularta Printing was in 2012 the **first printing works in Belgium** to determine the ecological footprint of its production using the **ClimateCalc tool** offered by **sector federation Febelgra**. ClimateCalc was developed by a consortium of European graphic federations, based on the GHG Protocol and the recommendations of the ISO 14064 standard.

To calculate the CO<sub>2</sub> footprint of graphic activities, ClimateCalc uses various parameters, including paper and offset plates, direct and indirect emissions related to energy consumption, employee travel and transportation of the finished product. These parameters cover around 95% of all CO<sub>2</sub> emissions.

The purpose of the module is to better understand the composition of the footprint, to enable effective measures to be taken.

“  
**Hearty congratulations from Febelgra to Roularta Printing for its pioneering role and obtaining the first CO<sub>2</sub> footprint certificate based on the ClimateCalc calculator.**  
 ”

Source: *Factua 10/2012 (p. 13): 'Roularta Printing: 1ste Belgische Drukkerij die de CO<sub>2</sub>-voetafdruk bepaalt met ClimateCalc, de CO<sub>2</sub>-voetafdruk calculator van Febelgra'*

## 6.5 Proactive and preventive business management

### 6.5.1 Critical equipment



We attempt, everywhere and at all times, to manage risk on a proactive basis. Nevertheless, it can happen that we need to intervene to prevent worse. At such times the intervention equipment needs to be available, operable and reliable. This can range from a simple fire extinguisher to a self-monitoring control for closing off a solvent or gas supply.

The critical nature of these processes requires us to place demands not only on the equipment but also the procedures and the people who are supposed to employ them. Everything is of course periodically tested and evaluated.

- Some examples of our internal fire protection systems at the Roeselare main site:
  - **Fire and smoke detection** are present right through the building. In the event of an alarm, the signal is given to internal staff and then, if necessary, to the fire service.
  - The production environment and our warehouses are equipped with **sprinkler protection**. The diesel generators start up automatically in the event of a pressure drop in the pipes. There is a 4,000 m<sup>3</sup> water reservoir. Pumps are inspected/tested on a weekly basis.
  - Premises containing sensitive equipment (IT room, high and low voltage premises, etc.) are equipped with **automatic gas extinguishing equipment** (CO<sub>2</sub>, argonite). Our Haren-Evere and Zellik premises are similarly equipped.
  - Every rotary press has a **gas detection** device both at roof level and in the basement. An alarm sounds in the event of problems, and the gas valve to the oven is automatically shut.
  - **Fire doors or gates** are present in the buildings (in storage rooms, technical rooms, the battery room, and elsewhere); there are fire walls between the storage area and the production environment, and smoke compartmentation in the roof.
  - The company **consults on a regular basis with the Roeselare fire department**, which receives regular updates of our intervention plans (which are always present in their first intervention vehicle). Exercises (for example in the basement corridors) serve to acquaint their teams better with the building and the existing equipment. There are also agreements with the fire department on the use of the smoke evacuation shutters on the roof.
  - In the event of a fire incident, the ventilation systems (HVAC), waste paper suction installations, solvent pumps and similar equipment are all **switched off centrally** to prevent fire or heat passing through these channels or ducts.
  - **Security firm employees are present 24/7** and can always be reached. A central alarm, connected through to their mobile phones, informs them of all error messages and irregularities.
  - There are **regular inspections, checks and consultation meetings** with:
    - ANPI (national organization for fire and theft prevention) inspectors (hydraulic sprinkler system, compliant storage ...)
    - fire insurance inspectors
    - fire prevention officers
    - technical work inspectorate
    - other government departments (LNE, VMM).
  - Finally, each larger facility has its own **internal fire service**. These services receive regular theoretical and practical training. Smaller facilities have clear evacuation procedures (like gathering places).

- In addition to fire prevention, major attention is paid to the storage of chemicals.
  - In 2013 a **new chemicals premises** came into operation for the limited storage of flammable products. This features high fire resistance and a self-closing door and foam diffusers in the event of heat development. The storage space meets the Vlare regulations: protective basin/sump with leak detection alarm, rules governing spacing between containers, etc. There are rules governing entry, and on transferring products in flame-proof containers.
  - There is a **storage warehouse for labelled products**. Limited storage exists for irritating, harmful or corrosive products. Oils and fats are stored in barrels or tapped containers. Toxic, oxidizing or explosive products are not present. There is an automatic fire door to the production environment and a self-closing fire door to the storage area behind. Here, too, storage meets the Vlare rules.
  - There is a **tank park (underground tanks) with two separate double-walled tanks**. One consists of 4 compartments, the other is for waste solvents. A cathodic protection system protects the tanks against rust. There is also leak detection and protection against overfilling. As in the case of fire, a signal is sent to a central control desk in the event of problems. A leak-free piste with hydrocarbon separator serves to handle any leakage during the unloading of the trucks.

### 6.5.2 Management of emergencies



In addition to proper equipment, a **good policy for handling emergency situations** is essential. In an emergency, we need to take all necessary action to protect colleagues, contractors, residents, the environment and our facilities as well as possible. Various scenarios have been devised, and arrangements set down in emergency plans. These include the duties of intervention team members and the training they need to obtain or the knowledge that they need to have. We have already mentioned our internal fire teams. There is also, for example, an internal first aid team. Periodical retraining sessions and exercises are held to ensure that everyone knows what to do. In this way we can continuously evaluate and adjust.

In addition to fire and accidents (bodily injury), procedures exist for bomb threats and suspicious letters (containing powder).



## 6.6 Concern for business continuity

### 6.6.1 Risk management



A well-structured 'well-being approach' covering equally People, Planet and Profit, maps the various risks and seeks to reduce these to an acceptable level. The following step-by-step plan is always followed here: identify hazards, establish risk scenarios, evaluate them, assess likelihoods and impacts, evaluate mitigation measures, and think further about any residual risks.

### 6.6.2 Design and production



With a few exceptions, no technical plant or equipment is designed, built and brought into operation in the company. In the exceptional cases where this occurs, all requirements of the prevailing regulations are observed. The focal points of this legislation apply also to the assembly of various components.

### 6.6.3 Changes in production



The law expects every employer to investigate, control and document all changes within its organization. This applies equally to purchased items, rented items, design and construction. This is to prevent risks to people, the environment and society and/or new hazards entering the company uncontrolled. As far as possible, when purchasing technical equipment or products, the safety department is brought in to screen for possible risks/points of attention.

### 6.6.4 Operating and maintenance procedures



In our production environment in particular, consistent compliance with applicable agreements is an absolute prerequisite for ensuring the integrity of our business. A small error or incorrect use of a machine can have major consequences. Many tasks are everyday fare, others are more sporadic. For such special activities, there are agreed procedures for preparation, execution and dispatch. For activities involving greater dangers there are work permits, with risks examined and precautionary measures agreed.

## 7. Concern for our own employees and our social environment



**Our employees are our great strength**

### People in figures

How many people work at Roularta? A numerical approach.

In full-time employment:

AVERAGE NUMBER OF EMPLOYEES IN 2013\*

**2749**

**Number per country at 31/12/2013\*:**

Belgium: **1802** FTE  
 France: **798** FTE  
 Others: **91** FTE

*\*Joint ventures included proportionally.*

**Number per plant in Belgium:**

Roularta head office (Roeselare) +  
 Accent Business Park: **977**  
 Brussels Media Centre  
 (BMC, editorial/journalist teams): **246**  
 Commercial office (Zellik): **101**  
 Regional offices, including Louvain-la-Neuve  
 (= Euro DB) and Schoten (= Trends Top): **282**

Workers: **428**  
 Employees : **1178**  
 Women: **702**  
 Men: **904**  
 Dutch mother  
 tongue: **1460**  
 French mother  
 tongue: **146**

**Number in joint ventures**

**(proportionately):**  
 Bayard group:  
**105** FTE  
 Mediaaan:  
**322** FTE  
 Others: **57** FTE

“ Working at Roularta must be a passion for each employee. He or she should sparkle. For this reason we do everything we can to monitor and support all colleagues as much as possible from day one until they retire. ”

(Katrien De Nolf, HR Director)

Roularta Media Group attaches great importance to its employees: they are the great strength and driving force in everything the company undertakes. We also want to treat our people ‘sustainably’: allowing their energy, their capabilities, their skills, their talents, their commitment and their dedication to sparkle. We do not want to exhaust their talents, but we want to make sure they can continuously recharge their batteries at Roularta Media Group.

7.1 Support and guidance from recruitment onwards

- The basis is laid actually from the time a person applies to us. The application process is designed so that each candidate receives an answer and **understands quickly and clearly** the different steps in the selection process.
- Where the candidate has been recruited and a contract signed, the reception procedure is worked out with the relevant department. For example, a copy of the annual report is sent to the recruit’s home address. This is followed by the staff magazine to give a feel for the working atmosphere. Just before the effective start the newcomer receives a **welcome** card and a packet of effervescent bath pearls in the letterbox. In this way new employees are wished a sparkling start. Finally, the recruit is given a **training plan** from the department and is assigned a **godmother/godfather**. A good introduction enables the new employee to quickly feel at home in the organization.
- Once the new recruit has effectively started work, there is an induction day, on which he or she learns the history of the company, the various business units and production, as well as about safety and sustainability and also meets other newcomers to the company.
- After three months there is an integration interview with an HR employee. This examines how far the function matches the job description, what the atmosphere is like, whether the job meets the new employee’s expectations.
- Appraisals take place every one to two years. These take the form of follow-up meetings between the employee and his/her functional superior. Several matters are discussed: the employee’s progress in relation to objectives, potential pressure points, mutual cooperation, the atmosphere in the team, the employee’s development in his/her job, career prospects, and the like. Any agreements made in the appraisal are then followed up.
- Competency screenings serve to map employees’ talents. This ensures that internal employees can be included in searches to fill vacancies. In this way employees feel that they can **evolve and/or grow** within the company.
- In 2013, career discussions were started for longer-serving employees. These cover their **careers**, with an ear to **ambitions** and desires.
- Upon retirement or termination of employment, a pension or exit interview takes place.

7.2 Training, information and documentation

7.2.1 Training

The job discussions mentioned above illustrate the continued attention Roularta pays to the personal development of all its employees. This includes the many training sessions it organizes both internally and externally. Over the past three years the number of employees receiving training has fallen slightly, owing in part to the reduction in the workforce, while the number of hours’ training has constantly increased. The overall cost (external training only) has decreased but still represents a large amount.

An overview:	2011	2012	2013
Number of employees receiving training (internal and external)	1,589 employees	1,274 employees	1,202 employees
Number of hours training (internal and external)	24,107 hours	27,849 hours	28,867 hours
Amount spent (external programmes only)	€ 196,534.90	€ 153,920.10	€ 115,638.34

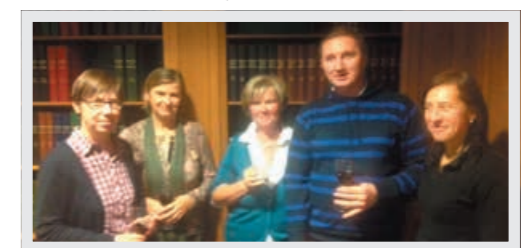
7.2.2 Information and documentation

Besides the various training courses there is a continuous flow of information and documentation:

- There are ‘Speaker Corners’ where departments present themselves and new initiatives.
- Information is also disseminated via Intranet, where employees’ internal contact data also can be quickly found.
- All kinds of information and messages are communicated by email, including organizational changes, press releases and special offers.
- An internal magazine exists for employees.



- Own employees are used for company recruitment campaigns, video testimonials and the like.
- Colleagues from different departments brainstorm on campaigns.
- We regularly offer non-obligatory evening info sessions on general themes, especially in the health sphere. We have already had lectures on cancer, organ donation, and the like. In 2012 we gave the floor to a traffic victim who had gone through major rehabilitation.



► Chatting among colleagues following the testimony of a traffic accident victim



### 7.3 Occupational health



Globally, the absenteeism rate of Roularta Media Group employees is good. With an average of between 3.5 and 4%, we score very well below the Belgian average. For absenteeism frequency our figures fluctuate around the Belgian average, i.e. 1.22. For length of absence we score a lot lower than the Belgian average (6.75 days compared with 14 days for Belgium).

Absenteeism is not an easy matter to handle. Not everyone has the good fortune to have a strong health. Sometimes a company can take initiatives that contribute to safeguarding or improving employee health.

We outline some examples below:

- Occupational medicine and medical prevention
  - Protecting the health and safety of our employees at our sites is a very important starting point. We attach great importance, among other things, to the risks attached to the products – chemical, physical, biological – that our people may come in contact with. We systematically assess potential health risks and seek to control them. Our preference is to replace a product with a less harmful alternative. Where this is not possible, we look to adapt our working procedures, or to employ appropriate personal protective equipment.
  - A work post analysis is done for every function in the company. In this way all risks are mapped. For production workers, for example, there is the ‘noise’ risk, for office workers the ‘VDU risk’. The frequency of medical supervision is established by law according to the nature of the risk. In 2012, for example, 1370 employees in the company underwent a mandatory annual or three or five-yearly health check.
  - For production workers we look for good and comfortable personal protective equipment (PPE). Workers can choose various types of ear protection, safety shoes, and the like. Employees with specific problems can contact the company physician. Based on his opinion, the company goes looking for PPE, or a contribution is made towards the cost of supportive soles.
  - For journalists travelling abroad professionally, advice is available from the company physician, and any necessary vaccinations are provided. Employees on such trips can also take a company first aid kit with them.
  - Cameramen and women, both Roularta employees and self-employed colleagues, received in 2012 a brochure with information on safety during their work.
  - For everyone performing journalistic work (journalists, editors, photographers, camera staff) a ‘Code of Journalism’ has been put together. These employees can end up in various situations, with often special risks. An accident can quickly happen. It is therefore important to learn to recognize risks. For this reason a code has been drawn up, describing various situations with the associated risks and possible preventive measures. Roularta is a pioneer in drawing such a code.
  - In situations of ergonomic discomfort the medical service/company physicians and the safety and prevention department will assess whether adjustments can be made or physical assistance can be provided.
  - Every year, particular health issues are examined with the company physician.
    - In 2011 we discussed substance use, and in particular alcohol and drugs, on the basis of a folder.
    - In 2012 production workers were surveyed on occupational safety and health. The health aspects brought up were then discussed during the medical examination with the company physician. For office workers further information on alcohol and drug use was provided during medical examinations.
    - In 2013 production workers were given information about ergonomics. In late 2012, a screening was undertaken by an ergonomist from the External Department for Safety and Protection at Work and a number of frequent movements were mapped. Employees received information on how best to move in order to avoid physical damage requiring medical treatment. 2013 was the most recent year that office workers received information on alcohol and drug use.
    - In 2014 production workers received follow-on information on ergonomics, while office employees were given information on the ergonomics of working at VDUs.



- Those not eligible for medical examination by the company physician received in 2012 by mail a short explanation on the good positioning of VDUs and how best to sit in front of them, also on the best seat position for driving a car. Freelancers also received the same information.
- Employees subject to mandatory health surveillance are given a back-to-work examination after an absence of four weeks or more.
- In the case of special health problems or specific risks, interim check-ups by the company physician may take place.
- Free annual flu jabs are provided for employees who wish. On average around 500 employees sign up for this vaccination.
- The kitchen staff in Roeselare were given a refresher course on hygiene and food safety.
- Safety tips appear regularly in the company newsletter or on Intranet. Special actions or subjects are spotlighted, such as the World Day for Safety and Health at Work on April 28 or World No Tobacco Day on May 31.



- Sports and Nutrition
  - Exercise is important. The company has therefore set up a Sports Committee. This regularly organizes introductory courses in various sports, together with info and practice sessions, for example on improving back posture. Good physical movement promotes well-being. From 2013 we went one step further and, together with the Sports Committee, arranged opportunities for relaxation and socializing including a make-up workshop and a workshop on colours (clothing).



➤ Make-up workshop ➤ Yoga initiation in a meeting room in Roeselare in Brussels

- A cycling day is organized on the first Thursday of July every year, when everyone is encouraged to cycle to work. Everyone taking part can count on a warm welcome to reward the exertion. In the evening a bike ride is organized, ending with a social gathering (e.g. barbecue).



► 2011 cycling day: welcome in the morning

► 2013 bike excursion: closing hotdog and drink

► In 2014 Johan Museeuw led off the evening bike ride.

- The 'Tutti Frutti' project at the Roeselare headquarters offers employees two items of fruit every week. This is available at very low cost, thanks to the support of the 'Vriendenkring' (Friends Circle). Healthy nutrition is also part of general well-being and for this reason deserves attention in the workplace.

**EAT YOUR WAY TO HEALTH!!  
Tutti Frutti**

in conjunction with Logo



- The company restaurants provide a varied and healthy diet.
- Finally, there are initiatives to promote the group atmosphere and initiatives that support work-life balance. Examples include:
  - kick-offs, staff party, New Year's reception, St Nicholas' Day and similar events to promote collegiality (see also 7.5).
  - In 2012, various safety aspects and focus points when organizing such events were highlighted. In this way we safeguard people's safety also at such times.
  - A laundry service is available through the company.

**7.4 Learning from incidents and accidents through investigation and analysis**



Roularta's whole-hearted commitment to safety and to the prevention of accidents has already been demonstrated in the various chapters of this report. The safety and prevention department concerns itself, year in, year out, with the seven areas of well-being: technical work safety, occupational medicine, ergonomics, industrial hygiene, embellishment of the workplace, psychosocial stress, and internal environment. Accident prevention is an essential element in the way a modern enterprise functions. In our business we are daily confronted with risks. The starting point is that any incident, no matter how small, must be avoided, and certainly that no injury or damage may occur. Having a well-functioning risk management system is therefore very important.

Every five years, a global prevention plan (GPP) is drawn up, identifying and evaluating the risks within the company. Each risk or risk group is allotted a priority, after careful thought. This priority determines the order in which each facet is covered during the five years of the global plan. Developing this plan is a real challenge, given the diverse nature of the employee group and of the work environments and functions. A journalist travelling to Africa, for example, contends with totally different risks than an employee who operates a printing press.

Any accident, incident or near-accident is thoroughly investigated. This gives us the opportunity to learn from it and to take effective measures to prevent any recurrence. Reporting of each incident is a very important precondition for the success of our approach.

All this brings us face to face with the 'human factor'. This, among other things, means that unfortunately we can never completely exclude incidents and accidents. Within our safety and prevention work we attempt to pay more and more attention to the individual persons and their mentalities. Everything starts with safe working and a concern for the risks that everyone faces. Everyone must play their own part, however small, in creating a safe workplace. Nor do safety awareness and responsibility stop at the company gate. For this reason, we also draw our employees' attention to risks and measures to prevent accidents in the private sphere. Safety needs to become an ingrained value for everyone.

Psychosocial stress is a topic that has attracted much attention in recent years. In 2013, the company, working with an external specialist company, undertook a well-being survey of all employees. A participation rate of 70% was achieved. The results were good. The issues that the survey brought to the surface have been included in a further action plan.



## 7.5 Finally, the social role of Roularta Media Group

- For its employees, Roularta Media Group has structured the 'Friends Circle', funded by resources from activities and employee contributions.
  - To promote good understanding in the workplace and to offer employees the opportunity to get to know each other better, the Roularta Media Group Friends Circle organizes numerous activities every year. It is often easier to make contact outside the work environment, especially with colleagues from other departments. The Friends Circle has therefore gone looking for activities that appeal to the widest number of employees. The activities it organizes include the New Year's reception, the St Luke's Festival (staff party named after St Luke, the patron saint of printers and the printing industry), St Nicholas' Day and the St Nicholas children's party, excursions and museum visits.



➤ St Nicholas' annual visit to the work place    ➤ St Nicholas children's party in Plopsaland



➤ Staff party in 2013    ➤ Excursion to Amiens (2012)

- The Friends Circle is a solidarity fund. For special events or emergencies support can be provided via the Friends' activities or funds. In recent years, employees who have suffered a fire or severe water damage have received cheques. Initiatives undertaken by personnel and support from the Friends made sure that these were for tidy amounts.
- Finally the Friends Circle makes a contribution to the company events for its pensioners.

- Roularta wants to continue to play a major role in the graphic and industrial world. Through various channels we stand up for our interests and those of the industry. Some examples:
  - For many years Roularta has provided the president of The Ppress, which defends the interests of magazines at regional, community and federal government level, as well as towards the Belgian advertising industry and the population at large.
  - A Roularta representative was for many years the president of EBP, the federation of publishers of Europe's largest and most prestigious business magazines.
  - Roularta actively participates in EMMA (European Magazine Media Association), the European federation that defends our interests at the European Commission and the European Parliament.
  - For several years now, Roularta has provided the chair of the CIM, the Centre for Information on the Media. Each year, the CIM undertakes readership and listening studies for the press, cinema, television, radio, the Internet and outdoor advertising.
  - Roularta is present in the Advertising Council, which groups all associations whose work involves advertising. It has set up the Jury for Fair Practices, composed jointly of professionals and external representatives (including Test-Achats). This jury is responsible for self-discipline and ethics in the sector.
  - Roularta is present in the Press Council, an initiative of the Flemish Journalists Associations, publishers and media houses, which is intended as a platform for journalistic self-regulation. The Press Council is an independent institution for handling questions and complaints about journalistic professional practice.
  - Roularta is a member of Voka, the association representing the interests of employers and is also represented on the Board of Directors. We are also a member of the VBO/FEB and WQA, two other employers' associations.
  - Finally, a Roularta board member sits on the French-speaking Committee for the Accreditation of Journalists.
- We also fulfil a social, non-company-bound role by investing in talent, culture and new initiatives. Examples:
  - Roularta is an Ambassador of West Flanders, with the right to use the province's ambassador logo.
  - Roularta Media Group is one of the founding partners of 'A Heart for West Flanders', an organization committed to helping vulnerable young people up to age 18 years by supporting and undertaking various projects.

“

*Poverty may not always be visible, but I have spoken with countless people and associations and the need is great, even here in West Flanders. All initiatives that set out to combat poverty are good initiatives. A Heart for West Flanders is for me an ideal lever for enabling creative ideas to develop and for launching projects that others can then pick up and carry further.*

”

*(Governor Carl Decauwé in his first speech as governor)*

Some examples of supported projects:

- **2012:**
    - » 'Boathouse, from young people at the helm to young people on the farm', – creating and maintaining a vegetable garden with socially vulnerable young people.
    - » 'Let's say it with music!' (building a music studio and music workshops)
    - » Organizing carefree seaside holidays for children with cancer and their families
    - » 'Suicide among young people in Flanders, a network approach'
  - **2013:**
    - » Don Bosco camp (an annual summer camp for underprivileged children aged 6 to 12)
    - » JOEF: 'Young People as Entrepreneurs and Financiers' – young people decide which young entrepreneurs' projects will receive support
    - » Neighbourhood and renovation project in Kortrijk, in collaboration with the Buurtwerking neighbourhood association, the Flemish Employment Agency (VDAB), the Social Welfare Agency (CPAS) and the city of Kortrijk.
  - **2014:**
    - » 'From underprivileged to promising' (supporting underprivileged children of prisoners and from placement homes)
    - » 'Allez Eddy' (project where vulnerable children and young people can develop further through cycling)
    - » 'Neighbourhood work for young people' (creating neighbourhood work for young people in a multi-cultural neighbourhood)
- Support is provided to Jennie Vanlerberghe's 'Women's House in Afghanistan' project.
  - Roularta supports the Belgian Vocation Foundation (renamed Vocatio), which provides material and moral support to young winners with life projects in a radically changing world.
  - Roularta has for the past 30 years been a loyal and structural sponsor of the Knack Roeselare Volleyball club. This team has several times been Belgian champion (including in 2010, 2013 and 2014) and has received several awards at international competitions.
  - Roularta is accessible to everyone. NGOs (the magazine MO\*), cultural, socio-cultural, social, and other associations or institutions can easily contact us for constructive cooperation.
  - Roularta works with several sheltered workshops (Westlandia, Marienstede, Mariensteen, Entiris, Renaître) for manual work such as packing, unpacking, sorting, stacking and labelling. Roularta also works with them on finishing tasks ('straight backing', stapling, etc.). In 2012 and 2013 Roularta invested some 300,000 euros in this collaboration.
  - Every year the company organizes a quiz night for staff and their families, with proceeds donated to charity.
    - In 2011 the proceeds went to 'Moeders voor vrede'. This is the Belgian branch of the international organization Mothers for Peace, which is committed to women's rights and seeks to give new perspectives to women victims of conflict and violence. Mothers for Peace projects aim to give women back their dignity.
    - In 2012 the proceeds went to 'The Breede Centre' in Mc Gregor, South Africa. This organization offers training to local people, from woodworking to computer courses and entrepreneurship.
    - In 2013 the proceeds went to 'Eyes for the World', that buys corrective eyeglasses and distributes them through projects and Belgian ophthalmologists in third world countries.
  - Following the Philippine typhoon, Roularta organized an appeal among employees. 4460 euros – partly from employees and partly from the company – were donated to the Red Cross.



## 8. Perspectives

In 2014 Roularta celebrated its 60th anniversary. We want to continue tackling new projects, working creatively and taking risks. In so doing we need to remain cost conscious and alert, without losing sight of efficiency. We remain strongly committed across the company to planet, profit and people, with a critical but positive attitude. We prefer deeds to words, and to point, not to what we intend to do tomorrow, but what we actually did yesterday.

