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**Sustainability Report 2022**

# PREFACE

**W**ith great pleasure, we present Schuttelaar & Partners' sustainability report for 2022.

The world around us is constantly changing, and so are we. In this report, we share how we are making a positive impact with our services, how we assess and mitigate our negative impact, and how we communicate transparently about our progress towards our goals. This report is our moment of evaluation: where can we still make progress, and what are we proud of?

In 2022, we strengthened our team by welcoming two new partners. Lorena van de Kolk works from Brussels with enthusiasm on projects that create pan-European impact and bring sustainability in agri-food closer to the citizens. Peter Thijssen works passionately on projects in Life Sciences & Healthy Living, bridging the gap between science and society.

Our work is largely influenced by European and national legislation, including the European Green



Deal, with regulations on corporate sustainability reporting (Corporate Sustainability Reporting Directive) and single-use plastic use (SUP). We closely monitor legislative developments and support our clients in meeting these requirements while identifying where they can take additional steps as organizations to make a difference.

2022 was the final year for our current sustainability strategy. We expanded the impact areas of agriculture, health, and nutrition with climate and biodiversity.

We set priorities and prepared for a recalibrated sustainability strategy and business plan starting in 2023. With our strategy working groups, we can engage colleagues from across the organization in developing our new strategy and business plan. With the ESG committee leading the way, we are able to develop a recalibrated sustainability strategy in 2023 based on a double materiality analysis.

**“The writing of this report is our moment of evaluation: where can we still make progress, and what are we proud of?”**

# ABOUT SCHUTTELAAR & PARTNERS

At Schuttelaar & Partners, a sustainable and healthy future is at the core of our mission. For over 25 years, we have been dedicated to realizing this mission, primarily in collaboration with our clients, but also through our own ESG policy.

## Our mission

**W**e're focusing on making the agri-food system healthier and more sustainable, as well as building a society where quality of life is at the forefront. We believe a healthy lifestyle, throughout your entire life and across the population, is essential. We're working towards changing the food production system so that our growing population can be nourished without depleting our planet. In tandem, we actively promote sustainable and healthy food choices to become the natural choice for consumers. Encompassing all of this and the climate crisis at large, we are committed to accelerating the energy transition.

## Our four impact areas

We work with multidisciplinary teams on our four main themes: agriculture, food, health, and environment. These teams consist of a mix of content-driven consultants, communication and public affairs advisors, designers, and digital developers. With our broad and diversely talented teams, we assist clients with the following services:

## Our services

### Strategy & Implementation

We develop measurable and impactful ESG strategies for clients in the agri-food and health sectors.

### Dialogue & Participation

We engage stakeholders in dialogue on societal and technological topics and organize the participation process for governments.

### Compliance

We help companies comply with legislation and (international) guidelines in the areas of food safety, sustainability, and claims.

### Communication & Design

We create compelling communication with our unique blend of communication expertise and expertise in sustainability and health.

### Alliances & Public Affairs

We facilitate dialogue with government, politics, and societal stakeholders, contributing to regulations for sustainable innovations.

### Digital

By combining our field knowledge with digital design and development, we create innovative apps, tools, and platforms that make a difference.





## ESG policy

Our activities have a direct impact, and we take this seriously. With our environmental, social, and corporate governance (ESG) policy, we aim to increase our positive impact and reduce our negative impact. The ESG policy consists of three pillars:

### The ESG policy consists of three pillars:

- **Our environmental footprint**  
Environment
- **Our people**  
Social
- **Our services**  
Governance

An organization-wide team is committed to establishing and implementing the ESG policy.

In 2019, based on a materiality analysis, we defined eight material topics. These form the basis of our current ESG policy, for example, 'reduction of greenhouse gas emissions' was translated into our

environmental footprint. Five material topics fall under our people: 'healthy employees,' 'work-life balance,' 'training and development,' 'employee turnover,' and 'happy employees.' Lastly, the topics 'happy (impactful) customers' and 'financial results' are central to the governance pillar of our services.

The analysis from 2019 provided a solid foundation for our current policy, but it has since become outdated. Therefore, in 2023, we began conducting a dual materiality analysis, following the Corporate Sustainability Reporting Directive (CSRD), the new European directive for non-financial reporting. Schuttelaar & Partners is not subject to the CSRD, but we are eager to apply it as a mission-driven organization. Additionally, the CSRD is an integral part of our advisory work. Based on the results of the dual materiality analysis, the ESG policy for the upcoming years will be revamped.



## About us

Our people work in three offices in The Hague, Wageningen, and Brussels, dedicated to our mission. All our employees are passionate professionals who combine their knowledge and thinking with our ideal of making a real contribution to a healthy and sustainable world. As a service organization, Schuttelaar & Partners creates positive impact together with clients.

An aerial photograph of a multi-story building. The roof is a mix of dark grey asphalt, light grey metal panels, and a green roof. A large array of blue solar panels is installed on the green roof. To the right, there is an outdoor patio area with a wooden table, chairs, and a white umbrella. The building has several windows and air conditioning units. A road with a white dashed line is visible on the left side.

# OUR ENVIRONMENTAL FOOTPRINT

Our mission is a healthy and sustainable future. The sustainability of our business operations is an integral part of this mission. We continuously work towards reducing our environmental footprint. In 2022, we made significant progress in mapping and calculating our environmental footprint.



# CO<sub>2</sub> footprint

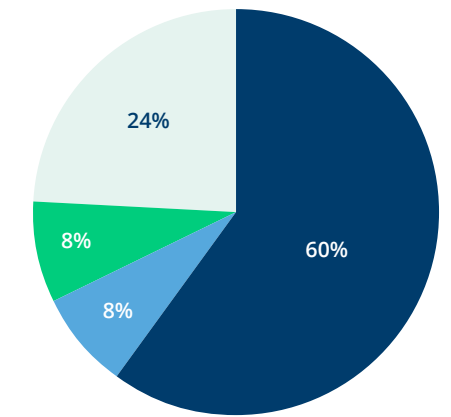
**“We calculate our CO<sub>2</sub> footprint annually, enabling us to identify impactful themes with the goal of reducing our climate impact.”**  
**Maarten Hazewinkel**  
ESG-committee

To reduce our CO<sub>2</sub> footprint, it is necessary to first understand what it is. Therefore, in 2022, we took the step of calculating the CO<sub>2</sub> footprint of our three offices in The Hague, Brussels, and Wageningen. Together with our colleague and expert Justin Kerkmeijer, we embarked on this journey, from inventory to the final footprint calculation. We had our calculations verified by ClimatePartner, the organization we started collaborating with in 2022.

We identified several key themes with the goal of reducing our climate impact. These themes include energy consumption in our offices, lunch, and mobility. In 2023, we will establish concrete objectives to reduce our emissions in the coming years. We will continue to monitor our CO<sub>2</sub> footprint annually to track progress and communicate about it.

## CO<sub>2</sub> footprint for 2022

Our CO<sub>2</sub> footprint for 2022 was 85.05 tons of CO<sub>2</sub>, which is higher than in 2021 when it was 80.98 tons of CO<sub>2</sub>. The increase in emissions is well explained by the additional travel to customers and offices, as well as increased heating costs in 2022 compared to the COVID-19 year of 2021. Based on these calculations, we are working on reducing our footprint, for example, by improving insulation and using cleaner energy. Additionally, we will annually compensate for our remaining CO<sub>2</sub> emissions.



■ Energy Consumption ■ Lunch  
■ Mobility ■ Other



## Activities

In 2022, we initiated several projects to reduce our emissions, such as electrifying our shared cars. We also embarked on a journey to make our historic building in The Hague more sustainable.

The year 2022 was also marked by the energy crisis. This challenging situation accelerated energy-saving efforts. To help our colleagues save energy and money, our experts provided practical tips and inspiration during the Week of Inspiration with the theme ‘Your Personal Energy Transition.’ We also held an inspiration session on sustainability in the neighborhood. In 2023, we focused even more on concrete activities to limit our carbon footprint, in line with our new ESG policy.





Through our dedicated colleagues, we can work towards our mission and create a positive impact together. Therefore, we are more than happy to invest in the happiness and well-being of our employees in the workplace.

# OUR PEOPLE



We are the agency for a healthy and sustainable world

## Training and Development

In early 2022, we launched a new HR strategy that places all job profiles and their corresponding training programs at its core. We defined specific skills for each job level. Based on this, we organized a multi-year training program in collaboration with training partners Lepaya and Nassau Group. This enables our advisors to make a difference. We now have a structured program in place for junior to senior career progression. Along with a robust training budget, we encourage the training and development of our people.

**“In 2022, we launched our new HR strategy. It includes a structured training program that truly makes a difference in the growth of our employees.”**

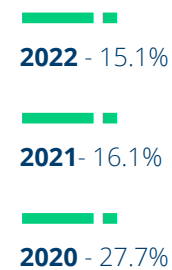
**Karin van Dooren**  
HR-manager



## Happy Employees

We believe it's important that our people feel good and are engaged with the organization. After all, to create a positive impact, we need each other. Ideally, we want people to stay connected with us and our mission for as long as possible. In the 2022 policy plan, reducing the turnover rate was therefore designated as a priority. To achieve this, in 2022, we implemented a structured training and development program, adjusted the salary structure, and modernized the employment terms. Among other things, this includes employees now receiving a remote work allowance, and the minimum number of vacation days has been increased to 27 days (on a full-time basis). The turnover rate in 2022 (15.1%) ended up being lower than in previous years. We expect that this policy will have a lasting effect in the coming years.

### Turnover rate





## Healthy employees

We aim for a healthy work-life balance for our people and pay attention to mental health. In 2022, we specifically focused on addressing workload as part of this effort. Additionally, our HR team is always ready to engage in conversations about mental health. To increase awareness and attention within the organization, we organized the 'Vitality and Mental Health Week' in September 2022. This week was filled with informative lectures and a Tacoyo (training, breathing, fitness, yoga, stress management) workshop.

Regarding physical health, our Sport & Play team annually organizes various sporting activities. In 2022, we had our well-known mountain biking weekend, as well as activities like bouldering, yoga, a series of boot camp sessions, and a surfing lesson. In 2023, we will further focus on promoting physical and mental health in our offices and within the organization.



## Positive Impact of Our People

We believe it's important to continue inspiring each other on relevant key themes. Our subject matter experts make our vision very practical: how can we apply these themes in our daily lives? In 2022, in addition to the Vitality Week, we organized two more 'Weeks of Inspiration' with themes like 'Vegan Lifestyle' and 'Your Personal Energy Transition.' Furthermore, we held inspiration sessions, for example, about sustainable clothing and biodiversity, and actively participated in theme days like Warm Sweater Day.

From a small survey among employees, it emerged that, in addition to the Weeks of Inspiration, there is anticipation for events where we can roll up our sleeves and make a positive impact through action. Therefore, in 2023, we will focus on organizing multiple volunteer days and incorporating these initiatives into the ESG policy.



**"I am proud of how we inspire each other, how our specialists share their knowledge and experience to support employees in making more sustainable and healthier choices."**

Lotte Tange  
ESG-committee





# OUR SERVICES

Schuttelaar & Partners is a communication and consulting firm. Through the projects we undertake with our clients, we work towards our mission of a healthy and sustainable future. Our impact is primarily indirect and achieved through our clients. In this sustainability report, we report on a number of impactful projects in our four themes: agriculture, nutrition, health, and climate & biodiversity.





The National Climate Agreement sets ambitious climate targets for 2030 and 2050. The livestock industry faces the task of reducing methane and ammonia emissions in the Netherlands – a considerable challenge that must go hand in hand with practical measures and a strong vision for the future of livestock farming.

**Communication about integrated approach**

Together with Wageningen Livestock Research and LTO, we supported the communication for an integrated approach (Integraal Aanpakken), while also providing additional expertise. We communicated about the integrated approach with positivity, looking towards the future and keeping the farmer in mind.

Our aim was to publicise the projects under this approach; share the results of projects; and impart knowledge to present opportunities for farmers to reduce their emissions. Visual communication played a vital role in clearly conveying the complex relationship between climate change, methane, ammonia and livestock farming. We also developed the Integraal Aanpakken website on the Groen Kennisnet knowledge platform to disseminate the knowledge gained in an optimal and accessible environment.

**Integrated approach in livestock farming**

**Together with and for the livestock industry**

The aim of Integraal Aanpakken is to gain insight and determine workable measures on how livestock farmers can adapt their businesses in a profitable and future-oriented manner. An integrated approach is the main focus for this research – after all, a sustainable future for livestock farming requires meeting the needs of society and more. This approach aims to offer livestock farms in the Netherlands a choice of appropriate measures for every type of soil, as well as measures that also improve business output.

**IDH’s Living Wage Action Guide**



IDH, the Sustainable Trade Initiative, is an international organization that brings together, co-creates, and co-finances inclusive and sustainable solutions, aiming to empower businesses, investors, civil society organizations, and governments to create value for people and the planet. One of their key focus areas is the transition to paying a living wage. To enhance international alignment and develop tangible solutions for bridging this gap, IDH has created the Roadmap on Living Wages, consisting of 5 steps.

**Action Guide for a Living Wage**

In collaboration with stakeholders, IDH has gathered a wealth of knowledge for Step 4 of the roadmap, “Take Action.” We have assisted IDH in presenting this information in a user-friendly, inspiring, and engaging format. Building upon the work of IDH, NewForesight, and Ergon, this [Online Guide](#) provides practical tips, case studies, insights into sector differences, and much more. The guide supports organizations on their journey toward achieving a living wage.

**Stakeholder Sessions for Connectivity and Insight**

Together with IDH, we conducted stakeholder sessions to identify the needs of potential users of the Action Guide. Achieving a living wage is a complex topic that requires collaboration among various stakeholders. Therefore, we chose a format that clearly illustrates the interconnectedness between actors and interventions. The Guide presents different paths for actors to overcome challenges and implement interventions. It is a dynamic tool that can be supplemented with more information and case studies in the coming years.

More on **Futureproof agriculture**

**Perspective of Dutch arable farming**  
Preventing the emergence and spread of resistant fungus in tulip residue



More on **Transparent value chains**

Fairtrade’s Theory of Change comes to life in an interactive format  
A fair and transparent supply chain for rice farmers in Cambodia







## Towards an improved composition of processed foods: every step counts

**A**s part of the National Prevention Agreement, the Ministry of Health, Welfare and Sport (VWS) has agreed with the food industry to improve the composition of processed products so that consumers consume less salt, sugar, and saturated fat, and more fiber. To achieve this, the [National Approach to Product Improvement \(NAPV\) was launched in early 2022.](#)

In order to inform and inspire the food industry, including restaurants, catering, and retail, to engage with the NAPV, we launched an information campaign (spring 2022 - autumn 2023) under the motto: Every Step Counts. Ensuring we work together towards an improved product composition by 2030.

The campaign includes various activities. In June 2022, we started with an online event with about 150 participants, in which State Secretary Maarten van Ooijen called on the sector to take action. This session was followed by two in-depth inspiration sessions to share good examples and discuss recent developments. In 2023, two more meetings followed. We also initiated a private [LinkedIn group](#) for professionals in the food industry, where we share information and good examples.

More on **Healthy and sustainable food**

Healthier food choices with Nutri-Score  
Accelerating a future-proof food system  
Fair and transparent marketing communication





## Approval of mealworm ingredients as novel food

**Y**nsect NL cultivates and processes *Alphitobius diaperinus* larvae into ingredients for human consumption. The international company Ynsect is a world leader in insect protein production. It processes insects into high-quality ingredients for the entire food chain: plants, fish, (agricultural) pets, and humans. Insects are considered novel food according to the Novel Food Regulation (EU) 2015/2283 and require authorization to be marketed. We supported Ynsect NL with the novel food procedure for four ingredients from the lesser mealworm.

With the market approval of the lesser mealworm as novel food, there is a new sustainable protein source available that contributes to the protein transition. Insects require less land and have a more efficient feed conversion compared to animals in conventional livestock farming, resulting in lower greenhouse gas emissions compared to regular protein sources.

### Novel food dossier advisory

We assisted Ynsect NL in compiling and submitting their novel food dossier by developing the strategy, conducting intake calculations and literature research, and providing advice on the design and interpretation of laboratory studies. After submission, we helped provide additional information and communication with EFSA and the European Commission.

In July 2022, we received EFSA's positive conclusion that insect ingredients are safe for human consumption. Based on this positive [EFSA opinion](#), the European Commission published [Implementing Regulation \(EU\) 2023/58](#), granting permission for the marketing of frozen, pasta, dried, and powdered forms of *Alphitobius diaperinus* larvae (lesser mealworm) as a new food. The authorization came into effect on January 26, 2023.

This is the fourth novel food dossier that has been approved with our support under Regulation (EU) 2283/2015. Schuttelaar & Partners is thus one of the leading organizations in the field of novel foods in the EU. You can find more information about our services here.



**P**LUS is actively engaged in making its packaging more sustainable. Schuttelaar & Partners is closely involved in this effort. We provide PLUS with strategic advice, assist in the implementation of their packaging policy, and support them in communicating with customers and employees.

### Goals for 2025

As the Most Responsible Supermarket in the Netherlands, PLUS is continuously taking steps toward a better environment. One of these steps is the revamped packaging policy. The expertise of Schuttelaar & Partners played a crucial role in shaping this ambitious policy. With this packaging policy, PLUS aims to reduce, renew, and recycle packaging. There are four central objectives that must be achieved by 2025:

- 20% reduction in packaging
- Renewable materials wherever possible
- 95% recyclability
- 50% recycled content in plastic packaging

Over the past years, PLUS has already taken various steps to make the packaging on its shelves more sustainable. These changes are clearly visible in the stores. For instance, PLUS has stopped using double lids on grape, mushroom, and tapas packaging, replacing thick plastic lids with film, saving 70 tons

of plastic. Free plastic or paper bags have been replaced with reusable bags available for a small fee. Additionally, PLUS aims to avoid using materials like PVC, PLA, PS, black plastic, and aluminum layers due to their poor recyclability.

To learn more about the steps PLUS is taking, you can refer to the [2022 annual report](#).

## Packaging from PLUS is becoming increasingly sustainable



Telling the true story about tin  
Reducing plastic consumption and promoting recycling

More on  
**Sustainable packaging**



# HEALTH HEALTH HE TH HEALTH HEALTH EALTH HEALTH HEAL EALTH HEALTH HEA H HEALTH HEALTH EALTH HEALTH HEA

A healthy society and high-quality, accessible, and affordable healthcare. That's what we're working towards in collaboration with our customers, advising on transparent communication, strengthening public-private partnerships in the healthcare chain, and facilitating the societal dialogue on the value of medical innovations.

Healthy  
Living

Accessible  
healthcare

LAAT MIJN  
DROMEN  
NIET IN  
ROOK  
OPGAAN

Zorg voor een  
rookvrije start



## Key role for children in the 'Care for a Smoke-Free Start' campaign

The Smoke-Free Start Task Force, an initiative of the Trimbos Institute, aims to have healthcare providers play a significant role in achieving one of the goals in the prevention agreement: moving towards a smoke-free generation by 2040. To contribute to this goal, we developed the campaign 'Care for a Smoke-Free Start' for the Task Force.

### Responding to a sense of responsibility

The goal of the campaign is to activate healthcare providers, from maternity caregivers to gynecologists, to provide effective smoking cessation support to (expecting) parents. By featuring children in the campaign with the text 'Don't let my dreams go up in smoke,'

the Task Force appeals to the sense of responsibility of healthcare providers. Through various platforms, the campaign highlights the damage to children, the persistence of smoking addiction, and the role they can and must play in prevention.

### Campaign for a smoke-free start

Towards the end of the successful launch of the campaign in the first quarter of 2022, we supported the Trimbos Institute in their '[Smoke-Free Start Congress: From Dreams to Action](#).' The campaign will continue to expand further by the end of 2023. For more information and campaign materials, visit [www.rookvrijestart.nl](http://www.rookvrijestart.nl) or [LinkedIn](#).

Every patient is entitled to effective treatment, including patients with rare diseases. However, this proves to be a significant challenge: for the vast majority of the approximately 7,000 rare diseases, there is still no treatment available. The Association of Innovative Medicines (VIG) asked us to broaden the discussion on the importance of these medicines and provide the field with tools to improve access to orphan drugs.

### From challenges to actionable perspectives

We organized four working groups with nearly 50 experts in the field of orphan drugs. Together, we identified the main challenges and opportunities for progress. These findings were compiled into an online "roadmap for the future," which was launched with a celebration at the Orphan Drugs Symposium we organized.

### Moving together towards better access

Our project approach focused on collaboration and took into account the unique challenges and concerns of each stakeholder. By facilitating discussions and identifying key issues, we brought stakeholders closer together and gathered practical perspectives to enhance the accessibility of orphan drugs. We developed a strong concept that served as the guiding thread for both the user-friendly roadmap and the successful symposium.



## Orphan drugs: a roadmap for the future

More on  
**Healthy living**

Collaborating with municipalities for a healthy environment  
EU Commissioner welcomes the engagement of 70 European Stakeholders to promote a #HealthyLifestyle4All



More on  
**Accessible healthcare**

Monitoring the performance of vaccination programmes







## Sustainable real estate in South Holland

Owners of small-scale public real estate often lack the knowledge and capacity to make their properties more sustainable. Therefore, the Province of South Holland offers process support in the [Social Real Estate Support Program](#) for the sustainability of schools, healthcare institutions, sports halls, small municipal real estate, community centers, and cultural heritage.

### Sustainability Coaches

In this multi-year project (until 2025), we work as sustainability coaches. We inform and inspire building owners and encourage them to take concrete sustainability steps with their real estate. We translate the situation into a clear

assignment to an independent technical advisor while keeping an eye on the process and communication with, for example, the municipality. The support is tailored and includes a step-by-step plan with practical measures, as well as completing the business case, finding financing, and contracting reliable parties.

As sustainability coaches, we serve as the hub for the network of social real estate owners and municipalities in South Holland. In addition to our role in guiding the participants, we act as the front office, organize information sessions, provide advice, and communicate about the social real estate support program, and facilitate knowledge sharing.

Biodiversity has significantly decreased in the last 50 years. Insects have declined by 70%, and birds, mammals, and fish in rural areas are under significant pressure. The Dutch landscape has mostly been seen as a resource for utility, leading to a substantial decline in its quality. Approximately 60% of landscape features have disappeared over the past century due to urbanization, intensification, and agricultural expansion.

In short, it is high time to reverse this trend and restore landscape elements, thereby revitalizing biodiversity in our country. The 'Aanvalsplan Landschap' aims to achieve a green-blue network covering 10% of the rural areas. This effort can make a significant contribution to societal challenges related to nature, climate, nitrogen, and water quality. This is also supported by [research](#) conducted by Wageningen University and Research (WUR). Green-blue connectivity is crucial for enhancing landscape quality, combating desiccation, and explicitly contributing to the prospects of agriculture and the rural area as a whole.

The Aanvalsplan Landschap was developed in collaboration with partners from the Deltaplan Biodiversiteitsherstel and was presented to Minister Van der Wal in September 2022. The goal of the plan has now been incorporated into the National Rural Area Program (NPLG). The NPLG aims to achieve healthy nature,

## Achieving a green-blue network in rural areas

clean water, and clean air. The primary focus on nature within the NPLG aligns with the obligations of the European Bird and Habitat Directives.

Every region in the Netherlands is unique. The quality of nature, water, and soil varies across regions. Therefore, the needs differ from one area to another. Through the NPLG, provinces, entrepreneurs, and land managers assess the requirements for each area, aligning with its specific characteristics and considering the capacity of water, soil, and nature. The NPLG provides frameworks that provinces utilize to formulate regional programs. In these programs, provinces outline how they will achieve goals for nature, nitrogen, water, and climate, and identify necessary measures. Ultimately, this should contribute to the sustainable development of rural areas.

The Aanvalsplan Landschap has led to the creation of a guideline that further clarifies the definitions of landscape elements.



More on **Energy transition**

Supporting Noord-Brabant with the energy transition  
Working together to create a city for everyone



More on **Biodiversity recovery**

Biodiversity Restoration and Collaboration  
Living Planet Report Netherlands





# COLOPHON

**S**chuttelaar & Partners, Consultancy for Social Communication B.V. is a private limited company (Chamber of Commerce number: 27155167) and a subsidiary of the Healthy World Cooperation U.A. The headquarters are located in The Hague, Netherlands. Additionally, Schuttelaar & Partners has offices in Wageningen, Netherlands, and Brussels, Belgium.

Schuttelaar & Partners publishes its sustainability report annually. This sustainability report covers the financial year 2022, from January 1 to December 31, 2022.

The information in this sustainability report pertains to the year 2022, with the exception of data used for calculating our carbon footprint: this data includes information from 2021 and 2022. The content of the report encompasses all activities of Schuttelaar & Partners, both nationally and internationally.

Members of the ESG committee have gathered information and authored the report. The sustainability report has been internally validated and approved for publication by partners and members of the executive board.



**Want to learn more?**

This sustainability report was published on October 10, 2023. Do you want to learn more about this sustainability report or do you have a question? Please let us know via [info@schuttelaar-partners.com](mailto:info@schuttelaar-partners.com).



# APPENDIX

# Appendix: organisational structure

## Healthy World Cooperation

Schuttelaar & Partners is a subsidiary of the Healthy World Cooperation U.A. established in 2010. This cooperative operates as a holding company, serving as its director and collective shareholder. The ten partners of Schuttelaar & Partners govern the cooperative and have committed to it for an extended period. Statutorily, it is stipulated that the societal goals take precedence, and the cooperative cannot simply be sold. The daily management of Schuttelaar & Partners is delegated to three of its members. There is a certificate program in place for a broader group of employees to foster their commitment and allow them to share in the profits.

### Partners

- Marcel Schuttelaar
- Ad Nagelkerke
- Edwin Hecker\*
- Harry Kager
- Joost Schuttelaar\*
- Lorena van der Kolk
- Peter Thijssen
- Ronald Hiel\*
- Suzanne van der Pijl
- Tijmen de Vries

\*Executive board

## Board of Advisors

An independent Board of Advisors advises the management three times a year on the progress and dilemmas of the agency. This board consists of six renowned professionals from various fields relevant to Schuttelaar & Partners.

### Board of Advisors

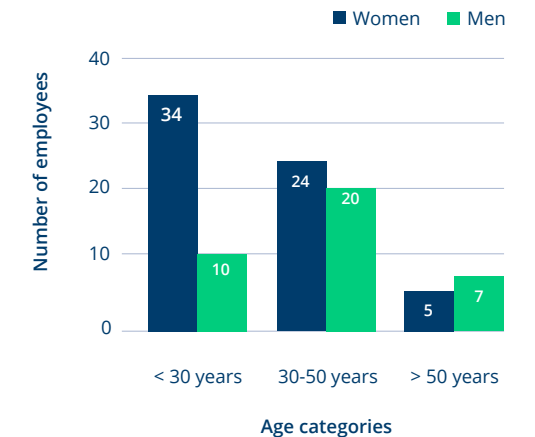
- Arnaud Wilod Versprille
- Koert van Ittersum
- Jolinde van Dijk
- Alida Oppers
- Kees de Gooijer
- Harry Brouwer

# Appendix: Employees

In this appendix, we report on the employee numbers at the end of the reporting period on December 31, 2022. The total number of employees, by region and gender, is based on the total number of staff (headcount).

Schuttelaar & Partners does not employ individuals on zero-hour contracts. The count of individuals who are not employees but whose work is monitored by the organization includes interns.

Age categories of employees



		The Hague	Wage-ningen	Brus-sels	Men	Women	x
<b>Number of employees</b>	100	69	21	10	36	64	0
<b>Number of permanent employees</b>	76	54	13	9	29	47	0
<b>Number of temporary employees</b>	24	15	8	1	8	16	0
<b>Number of full-time employees</b>	56	40	6	10	22	34	0
<b>Number of part-time employees</b>	44	29	15	0	15	29	0





Schuttelaar  
& Partners

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