

# **Sustainability report 2022**



# Taking responsibility and making a difference

“Reducing manufacturing and the overall volume of goods consumed is a challenge for society as a whole. As one of the largest online shops in the Netherlands and Belgium, we feel it is important to take our responsibility in these matters. We lead by example and have everything available to make an impact with our daily activities. This is why we are continually improving our platform for a better future.

Where we made online shopping easier from our inception, we are now in a position to make it easier to shop more sustainably. 2022 was an important year in this respect. For example, we introduced innovative packing machines, which enable us to pack orders exactly to size. That saves a great deal of cardboard and saves space in delivery vans. And if the original packaging is strong enough, we don't pack the product at all. Together with our sales partners we are continually expanding the range of more sustainable items\* and we make sure that these are easier for customers to find. And this is working, because in 2022 we sold twice as many more sustainable items than we did in 2021.

Bol.com is 'de winkel van ons allemaal' (the shop for everyone). It has always been important to us that everyone can participate in society. This is why we do our best to promote an inclusive society.

This is reflected in the many bol.com bollebozen (bright sparks) initiatives which contribute to equal opportunities for children in the Netherlands and Belgium. And with the diverse and inclusive working environment we endeavour to create, where everyone can be themselves and develop their potential.

This doesn't mean we will get where we want to be in the near future, but it does mean that every day we take another step towards a better future for everyone.”



**Margaret  
Verstedden - Van Duijn**

CEO at bol.com





**Bird's-eye view  
on sustainability  
at bol.com**

2 - 4

**Logistics &  
environment**

5 - 10

**Shop &  
product range**

11 - 17

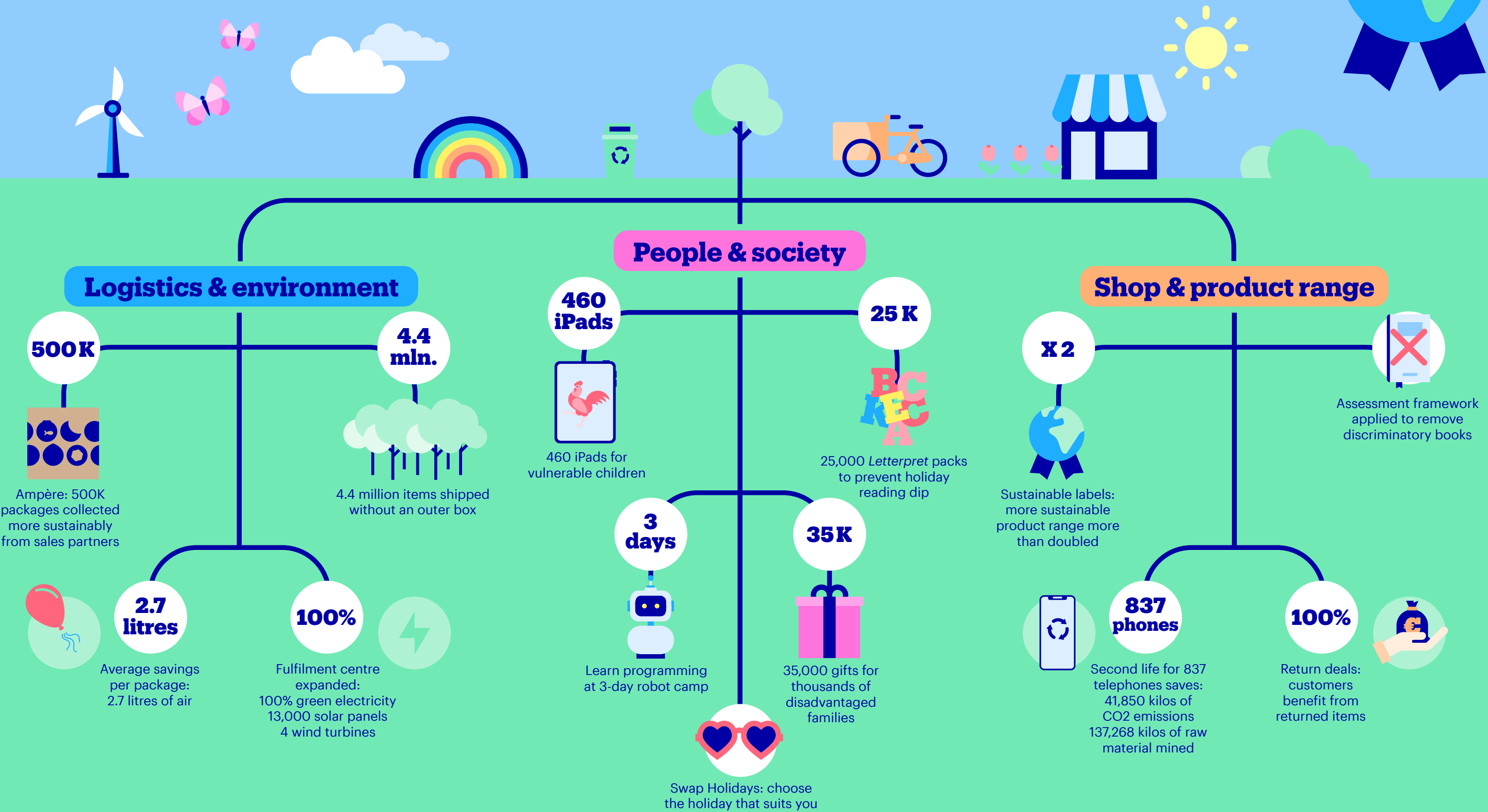
**People  
& society**

18 - 25



# What has bol.com achieved in 2022?

Bird's-eye view on sustainability at bol.com





# Just a little faster than the rest of the world

**Jori Ebskamp is Head of Sustainability at bol.com. In the six years he has been working with us, he has seen the focus on sustainability grow considerably. He explains the vision behind sustainability at bol.com, he talks about internal motivation, and shows us how bol.com takes its responsibility.**

## **We can't change consumer behaviour overnight**

Together, we have to change our buying patterns, according to Ebskamp. "There are many examples of companies now manufacturing more sustainably and working on alternative consumption models. Often these companies don't have the scale to actually make a difference, and that's a real shame. We have 13 million customers, some of whom are championing sustainable consumerism. They borrow and repair items or buy what they need second hand. But the vast majority isn't there yet, not by a long shot. So there's still a great deal of progress we can make. We can help them change their purchasing behaviour. For example by giving the more sustainable brands such as Naïf or The Good Roll an extra push. These items are therefore visible to a larger group of customers via bol.com. This way, we help increase their scale and thus their impact."

## **Interne gedrevenheid**

But why does bol.com consider sustainability so important? Ebskamp: "We want to improve ourselves every day. And that includes becoming more sustainable. That attracts people. They want to be part of the things we do. And many of our

employees have a clear intrinsic motivation too, as we found out from our internal survey. Colleagues overwhelmingly indicated that sustainability is extremely important to them and because of this, want to continue working with us."

## **Accommodating and taking responsibility**

As a major player, we have the influence to make an impact. But this conceals problems too. Because if we lose our scale – and therefore our influence – customers will go elsewhere and we won't achieve the more sustainable results we have set our eyes on. Ebskamp explains: "On the one hand this means listening to and accommodating the client, and on the other, it means taking our responsibility very seriously. Showing what we stand for."

Key examples of this in recent years include stopping using single use plastics. But also taking a clear stand in the Sinterklaas & Piet discussion. And by making even more visible and conscious choices regarding diversity and inclusion in our Sinterklaas present ideas book. Despite everything we are doing, we still get a great deal of negativity from the general public. But all in all I'm proud of what we have achieved."



### **Circular consumption on the horizon**

Ebskamp: “During the past year we have worked hard on embedding sustainability in all parts of the organisation. A very important step was achieving Climate Neutral Standard certification. In addition, the percentage of sales for our more sustainable products is increasing steadily. This is making a real impact, because we’re talking large volumes here. Ultimately, we will all have to move towards circular consumption. That means that companies will have to decouple revenue from the number of products they sell.”

### **Remain critical, but act!**

We want to be the place where our customers can shop a little more sustainably every day. Ebskamp is modest: “There’s still a lot to do, it’s not the time to pat ourselves on the back. And as a company, this is very important to us too. And even though we are far from perfect, at least we have started.”



**Jori Ebskamp**

Head of Sustainability  
at bol.com





# Logistics & environment





# What we can't reduce, we offset

**As Chief Operating Officer, Vincent Weijers' responsibilities at bol.com include logistics and operations. Together with Vincent, we look back at 2022 and look ahead to a zero-emission future. "Our ambition is clear: we want to do a little better every day: from packaging and delivering as economically as possible to using one hundred percent wind and solar energy in our buildings. With our sustainable product range we want to help customers make a conscious choice and we want to reduce the CO2 emissions per package as much as possible. This resolute attitude helps us considerably when making proposals and gives us a mandate to act."**

## **Impact as the commissioning party**

In 2022, we focused on the CO2 emissions generated by the last few kilometres. In other words, delivery with cars and vans. Weijers: "This forms a substantial part of our direct emissions, so we are constantly looking for ways to reduce this. Our sales partners can also opt to use our entire logistics network, including having Ampère collect packages. In this way we make an impact as the commissioning party. And thanks to our scale of operations, that is effective."

## **Less cardboard**

Packaging all items accounts for a very large proportion of the emissions from our logistics processes. So this is another area we are focusing on. How does bol.com deal with this? Weijers: "It all starts with the question: does it need an extra layer of packaging? If the answer is 'yes', because the original packaging is poor or for discretionary reasons, then we'll use as little cardboard as possible. For this, we

are increasingly deploying automatic packaging machines. And there's certainly a challenge here. Can we set the machines differently for different standard dimensions? Can we minimise the loss of cardboard when cutting to size? How can we ensure that more items are suitable for no pack logistics? Our product range is evolving and growing, and our packaging methods are developing too. Because the less cardboard we use, the more packages fit in the van."

## **Right mindset for positive contribution**

Emissions we can't eliminate, we offset. Weijers says: "Offsetting is a good alternative if there's no other way, but of course, reducing emissions is better. And we shouldn't let ourselves be guided by looking at what we need, but at what we are capable of. Do we have an unused roof? Then let's fill that with solar panels. If we don't need all the electricity generated ourselves, let's feed it back to the grid. I really don't know whether we will ever be climate-positive in the future. But we are making a positive contribution by making our logistics chain more sustainable. This is the mindset we need to have."



**Vincent Weijers**

Chief Operating Officer  
at bol.com



## Bol.com is Climate Neutral certified

We are the first e-commerce company in the Netherlands and Belgium to be certified according to the Climate Neutral Standard. We are proud of this. But what does this actually mean?

### CO2 emissions and reduction targets

First of all, together with the Climate Neutral Group (CNG), we identified the CO2 emissions generated by our own processes. These start when items arrive at a bol.com fulfilment centre and stop on delivery at the customer's front door, and of course, our processes include everything we do in between. We then set reduction targets to reduce emissions from our own processes, according to the rules and guidelines of the Paris Agreement.

We calculated the emissions of our own organisation and operations. This calculation includes the impact of fulfilment centres, offices and server locations. Energy consumption, packaging and delivery are also included. We are reducing emissions according to the reduction targets we set in consultation with CNG, and we offset what we have not yet achieved. In addition, we calculated the operational emissions of our sales partners based on their platform sales. And we offset these emissions too.

We also identified emissions in the rest of the chain. As subsidiary of Ahold Delhaize, we follow the guidelines of the Paris Agreement, the main aim of which is to limit global warming to 1.5°C. To achieve this, Ahold Delhaize is committed to reducing CO2 emissions by at least 37% throughout its value chain by 2030.

### Offsetting emissions

Our basic premise is to reduce our emissions. If that's not possible, then we must offset. Offsetting is one of the conditions for attaining the Climate Neutral Standard certification. So, we have set up two projects to offset the emissions we have not yet reduced to zero. We offset as much as 66 percent of our residual emissions with our investment in a Dutch biogas project. Dairy cow manure is converted into electricity, reducing methane and CO2 emissions. This project contributes to circular agriculture and also helps to tackle the nitrogen problem. We offset the remaining 33 percent by investing in a reforestation project in Tanzania. By replanting degraded forestland, we are helping to restore biodiversity and to rebuild the original ecosystems.

### Independent verification

Each year, an independent auditor conducts a rigorous audit of CO2 emissions from bol.com's own operations and those related to sales via the platform, as well as the reduction measures we have taken and the offsetting. The auditor checks that we meet the requirements of the Climate Neutral Standard and whether the CO2 offsetting actually takes place.

[Find out more](#)



## Collecting packages with bol.com's start-up Ampère

Ampère is a start-up we founded in July 2022. Ampère collects packages from sales partners as sustainably as possible and then takes them to one of our delivery services partners. In 2022, Ampère collected more than 500,000 packages.

One of Ampère's aims is to operate as sustainably as possible from day one. The company achieves this by combining smart technology with sustainable transport. The vans run mostly on Hydrotreated vegetable oil (HVO), a renewable diesel manufactured from vegetable oil. When compared to standard diesel, this saves more than 90 percent in emissions. By using this biofuel, Ampère therefore decreases direct emissions per package by more than 80 percent. What's more, Ampère has a dense network of pick up points, so our smaller sales partners can easily take their packages to an Ampère location.

Ampère is Climate Neutral certified, just as bol.com. With this certification, the company conforms to tough reduction targets for the coming years.

## More sustainable cardboard packaging

From 2022, Janssen Packaging only supplies bol.com with cardboard boxes certified according to the Climate Neutral Standard. So together we're making an extra effort to make the entire chain more sustainable. In addition, the packaging company is constantly looking for ways to improve its production. From material thickness, type and size to a more sustainable production process.

And these days, the familiar bol.com packaging is also available to our sales partners, because we want to help them pack their items more sustainably too. The packaging is strong and easy to use, thanks to the adhesive strips.

In 2022, we also tested some reusable packaging. Customers could hand in the used packaging at ten Albert Heijn stores, for us to reuse. In 2023, we will investigate how we can expand this initiative.

## Less packaging, greater impact

Tens of thousands of items leave our warehouses every day. And increasingly without a so-called outer box: the bol.com cardboard packaging. In 2022, we dispatched some 4.4 million packages without an outer box, more than twice as many as in 2021. So we saved about 2,200 tons of cardboard.

## Multi-packing machine

We started packing multiple items together in a single sustainable made-to-measure box with the multi-packing machine in 2021. The multi-packing machine scans the dimensions of multiple items together and folds a single carton box around them. A unique feature of this machine is that it can handle the very diverse range of items that bol.com carries. That's more than 35 million items and almost as many different formats.

Smarter custom packing means smaller packages, less packaging material and as little empty space as possible being sent to customers. In turn, this means we can make better use of the space in the vans and so we need fewer trips to deliver the same number of items. And that saves CO2 emissions.

We now have 23 of these multi-packing machines that we can use to pack customer order smarter. In 2022, we saved an average of over two litres of empty space per package, and more than 16 percent in actual shipping volume.



## **Bol.com fulfilment centre in Waalwijk expanded**

In Waalwijk we have doubled the acreage of our bol.com fulfilment centre to 100,000 m<sup>2</sup>; that's equivalent to about 15 football pitches. This expansion includes many innovations. It was built to the highest BREEAM certification (Outstanding) standard. BREEAM stands for Building Research Establishment's Environmental Assessment Method and is a sustainability metric for building projects. The fulfilment centre runs on one hundred percent green electricity, generated by the solar roof with 13,000 solar panels and 4 turbines adjacent to the building. An enormous shuttle system takes the many transport containers with stocked items to the right order picker at the right time. The energy released when the transport containers come to a halt is also stored so it can be used again.









# **Shop & product range**





# More sustainable items are the key

**Boukje Taphoorn is Chief Marketing & Sustainability Officer at bol.com. Together with her, we reflect on 2022 and look ahead to the future product range. “Most of the emissions are due to what’s in the package. The greatest sustainability gains can therefore be made by carrying items considered more sustainable.”**

## **The importance of a more sustainable product range**

Bol.com is aware that, as a commercial company, it encourages consumption of products and with this, has an impact on the planet and its inhabitants. We also want to take our responsibility for this impact and encourage the transition to more sustainable consumption. Why exactly is our platform the place where shopping for more sustainable items starts? Taphoorn: “We all need to shop, clothes, books, DIY equipment and so on, that won’t change. But as consumers, we can choose to buy the more sustainable items. For example, items with a Fair Trade label, made from organic or recycled materials. Our platform brings 52,000 sales partners, 13 million customers and 35 million items together. In each category of items we sell, there is now always a more sustainable alternative. By offering these products, we’re not just making it easier for our customers to quickly make the right choice. We’re also making it easier for our partners who sell goods that are considered more sustainable to easily find their target market.”

## **Labels for goods considered more sustainable**

The key to further sustainability lies in a product range with goods that are considered more sustainable. In the coming year, we will focus mainly on improving the labels and ensuring they contain reliable information about the item. Taphoorn: “Bol.com customers must be able to rely on the information given about an item being correct. Which is why we are focusing mainly on expanding the information labels for items on our platform. That sounds simple, but in practice it is actually quite complicated. Because what is considered more sustainable and why? And who says an item is sustainable? The sustainability label has to include the social aspects of manufacturing, as well as the raw materials and chemicals used. So, we always consult experts in these matters.”





**Assessment framework for books**

A good product range is not just about items with a lower environmental impact. It's also about defining what we do and do not want to sell. For example, certain discriminatory books. That sounds logical, but it's not so simple. Publishers offer literally millions of books directly via the bol.com platform. And dozens of new books are automatically added every week. The numbers are huge. That means it isn't easy to determine exactly what is discriminatory. To help us in this process, we introduced an assessment framework at the beginning of 2022. Taphoorn: "We developed our assessment framework together with input from experts. This means our employees can identify discriminatory books, such as those with anti-Semitic content. Based on a detection, assessment and notification system, we decide whether a book stays online or gets taken down."



**Boukje Taphoorn**

Chief Marketing & Sustainability Officer  
bij bol.com

**Consciously choosing items considered more sustainable**

At bol.com we like to help our customers make a more conscious choice. For this, we have introduced a product range with a 'more sustainable' label. Sustainability is a very broad term and includes well-being for society as well as care for the environment. Our new label is designed to help customers understand why we consider the item to be more sustainable. In 2022, we sold twice as many items considered more sustainable than in 2021.

[More about our sustainable labels](#)



### Scope for fair promotion

“Bol.com actively supports Tony’s Chocolonely with the More Sustainable label in prominent places during key periods when consumers buy gifts. In addition, Tony’s is given the scope for fair promotions, in which we don’t have to make considerable markdowns. But even more opportunities are planned. For example, to better inform customers about sustainable brands and to make it easier to buy those brands through major joint campaigns.

**Erik de Koning, lead e-commerce & direct sales Tony’s Chocolonely**

### Browse or swipe?

Customers looking for books can also make more sustainable choices, such as a second-hand or e-book. Milieu Centraal (a Dutch organisation promoting sustainable consumer choices) reached this conclusion after researching the climate impact of books, in a study commissioned by bol.com. For paper books, Milieu Centraal looked at paper, printing and transport to the front door. For downloadable e-books and audiobooks, they looked at the impact of downloading and using the book, and at the production of the e-reader, tablet, phone or laptop.

Usually, e-books and audiobooks are better for the climate than paper books, as long as at least 25 books are read on the e-reader. Otherwise, a second-hand book is considered the more sustainable choice.

### Greater reach, greater impact

“Bol.com works actively on its sustainability and is setting relevant targets. What’s more, the company is transparent about how it plans to achieve this. For instance, by using sustainability labels, items considered more sustainable are more visible on our platform. Bol.com is taking extra steps for itself and its partners. Collaboration between bol.com and DoubleMojo is working well, and this means we have a greater reach. Which, in turn, means we can make a greater impact!”

**Jason T. Wen, founder Bamboozy**

### The Great Big Book of Toys for everyone

With a circulation of 3.5 million, the Great Big Book of Toys has a huge readership. The 2022 edition focused particularly on diversity, which featured Jedediah and Romy on the cover. Jedediah has vitiligo, a skin condition which has given him white patches on his arm. Romy has Down syndrome. And further on in the book there’s Arkey, a happy boy in a wheelchair. By prominently portraying Jedediah, Romy and Arkey, we were able to contribute to the positive and equal image of children with disabilities among a large group of parents and children.





**Going green doesn't happen overnight**

"Each year we see bol.com becoming more sustainable and adjusting its policies step by step. For example, the banners during promos increasingly focus on more items considered more sustainable. And the online store is making an effort to emphasise the difference between the normal product range and items that go the extra mile for the planet. Together, we are also looking at how we can ensure that customers don't place many orders for single items, but group their purchases together into a single order. That saves unnecessary transport emissions. What's more, we are looking into ways to give our plastic-free baby wipes the visibility they deserve."

"As the largest retailer, it's not easy to become more sustainable, but we see the steps and effort bol.com is putting into this transition. Bol.com listens to our brand story and together we brainstorm about how bol.com can become even greener. That's not simple and you can't do it overnight. But as long as we're talking about it and we keep thinking about our emissions and our impact and we continue to take appropriate action, something will change."

**Renske Barnhoorn, e-commerce manager Naïf**

**Trend: more sustainable and more diverse toys**

Toys with an inclusive and diverse nature are gaining a more prominent place among children's toys. This means children can more easily identify with the range of toys. Examples of diversity in toys include dolls with different physiques, skin colours or hairstyles, Barbie with a prosthetic leg, and PLAYMOBIL figures in a wheelchair. Online search and purchasing behaviour at bol.com show that toys considered more sustainable are also becoming more popular. Well-known brands such as Barbie and PLAYMOBIL have chosen to become more sustainable with Barbie dolls made from recycled plastic and PLAYMOBIL have introduced their Wiltopia, the first theme world to use recycled material in every set.

**Return Deals**

With such a large volume of orders, it is inevitable that we will get some packages returned. And sometimes this packaging gets damaged. But that doesn't mean we have to discard the items. We offer them for sale as a Return Deal. Of course, only after strict quality control and with an attractive discount. Our customers get the same sales conditions and guarantees as if they were buying a new item. So, returned items still get a good home. An excellent deal.

**Annual income for 14 farming families in India**

"With more than 1,750 items on the bol.com platform we very proud of our partnership. Together with our cotton farmers in India, in 2022 we helped 4,278 customers get more sustainable products for their bedrooms and bathrooms. These products contained some 3,000 kilos of organic cotton, saving approximately 30 million litres of water from being polluted with harmful chemicals. By growing raw materials for our products organically according to the Fair trade principles, 14 farming families in India earned an annual income."

**Irene Jonkman, impact manager Yumeko**



### **Recommerce**

Everyone has an old phone lying around their home that isn't being used any more. That's a shame, because that phone could have a second life. And then fewer new phones would need to be manufactured. Bol.com has teamed up with Recommerce specifically for this purpose. Our customers can hand in their old phones at Recommerce, and it doesn't cost them anything. In fact, Recommerce pays them a nice amount within seven days. Good for the planet and for their bank balance.

Every device given a second life as a refurbished phone saves as much as 50 kg of CO2 emissions. What's more, it also saves mining more than 160 kg of raw materials. A little maths: in 2022, we recycled 837 telephones, which saved more than 40,000 kg of CO2 emissions and more than 130,000 kg of raw materials mined.

### **Bite-sized kibble**

At bol.com we also sell pet food. Occasionally the packaging is damaged, but the pet food itself is still good. In which case, we put the item in a container at our distribution centre in Waalwijk. The animal shelter around the corner then comes to collect the pet food. So we never have to throw away pet food and the animals get a free meal. Win-win!





**Assessment framework  
for books**

**► The Great Big Book  
of Toys**

**Return deals ◀**

**► Recommerce**

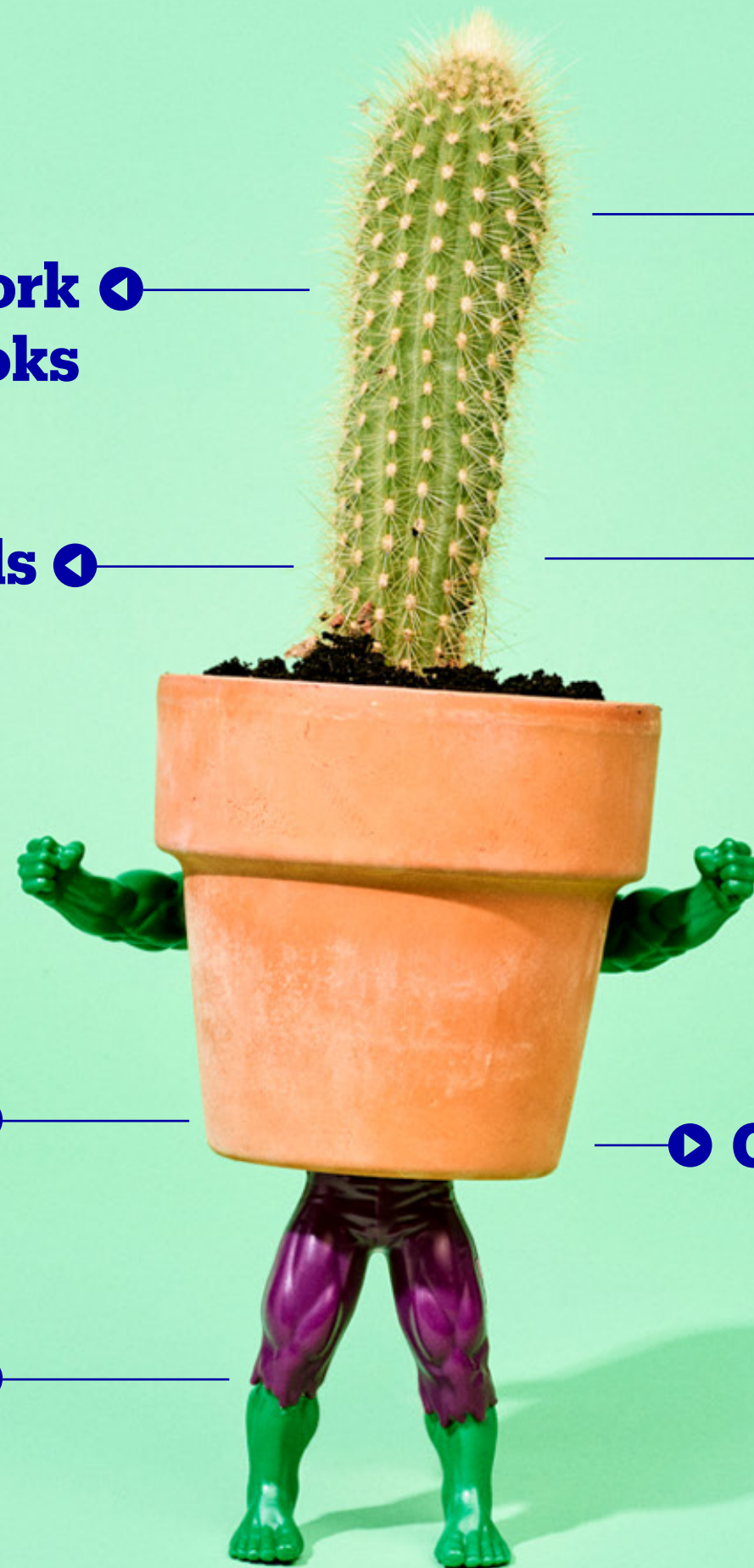
**More conscious  
choices ◀**

**► Fair promotion**

**Going green ◀**

**► Greater reach**

**More sustainable  
product range ◀**



# People & society





# Bollebozen

**Bol.com bollebozen (bright sparks) is a community of employees, partners and societal organisations. We work together to help children who have difficulty learning to read and to help them develop their digital skills too. We contribute to creating equal opportunities for children in the Netherlands and Belgium. For this, we organise various activities to convey and spark the joy of reading, and also to help them develop their digital skills. In 2022, we had a full programme of activities, enabling us to reach more than 250,000 children.**

## **Bollebozen partners with JINC**

Bol.com bollebozen started a partnership with the non-profit organisation JINC in February 2022. Together we help disadvantaged children to a promising future. These are mainly children living in Utrecht neighbourhoods with socio-economic difficulties. For example, we are participating in the JINC 'Digital Skills' project, which aims to teach the children how to write programs in a playful manner. In addition, we organise four technical flash work placements. For each work placement, about 20 children learn all about the digital professions and the skills needed from two bol.com IT specialists.

## **460 iPads for vulnerable children**

With a donation from bol.com bollebozen, the Stichting Kinderen van de Voedselbank (foundation for Food bank Children) was able to purchase 460 iPads for children. After all, according to the Children's Ombudsman, one in nine children in the Netherlands is growing up in poverty. A tablet is often too expensive for such a family to purchase. What if there's only one child in class without a tablet? That means they won't get enough opportunities to practice their digital skills. They get behind and then may feel embarrassed, and social exclusion often follows. **With this gift, we aim to offer disadvantaged children the same opportunities to develop their digital skills as their classmates have.**

## **Holiday reading dip is a thing of the past**

At bol.com, we think the holiday period is an excellent opportunity for children to read more. Each year we notice that during the summer holidays, children read less. And this means that many children who have difficulty learning to read, drop back one or two reading levels during the school holidays. To encourage these children to read during the holidays, we have developed a our Letterpret activity packs. This is a case full of stories and puzzles, and when playing with this, children are unconsciously engaged with language, which helps them maintain their reading level.

In 2022, the Letterpret packs were available on bol.com. For each Letterpret pack sold, we donated to literacy schemes for children at Dutch primary schools and to families who do not have the means to purchase a pack themselves. Together with the Jeugdeducatiefonds (foundation for youth education) and the Stichting VoorleesExpress (foundation helping children with a language deficit) we distributed some 25,000 'Letterpret!' activity packs in 2022.

And to promote reading during the Christmas holidays, together with the Jeugdeducatiefonds and Jarige Job foundation we donated 30,000 engaging winter reading kits to schools in 2022. This Christmas holiday pack contains a book for reading aloud, an activity book, a 3D model kit, a memory game and 12 crayons for lots of colouring fun. There are two packs for different age groups: 4-6 and 7-9 years. **All elements in this pack encourage concentration and memory. So children are still working with language while they play.**









**Letterpret for Flemish children**

According to a survey conducted by international PIRLS\*, language skills of children in the Netherlands and Flanders could be much better. So we organised the Letterpret event to kindle their enthusiasm for reading. For this, we enlisted help from the Belgian singer Meteoor and street football hero Soufiane Touzani. Together with a hundred children in Antwerp, they got creative with language. Soufiane Touzani played letter football, Meteoor improvised a rap with the children, and in the meantime, the parents found out more about the importance of reading. All the children went home with a Letterpret pack with lots of books to read and activities to enjoy.

\*Progress in International Reading Literacy Study, an international comparative study into reading comprehension skills of children aged 10-11.

**Reading is the foundation of all learning**

“We are delighted to collaborate with bol.com. Together we are getting children to read, especially the group for whom reading doesn’t come naturally. The Jeugdeducatiefonds (foundation for youth education) helps increase opportunities for disadvantaged children. Reading skills as well as being able to develop thinking, perception and imagination are all very important, because reading is the foundation of all learning. Learning starts with good teaching, but enjoying reading is also very important. Bol.com’s initiatives fit in well here. And it’s great that we have been able to run several large-scale promotions with bol.com’s help. This has enabled us to offer structural help for developing reading skills.

The response from the participating schools has been overwhelming. For many children, this is the very first book they can call their own. We’re so happy that bol.com takes care of the distribution for us, that’s one less aspect we have to organise.”

**Arie Schilling, Youth Education Fund coordinator Jeugdeducatiefonds**

**In action together at school**

In 2022, no less than 491 bol.com employees took part in the – here comes the longest Scrabble word ever – bollebozen (bright sparks) calendar activities. Together with our partner NL Cares, we organised three rounds of activities centred on language and digital skills. We did this at primary schools in Utrecht and Amsterdam, at our offices, or in a museum. The activities ranged from reading out loud and learning to ‘scrum’ and from a ‘spoken word’ workshop to building an app. Each activity lasted 3 to 4 hours, and kept the children busy for a good half day.

**Reading and colouring with the reading meter**

Reading skills are important to us at bol.com. But getting children to read more or finding a good time to read aloud together is not as easy as it seems. We developed the reading meter as an easy and positive way to encourage children to read more. This is a page to colour while reading. The child may colour a section for every page they read. After reading one hundred pages the reading meter is all coloured in, and this makes reading even more fun.

**Children’s book week**

We supplied tens of thousands of children’s books to primary schools for the annual Children’s book week. Together with the Jeugdeducatiefonds (foundation for youth education) we made sure the books arrived where books are most needed. We want to give every child a chance to enjoy reading, so they can dream away and get absorbed in an exciting book.



### **One for you, one for me**

In 2022, every time a customer bought one of these children's books: Peppa Pig: Mr Bull in a China Shop, The Adventures of Captain Underpants, or My Name is Stilton, Geronimo Stilton, we donated a copy to charity. In the Netherlands that is the Jarige Job foundation, they ensure that children from less fortunate families still get a birthday present. In Belgium we work together with JINC, they promote a society with equal opportunities for every child.

### **Bollebozen robotics camp**

In October, our head office in Utrecht hosted the Bollebozen Robotics Camp: a three-day robotics camp for disadvantaged children at a primary school in Utrecht. The children learned about how robots work and how to program them. This is an opportunity for us, together with our partner organiser RobotWise, to give an extra boost to these children's digital skills. And this is important in a society where technology and media play a prominent role.





# Initiatives

## 35,000 gifts for thousands of families

35,000 gifts. That's an amazing number of items. All items chosen by our Logistic Services employees to donate to children who can use a helping hand. This is a great way of giving test items and old returns a good home. We can made thousands of families happy with these donations to the Jarige Job foundation and the food bank.

"We are really happy to work together with bol.com. We see that our Jarige Job foundation is widely promoted and well-supported within the organisation. From being able to purchase gift cards directly, to product donations and promotions such as Buy and Gift a book, but also how we share our expertise and networks.

And thanks to bol.com's wide reach, our foundation is now more widely known and is getting the attention from the general public it deserves. We can therefore create greater awareness and stronger commitment to addressing child poverty, while encouraging these vulnerable children to read by providing engaging and visually attractive books. That's not only good but it's also essential. In this way, we contribute to creating equal opportunities for all children. It's very good that bol.com, as the largest online store in the Netherlands, takes this responsibility."

**Amber Merkus,**  
**Marketing & Communications manager Jarige Job Foundation**

## Jute sacks for sick children

Traditionally, Sinterklaas delivers presents to children in a jute sack, the best ones we sold were part of a campaign for the Princess Máxima Centre, the hospital that focuses primarily on childhood cancer treatment and care. Education is also important, so the Princess Máxima Centre has its own school. And much attention is given to sports and games for sick children. One hundred percent of the net proceeds from our jute sack sales went to the Princess Máxima Centre Foundation, at the hospital.

## The Netherlands in a nutshell

Bol.com may be a Dutch company, but we have many international colleagues. They represent no less than 65 different nationalities. Together with Expat Management Group, we organised an International Day during which we provided additional information about aspects of the Netherlands that international employees may encounter.

The various sessions covered a range of issues, including information about immigration, filing income tax returns and the Dutch housing market. And we talked about Sinterklaas. Who he is, why we celebrate his birthday and what Sinterklaas means to bol.com.



### **Respectful and safe work**

Bol.com has the best interests of all its employees at heart, including those who work for us through fulfilment companies. Vincent Weijers says, “Respectful and safe work is at the foundation of who we are. Success is only success if all the people who work with us – directly or indirectly – feel that too. It’s very important to us that our logistics service providers also promote the standards and values we uphold as a good employer. A good example of this is the fulfilment company CEVA Logistics. CEVA is responsible for daily operations and the employees in the distribution centres because CEVA has the necessary expertise for this. Bol.com requires the highest standards from this fulfilment company and has agreements concerning remuneration policy, good housing, and a health and safety at work. We are in contact daily on these matters. CEVA also conducts regular audits; and we then verify the results.”

### **Swapping holidays**

At bol.com we encourage everyone to be themselves. It doesn’t matter to us where people come from, who they love, what they look like, or what they believe. In our view, embracing diversity also means choosing which holidays to celebrate. Our Swap Holidays scheme enables employees to exchange a cultural or religious holiday for another day. For example, an employee can opt to work during the Easter weekend and then take time off to celebrate another occasion such as Diwali, Eid-al-Fitr or Hanukkah.

### **Financial fitness**

It’s important to us that every bol.com employee feels fit and takes pleasure in their work. Being financially fit is an important part of this well-being. Everyday life is becoming increasingly expensive and that affects everyone’s wallet. Via our intranet, we provide information on benefits, income and expenses. We also offer help with money matters or other problems an employee may have with their personal finances. We refer colleagues with problematic debts to a coach, via our

healthcare provider. They then help these employees understand their financial situation and help them plan the next steps. So, we are more than happy to help our colleagues with financial tips and coaching.

### **Vitality gets priority**

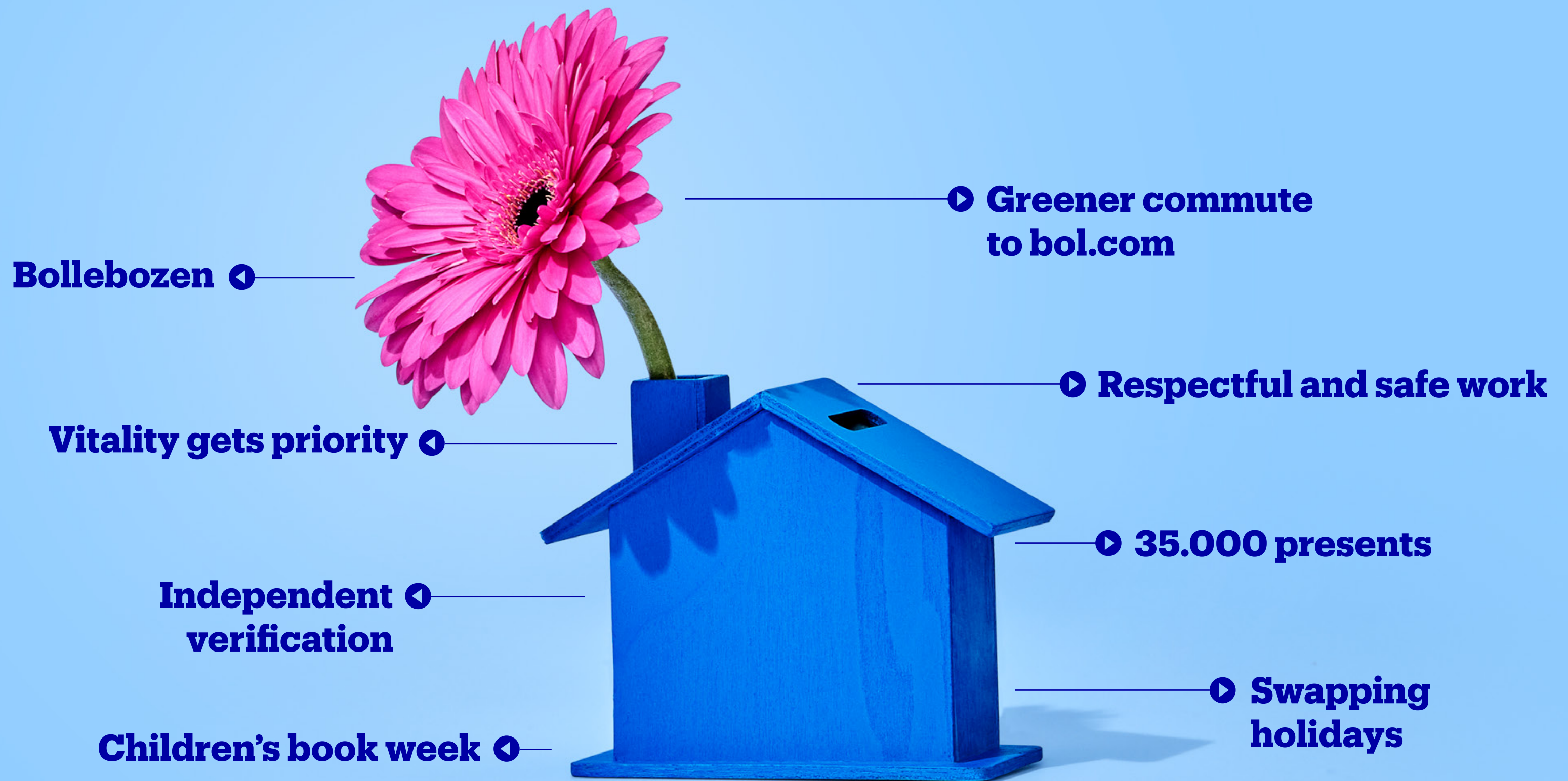
There are many aspects to feeling good. And as employer, it is important that our employees are fit, both mentally and physically. And this is even more important during our peak season, our busiest time of year. We therefore offer a vitality programme with a wide range of activities. Nothing is too weird, we’ll do almost anything. For example, for sports enthusiasts, we organise boot camp and bouldering sessions. And less energetic activities include mindfulness sessions, chair massages, or a hand-pan concert at lunchtime. For those who still have energy over, we organise silent discos and team dance battles.

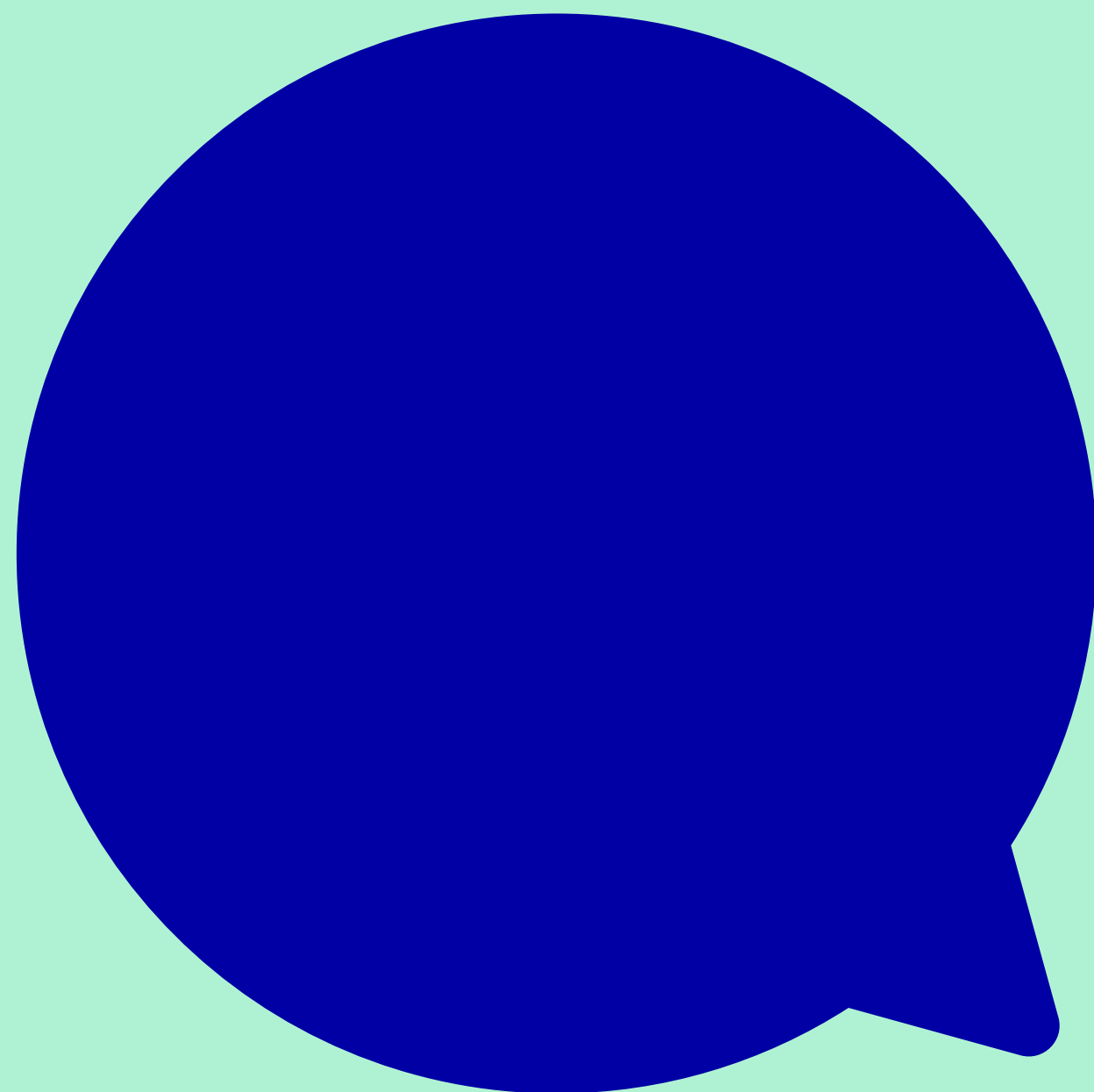
### **A greener commute to bol.com**

We have a special shuttle service for employees who travel by train to our head office in Utrecht. Our one hundred percent electric mini buses take colleagues to and from Utrecht Central, so we literally meet them part way.

In addition, we encourage more sustainable choices when selecting a lease car. Colleagues who lease an electric vehicle have a higher budget than those who lease a car that runs on petrol.







**Want to read more about how  
we make more sustainable choices?**  
Take a look at [duurzaamheid.bol.com](https://duurzaamheid.bol.com)