

Visscher-Caravelle Sustainability report 2017/2018



growth
by nature



Visscher-Caravelle

Innovative car mats

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1. INTRODUCTION

1.1. About this report

For Visscher-Caravelle, this is the first publication of the sustainability report. This report includes all data about our corporate social responsibility.

Period of reporting

This report includes our social and environmental activities between 1st January and 31st December in 2017. Environmental parts will cover half of 2018 as well as 2017.

Reporting scope

This report mainly covers our performances from headquarter in Netherlands and major production sites in Poland and Mexico. Although we have other overseas locations, such as China and Malaysia, these sites are not equipped with a certain organizational structure or data storage system as they are in the initial phase. Therefore, we ask for understanding on this point. More information on other sites in abroad will be added gradually as we publish the sustainability reports annually.

Reporting standards

This report was prepared in accordance with the United Nations Global Compact (UNGC) – Communication on Progress (COP) guide.

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1.2. CEO message

Visscher-Caravelle has grown based on the strong trust on people, professionalism and innovative spirit until today. Our commitment to best quality and customer satisfaction has always been the most powerful driver of our performance. Our trust on employees helped us to build up organizational unity, and this could create challenging spirits that we can do anything.

Now we see that the new era, which requires these values more than before, has arrived. New types of vehicle, such as electric vehicle and autonomous driving, become more popular. Urbanization and technology development changed consumers' lifestyle and perception, and this is creating new business models in automotive industry.

We have carefully observed these changes and decided to become a flexible player who successfully reacts to new demands. Therefore, we set sustainability and design & innovation as our core values and created the team based on these values.

We are going to fully utilize our innovative spirit in order to maximize customer satisfaction, and our belief about people and professionalism will always support this.

Visscher-Caravelle is really glad to publish and share our first sustainability report. This sustainability report includes our initial movements toward new era. We look forward to continuing our effort to make better world.

Tiemen van Dijk

Chief Executive Officer

2. COMPANY OVERVIEW

2.1. About Visscher-Caravelle

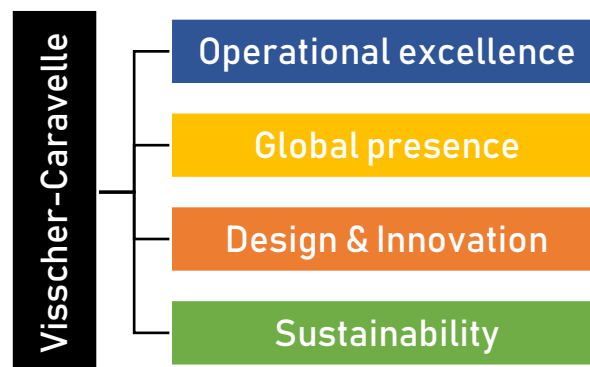
Visscher-Caravelle is a global car mats manufacturer. Founded in 1952, we are family-owned business, and we have built the strong expertise and know-how about manufacturing automotive mats.

Currently, we are mainly producing carpet mats and injection-molded mats. Automotive OEM/OES customers are our major customers. As a result of our efforts for operational excellence and customer satisfaction, we are the leading company in our segment. We want to make a positive impact wherever we operate.



2.2. Corporate core values

All business activities of Visscher-Caravelle are based on corporate core values. Our values are consisted of four pillars: Operational excellence, Sustainability, Design & Innovation, and Global presence.



2.2.1. Operational excellence

Operational excellence has always been the most important value for us. We have continuously focused on top performance in terms of major KPIs – quality, cost and delivery.

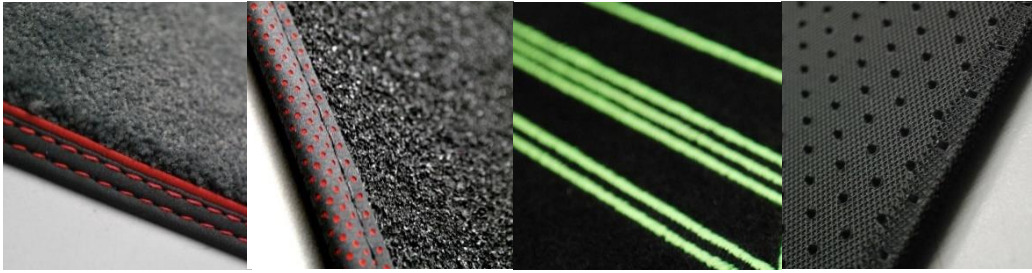
Continuous improvement, strong cooperation in our supply chain, team cooperation and lean management are the drivers which helps this to be realized.

2.2.2. Sustainability

We acknowledge our role and position in the value chain and the influence that we can exert. We are committed to an all-inclusive and sustainable growth and aim to work with our employees and business partners to generate a positive impact on human, social and ecological level.

In our endeavor, our customers come first. We believe that introducing sustainable products and services must be in harmony with the wishes and experiences of the customer, without concessions to the superior quality, freedom of choice or price of our products. This value will be explained more in detail from the later part of this report.

2.2.3. Design & Innovation



We see the increasing importance of car interior design and customization trend, so we put our focus on providing unique design solution for our customers. We investigate different design possibilities and try to offer the best solution which satisfies customers' needs.

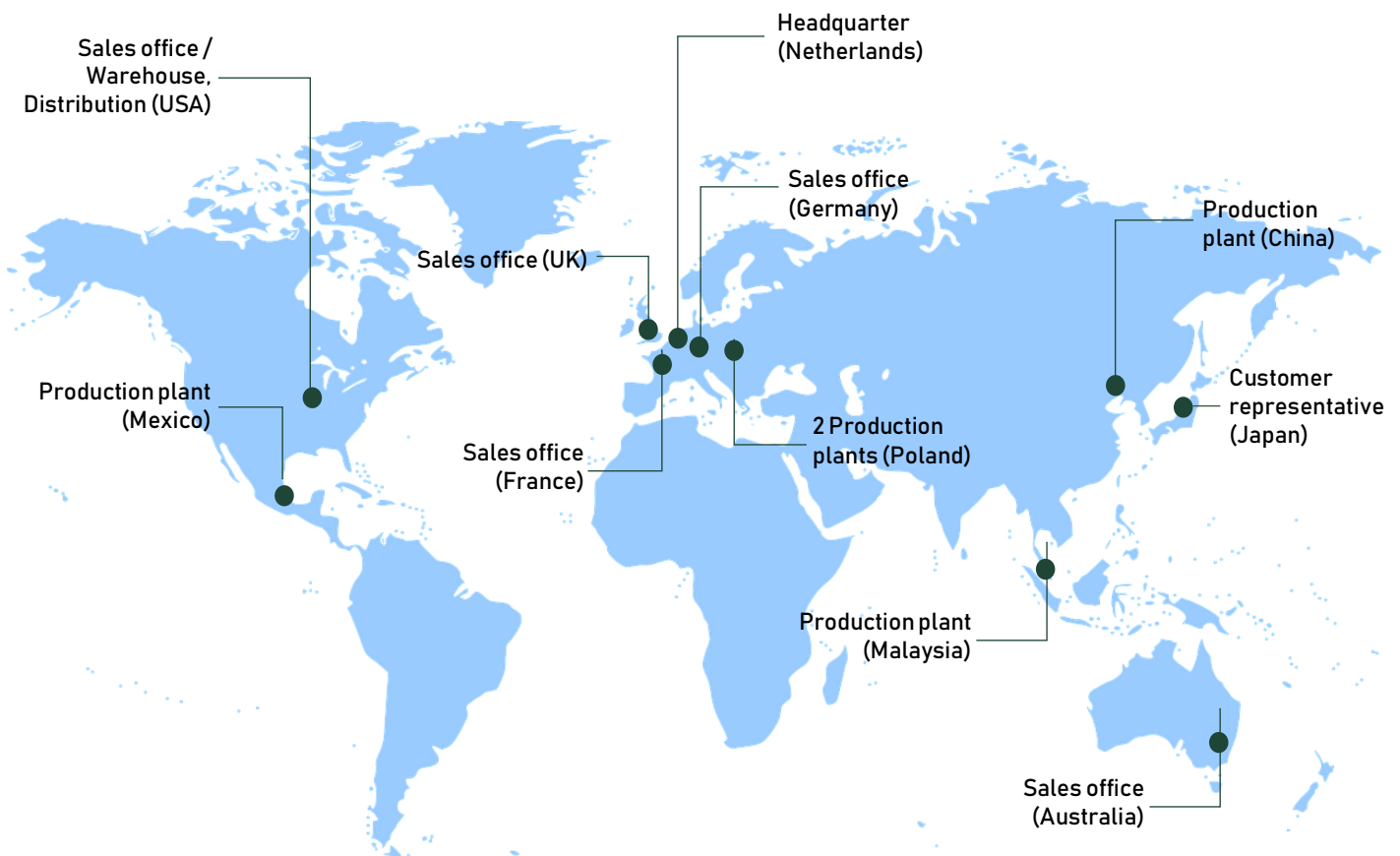
In the end, we want to use this design as the vehicle toward sustainability. That is because we believe design can create a good synergy with sustainability – for example, recycled contents, natural materials, and reusable materials.

2.2.4. Global presence

Global presence has successfully supported operational excellence. Our local cells are consisted of regional account manager, project leader and team engineers. This cell structure based on global presence is our competitive advantage which leads to customer satisfaction.

We have tried to located ourselves in multiple areas. This is one of our competitive advantages. As the end of 2017, Visscher-Caravelle maintains 5 production sites in 4 countries and sales offices in 5 countries.

Visscher-Caravelle global locations



3. ORGANIZATIONAL VISION

3.1. Global HR manager message

It is our principle that as an organization, our future will become better if we pursue sustainable business practices in all respects. In addition to the responsibility for financially stable business practices, this also entails the responsibility to protect our environment and people in a sustainable manner.

Visscher Caravelle Automotive Group considers its employees as its most valuable asset. Working at Visscher Caravelle means more than just having a job. It also means investing into yourself. As one means to this end, we offer training and education opportunities as well as empowering the leadership.

In order to guarantee continuity of quality and corporate culture, it is important to have "the right people on the bus". Besides competences, personal character also plays an important role in our personnel policy. By optimally combining the character, knowledge and skills of the employees, added value is created for the organisation as a whole in achieving its objectives.

As a company with global operations, Visscher Caravelle has to deal with lots of different, sometimes contradictory values, motives, interests and habits. Therefore, we put our daily focus on the cooperation between all parties, and it is why Visscher Caravelle actively invests into building a strong culture of openness and trust – trust in ourselves, our colleagues, our customers, our suppliers and all our other stakeholders.

Visscher Caravelle tries to do business based on trust. We believe this trust can be made out of the environment in which everyone feels safe and free to share his or her interests and insights. In the end, this will form the foundation from which a company can realize sustainable growth.

Our intention is to find the common ground and create the space where everyone can accept and put to use each other's differences. We want every employee to get to know his or her identity, and by extension we want our employees to discover how they can contribute to our shared goals. Engaging in dialogues with each other can be one of the ways to mutual understanding. In our experience, the quality of cooperation improves greatly when people listen to each other and want to understand each other. Above all, a culture of openness and trust is created through actions.

We are proud to publish our first sustainability report, this report is mainly based on the year 2017. Because of the fact the company is growing worldwide, we formulated and shared Global Code of Conduct in 2016. This code provides the direction in terms of interaction, behaviour, legislation and regulations, ethics and safety and is generally applicable within the organisation. Additional (local) policies must always fit within the Global Code of Conduct and can never replace it.

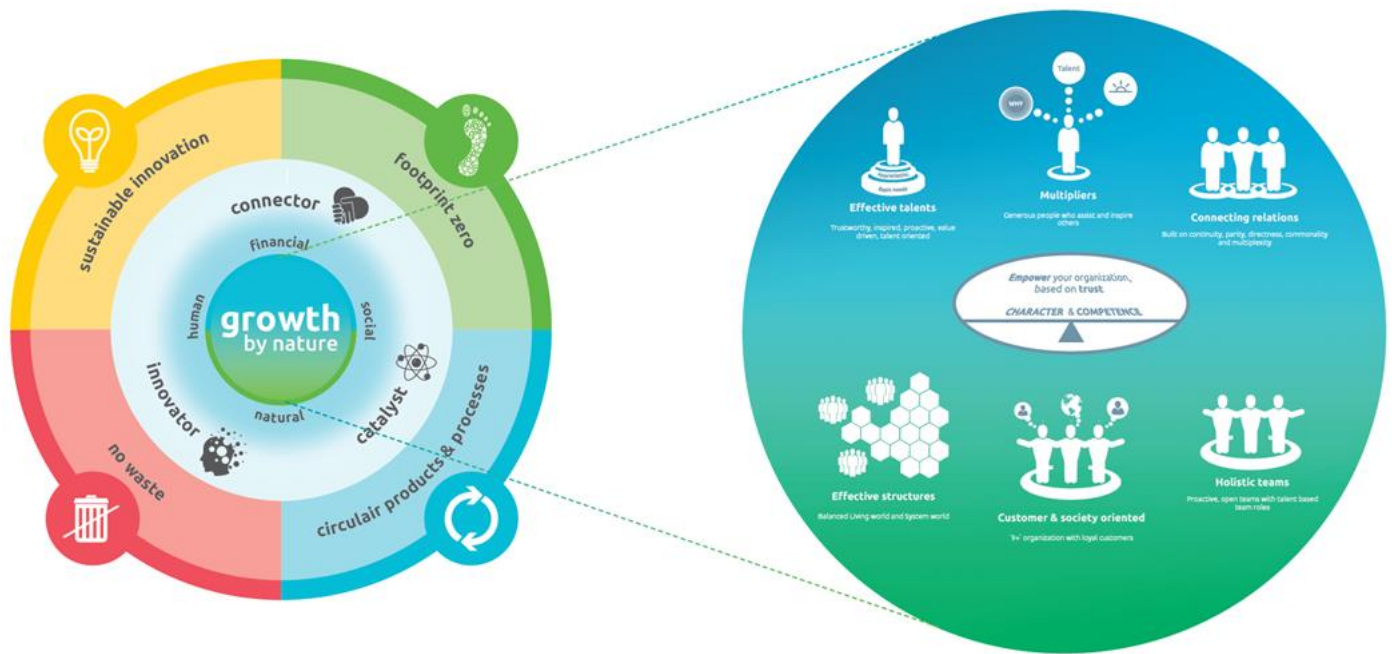
Gerald Merkus
Global HR Manager

3.2. Our vision: Empower your organisation based on a culture of trust

1) Core of the vision

Visscher-Caravelle created corporate vision about the cooperation between employees and social environment. We are passionate to spread this philosophy globally. It can be visualised like below:

Visscher-Caravelle organizational base



The optimal goal of this vision is to make a high measure of:

- **Autonomy** (freedom and responsibility in balance)
- **Involvement** (between each other and with the work)
- **Self-development** (developing your talents and identity)

These three can be realised only under the culture of trust. We believe trust is one of the most powerful motivational and inspirational forces.

Trust consists of character and competence:

- **Character** means that people/employees have the right intentions and that these are in line with their own personal values; their integrity
- **Competence** means that people/employees have the capacity (talents, attitude, skills and knowledge) to do what they should do. They deliver the right results in the right way

As company culture is the combination of structure, process and business practices, we aim to make the continuous improvement of these elements.

2) Organisational values

Within Visscher-Caravelle, we base our actions on the following organizational values:

I am honest

- I am open and transparent, without damaging the interests of the company
- I refuse to accept or initiate any form of dishonesty
- I behave in accordance with current code of conduct

I perform

- I understand my profession and realize sustainable results with a professional attitude
- I take the responsibility that comes with the freedom I get
- I strive for joint results and success

I serve

- I know, respect and appreciate my stakeholders
- I create long-lasting connecting relationships with my stakeholders
- I take my stakeholders interests into account (think win-win)

Effective talents

We expect each other to have a proactive attitude, meaning:

- We focus on things we can influence
- We take initiative
- We are innovative



Effective talents

Trustworthy, inspired, proactive,
value driven, talent oriented

In order to have such an attitude, the basic needs need to be met, and appreciation is very important. To make sure everyone delivers results that match their capacity, we continually discover, understand, develop and align available and necessary talents, values and drives.

On top of that, we keep investing into the development of our personal effectiveness, which is: doing the right things, the right way.

Multipliers

Leadership starts with yourself. Whether or not you have a position as a leader, your behaviour always influences your surroundings. Here our definition of "leading" is not about our own success, but about understanding, supporting and inspiring others. We want others to be successful and we have the intention to make each other better. By leading in such a way and continually improving the way we lead, we want to set the right example. Others will start to behave similarly.



Connecting relationships

An organization is a cooperation between two or more people. An organization can become strong based on the complementary effect which happens when strength, knowledge and skills are combined, in order to reach a common goal. When relationships are good, things can be arranged quickly and don't make much energy. That is why we keep investing into building up good relationships. We focus on five foundations:

- Directness: we regularly meet face to face
- Continuity: we regularly meet over a longer period of time
- Multiplicity: we meet in various situations
- Parity: our relationships are based on involvement and mutual respect
- Commonality: we continuously look for common values, drives and goals, having common motives connects people



Connecting relations

Built on continuity, parity, directness, commonality and multiplexity

Holistic teams



Holistic teams

Proactive, open teams with talent based team roles

Our teams are proactive teams, which means they operate autonomously, take initiative, look for new possibilities and take responsibility for their results. Holistic teams are open. It implies that:

- People can easily join the team or join a different team (if the situation requires this), without weakening the team
- All stakeholders are closely involved with the team

Team member roles are continuously adjusted to their talents, keeping in mind that all roles in the team are fulfilled and that there is a balance.

Customer and society-oriented organization

Because our customers are the reason that our organization exists, we focus on understanding our customers. We always try to find new possibilities to add value for them. We do not base what is valuable on our own insights, but on our customers' actual experiences. This applies to external customers as well as internal ones.

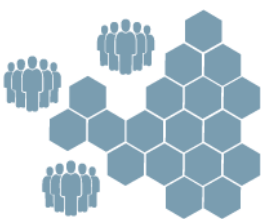


Customer & society oriented

'9+' organization with loyal customers

We realize that we are a part of our society. We make use of people and means from our society and we have an influence on our surroundings. We take responsibility for this, especially in the following areas:

- Making our people and means available for social projects
- Continuously searching for better products and production processes, so we don't negatively impact our environment



Effective structures

Balanced Living world and System world

Effective structures

An organisation consists of people, or: organisms. They are meant to help people do their jobs well and this requires constant analysis and improvement.

We always look for the right balance between the "living world" and the "system world". The living world is the here and now, in which everything actually takes place. The system world consists of rules, procedures and systems. As system can also undermine people's freedom, we try to keep the system world as small as possible, adjusting it to stay in line with the real world.

4. HUMAN RIGHTS PRINCIPLES

4.1. Our human rights principles

Visscher-Caravelle respects the human rights of all stakeholders in our business operations and supply chains. The company wants to ensure good labour practices in all of our business activities.

Because of that, **the Global Code of Conduct** is created and being published. This code of conduct applies to all employees working for and on behalf of one of the Visscher-Caravelle companies in the world. The intention of the company is simple and clear: *Take your responsibility and act ethically correct in all circumstances.* Below are the main articles from our Global Code of Conduct, which are related with human rights:

- **Human rights**

"Visscher-Caravelle recognizes the importance of maintaining and promoting fundamental human rights in all of our operations and throughout our supply chain. Visscher-Caravelle opposes the illegal use of child labor, human exploitation and all other forms of unacceptable treatment of workers. Visscher-Caravelle does not want to work with any supplier or contractor known to utilize inhumane labor practices including exploitation, physical punishment, abuse, involuntary servitude or other forms of mistreatment. Visscher-Caravelle does not condone the violation of other labor laws and if any violation becomes known to the company, it may be considered grounds for terminating the business relationship."

- **Anti-discrimination**

"Visscher-Caravelle wants to respect the personal dignity, privacy and personal rights of every employee and is committed to maintaining a workplace free from discrimination. Therefore, employees must not discriminate on the basis of origin, nationality, religion, race, gender, age or sexual orientation. Employees who feel that their workplace does not comply with above principles are encouraged to raise their concerns with the HR department."

- **Anti-harassment**

"Visscher-Caravelle seeks to provide a work environment that is free from harassment of any kind and/or any other offensive or disrespectful conduct. Visscher-Caravelle complies with all country and local laws prohibiting harassment. Harassment includes unwelcome verbal, visual, physical or other conduct of any kind that creates an intimidating, offensive or hostile work environment. Employees should never act in a harassing manner or otherwise cause your colleagues to feel uncomfortable in their work environment. It is important to remember that harassment, sexual or otherwise, is determined by your actions and how they impact others, regardless of your intentions. If you or someone else is the subject of discrimination or harassment, speak up and report it to the HR department. "

- **Whistleblower**

"For Visscher-Caravelle this global code of conduct is very important. When employees suspect, or when they have evidence that there is any misuse of subjects related to this code of conduct, or any other subject which are not mentioned in this report, but can be named as illegal, criminal, or that will bring the company into discredit, the company expects from its employees to report these misuse. If there is a confidant in the company, employees can report to this confidant. If there is not a confidant employees can report to the head of HR

department. When this is also not possible, employees can report to the confidant of VC Netherlands."

4.2. Implemented activities / Outcome

Global code of conduct is now the part of our onboarding program when we invite a new employee. We introduce this code of conduct and corporate social responsibility policy for our new member. Also, this code of conduct is linked to the legal contract as the sub-contract. Therefore, both company and employee agree on this code of conduct.

We plan to implement social management system and health & safety system in near future and provide training and awareness program about CSR globally.

5. LABOR PRINCIPLES

5.1. Our labor principles

For Visscher-Caravelle, it is important that all rights of workers and employers are protected. Our employees must have the possibility to get the chance of personal leadership under the safe and sustainable work environment. For this reason, it is very important for us to create, implement and to maintain this work environment.

This is also what we previously explained from “a culture of trust”. Besides the company Global Code of Conduct, every plant has their own manual which contains company policies and all applicable local laws. We expect all our leaders and employees to observe all these rules. These are clearly mentioned in our Global Code of Conduct.

- **Freedom of association**

“Employees of Visscher-Caravelle have the possibility to be a member of a trade union. Besides this, the company encourages to meet each other in all kind of situations (connecting relations and holistic teams). The company wants to be a flat organization because of this it is easy to approach the managers and board members of the organization. The organization have implemented so called informal conversations. HR department have these informal conversations with the employees. Employees have the possibility to talk and to discuss about all kind of issues in a familiar environment.”

- **Forced labor**

“Forces or compulsory labor is strictly forbidden at Visscher-Caravelle. The company will do everything to avoid all kind of forced labor. There are no examples of forced labor in the organization till now.”

- **Child labor**

“Even as forced labor is child labor strictly forbidden at Visscher-Caravelle. Visscher-Caravelle observes the labor laws in each country related to minors.”

- **Discrimination of employment**

“When hiring new employees, only one thing is important for Visscher-Caravelle: competence and character in balance. The company does not allow any form of discrimination based on race, gender, religion, national origin, age, and sexual orientation, physical or mental disability.”

- **Health and Safety**

“Visscher-Caravelle expects from its employees no matter where they work or what they do for the company, that they will put safety first. Visscher-Caravelle is continuously working on providing a safe and healthy working environment, to prevent workplace injuries. Employees are expected to behave in a safe and proper manner and to comply with rules on health and safety at work.”

Visscher-Caravelle does not tolerate by-passing health and safety procedures. Employees are required to report any incident and/or broken equipment and/or machinery which could create a health and safety hazard.

When employees work under the influence of drugs or alcohol, you pose an unacceptable safety risk to yourself and others. Drugs may include illegal drugs, controlled substances or misused

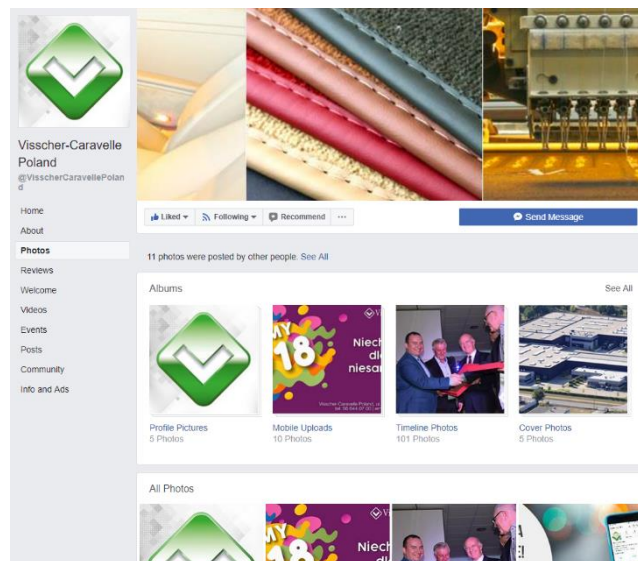
prescription medication. The company expects from its employees to perform their job duties free from the influence of any substance that could impair job performance.”

5.2. Implemented activities / Outcome

To make better working environment, Visscher-Caravelle has tried in different aspects. We observe and respect labor laws and keep trying to organize the activities which helps employees to increase the integrity between members and satisfaction.

We have our own internal monitoring system for disciplinary actions. When there is any unacceptable situation happened, we do not tolerate but directly take sanctions.

Visscher-Caravelle Poland has its own Facebook page (right), and this is run with high enthusiasm. Colleagues are posting major events, so this page becomes the important medium where everyone can follow up the latest news of the company. Also, this is playing an important role as the connector between colleagues and between company and external parties.



5.3. Outcome

1) Child labor

As it is mentioned from the Global Code of Conduct, we strictly prohibit exploiting child labor.

The number of employees by age (Netherlands, Poland, Mexico / 2017)

Age range	Total number
18 - 25 years	248
26 - 35 years	475
36 - 45 years	381
46 - 55 years	200
56 - 67 years	51

2) Discrimination of employment

We do not discriminate people in the process of hiring, by any reason. As we have previously explained, “balance between character and competence” is the only important factor.

Our headquarter office in the Netherlands already has few employees with different nationality. After retaining the new member, this policy should be kept. We avoid any discriminative factors in terms of salary, except for our salary scale and applicable regulations.

The number of employees by gender and position (Netherlands, Poland, Mexico / 2017)

Number of employees	
Men	Women
799	556

Number of employees in higher position	
Men	Women
33	15

3) Training and education

Personal development is one of the parts Visscher-Caravelle thinks important in terms of labor policy. Because of that, we have established our own training academy.

With this academy, we are able to offer different kind of training programs to the employees. We have developed several training courses - Empowering Leadership, Effective Cooperation, Effective Communication and Personal Leadership Development.

Besides these training programs the company offers onboarding programs: 5S principles and different kind of learning on the job programs.

Employees training & education (Netherlands, Poland, Mexico / 2017)

Training & Education	
Total number of people trained	Total hours of training
442	5835

4) Employees satisfaction index

Each year Visscher-Caravelle measures the satisfaction of the employees by using a satisfaction survey. Recently, we have conducted the research about employees' satisfaction by sharing the questionnaires.

The average score shows that 78.5% of the employees are satisfied. However, internal communication about vision and mission, between different locations was pointed out as the important point to improve. Therefore, the discussion to find its solution is going on.

5) Health and safety

- **Safety training**

In our production facilities, each production worker have to follow a safety training. All production workers are required to wear work clothes which are being provide by the company. It is only allowed to drive a fork lift when workers have followed a training and received a license.

There is a special trained group of employees who are able to give first aid in case of an accident or when someone is not feeling well. Each year evacuation exercises are being planned. Some people are trained to full fill the job as a prevention worker. The company have contracts with a medical officer and safety, health and welfare services.

- **Fruit day**

To stimulate a healthy way of leaving the company introduced work-fruit, the company provide fruit for free to all their employees. Via the internal academy, the training

Personal Leadership is being introduced. One of the main subjects in this training is work-life balance.

- **Environmental management system**

The company have implemented the environmental management system ISO 14001. Besides this the company obey all regulations from government and or customer (IMDS system, REACH and Risk, Identification & Evaluation system)

The number of accidents (Netherlands, Poland, Mexico / 2017)

Number of accidents
23

6) Social activities

People are the most significant asset of our company, so we regularly organize social gatherings between all employees.

- **VC cycling competition – VC World on the road!**

We are running the site where all global employees can compete the miles they cycled. As it is a shared platform for all VC members,

- **Team building activity**

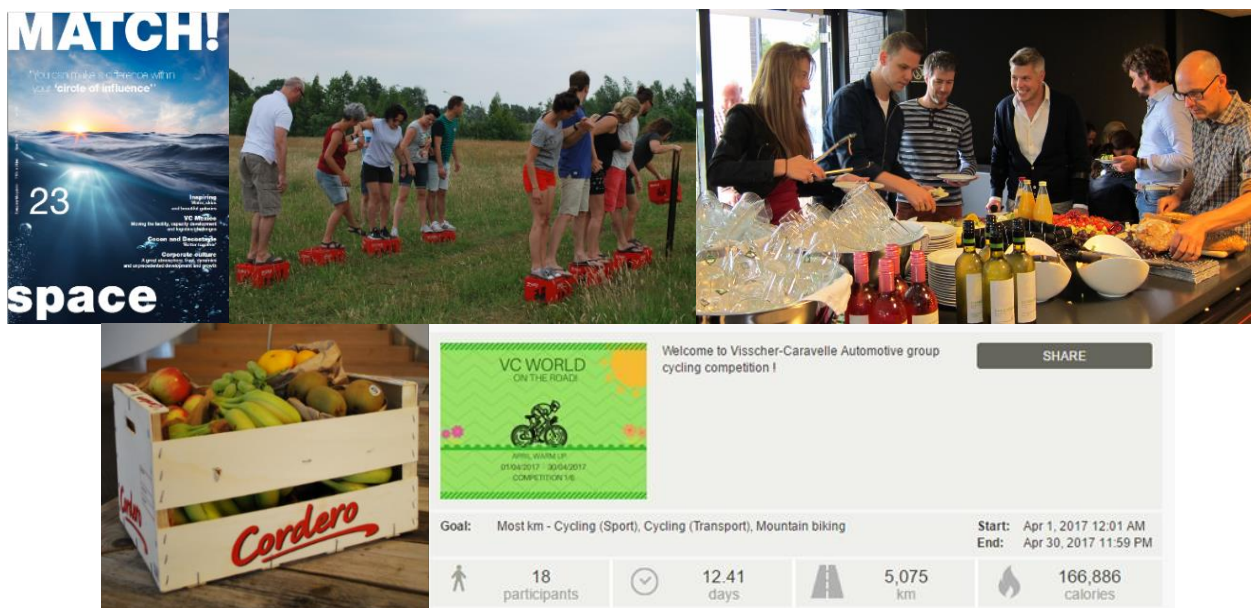
We regularly organize team building activities with employees in order to strengthen teamwork and amity.

- **Board breakfast & lunch / Company party**

We sometimes integrate board speech with breakfast or lunch time, so everyone can share the latest issues in the company and exchange ideas. Also, on national holidays, such as Christmas, we organize company party to show our appreciation towards everyone.

- **Company magazine – Match!**

We publish company magazine which contains the latest company news and employees' stories. This always becomes the effective tool to connect VC families.



6. ANTI-CORRUPTION PRINCIPLES

6.1. Our anti-corruption principles

Visscher-Caravelle wants to do business in an honest and respectful way. It includes all countries, governments as well as customers, suppliers and other third parties. Visscher-Caravelle wants to observe all local laws. Below are the relevant articles from the Global Code of Conduct:

- **Anti-corruption**

"Visscher-Caravelle doesn't want to be involved in any way of corruption. The company expects from its employees that doing business should never being influenced by corruption. Corrupt arrangements with customers, suppliers, government officials, or other third parties are strictly prohibited. Corruption generally refers to obtaining, or attempting to obtain, a personal benefit or business advantage through improper or illegal means. Corruption may involve payments or the exchange of anything of value and includes the following activities: bribery (bribery of a government official or commercial bribery), extortion and kickbacks."

- **Anti-bribery**

"Visscher-Caravelle expects that its employees comply with all anti-bribery laws. Employees must never, directly or through intermediaries, offer or promise any personal or improper financial or other advantage in order to obtain or retain a business or other advantage from a third party, whether public or private. Nor must they accept any such advantage in return for any preferential treatment of a third party. Moreover, employees must refrain from any activity or behavior that could give rise to the appearance or suspicion of such conduct or the attempt thereof. Employees should be aware that offering or giving of improper benefits in order to influence the decision of the recipient, even if he or she is not a government official, may not only entail disciplinary sanctions but also result in criminal charges. Improper benefits may consist of anything of value for the recipient, including employment or consultancy contracts for closely related parties."

- **Political activities**

"It is prohibited that employees from Visscher-Caravelle are using company resources for personal political activities. The company expects from its employees that they will not use company funds or resources, or receive company reimbursement, for personal political activities, including contributions to political candidates or parties. Employees should avoid even the appearance of doing so. When employees decide to contribute their own time and money to any political or community activity are entirely personal and voluntary."

- **Sensitive company / product information**

"Visscher-Caravelle expects from its employees that they value and protect confidential information and that they respect the confidential information of others. Confidential information consist of any information that is not or not yet public information. It includes trade secrets, business, marketing and service plans, consumer insights, engineering and manufacturing ideas, product specifications, designs, databases, records, salary information and any non-published financial or other data.

Unless required by law or authorized by management, the company expects that employees will not disclose confidential information or allow such disclosure. This obligation continues beyond the termination of employment. Furthermore, employees must use best efforts to avoid unintentional disclosure by applying special care when storing or transmitting confidential information.

Visscher-Caravelle respects that third parties have a similar interest in protecting their confidential information. In case that third parties, such as joint venture partners, suppliers or customers, share with Visscher-Caravelle confidential information, such information shall be treated with the same care as if it was information of Visscher-Caravelle. In that same spirit, employees shall protect confidential information that they have obtained in the course of their prior employment."

6.2. Implemented activities / Outcome

As mentioned before, Global code of conduct is now the part of our onboarding program when we invite a new employee. We introduce this code of conduct and corporate social responsibility policy for our new member. Also, this code of conduct is linked to the legal contract as the sub-contract. Therefore, both company and employee substantially agree on this code of conduct.

Anti-corruption principles are really important part of Visscher-Caravelle because in the end this would be closely connected with our organizational culture. We value our culture of trust, and we believe this will nurture multiplier which spread positive energy to the other people and the whole organization. We do not want corrupted factors to give any impact on our holistic culture and teamwork.

7. ENVIRONMENTAL PRINCIPLES

Visscher-Caravelle recognizes the importance of sustainability as the demands in society level grow more and more. We regard sustainability as one of our core values. We have conducted various activities to contribute to making sustainable world. We have kicked off major R&D projects with the sustainability focus, and these are still underway. We already started smaller scale of projects on cleaning, recycling, and energy saving.

7.1. Our sustainability vision

We are aware of the increasing scarcity of energy and raw materials in the world. As a global citizen, Visscher-Caravelle is aware of our responsibility.

Our mission is focused on a full transition towards renewable energy, safe materials and an infinite cycle of raw materials. Our organizational vision - "Empower the organization based on a culture of trust" – still stays in the center of our sustainability vision. Based on our core vision, we have four objectives to make cleaner society.

No waste	• We're collaborating across the value chain to reduce waste
Footprint zero	• Resource efficient product design, production processes and transport
Circulair products & processes	• Minimal harmful output (air, water, soil)
Sustainable innovation	• Commercialize sustainable innovation: creating communities (supply chain, end users, social ecosystem), working with new business models



7.2. Implemented activities

1) Installation of solar panels

The start of this year, Visscher-Caravelle Netherlands installed solar panels on the roof of two buildings. Throughout the monitoring system, we can check the amount of energy we create in a real time basis.

Poland factory is also equipped with solar panels in November, 2016. The energy production is constantly checked and managed.

Solar panel in the Netherlands



Solar panels in Poland



2) Life-Cycle Assessment

Visscher-Caravelle started working on Life-Cycle Assessment (LCA) in order to check our environmental impact from the start of production to disposal. As LCA is still in progress, the outcome will be announced from the next publication.

3) Energy management system

Visscher-Caravelle Poland is currently using an energy usage management system. Its first installation started in September, 2015 and finished in July, 2017. As this tool provides the data that tracks energy consumption in a real time basis, conducting energy usage analysis and optimization becomes more efficient.

4) Other sustainability team projects

We have also carried out several research and improvement projects as well as major projects like below.

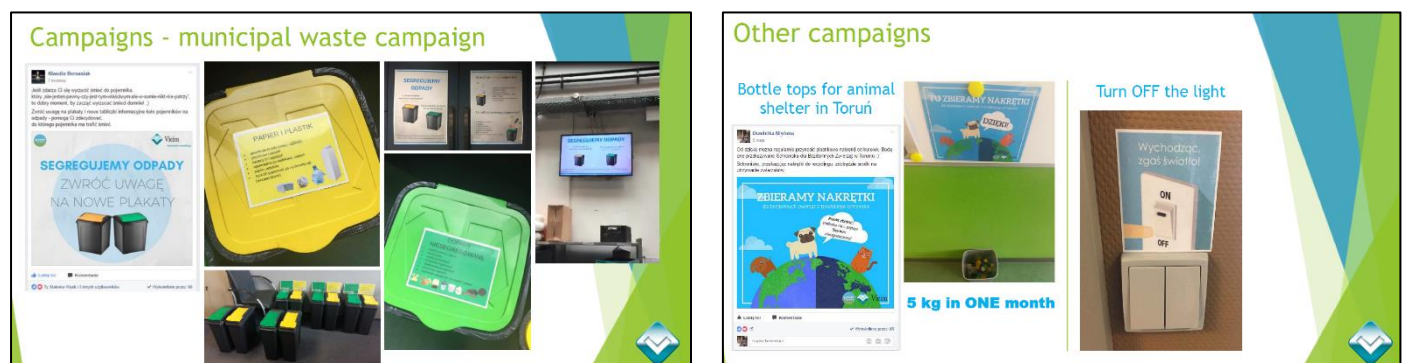
Project	Description	Location	Status
Recycling research	Research about recycling waste carpets	VCNL	Finished
Waste reduction project	Project about the waste reduction in the production process	VCNL	Finished
Development of recyclable carpet mats	Research about recyclable carpet mats	VCNL	Ongoing
Replacing traditional illuminations into LED	-	VCPL	Finished
Installation of water-saving faucet (Time flow tap)	Replace all faucets into water-saving one	VCPL	Finished
Insulation of loading platform	Insulate loading platform using polyurethane foam for eliminating heat loss and reducing gas usage	VCPL	Finished
Transportation system carbon footprint research	Check the carbon footprint of changing transportation system into outsourcing system	VCPL	Ongoing
Installation of rotary screw compressor	-	VCPL	Finished
Installation of new plotter	-	VCPL	Finished
Insulation of heats in the injection molding machine		Vicim	Finished

5) Sustainability campaigns

Visscher-Caravelle Poland has played the initiative role of running the campaigns related with sustainability. We have organized and performed the projects with the goal to increase employees' awareness.

5-1) Recycling / energy saving campaign

Poland site actively proceeded the campaigns to separate wastes and turn off the lights.



5-2) Cleaning with local communities / Planting trees

Visscher-Caravelle Poland organized some activities to clean the streets with local children. We think this was valuable experience in that company interacted with the local community. Also, Polish colleagues planted trees at the near forests. We cherish this kind of activities which can improve internal and external people's awareness about sustainability.



7.3. Outcome

Visscher-Caravelle has tried several sustainability projects in different ways – research, campaigns, and improvement of existing systems. Our researches have covered new possibilities in terms of products and processes. We expect these researches will become the great base for us to launch more innovative projects in the future.

Campaign activities in Poland site have been successful, so it helped to raise our employees' awareness about sustainability. This is important in that Poland site is taking the major part of our productions.

Energy consumption monitoring system has been useful for us to track our pattern in terms of energy management. However, we found out the lack of integrated system which embraces all data from different locations. This makes it difficult to compare our worldwide data, so later we will develop the way to combine all energy data and manage more efficiently.

Based on the experiences from these activities, we plan to set up much structural system and proceed more projects from now on. Also, we expect publication of this report can become a good starting point to improve internal structure.



Visscher-Caravelle

Innovative car mats