

2019 CSR Report

Towards a world without waste

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FOREWORD

Last year we were faced with the nitrogen crisis and the growing housing shortage. Unfortunately, it has become painfully clear that traditional construction can no longer fully meet the demand for housing. We want to contribute our stone's worth to the acute shortage through modular construction. By building flexibly, we can quickly meet changing requirements and needs and reduce our emissions. Corporate Social Responsibility (CSR) therefore goes hand in hand with our concept.

The growing housing shortage has been a constant topic of discussion over the past year. It is therefore important that we adjust the balance on the housing market in the coming years. Due to the increasing demand from starters and tenants of social housing projects, for example, traditional construction is no longer sufficient. We have a nice task ahead of us here. Not only is the cost of modular construction lower; the turnaround time is also shorter and the construction imposes fewer inconveniences on the neighborhood. In this way we hope to respond quickly to the big demand for housing.

While the housing market is extremely slow, we are confronted on a daily basis with the consequences of the PFAS standard and the nitrogen crisis. As a result, many construction projects have been at a standstill for a long time. Our colleagues are rolling up their sleeves every day to ensure that housing solutions can be realized quickly. Because much of our work is done in the factory rather than on the construction site, it is easier to remain below the standard for nitrogen emissions. This helps us reduce our social footprint.

Thanks to the flexible and reusable nature of modular construction, it is also a sustainable solution. We believe in a world without waste. This means that all our products, materials and raw materials can be reused over and over again. This enables us to contribute added value to projects and the world around us. Modular construction is therefore a great promise for the future.

In addition to the construction crisis and circularity, safety was also high on the agenda this year. Safety on the construction site is of paramount importance at Jan Snel. We therefore comply with all necessary safety and other certifications and invest in innovative solutions. This year, for example, we introduced explosion-proof modules for work at high-risk locations and won a golden building block for our Safety Units.

In conclusion, we also believe that CSR means being a good employer and not being afraid of self-reflection. Therefore, this CSR report addresses all these issues.

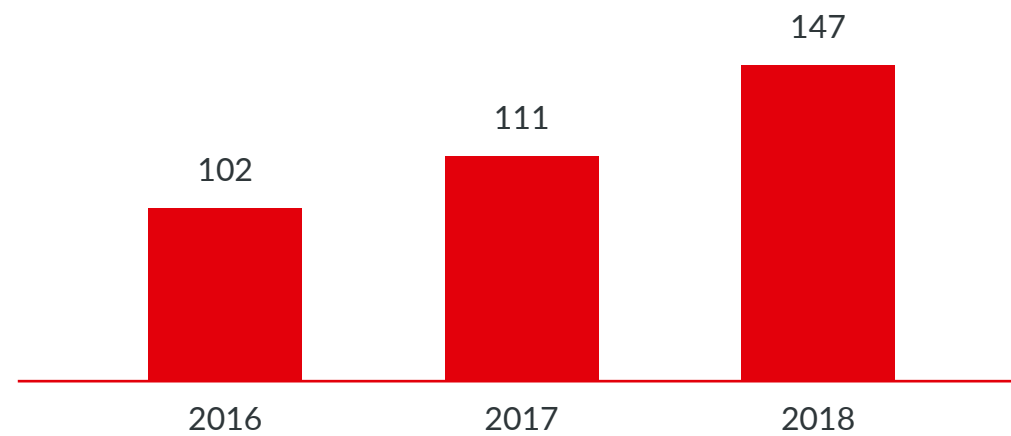
I hope you enjoy reading it!

Jacqueline van Zandwijk,
Director of QHSE & Marketing



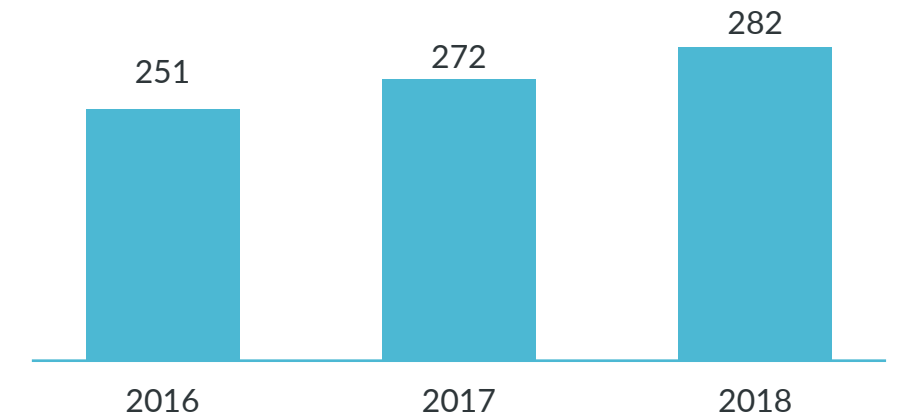
Jan Snel Highlights

Turnover (in € m)

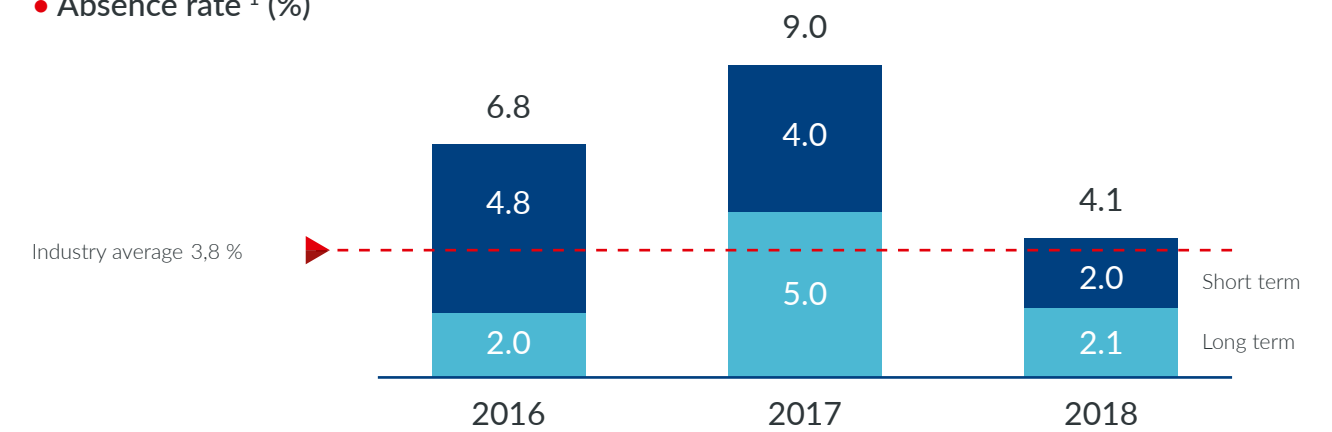


Jan Snel & people

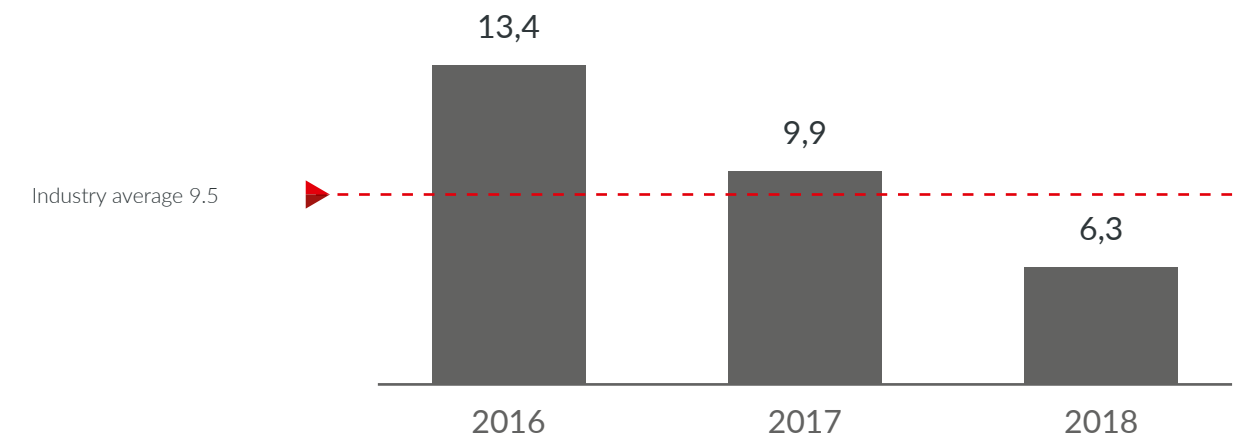
• Employees of Jan Snel (FTE)



• Absence rate ¹ (%)



• Time lost due to injury frequency ²



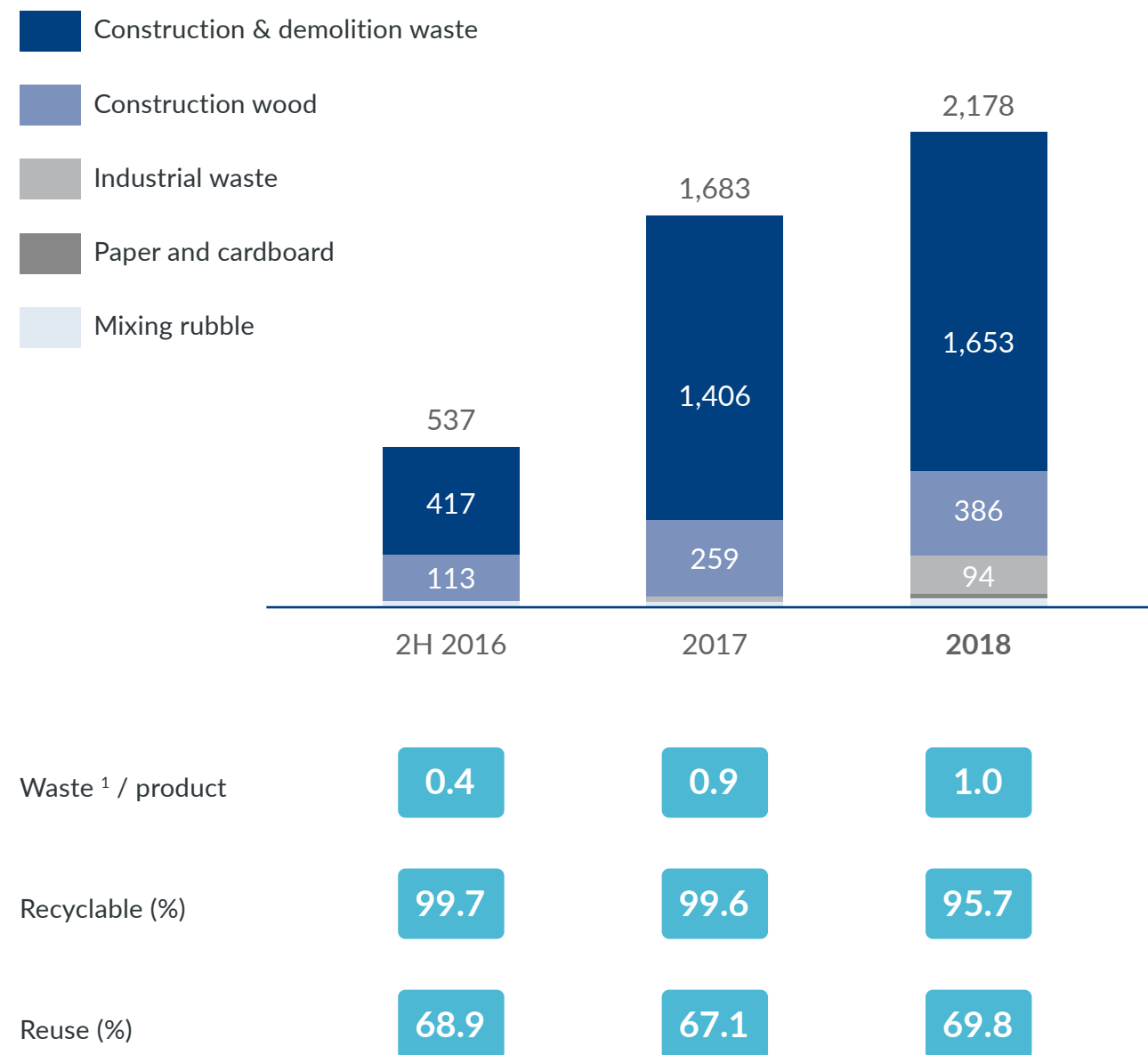
¹ The absenteeism rate is benchmarked with the 2018 'Construction Industry F' classification of Statistics Netherlands (CBS)

² Accident per million hours worked with more than 1 day's leave

Jan Snel & Sustainability

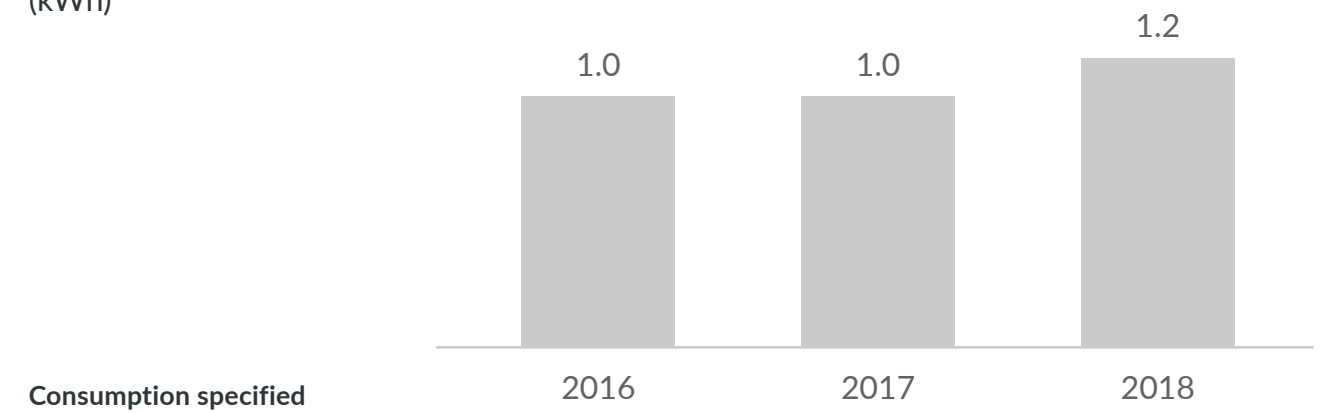
Waste management

Top 5 waste by type (in tons)

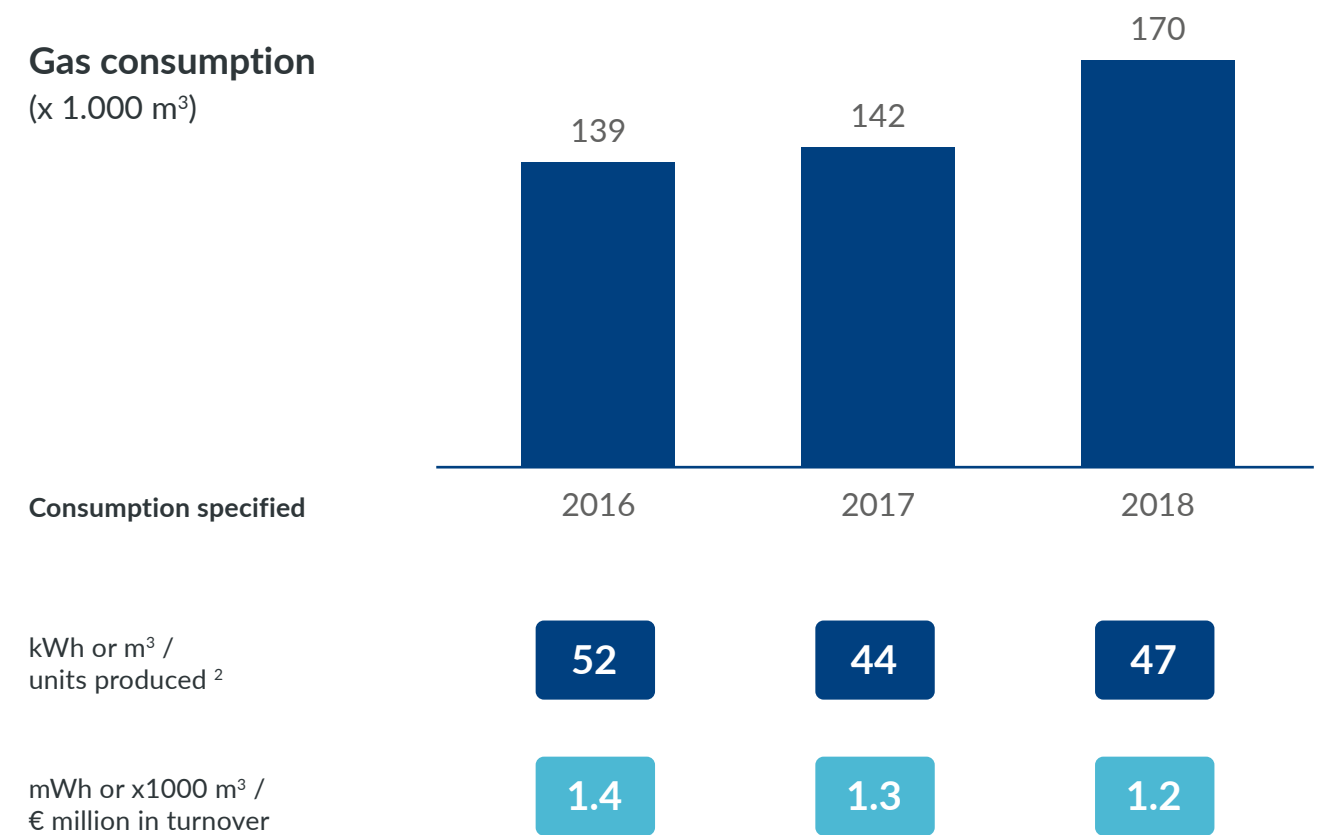


¹ Top 5 waste volume.

Electricity consumption (kWh)

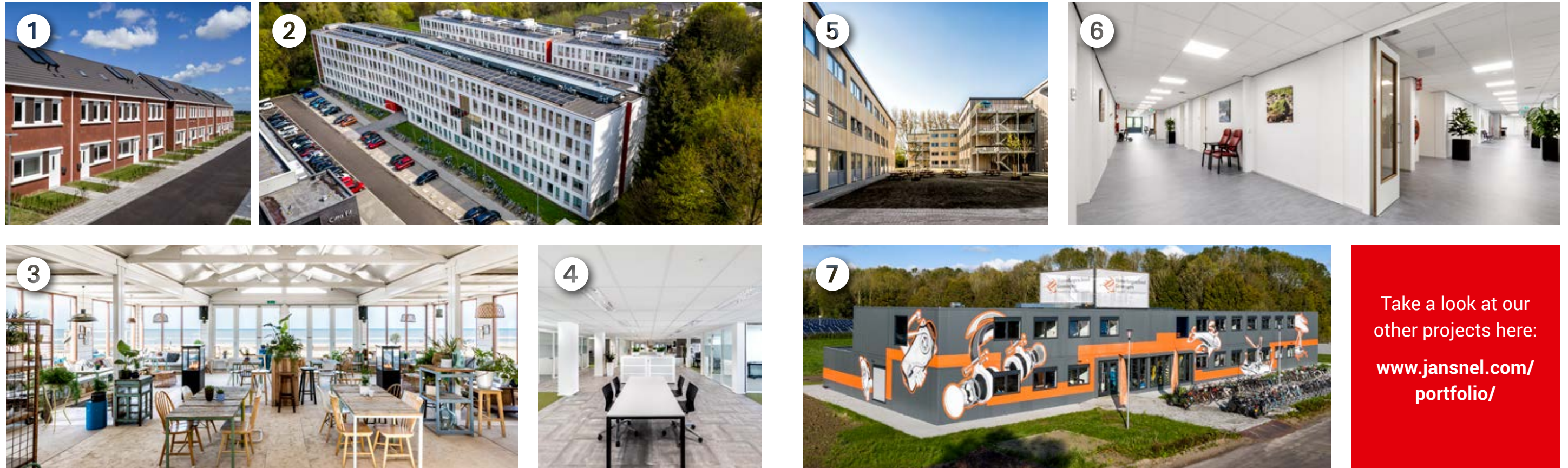


Gas consumption (x 1.000 m³)



¹ Including the newly produced units and the reused units. ² Including the newly produced units and the reused units.

Jan Snel Reference Projects in 2019



Take a look at our
other projects here:
[www.jansnel.com/
portfolio/](http://www.jansnel.com/portfolio/)

1	2	3	4	5	6	7
Exchange houses, Ten Post	Katzensprung, Vaals	Beach pavilion The Cool Costa, Noordwijk	Temporary office space, Amsterdam	Startblok Elzenhagen, Amsterdam	Care home housing, Goes	Hanze University of Applied Sciences, Groningen
🕒 4 MONTHS	🕒 12 MAANDEN	🕒 7 WEEKS	🕒 4 MONTHS	🕒 9 MONTHS	🕒 10 WEEKS	🕒 8 WEEKS
🏠 30 RESIDENCES	🏠 APPROX. 7.850 M ²	🏠 APPROX. 108 M ²	🏠 APPROX. 2.800 M ²	🏠 APPROX. 15.000 M ²	🏠 APPROX. 1.165 M ²	🏠 APPROX. 1.260 M ²
🏠 RESIDENCES	🏠 STUDENT HOUSING	🏠 HOSPITALITY INDUSTRY	🏠 OFFICE BUILDING	🏠 STUDENT HOUSING	🏠 CARE HOUSING	🏠 EARTHQUAKE-PROOF SCHOOL
👤 DUTCH PETROLEUM COMPANY	👤 I LOVE VOLS	👤 THE COOL COSTA	👤 SANQUIN	👤 HOUSING CORPORATION DE KEY & EIGEN HAARD	👤 THE TER WEEL CARE GROUP	👤 HANZE UNIVERSITY OF APPLIED SCIENCES

Jan Snel Mission & Vision



Jacqueline van Zandwijk
Director QHSE & Marketing

Company profile with core values

Jan Snel and Corporate Social Responsibility (CSR) go well together. As a construction company, we have an important task to fulfil in realizing sufficient housing. In doing so, we take our responsibility for people and the environment seriously.

Company profile

Jan Snel Group is a leading internationally operating family business with its roots in Montfoort. Over the past 60 years, we have grown from a local player to a global partner in the field of modular construction and special transport. With three branches in the Netherlands and branches in Belgium, Germany and Qatar, Jan Snel is an established name with a good reputation within the transport sector and the construction industry that distinguishes itself through its speed and focus on circularity. Our personal approach enables us to keep our lines short, in which personal and sincere contact is a matter of course throughout our organization. What's more, our international ambitions have led to our solutions being deployed in all corners of the globe.

Family business with a hands-on mentality

Harry van Zandwijk (CEO) and Jacqueline van Zandwijk (Director Marketing & HSE) lead the Jan Snel Group. Personal involvement and a hands-on mentality are intrinsic to their way of working. The management is supported by a Supervisory Board. Under the leadership of Niels Vergeer (COO), Michael Koerts (CPO) and Richard Brinkman (CFO) modular solutions are realized by the Group's various branches. Together with the entire staff, they work passionately on solving housing issues around the world, every single day.

In addition to experience in the construction industry, Jan Snel is also active in the transport sector. The transport company is employed by our construction company by approximately 25 per cent. This enables our flexible building systems to be transported quickly from A to B, and we can relieve our customers of all their concerns. In addition to this, the transport company focuses on special transport and, more particularly, on the transport of recycling materials. With a fleet of 43 units, we are one of the largest players on the market in this field. Simeon Roodenburg (Director of Transport) is the driving force behind the transport division.

Tailor-made solutions

Our focus is on the realization of permanent and semi-permanent housing. Thanks to our modular concept, the possibilities are infinite. Whether this concerns the realization of student housing, construction site accommodations, care homes or schools, we have a solution for everyone – from simple, small-scale temporary housing to tailor-made construction projects. Thanks to our many years of experience, we are forerunners in our way of thinking and doing things, but above all in our approach, quality and speed of construction. As a result, we deliver construction projects 30 to 50 percent faster. With our hands-on mentality, we can always assure our customers of the best solution.



Consideration for each other

Involvement is of paramount importance in all our projects. We are aware of the social role we play by providing high-quality housing. By building quickly and flexibly, we hope to contribute to housing for starters, refugee status holders, migrants and social tenants. This allows us to offer a solution to the dire housing shortage today.

Because of the social role we fulfil, we also have consideration for all parties involved in realizing our solutions: from customers to end users and local residents. The influence of our activities on society and on our principal clients and customers therefore plays an important role in weighing up various interests.

Creating, adapting and returning space

Consideration for each other not only means consideration for everyone involved, but also for the environment. Flexible building means creating space, adapting and giving back space in a single, flowing movement. Circularity is embedded into our DNA. This means that we always provide reusable solutions. This year, our dependence on regulations concerning nitrogen and waste became extremely clear to us.

We have therefore set ourselves the goal of ensuring that our production processes will be fully circular within a few years. We therefore clearly communicate the environmental impact of every product we make, from the cradle to the grave. CSR therefore forms an integral part of our business strategy. By continuing to innovate, we hope to remain a frontrunner in circularity in the future.

Fit for the future

The construction world is continuously evolving. Last year, we were confronted with the nitrogen problem and the overheated housing market, among other things. Flexible construction, however, means that we must be ready to respond to future developments. This means that we are constantly thinking about innovative solutions. We ensure that our solutions are also usable in the future. In this way, all our units can be reused, and a temporary school building can serve as student accommodations at a later stage, for example. To us, Corporate Social Responsibility means not only thinking about our impact today but also about how we will shape our future tomorrow.

Jan Snel & Sustainability



Daan Kosterman
Project Manager for Circularity at Jan Snel

Jan Snel is fully committed to the reuse of products and materials. Thanks to our circular and sustainable ideology we create added value not only for our customers and every project, but for the entire world around us. We can limit the impact on the environment as much as possible by taking the future into account right now, during the construction process. That is why we have drawn up a sustainability plan with four concrete steps through which we aim to reduce our ecological footprint by 2023.

Sustainable construction

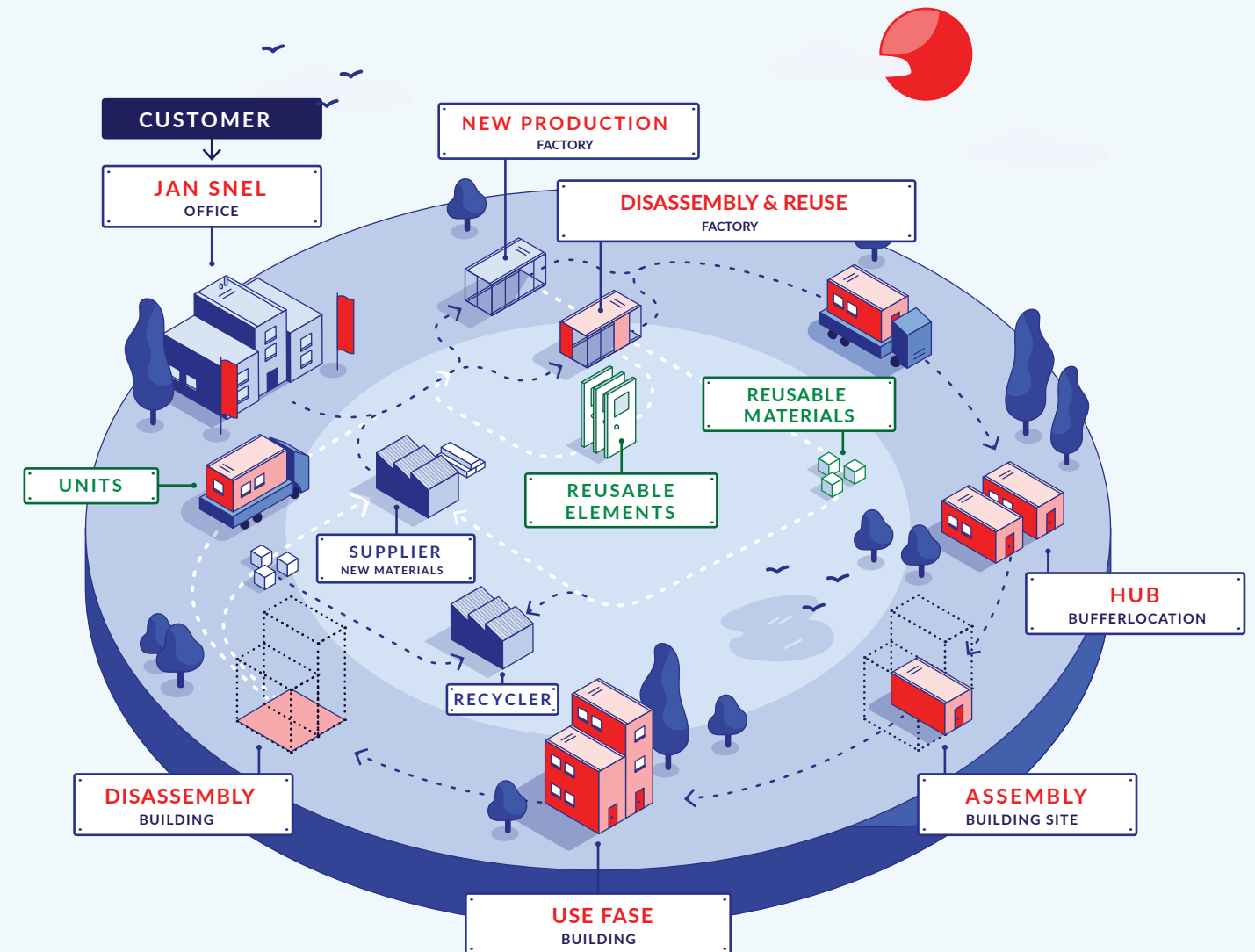
Circular construction is often seen as the most important step towards a sustainable construction industry. Circular construction means that all products, materials and raw materials can be reused, over and over again. These can be products from a prefab house (such as window frames), elements (such as a shower cubicle) or components (such as a washbasin). Reuse preserves the value of materials to the greatest extent possible. This is what we call the closed circuit.

The design of modular construction takes this closed circuit and the recyclability of materials into consideration right from the start. Jan Snel produces units (the standard size is 3 by 6 meters) which can be used in different ways. In addition to this, the demountable units can easily be dismantled and built up again at a different location. This modular and flexible construction method ultimately makes circular construction possible.

Flexibility

Thanks to this flexibility circular construction can always meet the demands of our society. Student residences can easily be converted into housing for senior citizens and an office building in Amsterdam can become a school in Rotterdam in no time at all. The demountable structures and materials remain usable so that little or no residual waste remains when, for whatever reason, a building no longer meets its owner's requirements.

Not only the way of building, but also our choice of materials plays an important role. The construction industry and real estate sector in the Netherlands are big users when it comes to the consumption of primary raw materials. Apart from this, they are responsible for no less than 50 per cent of CO₂ emissions and 45 per cent of waste production.



This infographic illustrates the circular building process. As soon as we get a customer request, we start the construction process – already thinking about reuse. This concerns not only the reuse of units, but also of the materials and construction elements. This way, we work towards a waste-free construction process.

“Shouting to the world that you promote sustainability is one thing, but putting it into practice is even more important.”



“To us, sustainability means not only looking at the reuse and recycling of materials, but also at their origin”, explains Daan Kosterman, Project Manager for Circularity at Jan Snel. Jan Snel aims to use biobased materials to the greatest extent possible. Now that we faced with the possibility of running out of raw materials in the next few years it is crucial that we switch to building materials that can grow back quickly and be absorbed into nature.

Chain cooperation

In order to speed up the sustainable process and give sustainable construction a boost, cooperation is of crucial importance. The highest returns can be achieved and the impact on the environment drastically reduced through complete chain cooperation – with suppliers, subcontractors and partners who pursue the same goal as Jan Snel.

Jan Snel is currently talking to suppliers about reducing CO₂ emissions and measures that can be taken at the same time to relieve pressure on the environment. Knowledge sharing is part of this. We aim to spread knowledge regarding circular construction through whitepapers and by sharing our experiences.

At Jan Snel we don't leave it at talking. Kosterman: “Shouting to the world that you promote sustainability is one thing, but putting it into practice is even more important.” But how can you ensure that you really reducing your ecological footprint in practice?

Measurable

For this, you need to make sustainability measurable. Jan Snel performed a baseline measurement for this using the Ecochain software program. This program allows us to gain extensively insight into our company's carbon footprint. Among other things, it takes the amount of CO₂ emitted by the materials needed to build the units and their transport to the production halls into consideration, as well as the amount of energy consumed.

Ecochain also includes the origin of our partners' materials and the reuse of products, elements and components in its calculations.

Kosterman: “These tools allow you to compare the carbon footprint of reused steel to that of steel that has been newly mined from iron ore, to name just one example.”

The results from the Ecochain report provide Jan Snel with interesting insights. We now know that reusing materials results in a significantly lower carbon footprint. We can also say with certainty that steel and concrete in the units have the highest impact. Energy consumption in the use phase also plays a major role in terms of CO₂ emissions during the life cycle of a building.

We also used Ecochain to draw a comparison with traditional construction. By measuring a modular and traditional project of comparable size, Jan Snel discovered that traditional construction emits 50 per cent more CO₂ than unit construction.

Mission

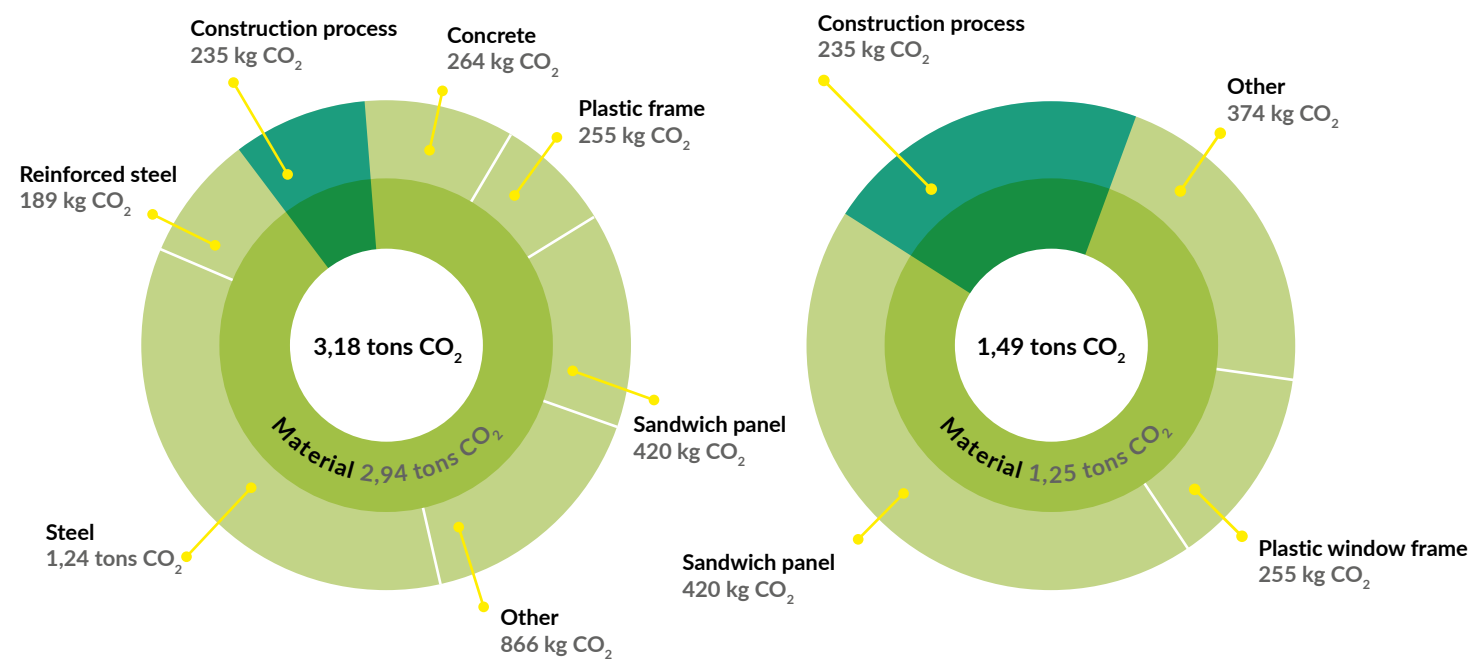
Thanks to these insights, Jan Snel can enhance its sustainability even further in the future. It therefore is our mission to ensure that sustainability and circular construction become elements of Jan Snel's identity. We do this by quantifying circularity, optimizing our production lines, seeking chain cooperation with suppliers, reducing our CO₂ emissions, optimizing our reuse of components, making our construction process more sustainable and implementing a zero waste policy.

After performing the baseline measurement via Ecochain, we set ourselves concrete goals. We aim to achieve these goals by 2023 so that we will be able to make an even greater contribution to enhancing the sustainability of the construction industry and a clean world without waste. We have formulated four goals for this.

Mother Nature

By not being only aware of the sustainable opportunities in construction but also by actually applying them, we hope to play an important role in enhancing the sustainability of the entire industry. So that the next generation can also enjoy all the beauty that Mother Nature has to offer.

Comparison between new production and reuse



Carbon footprint: newly produced K3000 unit

Figure 1 In this calculation: the carbon footprint of a completely newly produced K3000 unit (3x6m).

Carbon footprint: recycled K3000 unit

Figure 2 This shows the calculation in which the supporting structure is completely reused in a K3000 unit (3x6m). The carbon footprint is decreased by 53% here.

1. Sustainable organization of the site

Jan Snel wants to make its factory site even more sustainable. This is an ongoing process, because improving business processes does not stop after the implementation of a few improvements. That's why we want to constantly monitor progress and adjust and adapt where necessary. You could, for example, purchase electric forklift trucks or reduce waste flows in the factory and on the construction site.

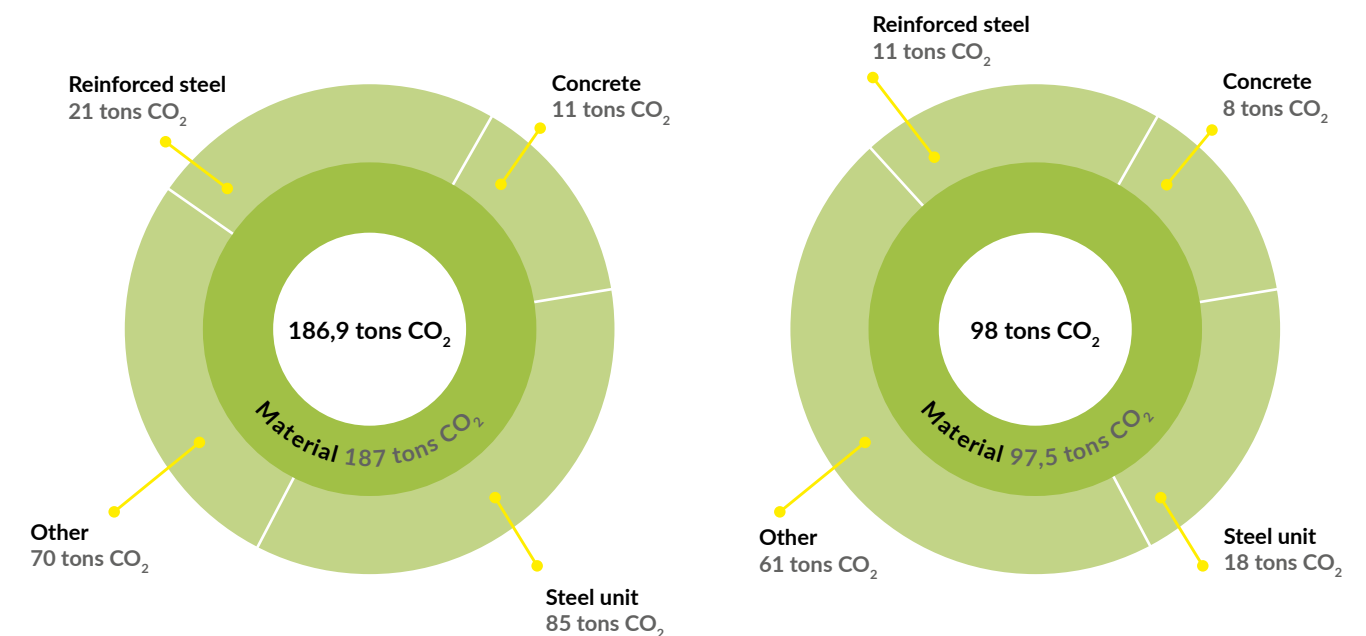
In addition to the above, we want to return any residual materials we have, such as sawing waste, to the manufacturer so that it can be reused directly in the manufacturer's production process.

2. Reducing CO₂ emissions by 5 per cent

In order to reduce Jan Snel's CO₂ emissions, we first need to know how much is being produced at all. That is why we carried out the baseline measurement via Ecochain, which was discussed earlier. This software calculates emissions from the moment the raw material is mined to the moment it is used in construction. Kosterman: "Now that our CO₂ consumption for 2018 has been determined, we can look at possibilities for improvement."

We want to make transport and our fleet more sustainable and switch to more efficient machines, for example. We are also engaged in switching to green electricity and are trying to raise the awareness of our drivers with regard to fuel efficiency by calling in the advice of external coaches. This is monitored via a monthly dashboard.

Carbon footprint of the new extension to the Jan Snel Head Office



New build Jan Snel office reuse

Figure 3 In this calculation, the carbon footprint can be seen when the new extension (829 m²) of Jan Snel headquarters with new construction would have been carried out.

New extension to Jan Snel office

Figure 4 This calculation shows the carbon footprint impact of the new extension (829 m²) of the head office of Jan Snel in Montfoort. By applying reuse, the carbon footprint decreased by 48%.

3. Ensuring that 70 per cent of all materials used are verified as green and circular

Jan Snel wants to make the greatest possible use of sustainable, biobased materials in the current units. That is why we are going to give careful consideration to the origin of all products used during construction. This means that we must buy responsibly and sustainably. We have therefore asked our suppliers to provide insight into the total environmental impact of their products throughout their life cycle.

We hope that this will prompt suppliers to pursue the same goal we do. We want to ensure that in four years' time at least 70 per cent of all materials we use are verified as circular. Aside from this, we plan to design the prototype for a fully circular unit so that we can see exactly how this will work out in practice.

4. Labelling circularity as part of Jan Snel's identity

Integrating circularity into Jan Snel's identity will require a change in mindset. After all, sustainable and circular ambitions are only achievable if there is support for them within the organization. Our goal is for our employees to understand and embrace our new identity. Jan Snel is currently setting up a project group with members from each department. We hope to convey our enthusiasm to the rest of the organization through this working group.

Moreover, we also want to involve ourselves more in the media. At the moment there is still a great deal of uncertainty in the market about what circularity exactly means, what this means for the construction industry and how the construction industry can respond to this. We are happy to share the knowledge we have with the outside world.

Jan Snel & People



Liane van Leeuwen
HR-manager at Jan Snel

Building the best place to work

This is a time of serious labor shortages. Binding new employees to us and retaining current employees is simply difficult. That's why Jan Snel is trying to make the organization the most pleasant place possible by building the best place to work.

Encouraging sportsmanship

With a 40-hour working week it is sometimes difficult to stay fit. Not everyone has the energy to dive into the gym or go running after a busy day at work. Still, sports often give you energy. That's why we encourage our employees to be active: by encouraging them to take part in the annual Linschoten Run, for example. And now that we have more space after the renovation, we installed a big table tennis table at the head office. There are even serious competitions being played on it! Of course, sports are not the only way to keep fit; nutrition is equally important. That is why a number of fruit baskets are delivered to our offices twice a week.

Better communication

Another focus point of our "the best place to work" campaign is good communication. Our latest employee satisfaction survey showed that employees think we can improve on this even further. In response, we introduced a Jan Snel app, which we use to keep employees up to date with all kinds of different news.

We also use the app to share successful projects and inform one another about upcoming anniversaries. Additionally, we introduced a "Who's Who", so that all our co-workers know who they are calling or sending emails to. In a rapidly growing organization such as Jan Snel, communication will remain a point of attention for the time being. But that doesn't alter the fact that we strive for continuous improvement.

A reward in due course

We see employees as our organization's most valuable asset. It is therefore important to us that employees feel appreciated. However, practice shows that most of the time not enough compliments are given on the workspace. That's an interesting point to work on. What we are already doing in our organization is holding staff parties and Friday afternoon mixers as a small token of appreciation. Apart from this we offer an annual Christmas package, good facilities and a staff association. We also provide good secondary working conditions, to ensure that working for Jan Snel becomes and remains attractive. We are not afraid to invest in this. An example of this is allowing newly recruited talent to choose from an iPhone or a driver's license when joining the company.



Anyone can participate

Our organization is not only for employees who already have something to offer. We also want to allow people who do not yet have the required knowledge, but do have a healthy dose of motivation, to prove themselves. That's why we also offer internships and learning experience placements on an ongoing basis and maintain a good relationship with institutes such as Fermwerk and Promen in order to give people who have difficulty finding gainful employment a chance.

Fresh and modern

Moving with the times: that's another crucial aspect. The construction industry may always have been traditional, but as far as we're concerned, we simply don't fit in. Innovation is the key word, and this is clearly reflected at our offices (after the renovation). With lots of light and greenery, it's a nice environment to work in. Apart from that, we also move with the times in terms of working methods. Our time clock has been replaced by a time registration system, for example, and you will find very few binders in our offices: all our files have been digitized.

Good onboarding

Once we have found good employees, we want to ensure that they are shown the ropes as thoroughly as possible. To this end, we have developed an induction program that all new employees are invited to participate in once a month. Employees from all ranks of the organization go through this program together. The advantage to this is that employees from various departments (from production to sales and from engineering to administration) get to know each other. During the introductory program we take them on a tour of the entire company and explain how we work at Jan Snel. This may sound self-evident, but this does not happen in many organizations. When it comes to achieving our goal of being "the best place to work", we can conclude that this is a never-ending process.

There will always be aspects on which we can improve, but the most important thing is that we have a good understanding of the changing needs of our employees. It is thanks to this approach that we can make our organization a pleasant and comfortable place to work.

Jan Snel & Safety



Edwin van Duivendijk
Manager for QHSE & Quality at Jan Snel

Safe building, from planning to execution

Building quickly is important, but only if it can be done safely. Safety on the construction site is of paramount importance at Jan Snel. This is what we do to keep structurally minimize risks at the construction site to the greatest extent possible:

One coordinator for each Production site

Each Jan Snel branch has at least one coordinator for Safety, Health and Environment (SH&E). We also draw up an SH&E plan for each project, in which an inventory is taken of the hazards and the measures that we can take to exclude risks.

Certification

Of course, all our executive business units are VCA, ISO14001 and ISO 9001-certified. We have a strict policy on identifying and reporting unsafe situations, risky actions and accidents (including near accidents). As we put more and more emphasis on this, the number of reports rises while safety increases alongside. This means that we are gaining a better understanding of the risks.

A central safety management system

The Comm'ant safety management system registers all incidents relating to unsafe situations. This ensures that all responsible parties are automatically informed. The employees see that their reports are being looked into and act accordingly.

Last-Minute Risk Analysis

Employees always carry out a Latest-Minute Risk Analysis (LMRA) at the workplace before starting work. The LMRA consists of a short check consisting of four questions. This makes it easy for our people to check whether all risks in the areas of safety, health and the environment have been identified. The analysis also checks to see if sufficient control measures have been taken to mitigate these risks, according to the "Think before you start" principle.

Extra attention to safety and nuisances within the built-up area

Projects within the built environment require our undivided attention. We want to prevent residents, neighbors and passers-by from being confronted with unsafe situations or nuisances. That is why we draw up a plan in which Accessibility, Liveability, Safety and Communication (ALSC) are key components. An ALSC plan encourages us to think carefully about the design of the construction site, the approach route and approach times of construction traffic in every project, with the aim of keeping inconvenience to a minimum. We only build fast if it can be done safely.



Safety Unit

We have developed the Safety Unit especially for our projects. It is a practice room that simulates the situations we come across in practice that pose the highest risks on the construction site. There are dolls wearing safety clothing on which our employees can discover errors or safety risks, for example. Safety codes have also been drawn up for practical situations in order to raise awareness among all employees (both our own and those of third parties) about safety on our construction sites. Employees are given a presentation illustrating the safety instructions and must carry out a number of practical assignments.

Jan Snel was awarded a Golden Building Block by Centrum Veilig Wonen in 2019 partly because of this Safety Unit. We were conferred the award due to the way in which we palpably strengthen safety awareness among the employees at the construction site.

'Safety is under the construction helmet'

In short: at Jan Snel safety is seen as a joint responsibility. "We justly spend a lot of energy on instructing, informing and motivating our people", says Edwin van Duivendijk, Head of QHSE at Jan Snel. "Safe working is not just about safe tools and wearing a construction helmet. Even more important is what's going on under that construction helmet. Real security is between the ears. Working safely means thinking before doing, in all facets of our work."

From systems builder to project manager, everyone is individually responsible. This may seem logical, but it requires the necessary attention in the planning, design and implementation phases. We set up the construction site in such a way that the work will always be done safely, from start to finish. This requires knowledge, insight and simply a lot of experience from the various disciplines. Safety is not an afterthought; it is a crucial part of everyone's job."

Certifications

- ▶ ISO 9001:2015 Quality Management System
- ▶ ISO 14001:2015 Environmental Management Systems
- ▶ VCA-P VCA for the (petro)chemical & offshore sectors
- ▶ VCA Safety, Health and Environment (HSE) Checklist Contractors
- ▶ EN-1090-1 CE label for structural steel and aluminum parts
- ▶ ISO 3834-3 Quality requirements for fusion welding of metallic materials
- ▶ FPAL Supplier audit that covers Quality, Health & Safety, Environment

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Credits

Composition

Jan Snel BV

If you have any questions or wish to comment on our CSR report, please contact the marketing department.

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