

**The independent
retailer has
added
value**



**The independent retailer provides more
for the people and the environment**

SCAN CODE



The English version of the publication
“The added value of the independent (SME) retailer”
is available on our website.
www.vakcentrum.nl/meerwaarde/english.

Colophon

Independent Retailers Create Added Value

This book has been made possible by Vakcentrum members. Dedicated independent retailers who run supermarkets, specialty food stores, organic stores, pharmacy, beverage stores, homeware stores, cooking and dining stores, confectionery stores, toy hobby and party supply stores, and tobacco and convenience stores

They shared photos of their activities, took part in the member survey, and told their stories. What they do makes a real difference in their neighbourhoods, towns, and communities.

The figures and quotations in this publication are based on the study “The Value of Independent Retailers”,

conducted among Vakcentrum members in 2026.

Vakcentrum members are independent SME retailers who operate their businesses at their own expense and risk, either independently or as franchisees.

With several hundred responses, the study provides a reliable and representative picture of the value independent retailers create for communities across the Netherlands.

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Vakcentrum is the industry association for independent retailers. It represents their interests, provides advice, and offers collective member benefits.

Vakcentrum aims to highlight the value created by independent retailers. You are welcome to use examples and figures from this publication. Reproducing text or images, in whole or in part, is only permitted with prior consent from Vakcentrum.

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Contents

| | | |
|------------|--|------------|
| | Added value | 4 |
| 1. | The value of added value | 6 |
| 2. | More local & community support Because independent retailers support initiatives that matter. | 20 |
| 3. | More job satisfaction & development Because independent retailers invest in people. | 28 |
| 4. | More safety & liveability Because independent retailers look beyond their own shop. | 36 |
| 5. | More health & physical activity Because independent retailers contribute to a healthy community. | 44 |
| 6. | More solidarity & care Because everyone deserves genuine attention. | 52 |
| 7. | More sustainable business practices & products Because independent retailers take responsibility for today and tomorrow. | 60 |
| 8. | More local economy & collaboration Because independent retailers strengthen their region together. | 68 |
| 9. | More sports & clubs Because independent retailers know that investment drives results. | 76 |
| 10. | More culture & traditions Because independent retailers understand that traditions bring people together. | 84 |
| 11. | More celebration & enjoyment Because independent retailers believe everyone should be able to take part. | 92 |
| 12. | More for young people & the future Because independent retailers invest in young people and their future. | 100 |
| 13. | More knowledge & advice Because independent retailers believe better knowledge leads to better decisions. | 108 |
| | About Vakcentrum | 115 |
| | Recognition for distinctive entrepreneurship | 116 |

Added value

The 3,000 stores represented by Vakcentrum members can be found across the Netherlands. They are independent retailers, SME entrepreneurs, and often family businesses. Vakcentrum is proud to represent them.

Their contribution to both national and local prosperity is beyond question. Not only through their economic impact and the jobs they create, but also through the added value they bring to society. They add colour to communities and play an important role in people's wellbeing. Alongside running their businesses, independent retailers are deeply involved in their communities. They support people, neighbourhoods, and society at large. And that deserves recognition.

Vakcentrum sees it as its responsibility to continue making this added value visible until it is firmly recognised by policymakers. So that in their daily work, they take into account the impact of their decisions on independent retailers and, with that, on the vitality of local communities. Anyone who wants to preserve liveable shopping areas must continue to make space for independent entrepreneurship.

In 2026, the OECD (Organisation for Economic Co-operation and Development) confirmed that SME retailers play a decisive role in creating vibrant city centres and lively town centres. This reinforces what we see every day: independent retailers deliver added value and serve as an anchor within their communities. The European Commission now recognises retail as a key sector and, in January 2026, presented an award for Europe's most SME friendly city.

That is encouraging. But it is time that, at every political level, more attention is given

to the way independent retailers strengthen the social fabric of our society. They are at the heart of neighbourhoods, towns, and cities.

For many people, the local shop is a familiar and trusted place. Independent retailers do more than keep their businesses running. Every day, they invest in their surroundings. They support schools, contribute to safety, and help create attractive and lively streets. They make local activities possible that would not take place otherwise. The relationship between retailer and customer often goes beyond that of seller and buyer. They know each other. This creates trust and connection within the community. Young people gain work experience and build confidence. Older people maintain their independence. Clubs continue to exist. People meet.

This level of involvement is not incidental. It is a structural part of how independent retailers do business. Their impact is visible in everyday life.

Research among Vakcentrum members shows that together they contribute at least €30 million each year to their local communities. This includes financial support, contributions in kind, and the time and effort of staff. The total is even higher when the contributions of independent retailers in other sectors are taken into account.

Independent retailers are, above all, entrepreneurs and doers. They organise, support, and take action, often without seeking attention. It is simply what they do.

But this added value deserves genuine recognition. Also from consumers. After all, income spent locally is, in part, reinvested locally. Without independent retailers,



many initiatives would disappear, and the liveability of neighbourhoods, towns, and city centres would come under immediate pressure.

In this publication, we show through photographs provided by independent retailers what they mean to their communities. Across twelve themes, it becomes clear how broad and active their involvement is.

This calls for awareness among everyone who influences the future of retail and shopping areas. Policy decisions have a direct impact on business operations and,

therefore, on the continuity of independent retailers. And with that, on the liveability of communities.

Vakcentrum is proud of what its members achieve every day in neighbourhoods, towns, and cities. Together with them, and on their behalf, we will continue to work towards a strong position for independent entrepreneurship in the Netherlands and across Europe.

Independent retailers create added value.

mr. Patricia E.H. Hoogstraaten RAE
Director, Vakcentrum



1

The value of
**added
value**

It is only natural for independent retailers to be actively involved in their communities. For them, and for the people around them, this is simply part of what they do. Local retailers can always be relied upon. Precisely because it feels so natural, the societal value of independent retailers in neighbourhoods, towns, and cities is not always fully recognised. Yet it is this commitment that contributes to vibrant and liveable communities across the Netherlands.

In this chapter, we show the value of this contribution. The data and quotations are based on a member survey conducted among Vakcentrum members in 2026.



“This is our community. This is what we stand for.”

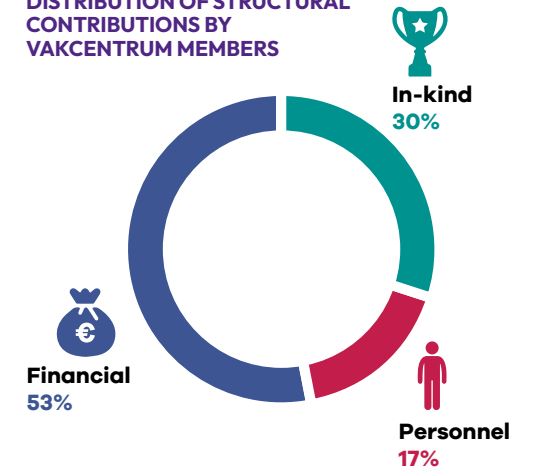
1.1 Millions of euros in added value

Based on research among Vakcentrum members, we can make a cautious estimate of the value of these contributions.

These members represent **around 3,000 shops** in the Netherlands, including supermarkets, specialty food stores, organic stores, pharmacy, beverage stores, homeware stores, cooking and dining stores, confectionery stores, toy hobby and party supply stores, and tobacco and convenience stores.

They are present every day in high streets and town centres and are part of everyday local life. Their contribution goes beyond offering products and services.

DISTRIBUTION OF STRUCTURAL CONTRIBUTIONS BY VAKCENTRUM MEMBERS



“When we were granted the Royal Warrant, we involved the entire primary school. The whole village was proud. It’s something you do together.”

Financial contributions are estimated at approximately **€15.5 million per year**. Contributions in kind, such as products, materials, and facilities, represent a value of around **€8.5 million**. The time spent by employees and entrepreneurs on local initiatives and activities is estimated at approximately **€6 million per year**.

They invest structurally in their communities. The total contribution of Vakcentrum members amounts to at least **€30 million per year** and recurs annually. This consists of financial sponsorship, contributions in kind, and the time invested by entrepreneurs and their employees.

What is invested in individual towns and neighbourhoods adds up to a significant impact at national level. Together, these contributions form a stable foundation for local clubs, activities, and facilities. In doing so, independent retailers demonstrably contribute to the liveability and continuity of local communities.

And this only reflects what is visible and measurable. The value of daily contact, knowing customers, recognising what is happening in the community, and strengthening local connections is not included here, yet is just as important for the vitality of communities.

1.2 More local & community support

Almost all independent retailers, including franchisees, are involved in sponsorship: 97%. This mainly takes the form of supporting local sports clubs and community organisations. Many entrepreneurs support multiple initiatives.

ALMOST EVERY RETAILER SPONSORS

Supermarket 98%

Non-Food Specialist 82%

Food Specialist 85%

"We sponsor the local community group. Our logo is on the back of the shirts during the flower parade. It brings people together."

"We give away a one minute free shopping prize at the bingo. It always gets great reactions."

PURPOSE OF SPONSORSHIPS



local sports club



cultural activities or facilities



local activities



school activities



activities for the elderly



good causes or aid operations



other not mentioned activities

1.3 More job satisfaction & development

Sustainable employability of staff is a key priority for employers. In the Vakcentrum added value survey, questions were asked about workforce composition. The responses show that a large number of retailers employ people with a physical or intellectual disability. In supermarkets, this is as high as 84%.

More than two thirds of respondents, 73%, indicate that they have a deliberate policy for hiring older employees. One in five businesses employs people who have already retired. This often reflects the ageing customer base.

Nearly one third of retailers also support employees who are dealing with personal debt.

"Our own staff take care of the service and preparation during 'The longest table'. They take pride in it."

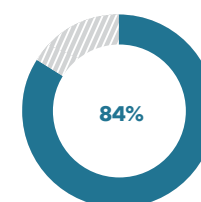
"We adapted our sandwich counter to make it wheelchair accessible for one of our employees."

"Across several stores, young people do their internships here and sometimes stay on. That is great to see."

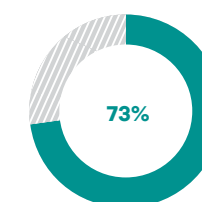
RETAILERS OFFERING FACILITIES FOR PEOPLE WITH PHYSICAL AND INTELLECTUAL DISABILITIES

84%

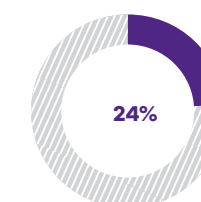
PROACTIVE PEOPLE POLICY



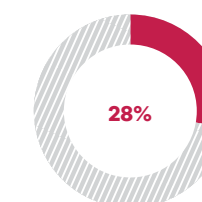
employees with a disability



hiring older people



employing retired people



supporting employees who struggle with personal debt issues

1.4 More safety & liveability

Nearly every retailer is affected by retail crime. Retailers keep each other alert. They take preventive measures themselves and make agreements with fellow retailers. Unfortunately, government efforts to tackle retail crime are falling behind.

In addition to organisational measures and investments in the safety of their own shops, half of all entrepreneurs actively contribute to safety in the surrounding retail area. Their commitment goes beyond safety alone. Retailers also play an active role in keeping their neighbourhoods clean. In fact, 46% of employees regularly help maintain the local area.

"If something happens in the street, we message each other right away. We share suspect descriptions and tips."

"We invest in security cameras and good lighting. But we also step outside when things don't look right. It's our street too."

RETAILERS ACTIVELY IMPROVE SAFETY AND CLEANLINESS

46%



"Our staff pick up litter around the shop. It takes some time, but a clean neighbourhood simply feels better for everyone."

1.5 More health & physical activity

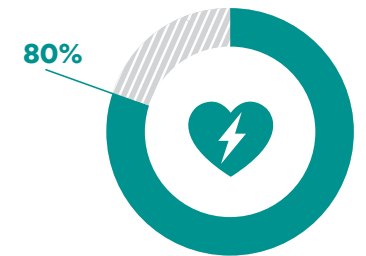
Independent retailers actively promote a healthy lifestyle for people of all ages. They quite literally and figuratively keep the Netherlands moving. In addition to sponsoring sports clubs, they organise activities in store and provide health information. One in three retailers does this on a regular basis, with supermarkets doing so even more frequently. In more than 80% of supermarkets, an AED is available and accessible to everyone.

"We have an AED that is accessible to everyone. It gives a sense of safety. You hope you never need it, but it's there."

ONE IN THREE RETAILERS PROVIDES HEALTH INFORMATION



AEDS IN SUPERMARKETS



"We support the 'Keien trailrun'. Events like this keep the neighbourhood and people healthy."

"We bought 1,000 tickets for the ice rink and gave them to our customers. It gets people moving and having fun."

1.6 More solidarity & care

Accessibility is important for shops. The vast majority of retailers, 95%, indicate that their shop is accessible to people with disabilities.

In addition to various delivery services, one third of supermarkets report that older people and/or people with disabilities are collected free of charge so they can do their own shopping. This is often organised in cooperation with fellow retailers in the shopping area.

In more than one third of supermarkets, staff are trained to support customers living with dementia in an appropriate way.

"We offer home delivery and sometimes drive older customers home ourselves. It's just what we do."

"Week Against Loneliness. We organise activities to help people stay connected."

not all retailers own their premises and are therefore dependent on the efforts of their landlords.

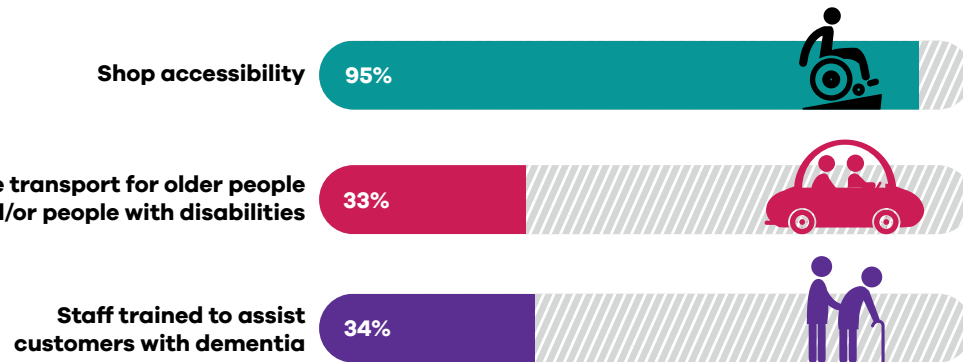
Electric transport is increasingly used for deliveries, including electric cars and cargo bikes. This applies to one third of retailers. Heat recovery systems are now installed in more than 70% of supermarkets.

The survey did not explicitly ask about the composition of product ranges. However, almost every retailer includes sustainable and safe products in their assortment. Responses to open questions and submitted examples show that retailers are becoming more critical about the sustainability of the

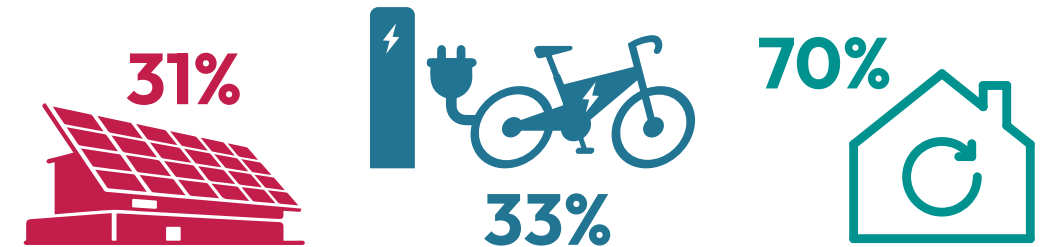
products they offer. Across all sectors, the share of sustainable products is increasing. More information is also being provided about sustainable and safe products. In non-food shops, for example, customers are informed about the safety risks of products imported from abroad.

"We have removed all PFAS cookware from our range."

EXAMPLES OF SUPPORT



RETAIL SUSTAINABILITY MEASURES IN 2026



1.7 More sustainable business practices & products

Sustainability is one of the key priorities for Vakcentrum and its members.

The main focus areas include renewable energy, energy management, waste separation, reducing food waste, local sourcing, cooperation with food banks,

reducing the carbon footprint, and energy efficient lighting.

Almost one third of supermarkets, 31%, now use solar panels. Due to the smaller size of specialist shops, both food and non-food, this is less common. In addition,

"What doesn't sell goes to the food bank. We waste as little as possible."

1.8 More local economy & collaboration

Independent retailers are strongly focused on local collaboration. As many as 82% take part in local loyalty programmes or payment systems aimed at keeping spending within the local shopping area. In this way, they support one another.

Responses to open questions and submitted examples show a strong focus on regional products. For both specialist shops and supermarkets, local products enrich the regular assortment.

“In our shop, we make space for products from local makers. It strengthens our range.”

“We take part in a local loyalty programme. That way, we support our village. We all benefit from it.”

“When there is an event in the town centre, we join in. Together, you attract more people than on your own.”

89%

Provides in store promotional space for third parties

82%

Participates in local loyalty programmes or payment systems

1.9 More sports & clubs

Many retailers hold one or more board positions and are actively involved in sports clubs and other community organisations. These include music associations, vocational education advisory boards, carnival associations, weekly markets, town centre committees, business associations, service clubs, walking event committees, shooting clubs, retail vision committees, franchisee associations, and industry organisations. This is in addition to the almost standard financial support they provide.

“Besides running my shop, I’m active in the local music association.”

TYPES OF BOARD ROLES



Ondernemersvereniging



Sportvereniging



Dorpscommissie



Brancheorganisatie



Culturele vereniging

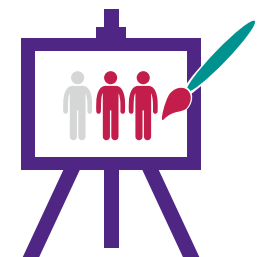
1.10 More culture & traditions

Retailers make financial contributions to cultural activities and facilities or take the initiative themselves. Notably, a significant share of these initiatives is focused on preserving the history and cultural heritage of their village or local community.

“We support the village festival every year. Without retailers, it wouldn’t be the same.”

“We support activities related to local history. It brings generations together.”

“We offer artists space to exhibit their work, helping them share it with a wider audience.”



1.11 More celebration & enjoyment

After financially supporting local sports clubs and community organisations, contributing to local activities comes second. Two thirds, 66%, organise activities themselves for their local community.

RETAILERS CREATE ENJOYMENT



“We provide materials for the parade and help organise it. That makes it complete.”

“As entrepreneurs, we literally light up our neighbourhood with themed decorations. At Christmas, during the village festival, or for a local anniversary.”

1.12 More for young people & the future

75% of all retailers support activities organised by schools. They are also often the organisers of activities for children and young people.

“Schools can always turn to us. For a sponsored run, a project, or an internship.”

“In primary schools, we teach children where the products in the shop come from.”

INVESTING IN YOUNG PEOPLE



Internships



School



Sport

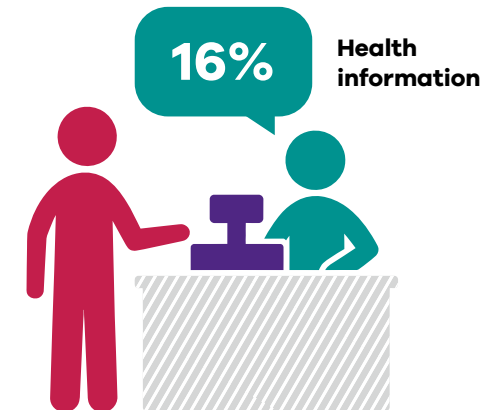
1.13 More knowledge & advice

Independent retailers share a great deal of knowledge. This happens through:

- 👉 Health information
- 👉 In-store guidance
- 👉 Local meetings
- 👉 Collaboration with clubs and organisations

In addition to the 16% of retailers who indicate that they organise structured health information activities, many examples of informal knowledge sharing emerge from the open responses.

SHARING HEALTH INFORMATION IN PRACTICE



“We explain things at the shelf. Just by talking with the customer.”

“During local meetings, we bring people together and share information.”

24 uur samen sporten voor families met een ziek kind

2



HomeSport
Events

The independent
retailer provides

more

local & community
support

Maripaan fiets toppers
€ 50.605,31
2024

Maripaan Hardloop
Toppers
38.047,52
2024

Maripaan Wandel
Toppers
€ 55.570,93
2024

Bedankt namens
Ronald McDonald Huis
Arnhem!

more

local & community support...

...because independent retailers support initiatives that matter.

Sponsorship is the most visible form of the added value independent retailers create. You see it on signs along the sports field or in the programme of a local event, showing which businesses have contributed. Almost every retailer supports one or more local or community initiatives.

This happens across the country, and it happens consistently. In every municipality, independent retailers support clubs, events, and community initiatives. Without their contribution, many of these activities would not take place. That is felt by everyone in the neighbourhood or village.

Some of this support is visible. Retailers sponsor sports clubs, local events, and neighbourhood activities. A retailer may be the main sponsor of a walking event, providing fruit at the finish line. Or they may help fund new playground equipment through a local campaign.

But much of it happens quietly. A retailer prepares hundreds of packed lunches each year for a local event. Shops

donate products for a bingo night or neighbourhood barbecue. Schools receive colouring sheets and fruit for fundraising activities. This support is not always communicated. It simply happens.

Charities can also rely on independent retailers. In addition to making their own contributions, retailers organise in-store fundraising activities. These may support local causes, as well as national or international health and development initiatives. Customers, for example, can donate their deposit receipts, which the retailer then matches. In this way, more can be achieved together.

Sponsorship strengthens the connection between independent retailers and their communities. It brings people together and keeps communities active and engaged.





JUMBO KUIPERS DENEKAMP
Spek de kas van je vereniging of school!
DOEN JULLIE MEE?

€ 20.000,-

WOORD VERDEELD ONDER DE DEELNEMENDE VERENIGINGEN EN SCHOLEN UIT DENEKAMP E.O.

Deze sponsoractie loopt van 2 maart t/m 13 april

Doet u ook mee? Verenigingen of scholen kunnen zich aanmelden via kuipers.denekamp@jumbo.com

Inschrijven kan tot 27 februari!

JUMBO Kuipers



JUMBO Doneert €10.000,- aan verenigingen uit de omgeving!

Wij zijn op zoek naar verenigingen uit de omgeving voor onze B-tips actie.

Ken jij een vereniging die hier graag aan mee zou willen doen?

Tag die vereniging dan in de reactie!

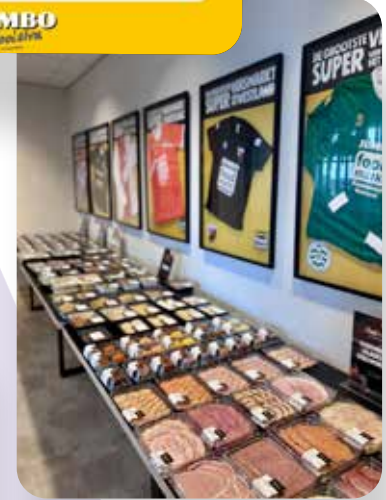


DEZE BEDRAGEN ZIJN BIJ ONS AL GESPAARD DOOR STICHTINGEN EN VERENIGINGEN!

#GOEDBEZIG

| | |
|--|----------|
| 01. Volleybal Club Bolward | € 475,42 |
| 02. Scouting IJsbouwa | € 388,23 |
| 03. Volleybal Vereniging Makkum | € 325,10 |
| 04. Museum it Tsinpkhús | € 316,70 |
| 05. Sportclub Bolward | € 272,49 |
| 06. PSV De Donia's | € 232,54 |
| 07. PSV De Huzarenliefers | € 206,66 |
| 08. Stichting Odeonhúis Bolward | € 191,90 |
| 09. Badmintonvereniging Makkum | € 163,75 |
| 10. A.S.V.I. Sempiternus V.M.N. | € 157,58 |
| 11. D.T.S. Makkum | € 143,33 |
| 12. Druifentare D.O.K.A. | € 140,57 |
| 13. Stichting Beheer Topsport Waterpolo SGHA | € 135,93 |
| 14. Stichting Behoud Heinaarder Klokkus | € 133,18 |
| 15. Vex. Ch. Harmonieorkest Eaphonia Wommels | € 129,62 |

JUMBO Kooplink



Trotse Sponsor!

PLUS Kant

Van 26 februari t/m 13 april

€12 korting*

Spaar mee

Van 26 februari t/m 13 april

€12 korting*

In totaal hebben we maar liefst € 3.481,70 opgehaald voor Buurtgezinnen IJsselstein.

Cheque

PLUS J. SCHIMMEL



ALBERT HEIJN BUIJSMA GORREDUJK BLIJFT HOOFDSPONSOR TOT 2029

Boon's Markt

WOW

524 potjes groente gedoneerd



The independent
retailer provides
more
job satisfaction &
development

more

job satisfaction & development

The independent retailer provides more job satisfaction & development

Independent retailers know their employees. They see what people are good at, who wants to grow, and who needs extra support. Development does not happen at a distance. It takes place in everyday work.

For many young people, the shop is their first workplace. It is where they get their first contract, learn how to deal with customers, and discover what it means to work as a team. Retailers hold them accountable and gradually give them more responsibility. This helps them build not only experience, but also confidence.

Employees grow within the business. A shelf stacker becomes responsible for a department. A sales assistant follows training alongside the job. Work schedules are adjusted so that work, study, and family life can be combined. Achievements, such as earning a diploma, are celebrated together.

People changing careers also find their place in the shop. Those coming from other sectors often start without retail experience. Retailers guide them on the shop floor and support them step by step. Skills from previous jobs, such as working with people or organising tasks, quickly

prove valuable for both the team and customers.

Independent retailers also create opportunities for people with a disability or those who need extra support. Tasks are adapted to what someone can do. Colleagues help where needed. This allows everyone to take part and contribute.

They also offer jobs to newcomers and refugees, including people from Ukraine. These employees gain work experience, learn the language, and find their place in society.

Job satisfaction comes from working together. From a busy Saturday that runs smoothly. From colleagues supporting each other when things get hectic. Retailers invest in their teams and take time to recognise milestones, such as diplomas, anniversaries, or team outings.

This strengthens team spirit and job satisfaction.

...because independent retailers invest in people.



Their involvement goes beyond work. Retailers have direct contact with their employees and understand what is going on in their lives. In difficult situations, such as personal loss, debt, or other concerns, they offer support and think along with them.

They also look ahead. Work and private life need to be balanced. Employees who need to temporarily reduce their hours are given that space. Those who want to

develop are given opportunities. This helps people stay in work over the long term. It is not uncommon for employees to return after working elsewhere. The sense of belonging and personal attention make the difference.

Independent retailers invest in people from their own community every day. In doing so, they contribute to job satisfaction, personal development, and opportunities in their region.



Spar Nicolai Winschoten
Published by Sven Nicolai • 2 April 2025

Nico has been a familiar face in our store for many years, and our team simply wouldn't be complete without him. He is always there for everyone and makes customers feel welcome. Nico, we are incredibly grateful to have a colleague like you!







The independent retailer provides

more

safety & liveability

meer

safety & liveability...

...because independent retailers look beyond their own shop.

Independent retailers are present in their streets every day. They open early, close late, and know the people who live and work nearby. It is their neighbourhood. They see what is happening and feel responsible for it.

The independent retailer provides more safety & liveability

Liveability starts in the immediate surroundings. Retailers make sure the pavement is clean and their shopfront is well maintained. During national clean up initiatives, they work alongside residents and fellow entrepreneurs. At other times, they take the lead in making the street greener and more pleasant. This strengthens the sense of community and shared responsibility.

That involvement also contributes to safety. Retailers recognise who comes by regularly and notice when something is out of the ordinary. When there is nuisance, aggression, or shoplifting, they act quickly. Retail crime does not only affect the retailer, but also the overall sense of safety in the street. People are addressed on their behaviour, and retailers engage with local youth. By staying in contact and being clear, much nuisance

is prevented. When needed, they work together with local police officers and others in the neighbourhood.

The shop is often a safe place for residents, customers, and employees. Retailers address inappropriate behaviour and step in when necessary. People know they can come in if they need to. Older residents may withdraw cash or take a moment to feel safe. In case of a medical emergency, the shop becomes a place where help is sought, and the retailer stays until assistance arrives. In this way, the shop contributes to a safer neighbourhood.

Retailers also take measures around their premises. Good lighting, security cameras, and an open layout create visibility and oversight. This increases the sense of safety for both residents and visitors.





Praat mee met het WSP
www.wspachterhoek.nl







5

The independent retailer provides

more

health & physical activity

Independent retailers create added value by contributing to a healthy and active community, for people of all ages. They support both physical and mental wellbeing.

Research among Vakcentrum members shows that many retailers actively promote a healthy lifestyle. A significant number of SME supermarkets and other affiliated retailers organise activities focused on health and wellbeing.

Their efforts take many forms. During local walking events, supermarkets provide water and fruit along the route. At school sports days, healthy snacks are supplied for breaks. Youth tournaments are supported with drinks and practical items, such as water bottles and team supplies. Sports activities are organised in public spaces, and walking initiatives often start from the shop.

Retailers also take the initiative themselves. They organise walking events in their neighbourhoods, plan routes, and coordinate with local authorities, police, and other partners. Permits are arranged, volunteers are coordinated, and the shop often serves as the starting and finishing

point. Water is available along the route, followed by a shared and festive closing moment.

All age groups are involved. Exercise activities for older people are supported, and sponsored walks receive practical assistance. The shop often acts as a central meeting point for participants.

These activities encourage people to get moving and connect with others. For some, it is a first step towards a more active lifestyle. For others, it is a regular moment in the week to be outdoors and meet people. In this way, retailers directly contribute to how people feel, both physically and mentally.

Health is also addressed within the shop itself. Primary school pupils are given guided tours, where they learn about nutrition and how to read labels. Dietitians explain what to look for when choosing products.

Cooking demonstrations show how to prepare fresh meals in a simple way.

...because independent retailers contribute to a healthy community.



Other sectors contribute in their own way. Toy retailers, for example, explain the risks of products without European safety certification and help parents make safe choices.

Some independent retailers organise regular activities, such as weekly walking groups. People gather at the shop, walk together, and then have coffee afterwards. For many, this is a fixed

moment in the week to get outside, have a conversation, and stay connected. That is just as important for overall wellbeing.

These activities take place within people's own neighbourhoods and are accessible to different groups. Young people stay active through sports, while older residents meet during walking groups. In this way, independent retailers contribute to a vital and healthy community.



JUMBO RUN 2026

WIJ DOEN MEE MET DE JUMBO RUN 2026!

Van 17/12/25 tot 19 april 2026 Jumbo 501 kilometer, van Scherpenzeel naar Groningen, om geld op te halen voor de mentale gezondheid van jongeren. Steun **De Mentale Waasland** door je statiegeld te doneren tussen 1 februari en 31 maart 2026.

✓ DONER JE STATIEGELD







6

The independent retailer provides

more

solidarity & care

Independent retailers know their customers and local community better than anyone. They understand what is going on in the neighbourhood and where extra support is needed. They respond to this, both consciously and instinctively.

This is also reflected in the product range. Shops offer products for people with allergies or items from the countries of origin of local residents. In this way, the shop reflects the community it serves.

Support often starts with everyday service. Some supermarkets operate service buses, collecting older residents so they can continue to do their own shopping. Groceries are delivered to people with limited mobility. Purchases are packed and brought to the car for customers who need assistance. Many supermarkets also offer collection points for medication within the shop.

The layout of the shop also matters. Wide aisles allow customers to shop independently with a wheelchair or mobility scooter. Staff are trained to assist people with dementia or intellectual disabilities. At slower checkout lanes, customers have time for a conversation. And when shopping independently is difficult, staff

simply step in to help. Walking along, picking up items, or assisting at the checkout. Small actions that make a real difference.

Alongside this daily support, there is also broader community involvement. Deposit machines often feature donation options, allowing customers to support local initiatives. New residents may receive a welcome package from the shop. Some stores even include a small library where books can be borrowed and exchanged.

In some neighbourhoods, a community cupboard is placed outside the shop. People can leave products or take what they need. A simple initiative that encourages mutual support. Shops also work with food banks or donate products to local causes.

The shop is also a place where people meet. Retailers make space available for local gatherings and activities. Some shops have a coffee table where residents come together for a chat. For some, this is a regular moment of connection. Staff

...because everyone deserves genuine attention.




take part in neighbourhood clean-up activities and work alongside residents to maintain a clean and safe environment.

Research among Vakcentrum members shows that many independent retailers offer additional services to support customers in their daily lives.

A strong community is built together. Independent retailers contribute by looking out for the people around them.







The independent
retailer provides

more

sustainable business
practices & products

Independent retailers work every day towards a more sustainable shop, a better environment, and a more sustainable neighbourhood. Not only through their own actions, but also by involving the local community.

Sustainability starts with the building. When lighting or cooling systems are replaced, energy efficient solutions are chosen. Where possible, solar panels are installed. Heat from installations is reused within the shop. Not every retailer owns their premises, but there is always a focus on what can be done. Step by step, shops become more energy efficient.

In daily operations, waste is reduced as much as possible. Surplus vegetables are used in fresh soups. Products nearing their expiry date are given a second chance in store. During national awareness campaigns on reducing food waste, customers receive practical tips on how to waste less at home. In this way, sustainability becomes concrete and accessible. Non-food retailers also focus on reducing packaging waste, recycling, and responsible use of materials.

The product range is changing. Retailers increasingly choose products with a clear

origin and materials that last longer. Customers are informed about where products come from and how to use them. This supports more conscious choices, such as selecting products with less packaging or choosing repair over replacement.

The shop also serves as a collection point for recycling. Customers can return batteries, light bulbs, and small electrical devices. In more and more locations, electric bikes and cars can be charged. This makes the shop a place that supports more sustainable ways of travel.

Some initiatives are visible in the street. A bee hotel on the façade. Activities during local climate events. Information boards about biodiversity. Retailers show that caring for the environment does not have to be complex. It starts with taking action.

For independent retailers, sustainability is not a one-off effort. It is part of daily decisions, setting the right example, and investing in the future.

...because independent retailers take responsibility for today and tomorrow.









The independent
retailer provides

more

local economy &
collaboration

meer

local economy & collaboration...

The independent retailer provides more local economy & collaboration

The strength of independent retailers also lies in their local collaboration. Together, they are at the heart of their neighbourhoods, towns, and cities. They know each other, support one another, and understand that a strong retail area does not happen by itself. Connection in the community starts with them.

In many places, retailers work closely together. They coordinate promotions, organise joint activities, and make sure the shopping area remains attractive and lively. When a premises becomes vacant, it is temporarily maintained and presented well. Shared gift cards and loyalty programmes encourage customers to shop locally. In this way, retailers strengthen their area together.

This collaboration is not just formal. Many retailers are actively involved in local business associations or take part in centre management organisations. They feel jointly responsible for the appearance and continuity of their street or square.

The impact of this collaboration is also visible in the product range. More and more independent retailers offer regional

products from local makers. Bread from the local baker. Dairy from a nearby farm. Cheese, beer, meat products, and confectionery from producers in the region. In the shop, the maker becomes visible. Customers know who made the product and where it comes from.

These products give the shop a clear identity. The range reflects the region and the people who live there. Local producers are given a platform.

Retailers also complement their assortment with products from fellow local entrepreneurs. This brings together products from different local shops and makers in one place, making the offer broader and stronger.

Connections are direct. Retailers and producers know each other and can move

...because independent retailers strengthen their region together.

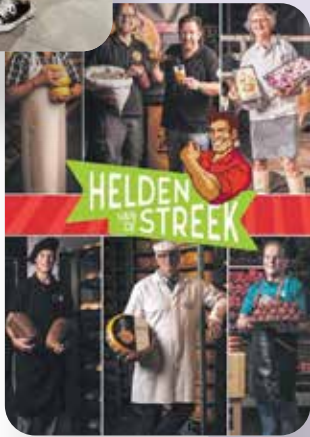


quickly. Collaboration is personal and straightforward.

What is built in the shop extends into the community. Retailers, producers, and employees reinforce one another. The success of one contributes to the success of others. This keeps the local economy strong and active.

Collaboration happens every day. Independent retailers work together with each other, as well as with local suppliers and producers. Value stays within the region. Money circulates locally, products come from nearby, and businesses strengthen one another. In this way, they reinforce both their shopping area and the wider region in which they operate.







9

The independent retailer provides
more
sports & clubs

...because independent retailers know that investment drives results.

Independent retailers are entrepreneurs. People who take action where needed. They organise, connect, and build. They see what needs to be done and make it happen. That is why they play an important role in clubs.

Their involvement is strong and visible every day. It starts locally but often extends to regional, national, or even international sports and cultural initiatives. Retailers stand on the sidelines, serve on club boards, or help organise tournaments. They provide prizes, arrange equipment, or use their shop as a collection point for the club. Many sports teams wear shirts featuring the logos of local SME businesses.

This involvement is also visible in the shop itself. Campaigns where customers collect points for their club. Collectible promotions with football stickers or other sports items. Exchange events where children and parents come together to complete their collections. In this way, the shop becomes a place where the club comes to life and where people meet.

They do not do this to be in the spotlight, but because they feel responsible for their club and their community.

And it goes beyond sport.

You see it in the shop, on the field, and in the neighbourhood.

Their entrepreneurial skills are of real value. Retailers know how to set up a budget, plan an event, and motivate people. Many independent retailers serve on the boards of clubs or take the lead when something needs to be organised. They bring people together and make sure plans are actually carried out.

Without their commitment, many clubs would be far less stable. Their ability to organise and their strong sense of involvement make a real difference to the whole community.







Midden in de samenleving

30 jaar
Albert Heijn
Bijlsma

Wolvenvereniging
Eindhoven

Wolvenbank
Oosterland

Wolvenbank
Oosterland

Lijfsterfrees

MEGA SPAAR ACTIE!

KORFBAL HELDEN

10

The independent
retailer provides

more

culture &
traditions

Independent retailers play an important role in art, culture, and traditions within their communities. This often goes unnoticed. The Netherlands is rich in traditions, both national and, in particular, local and regional. These traditions bring people together and give communities their own identity. As part of that community, independent retailers often take on a facilitating and initiating role.

This role becomes especially visible around holidays and celebrations. Shops, and often the surrounding area, are decorated to reflect the occasion. The product range is adapted to events such as Easter, Christmas, Eid-al-Fitr, Carnival, King's Day, or Liberation Day. Activities are organised for all ages, including craft afternoons, live music, or initiatives linked to local milestones.

Traditions such as 'Sinterklaas' and 'Sint Maarten' are also kept alive through the involvement of local retailers. Parades, visits to schools or clubs, and the decoration of town centres are often made possible with their support. Retailers help organise, provide materials, and ensure that celebrations remain accessible to everyone.

But culture goes beyond holidays.

Many towns and cities have their own customs, crafts, and historical moments. Retailers contribute to commemorations and celebrations, such as liberation events or important local anniversaries. Shops are decorated accordingly, and activities are organised to pass on the story of the place to a new generation. In this way, history remains visible and meaningful.

Independent retailers also contribute to preserving cultural heritage. They support restoration projects of landmark buildings, such as windmills or historic properties. They help give buildings, such as churches, a new purpose, ensuring they are preserved. In doing so, they help maintain the character of their surroundings.

In addition, many retailers provide space for local artists and cultural initiatives. Shops may display work by

...because independent retailers understand that traditions bring people together.



local painters or photographers, or host small exhibitions. During local events, musicians may perform in or outside the shop. This gives art a visible and accessible platform, right in the everyday environment of customers.

Some retailers even develop products that reflect their locality. For example, a locally themed board game based on familiar streets, shops, and landmarks. In this way, the local area is experienced in a playful and engaging way.

In smaller communities, culture remains accessible because retailers provide space for initiatives such as community libraries or ticket sales for performances. They support choirs, theatre groups, and music associations, not only financially, but also with their organisational skills.

Independent retailers ensure that traditions are passed on, history is remembered, and culture remains part of everyday life in the community.





Doneer mee aan de grootste kerstboom!

In november en december kun jij bij PLUS J. Schimmel doneren voor de grootste kerstboom!

Samen laten we de boom weer stralen!

PLUS J.Schimmel verdubbelt jouw donatie!

Zo maken we samen dubbel zoveel verschil.

Meer informatie: www.degrootstekerstboom.nl



The independent
retailer provides

more

celebration &
enjoyment

meer

celebration & enjoyment...

A community without social activities and local events is hard to imagine. Independent retailers play a major role in this. Not only in and around their own shop, but across the entire village, neighbourhood, or even the wider region. What may seem small at a local level adds up to a visible impact nationwide.

They organise activities, provide products, offer space, or simply get involved themselves. This includes hundreds of local festivals, street markets, neighbourhood events, and community activities each year. A large majority of independent retailers actively contribute to moments of connection and enjoyment for people of all ages.

Sometimes these initiatives are large. For example, a retailer organising a village wide barbecue where hundreds of residents come together. A long table in the square. Neighbours sitting side by side. Children playing. At other times, the initiatives are smaller, but just as valuable. A tasting during a summer market. A coffee stand along a walking route. An in store activity during King's Day.

Street markets and neighbourhood events come to life through the involvement of local retailers. They provide food and drinks, arrange activities for children, or make it possible for music to fill the square. Whether it is hiring a DJ, organising a brass

band performance, or hosting a bingo evening, retailers are often the ones who make it happen.

Recreational and sporting activities are also supported. A cycling route with local stops. A colour run for children. An afternoon of "taste and explore", where people discover the area together. It is about participation and shared experiences.

Celebration and enjoyment are for everyone. That is why independent retailers often ensure that activities remain accessible. They provide prizes, organise breakfasts, or contribute financially so that participation remains affordable. They believe no one should be left out.

Across the Netherlands, independent retailers help keep squares active, streets lively, and communities connected. Without their involvement, many of these activities would be smaller or would disappear altogether.

Communities would simply be less vibrant without the contribution of independent retailers.

...because independent retailers believe everyone should be able to take part.









12

The independent
retailer provides
more
for young people &
the future

meer

for young people & the future...

For many young people working at independent retailers is more than just a first job. Their involvement starts earlier and runs deeper. Retailers create added value in how young people learn and gain experience.

This often begins in primary school. A class visits the shop and sees how things work. How products are delivered. How prices are set. How payments are made. What remains abstract in the classroom becomes tangible here. The retailer explains, demonstrates, and answers questions. Learning gains meaning, and a connection with the shop begins to form.

A few years later, some of these pupils start working in the shop. At first a little uncertain, but growing more confident over time. A first job is more than a way to earn money. It is where young people learn to be on time, work together, and take responsibility. A customer helped, a mistake resolved, a compliment remembered. Confidence grows in the shop. In some cases, information evenings are organised for parents, giving them insight into what their children learn and do at work, and the expectations involved.

Vocational students and other learners also find their way to independent

retailers, where internships are offered. These are an essential part of their education. They gain hands-on experience and learn what it means to run a business. Retailers share their knowledge of purchasing, planning, and customer contact. At the same time, young people bring fresh ideas and digital skills.

In this way, generations strengthen one another.

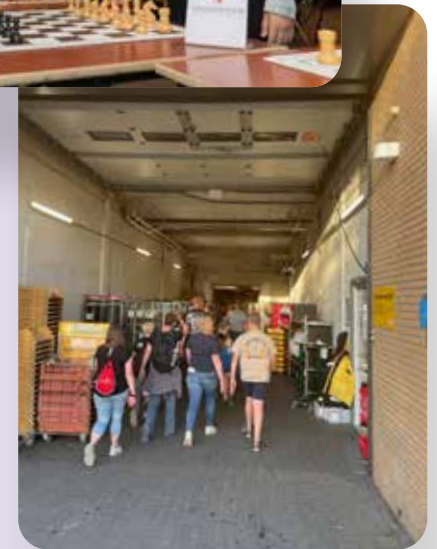
In towns and neighbourhoods across the Netherlands, the shop is a familiar place in the lives of young people. What starts with a school visit continues through part-time work or an internship, and sometimes becomes the foundation for a career in retail. The role of the shop changes over time, but it remains a recognisable and trusted place.

In this way, independent retailers invest not only in their business, but in people. In skills. In opportunities. This is added value that makes a lasting difference.

...because independent retailers invest in young people and their future.









13

The independent retailer provides

more

knowledge & advice

...because independent retailers believe better knowledge leads to better decisions.

Independent retailers are more than sellers. They are specialists, or have specialists within their team. People with product knowledge, experience, and a clear vision. This knowledge is shared with customers every day, driven by passion for the profession.

A customer stands in the shop, unsure. Which pan is the right choice? Which toy suits which age? Which wine pairs best with a dish? What is a sensible choice when it comes to nutrition? The retailer takes the time to explain, to show differences, and to think along. This personal advice makes the difference between simply buying and truly understanding.

This role goes beyond the counter. Many retailers organise workshops and themed events to share their knowledge. Tastings where flavours are explained. Cooking workshops that go beyond preparing a meal, including discussions about origin and health. Information sessions on how to use products safely and responsibly. These are moments where enjoyment and knowledge come together.

Retailers also contribute to safety and awareness. For example, by organising

blind spot awareness sessions with trucks or supporting cycling safety exams. Practical knowledge is applied directly in the community.

Independent retailers are also valued partners for local authorities and other stakeholders. Drawing on their day to day experience, they contribute to discussions on local developments, including traffic safety, health, public safety, and retail. This practical knowledge helps inform better decisions.

In many shops, information is also physically available. A small community library, information about local activities, or explanations about products and their origin. The shop is not only a place to buy, but also a place to learn.

By making their expertise accessible, independent retailers support more informed choices. Not only for customers, but for the wider community as well.







VAKCENTRUM

Welkom bij de VONK Supermarkt Challenge!
Studenten krijgen in de competitie de rol van franchisee van de VONK supermarkt in Nijmegen.

- De uitdaging:
- Ontwikkel een toekomstbestendig supermarktconcept.
 - Zorg voor vernieuwing en groei, onder andere concurrentie.
 - Behaal het Super Supermarkt Keurmerk (SSK).

Wat gebeurt er?

About Vakcentrum

Vakcentrum is the industry association representing independent retail entrepreneurs in the Netherlands. With around 3,000 affiliated supermarkets, specialty food stores, organic stores, pharmacy, beverage stores, homeware stores, cooking and dining stores, confectionery stores, toy hobby and party supply stores, and tobacco and convenience stores, Vakcentrum represents a broad spectrum of independent retail businesses.

This collective strength enables real influence. Vakcentrum is not on the sidelines, but at the table where decisions are made. As a social partner in the food retail sector, it is directly involved in agreements on employment conditions and employer responsibilities. Vakcentrum actively contributes to strengthening the position of franchisees and was involved in the development of the Dutch Franchise Act. Through MKB Nederland and European umbrella organisations, the voice of independent retailers is represented at both national and European level.

In addition, Vakcentrum plays an active role in shaping the future of the sector. As the initiator of the Dutch Franchisees Network, it strengthens the position of franchisees. As co-founder of Platform De Nieuwe Winkelstraat and as a partner in Retail in Transition, the Retail Agenda, and Local Retail Interest, Vakcentrum works towards future-proof retail areas and strong local economies in a sector that is constantly evolving.

Advocacy goes hand in hand with direct support. Vakcentrum supports independent

retailers across all aspects of their business. Business economic and legal advice, provided by Vakcentrum Business Advisory, form key pillars of its services. Entrepreneurs can rely on expert support with contracts, employment matters, rent and service charges, and other issues that directly affect their earnings and continuity.

Through the programme mmm lekker werken, Vakcentrum and employee organisations work together to promote sustainable employability.

For members, this means being part of a strong and effective representation. Their interests are safeguarded as new regulations are developed. They have access to knowledge and support that go beyond their own business. In a sector that is constantly evolving, Vakcentrum provides stability, connection, and direction.

This strengthens independence and earning capacity, allowing entrepreneurs to focus on what they do best: running their business.

Recognition for distinctive entrepreneurship

Supermarket Sector

Super Supermarket Certification (SSK)



Independent supermarket retailers are known for their strong local involvement. Their approach to business is closely tied to social responsibility. The SSK certification makes this distinctive way of operating visible.

SSK certified supermarkets stand out in seven areas: local involvement, a strong people policy, a distinctive product range, sustainable energy use, safety and prevention, waste collection and reduction, and transport and logistics.

The certification is an initiative of Vakcentrum. It was developed in cooperation with research institute TNO and is administered by the SSK Foundation.

ZO²Z Award: Independent Retailer of Distinction



Through the biennial ZO²Z Award (Independent Retailer of Distinction), Vakcentrum identifies the very best independent supermarket retailer in the Netherlands. The award recognises an entrepreneur who stands out, sees opportunities, and sets an example for others. From all participants, twelve provincial winners are selected. The national winner is chosen from this group. The ZO²Z Award is an initiative of Vakcentrum and is organised by Vakcentrum.

Specialist Food Retail Sector

Specialist Food Shop Certification



Entrepreneurs with a specialist food shop are eligible for Specialist Food Shop Certification.

Independent auditors assess the business on four aspects: shop presentation, hygiene and food safety, customer focus, and customer satisfaction.

The certification is an initiative of Vakcentrum Foodspecialiteiten and is administered by Stichting Foodspecialiteiten Nederland.

National Competitions

During the National Competitions, retailers compete for the title of Best Specialist Food Shop in the Netherlands. Participating businesses demonstrate how they distinguish themselves in the market and serve as an example for others in the sector. The National Competitions are an initiative of Vakcentrum Foodspecialiteiten and are organised by Stichting Foodspecialiteiten Nederland. They also publish the trade magazine Lekkernijver.

Specialist Non-Food Retail Sector

Global Innovation Awards (GIA)



The Global Innovation Award (GIA) was established by the International Housewares Association in the United States. The award recognises excellence in retail and aims to inspire other entrepreneurs.

Each year, the awards are presented to leading retailers in household and cooking products.

Stichting SOVD, affiliated with Vakcentrum and publisher of the trade magazines Gemengde Branche and Speelgoed en Hobby, is the official Dutch representative of the GIA.

PRIJZEN VOOR BINGO'S LOTERIJEN EN VEILINGEN COMMUNITY PLATFORM (PLEK VOOR MENSEN MET SOCIAAL / PERSOONLIJKE KUNSTJESBAAN BIJDRAGE BEHOUD KLOOSTER ADVERTENTIES IN BLADEN LOKALE INITIATIEVEN T.B.V. 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EEN SPRINGKUSSEN) MUZIEKMOMENTEN MET RODE LOPERS REGELMATIG VERWIJDEREN VAN GRAFFITI VAN BEWONERS INZAMELING KERK AVONDRUST ZELF BAKKEN MET DE KINDEREN VAN DE BASISCHOOL STATIEGELD NAAR GOEDE DE GEVEL KOFFIE EN THEE VOOR GOEDE DOELEN EN CULTURELE EVENEMENTEN CADEAUPAKKETTEN VOOR LOTERIJEN TROUWE DOELEN WEEKENDJE WEG MINDER BEDEELDE KINDEREN EXPOSITIE IN ETALAGE VAN TEKENINGEN VAN MENSEN MET EEN BEPERKING KLANTEN OP LEEFTIJD THUIS BEZORGEN VANWEGE HERSTEL OPERATIE BUURTCOMMISSIES SJOELN VOOR OUDEREN HAPJES VOOR EN EXPOSITIE SPEELGOED GEMAAKT DOOR LEERLINGEN VAN EEN SCHOLENGEMEENSCHAP AL 21 JAAR LID BRANDWEER NASCHOOLS NATIONAAL DICTEE BEJAARDENTEHUIS MET SPELMIDDAGEN EN CONCERTEN DONATIE GOEDE DOELEN BIJ KASSA KERSTMARKT VOOR ACTIVITEITEN ZOALS KNUTSELMIDDAGEN MODERDAG RUILMIDDAGEN VOOR VERZAMELITEMS EN BUITENSPEEL ACTIVITEITEN BASISCHOOL KUNSTJESBAAN BIJDRAGE BEHOUD KLOOSTER ADVERTENTIES IN BLADEN LOKALE INITIATIEVEN T.B.V. ASIELZOEKERS OP HET PLEIN (BIJV. EEN SPRINGKUSSEN) MUZIEKMOMENTEN MET RODE LOPERS REGELMATIG VERWIJDEREN VAN GRAFFITI VAN GROTE KORTING VOOR STUDENTEN EN VRIJWILLIGERS SPONSORING VAN SPORTCLUBS WORKSHOPS EN PROEVEIJEN AAN CLUBS DE GEVEL KOFFIE EN THEE VOOR GOEDE DOELEN EN CULTURELE EVENEMENTEN CADEAUPAKKETTEN VOOR LOTERIJEN TROUWE ZOALS DE ROTARY NIEUWE ONDERNEMER PRODUCT LATEN VERKOPEN IN DE WINKEL LOKALE KUNSTENAARS EXPOSEREN EEN KLANTEN OP LEEFTIJD THUIS BEZORGEN VANWEGE HERSTEL OPERATIE BUURTCOMMISSIES SJOELN VOOR OUDEREN HAPJES VOOR LUISTEREND OOR OPTREDENS IN DE STRAAT RUNNING DINER PERSONEEL MET EEN AFSTAND TOT DE ARBEIDSMARKT VOEDSELBANK NATIONAAL DICTEE BEJAARDENTEHUIS MET SPELMIDDAGEN EN CONCERTEN DONATIE GOEDE DOELEN BIJ KASSA KERSTMARKT VOOR PRIJZEN VOOR BINGO'S LOTERIJEN EN VEILINGEN COMMUNITY PLATFORM (PLEK VOOR MENSEN MET SOCIAAL / PERSOONLIJKE BASISCHOOL KUNSTJESBAAN BIJDRAGE BEHOUD KLOOSTER ADVERTENTIES IN BLADEN LOKALE INITIATIEVEN T.B.V. ASIELZOEKERS (PROBLEMEN) ORGANISATIEFESTIVAL SPELAVONDEN SAMENWERKING BIBLIOTHEEK ORGANISATIE WORKSHOPS IMPROVISATIE THEATER GROTE KORTING VOOR STUDENTEN EN VRIJWILLIGERS SPONSORING VAN SPORTCLUBS WORKSHOPS EN PROEVEIJEN AAN CLUBS VOOR JONGEREN MATERIALEN VOOR THEATER ACTIES EN COLLECTEBUSSEN VOOR GOEDE DOELEN BEKOSTIGEN STRAATVERLICHTING ZOALS DE ROTARY NIEUWE ONDERNEMER PRODUCT LATEN VERKOPEN IN DE WINKEL LOKALE KUNSTENAARS EXPOSEREN EEN INZET VOOR KEURMERK VEILIG ONDERNEMEN SPONSORING GEHANDICAPTEN SCOUTING MOOIWEERSPELEN LEVENDE-ETALAGE-LUISTEREND OOR OPTREDENS IN DE STRAAT RUNNING DINER PERSONEEL MET EEN AFSTAND TOT DE ARBEIDSMARKT VOEDSELBANK DAG WINKELIERSVERENIGING JONGE VEELBELOVENDE SCHAATSER WORDT FINANCIËEL "OP WEG GEHOLPEN" KRAAMHULP IN PRIJZEN VOOR BINGO'S LOTERIJEN EN VEILINGEN COMMUNITY PLATFORM (PLEK VOOR MENSEN MET SOCIAAL / PERSOONLIJKE GAMBIA ORGANISATIE CONCERTEN VRIJWILLIG VERKEERSREGLAAR AVONDVIERDAAGSE 38 GELE FIETSEN WEGGEGEVEN BINGO (PROBLEMEN) ORGANISATIEFESTIVAL SPELAVONDEN SAMENWERKING BIBLIOTHEEK ORGANISATIE WORKSHOPS IMPROVISATIE THEATER ORGANISATIE MUFFIN-BAK-MIDDAG VOOR KINDEREN BIJDRAGE VOEDSELBANK VERRIJKENDE BEZORGSERVICE ENIGESUPERMARKT IN VOOR JONGEREN MATERIALEN VOOR THEATER ACTIES EN COLLECTEBUSSEN VOOR GOEDE DOELEN BEKOSTIGEN STRAATVERLICHTING HET DORP STERK INGESPEELD OP BEHOEFTE KLANTEN MET MULTICULTUREEL ASSORTIMENT LOKALE "HELDEN" (BOEREN) IN DE WINKEL INZET VOOR KEURMERK VEILIG ONDERNEMEN SPONSORING GEHANDICAPTEN SCOUTING MOOIWEERSPELEN LEVENDE-ETALAGE-LEESBOEKEN RUIL ENQUÊTE WAT TE DOEN MET DE KERK VERKOOP BOEK 100 JAAR VAN HET DORP ONDERWIJS AAN BASISCHOOL OVER DAG WINKELIERSVERENIGING JONGE VEELBELOVENDE SCHAATSER WORDT FINANCIËEL "OP WEG GEHOLPEN" KRAAMHULP IN SUPERMARKTEN ONTMOETINGSPLEK GRATIS NARROW CASTING ADVERTISEERMOGELIJKHEID SUBSIDIE AANGEVRAAGD VOOR BEHOUD GAMBIA ORGANISATIE CONCERTEN VRIJWILLIG VERKEERSREGLAAR AVONDVIERDAAGSE 38 GELE FIETSEN WEGGEGEVEN BINGO VOORZIENINGEN IN DORP VERBINDENDE FACTOR FINANCIERING SPEELTUIN EN SPEELTOESTELLEN OP SCHOOL BUURTBIBLIOTHEEK ORGANISATIE MUFFIN-BAK-MIDDAG VOOR KINDEREN BIJDRAGE VOEDSELBANK VERRIJKENDE BEZORGSERVICE ENIGESUPERMARKT IN LOKALE COÖPERATIE MET BOEREN TERUGDRINGEN EENZAAMHEID OUDEREN DOOR TWEEWEEKLIJKE DINERS MET 60 KLANTEN