
Rotom
facilitates your logistics
ESG
Report
FY 2025

# Foreword

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Creating sustainable value across the supply chain

At Rotom Group, sustainability is closely linked to our long-term business strategy and the value we create for customers, employees, suppliers and other stakeholders. Our business is built on extending the lifecycle of load carriers through reuse, recovery, repair and recycling, helping customers improve efficiency while reducing resource consumption and waste.

As Europe continues its transition towards a more circular and low-carbon economy, we see sustainability not only as a responsibility, but also as an opportunity to create lasting value and strengthen supply chain resilience. Through our circular business model, we support customers in achieving their operational, environmental and regulatory objectives.

In 2025, we continued to strengthen our ESG approach by improving transparency, investing in employee wellbeing and safety, enhancing cybersecurity and digital resilience, and advancing our responsible sourcing and governance practices. We also expanded circular pallet solutions that help reduce waste, lower emissions and maximise the value of existing resources.

Looking ahead, we remain committed to further developing our circular pallet systems and recovery networks across Europe. By increasing pallet reuse, repair and recovery activities, we aim to improve resource efficiency, reduce dependence on virgin raw materials and support the transition towards a more circular economy.

We also recognise that external factors such as climate change, resource availability, evolving legislation and geopolitical developments increasingly influence our business environment. Extreme weather events, supply chain disruptions and regulatory requirements can affect both our operations and those of our customers.

To address these challenges, we continue to invest in circular solutions, operational resilience and compliance initiatives. We also see sustainability-linked financing as an opportunity to support future investments while advancing our ESG ambitions.

**We are proud of the progress made across Rotom Group and grateful for the dedication of our employees, customers and partners. Together, we will continue to build resilient, resource-efficient and sustainable supply chains for the future.**



Paul Rombeek CEO, Marcel van de Sande COO, Jeroen Bruggeman CFO



This is an electronic document, think if you really need to print it

# Table of Contents



Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

**Foreword** 2
**Executive Summary** 4
**Basis for preparation and reporting scope** (VSME B1, C1 DISCLOSURE) 5
Our activities 6
**Sustainability ambition at Rotom** (VSME B2, C2 DISCLOSURE) 8
**Disclosure: Environment** 12
Energy Consumption (VSME B3, C3 DISCLOSURE) 13
Greenhouse gas (GHG) emissions (VSME B3, C3 DISCLOSURE) 14
GHG intensity (VSME B3, C3 DISCLOSURE) 15
Avoided Emissions 15
Pollution of air, water, and soil (VSME B4 DISCLOSURE) 16
Biodiversity (VSME B5 DISCLOSURE) 17
Water (VSME B6 DISCLOSURE) 17
Resource use and circular economy (VSME B7 disclosure) 18
Waste management (VSME B7 disclosure) 20
Biomass recovery & energy production 20
**Disclosure: Social** 21
Employee well-being 22
Our Workforce (VSME B8 DISCLOSURE) 23
Health & Safety (VSME B9 DISCLOSURE) 25
Remuneration & Collective Bargaining (VSME B10 DISCLOSURE) 26
Gender pay gap & pay equity (VSME B10 DISCLOSURE) 26
Training & Skill Development (VSME B10 DISCLOSURE) 27
Human Rights (VSME C6, C7 DISCLOSURE) 27
**Disclosure: Governance** 28
Our Ethics 29
Anti-Bribery, Corruption & Fraud (VSME B11 DISCLOSURE) 29
Cybersecurity & Digital Resilience 29
Responsible Sourcing 30
Revenue from sectors of concern (VSME C8 DISCLOSURE) 30
**Annex** 31
I. The VSME disclosures in scope 31
II. Overview of all Rotom sites 32
III. Rotom's contribution to the SDGs 33
IV. An assessment of Rotom locations against biodiversity-sensitive zones 34



This is an electronic document, think if you really need to print it

# Executive summary

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

In 2025, Rotom continued to integrate sustainability into its business strategy. Through the reuse, recovery, repair, and recycling of load carriers, the Group supports more resource-efficient supply chains while creating long-term value for customers, employees and other stakeholders. Here's a brief look at our achievements in 2025.

## Company overview:

- **€230M** turnover
- **782** FTE employees
- Operations across **9** European countries
- **20+** million pallets supplied annually




## Environment:

- **69%** renewable electricity consumption
- Nearly **23,000 tCO2e** net avoided emissions through pallet reuse
- **92.2%** pallet reuse rate
- **95%** of waste recycled

## Social:

- **81%** of employees would recommend Rotom as an employer
- **68%** employee satisfaction
- **66%** employee motivation score
- **8.3** training hours per FTE
- Zero work-related fatalities
- IFR improved from **1,919 to 1,822**

## Governance:

- **95%** anti-bribery training completion
- **Zero** corruption or bribery violations
- **100%** cybersecurity training participation
- Started **NIS2** compliance programme
- **UN Global Compact** endorsement initiated



This is an electronic document, think if you really need to print it

# Basis for preparation

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our business and reporting scope

This report is made in accordance with the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME). The undertaking, Rotom Europe B.V., hereby referred to as "Rotom" or the "Rotom Group", has reported disclosures from both the basic and comprehensive modules. See Annex I to learn about the VSME disclosures included in this report.

Certain disclosures are excluded due to unavailability of reported information. An overview of Rotom's legal structure and key figures for 2025 is presented in table 1.

| | |
|---|---|
| Undertaking's Legal form | Rotom Europe B.V. |
| NACE sector classification code(s) | C16.24; C33.1.9; E38.3; N77 |
| Turnover in Euros | 230M |
| Balanced Sheet size in Euros | 122M |
| Total number of Employees (FTE) | 782[1] |

**Table 1: Rotom's legal structure and 2025 key figures**

This report is prepared on a consolidated basis covering the ESG performance of relevant entities of Rotom Europe B.V. Table 2 is an overview of all participating entities. A complete overview of all Rotom sites with geolocations can also be found in Annex II.

| Entities | Country of operations |
|---|---|
| Rotom Nederland B.V. | Netherlands |
| 2Return B.V. | |
| Roldo Rent Holding B.V. | |
| Rotom NV | Belgium |
| Rotompt Lda. | Portugal |
| Rotom Austria GmbH | Austria |
| Rotom Polska Sp. z o.o. | Poland |
| Rotom Czech spol s r.o. | Czech Republic |
| Rotom Deutschland GmbH | Germany |
| Rotom France SAS | France |
| SARL Agitrans | |
| Rotom Pallets Ltd[2] | The United Kingdom |
| Kingsbury Pallets Ltd | |
| Go Plastic Pallets Ltd | |

**Table 2: Rotom Group subsidiaries covered in this report with their country of operations**

1. The total FTE figure (782.22) is rounded to the nearest whole number i.e. 782.
2. Rotom Cargo Pak Ltd is now known as Rotom Pallets Ltd.



This is an electronic document, think if you really need to print it

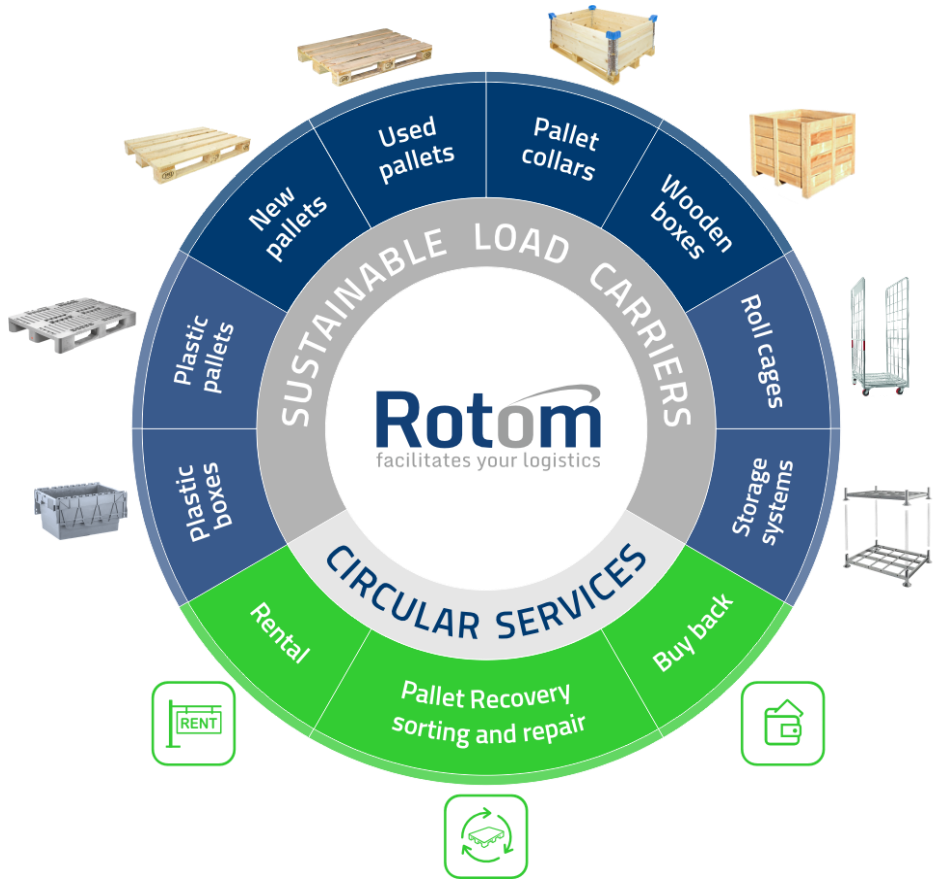
# Basis for preparation

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our activities

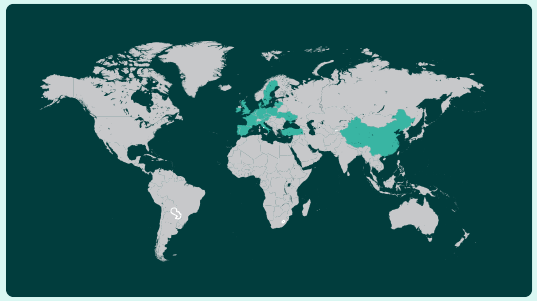
Rotom Group operates in the timber processing industry and serves customers across the European B2B market. Our activities include the production, recycling, rental, sale and maintenance of packaging materials and load carriers for transport and storage.

Our product portfolio includes wooden and plastic pallets, pallet collars, roll cages, storage systems, plastic boxes, metal boxes and equipment for internal transport. Headquartered in Son, the Netherlands, Rotom Group has more than 40 years of experience in sustainable load carrier solutions and supplies more than 20 million pallets each year.




### Our sourcing regions

Rotom works with a diversified supplier network to maintain business continuity and strengthen supply chain resilience.



Our key sourcing countries include Austria, Belgium, Czech Republic, Denmark, Estonia, France, Germany, Ireland, Italy, Latvia, Lithuania, Luxembourg, the Netherlands, Poland, Portugal, Spain, Sweden and the United Kingdom, complemented by selected sourcing from Turkey, Ukraine and China.



This is an electronic document, think if you really need to print it

# Basis for preparation

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

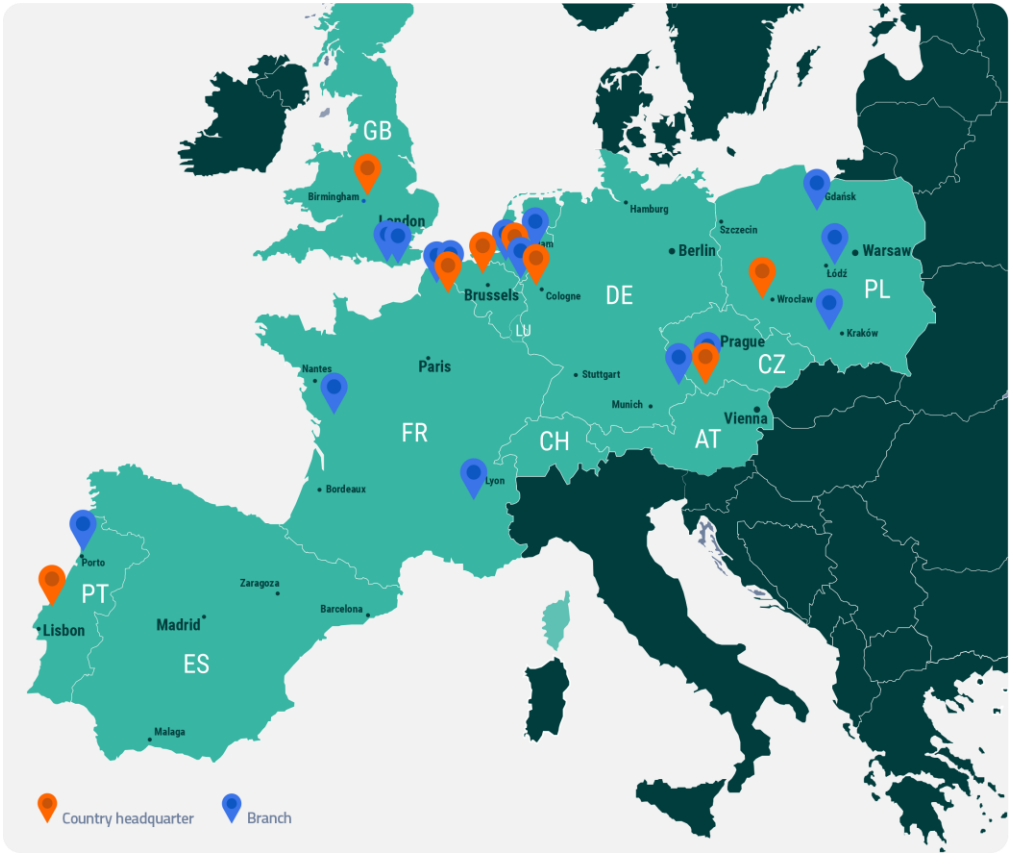
Our business model is centered on enabling circular supply chains through the supply, rental, recovery, reuse and repair of load carriers and logistics equipment.

Through these activities, we help customers improve operational efficiency, reduce waste and extend product lifecycles. Supported by our European network, we combine local expertise with international reach, delivering consistent quality, reliable service and long-term partnerships across the supply chain.

Our mission is to **(Re)Deliver sustainable load carriers**, while our vision is to be Europe's first choice in sustainable load carriers. These ambitions are guided by our core values of customer focus, excellence, integrity, sustainability and safety.

Through our circular approach, we create value by offering end-to-end solutions that support cost optimisation, operational performance and sustainability objectives. Our repair, recovery and recycling services help keep materials in circulation for longer, reducing the demand for new resources and supporting a more circular economy.

## Our presence across Europe:






This is an electronic document, think if you really need to print it

# Sustainability ambition at Rotom

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our approach

At Rotom, sustainability is embedded in the way we work. Guided by our **Cares for the Next Generation** philosophy, we strive to create a positive impact across the value chain by empowering people and respecting the planet and its resources.

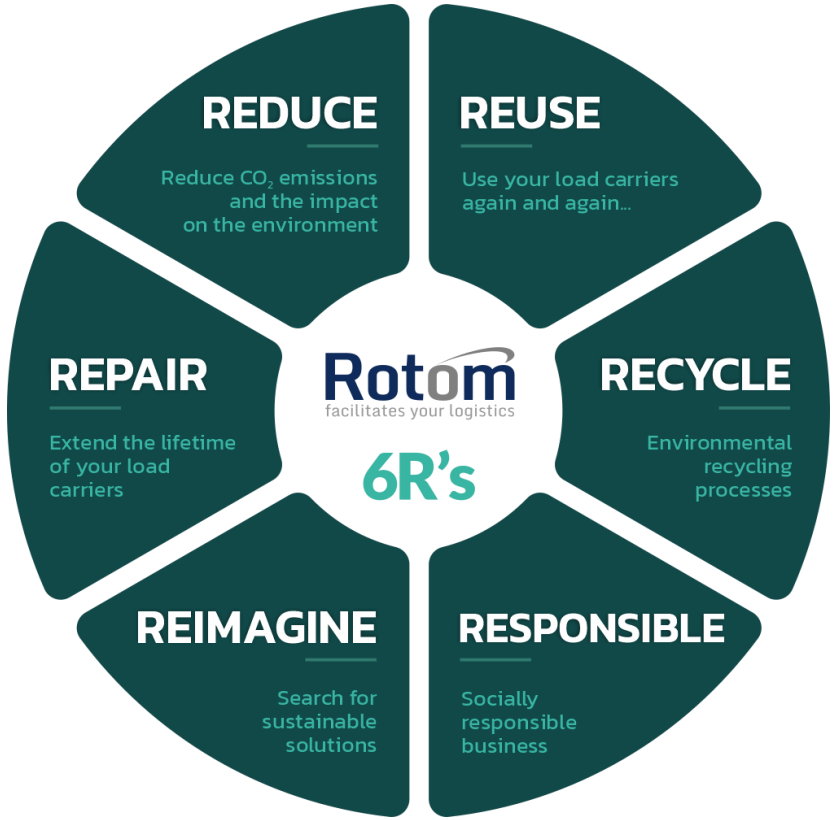
To turn this commitment into action, we focus on helping customers build more sustainable and efficient supply chains. Our approach is based on the 6R principles, which guide how resources are used, recovered and kept in circulation for as long as possible.

**Our sustainability ambition focuses on three key areas:**

### Environment:
To accelerate the transition to a circular and climate-resilient business through a strategic and science-based approach.

### Social:
To protect people by championing health, safety, equality, and human rights throughout our workplace and value chain.

### Governance:
To uphold ethical business practices, protect information and data, and drive responsible, risk-aware decisions across our value chain.






This is an electronic document, think if you really need to print it

# Sustainability ambition at Rotom

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## At a glance: certifications, recognitions & endorsements

### ISO

Several entities have secured an ISO 9001:2015 Quality Management Certification

### EcoVadis

We have a bronze medal ranking with an 84th percentile, thereby being in the top 16%[3] of all companies rated by EcoVadis.

### PEFC

Rotom Europe B.V. holds a multi-site PEFC Chain-of-Custody (CoC) certificate (PEFC/30-31-1618), all relevant entities will be certified under Rotom Europe B.V.
Subsidiaries in France and Poland also individually hold a PEFC CoC certification.

### NIS2

We achieved NIS2 Supply Chain SC30 certification across all European locations, becoming the first company in the timber processing industry to achieve this milestone.

**Table 3: Certifications present at Rotom**

In 2025, Rotom also became a participant of the **United Nations Global Compact (UNGC).** With this endorsement, Rotom voluntarily commits to uphold the principles of respecting the environment, labour, human rights, and anti-corruption.




Rotom also supports the **UN's Sustainable Development Goals,** recognizing the role businesses play in the society. Based on our activities, we aim to make a meaningful contribution for the SDGs most relevant to Rotom:




Further details on how Rotom contributes to these goals can be found in Annex III.

3. The "top 16%" statement is derived mathematically from our EcoVadis percentile ranking of 84. The EcoVadis badge displays "Top 35%" in accordance with its recognition classification.



This is an electronic document, think if you really need to print it

# Sustainability ambition at Rotom

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Decarbonization pathway

We have initiated a **structured decarbonization program** and are gearing to submit science-based emission reduction targets, aligned with the Science Based Targets initiative (SBTi) in 2027. The target-setting process includes the development of both standard greenhouse gas (GHG) reduction targets and a dedicated Forest, Land and Agriculture (FLAG) target reflecting the significance of wood-based products within the Company's value chain.

## Environmental policy

Rotom's Environmental Policy provides a clear and coherent framework aligned with recognised international standards as the UN Global Compact, the Science Based Targets initiative (SBTi) and the Greenhouse Gas Protocol. It complements the Rotom Climate Policy, and the scope covers all environmental themes relevant to Rotom's operations, including waste and circularity, materials, energy, climate, water, pollution prevention and biodiversity. Our ambition is to integrate responsible environmental management into everyday operations, ensure continuous improvement and contribute to a more circular and lower-carbon economy.

## Expansion of circular pallet solutions

A core element of Rotom's climate strategy is extending the useful life of wooden pallets. We continue to invest in reuse, repair, refurbishment and closed-loop pallet systems to reduce demand for new pallet production and virgin wood resources. By maximizing the circulation of existing pallets and recovering components from damaged pallets, Rotom helps reduce material consumption, waste generation and associated carbon emissions across the value chain. As a leading provider of reusable wooden pallets and load carriers, we recognize circularity as a material sustainability topic and remain committed to advancing resource-efficient supply chain solutions that support the transition to a low-carbon and circular economy.

## Health, safety and well-being

The Rotom Group actively manages risks associated with machinery, material handling, moving loads and dust exposure. In 2025, Rotom strengthened its health and safety approach by establishing a dedicated Safety Team, a 12-step safety program to enhance safety communication, awareness and continuous improvement.

## Sustainable wood procurement

Our Supplier Code of Conduct, due diligence and traceability processes support sourcing from known origins and sustainably managed forests. We continue to strengthen our approach in line with regulatory requirements such as EUDR and recognised standards such as PEFC.

## Regulatory compliance & due diligence

In 2025, we continued preparations for the European Union Deforestation Regulation (EUDR) and the Packaging and Packaging Waste Regulation (PPWR) among other compliance requirements. As regulations continue to evolve, we regularly review and adapt our processes to support responsible sourcing, supply chain transparency and compliance readiness.

Rotom operations also comply with the International Standards for Phytosanitary Measures No. 15 (ISPM 15) requirements to support the safe transport of wooden packaging within the global supply chain.

## Cybersecurity & digital resilience

Rotom has controls and processes in place for cybersecurity, risk management, incident response and business continuity, supporting operational resilience and the protection of company and stakeholder data.



This is an electronic document, think if you really need to print it

# Sustainability ambition at Rotom

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our ESG policies

Rotom has established dedicated policies and standards to support its commitment to responsible business conduct and sustainable value creation. These policies provide a framework for ethical behaviour, compliance, risk management and ESG performance across the Group. Some of our key policies are listed in table 4.

| Policy | Policy owner for its governance |
|---|---|
| Environment & Climate | COO with the Sustainability Officer |
| Labour & Human Rights | Group HR Team |
| Health & Safety | COO & Group Safety Team |
| Diversity, Equity & Inclusion | Group HR Team |
| Responsible Procurement | Director of Procurement |
| Data Protection & Information Security | Group HR & ICT team |
| Anti-Corruption Policy | COO & Group HR team |
| Business Code of Conduct | C-suite & Group HR team |

Table 4: Key policies established in the Rotom Group






This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

Rotom delivers sustainable solutions for a low-carbon economy based on Rotom 6R concept, which includes reuse, recycle, responsible, reimagine, repair and reduce. Sustainable development for Rotom means using experience and innovation to increase efficiency and productivity with less impact on the environment. We are preserving ecosystems, mitigating climate change, and creating a better, healthier world for future generations.

This chapter provides an overview of initiatives and our performance against energy efficiency, greenhouse gas emissions, water consumption, biodiversity, resource utilization, the circular economy, and waste management.



This is an electronic document, think if you really need to print it

# Disclosure: Environment



## Energy consumption

To reduce energy consumption, Rotom relies on a combination of technical optimization and behavioural initiatives. A central component of our strategy is the use of renewable energy sources to power our facilities and reduce our carbon footprint in current business operations.

**Self-generation:**
At several operational locations, Rotom is utilizing high-performance photovoltaic systems on the roof, directly contributing to the energy transition.

**Green electricity purchase:**
Additional electricity requirements are covered exclusively by certified green electricity.

These measures are complemented by the usage of high-efficiency lighting and equipment, and our ongoing efforts to foster a culture of conscious energy use.

The table 5 presents energy consumption across our own operations. The impact from the energy use is reflected in our CO2 inventory under Scope 2 emissions.

About 69% of Rotom's total electricity consumption of 3,803.88 MWh for 2025 was powered by renewable electricity. Our target is to reach 100% of electricity from renewable sources across operational locations and to complete energy efficiency assessments at all material locations by 2030.

| Electricity type | Consumption in MWh | Share in total consumption |
|---|---|---|
| Fossil | 623.34 | 16.39% |
| Nuclear | 563.64 | 14.82% |
| Renewable | 1,755.44 | 46.15% |
| Renewable, self-generated | 861.46 | 22.64% |
| Total | 3,803.88 | 100% |

Table 5: 2025 electricity consumption

In 2025, the total amount of purchased gas was 565,678.34 m3, while the fuel consumed by operational vehicles was 545,777.82 L. Rotom made further progress in transitioning our operational vehicles to lower carbon options, moving away from traditional fossil fuel vehicles. We had 64 electric vehicles and 114 non-electric operational vehicles across all business units.

| Fuel type | Consumption |
|---|---|
| Gas on site ($m^3$) | 565,678.34 |
| Fuel consumed by operational vehicles (L) | 545,777.82 |

Table 6: 2025 fuel consumption



This is an electronic document, think if you really need to print it

# Disclosure: Environment

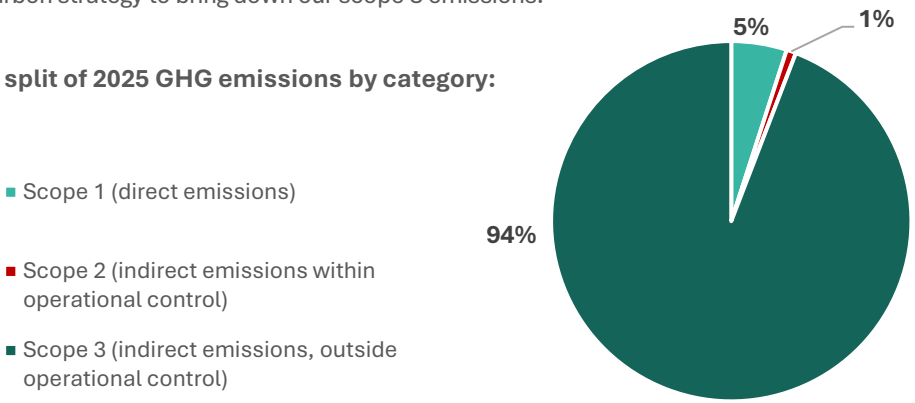
Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Greenhouse gas emissions

In accordance with the Greenhouse Gas (GHG) Protocol, Rotom has followed an operational control approach for the purpose of accounting and reporting GHG emissions. The greenhouse gas inventory is based on the GHG Protocol Corporate Standard (version 2004) and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Version 2011). See table 7 for the gross emissions of all the participating entities for the year 2025.

As shown in the pie chart below, 94% of the GHG emissions are related to our supply chain (scope 3 emissions). A continuous effort is being made to move towards a low-carbon strategy to bring down our scope 3 emissions.

**% split of 2025 GHG emissions by category:**




As part of its decarbonization strategy, Rotom will submit its emission reduction targets to the Science Based Targets initiative (SBTi) in 2027, with an expected validation by 2028. Rotom will work with 2025 as its baseline year to set near-term decarbonization targets for 2035.

| Emission Category | 2025 emissions in tCO2e |
|---|---|
| Scope 1 | 3,978 |
| Scope 2 (Location-based) | 870 |
| Scope 2 (Market-based) | 684 |
| Scope 3[4] | 75,126 |
| Purchased goods & services | 53,952 |
| Capital goods | 843 |
| Fuel & energy related activities | 1,120 |
| Upstream transportation & distribution | 17,549 |
| Waste generated in operations | 173 |
| Business travel | 63 |
| Employee commuting | 611 |
| Upstream leased assets | 816 |
| TOTAL | 79,788 |

**Table 7: Total gross scope 1,2, 3 and total GHG emissions* ($tCO_2e$)**

4. Scope 3 categories such as downstream transportation & distribution, processing of sold products, use of sold products, end-of-life treatment of sold products, downstream leased assets, franchises, and investments were excluded due to unavailability of data.



This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## GHG intensity

The greenhouse gas intensity describes the ratio of total Scope 1 and Scope 2 emissions to revenue. For the 2025 reporting year, based on the data from the participating entities, total emissions amounted to 4,662 tCO2e (Scope 1 + market-based Scope 2) and sales of around €208.11 million.

The greenhouse gas intensity is calculated as follows:

$$\frac{4662\ tCO_2e}{208.11\ Mio.\ €} = 22.4\ \frac{tCO_2e}{Mio.\ €\ Revenue}$$

According to this calculation, the greenhouse gas intensity for 2025 was 22.4 tCO2e per million € of turnover.

## Avoided emissions

Putting used wooden pallets back into the supply chain is one of Rotom's key business propositions. In 2025, the share of used pallets sits at 61% in the total wooden pallet business at Rotom. Reusing wooden pallets mean a reduction in the demand for new wood, while also reducing the carbon impact involved in deforestation and manufacturing processes.

Owing to the environmental benefits, Rotom investigated the emissions it avoided by giving pallets a second life. Based on our 2025 purchase of new vs used wooden pallets, we found that the net avoided emissions by recirculating used pallets were nearly 23,000 tCO2e. Consequently, **the net avoided emissions per used wooden pallet was nearly 3.12 kg CO2e.**

Read more about our pallet recovery rates on page 18.





This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Pollution of air, water, and soil

At our operations in the Czech Republic, the business unit is required by and reports to the Czech Ministry of the Environment on the pollutants to air. The emissions are a result of the presence of a biomass boiler, where we use wood as biomass for fuel. The air pollutant emissions for 2025 are presented in the table 8.

| Pollutant | Description | Emissions (t/year) |
|---|---|---|
| TSP | Total suspended particulates (dust) | 0.251 |
| NOx | Nitrogen oxides | 0.67 |
| CO | Carbon monoxide | 1.927 |

Table 8: Pollution report of Rotom Czech Republic



For Rotom Poland, the business unit is required to submit the air emission data to the national database. These emissions primarily originate from fuel combustion activities and remain subject to regulatory reporting requirements in Poland. Table 9 shows the reported pollutants.

| Pollutant | Description | Emissions (t/year) |
|---|---|---|
| SOx | Sulphur oxides | 0.0014 |
| NOx | Nitrogen oxides | 0.129 |
| CO | Carbon monoxide | 0.296 |
| PM10 | Particulate matter measuring 2.5 micrometres or less | 0.0016 |
| PM2.5 | Particulate matter measuring 2.5 micrometres or less | 0.0016 |

Table 9: Pollution report of Rotom Poland

In the Czech Republic and Poland, reporting pollutants to water and soil is not expected yet. For the rest of our business units, there is currently no local regulatory requirement to report on the pollutants to air, water and soil. However, Rotom continuously monitors the materiality of reporting pollutants to abide by local and national regulations.



This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Biodiversity impact

Rotom's business activities consist predominantly of office, sales and operation of its own production or storage facilities. Annex IV shows a list of our facilities and their proximity to biodiversity sensitive zones. The potential biodiversity impacts associated with these activities are considered relatively limited due to the absence of land-intensive activities.

Rotom assessed its operational sites against biodiversity-sensitive areas, including Natura 2000 sites, UNESCO World Heritage Sites, Key Biodiversity Areas (KBAs) and other areas designated for special protection by governmental authorities.

Of the 27 sites assessed, two are identified as overlapping with or being adjacent to biodiversity-sensitive areas. The Maasbracht site in the Netherlands is located within the Susteren-Roermond Key Biodiversity Area, and the Longèves site in France is located within the Plaine calcaire du sud Vendée Key Biodiversity Area. Additionally, two sites of Rotom in Tamworth and Lichfield in the UK were identified as being in close proximity to biodiversity-sensitive areas (approximately 1 km) and are therefore subject to continued monitoring.

Three sites of Rotom Poland, Komomiki, Kwidzyn and Dąbrowa Górnicza, contain nature-oriented areas on-site.

## Water

Water is classified as an immaterial operational aspect due to its limited use within Rotom's day-to-day operations. Water usage is primarily related to facility cleaning, sanitary use and occasional operational activities at warehouses and repair locations. Regardless, water consumption is regularly recorded and monitored.

In 2025, total water use across all operational locations amounted to 26,292 $m^3$. Additionally, two Rotom UK sites of Kingsbury Pallets Ltd are located within a region identified as experiencing high water stress. As part of Rotom's efforts to promote sustainable water management, rainwater harvesting systems have been implemented to collect and reuse rainwater for operational purposes in these two sites. In 2025, approximately 50,000 litres of rainwater were collected and utilised, helping to reduce freshwater withdrawal and mitigate water-related environmental impacts in the local area.

The company acknowledges the potential long-term risks associated with water scarcity and remains committed to monitoring water use and implementing measures to improve water efficiency where appropriate. Responsible water use remains important to avoid unnecessary consumption, ensure compliance with local requirements and maintain efficient operations.



This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Resource use and circular economy

Rotom applies circular-economy principles throughout its wooden pallet operations. The business model focuses on extending the life of wooden pallets through reuse, repair, refurbishment, and recycling. This approach reduces the demand for virgin raw materials, minimizes waste generation, and supports the transition towards a more resource-efficient and circular economy.

Rotom prioritizes the following hierarchy of actions:

1. Reuse of pallets in logistics operations.
2. Repair and refurbishment of damaged pallets.
3. Recovery of reusable components from damaged pallets.
4. Recycling of pallets that cannot be economically repaired.

This approach is aligned with industry best practices for wooden packaging management. Through these activities, wooden packaging remains in circulation for longer periods, contributing to resource efficiency and waste prevention.

| Rotom Entity | Total number of wooden pallets collected | Total number of wooden pallets put back on the market | Reuse rate |
|---|---|---|---|
| NL | 5,391,756 | 5,026,599 | 93.23% |
| BE | 1,562,510 | 1,513,559 | 96.87% |
| CZ | 60,438 | 58,285 | 96.44% |
| DE | 162,757 | 130,206 | 80.00% |
| FR | 1,791,212 | 1,702,648 | 95.06% |
| PL | 805,576 | 757,996 | 94.09% |
| PT | 506,565 | 453,183 | 89.46% |
| UK | 2,164,333 | 1,897,265 | 87.66% |
| 2Return | 2,185,081 | 1,949,398 | 89.21% |

Table 10: 2025 wooden pallet reuse rate



This is an electronic document, think if you really need to print it

# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

Based on table 10, Rotom collected **approximately 14.6 million wooden pallets** across the European operations in 2025. **Around 13.5 million pallets** were returned to circulation, representing an **overall reuse rate of 92.2%**, which demonstrates the effectiveness of Rotom's pallet recovery and refurbishment activities and highlights the significant contribution of reuse to resource conservation.

A significant proportion of pallets handled by Rotom are refurbished and reintroduced into circulation. During the year of 2025, 61% of wooden pallets sold by Rotom were refurbished. Where wood materials are no longer suitable for reuse or repair, they are directed to appropriate recovery routes. At selected Rotom sites, residual wood materials are utilised as a renewable fuel source in biomass boilers operated. This enables Rotom to recover energy from residual wood materials that have reached the end of their useful life. Through the operation of biomass boilers, waste wood is converted into heat for operational use, reducing reliance on externally purchased energy sources.

In addition, Rotom offers a wide range of reusable load carriers through its rental services, including wooden pallets, pallet collars, roll cages, pallet boxes, stacking racks, plastic boxes and metal containers. These products are used by customers across sectors such as agriculture, automotive, logistics, manufacturing and retail, where seasonal peaks or temporary capacity requirements can increase demand for transport and storage equipment.

By enabling the shared use of assets, rental solutions help extend product lifecycles, maximise asset utilisation and reduce the demand for new materials, thereby supporting more circular and resource-efficient supply chains.






This is an electronic document, think if you really need to print it

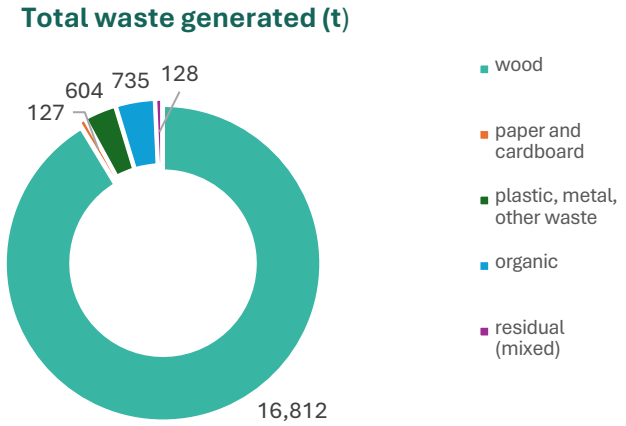
# Disclosure: Environment

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Waste management

Across all operational activities in 2025, Rotom generated nearly 18,440 tonnes of waste. Wood waste accounted for 91% of this total waste.

Rotom's waste management approach seeks to minimize disposal and maximize recovery. In 2025, Rotom recycled about 17,542 tonnes i.e. nearly 95% of the total waste. Only 5% of the total waste generated was sent to disposal. Rotom aims to reduce 30% of our total waste by 2030 compared to the 2025 baseline.




| Waste classification | Quantity (t) |
|---|---|
| Hazardous | 35 |
| Non-hazardous | 18,406 |

Table 11: Hazardous vs non-hazardous waste in 2025

## Biomass recovery & energy production

Owing to the millions of wooden pallets we produce and repair every year, wood remains the major waste stream. While at most of our locations wood waste is sent to an external party for material recovery or recycling, we also have sites where wood is recovered onsite. We do this with a biomass boiler.

Five of our locations across the Netherlands, Germany, Czech Republic, Portugal and the UK have a biomass boiler onsite wherein all the wood waste is recovered in the form of biomass energy for the heat treatment of our pallets.

Rotom aims to expand the number of such boilers based on location capacity and opportunity analysis. This approach not only reduces the amount of wood waste sent to landfill but also reduces reliance on conventional fuels and supports responsible material recovery.





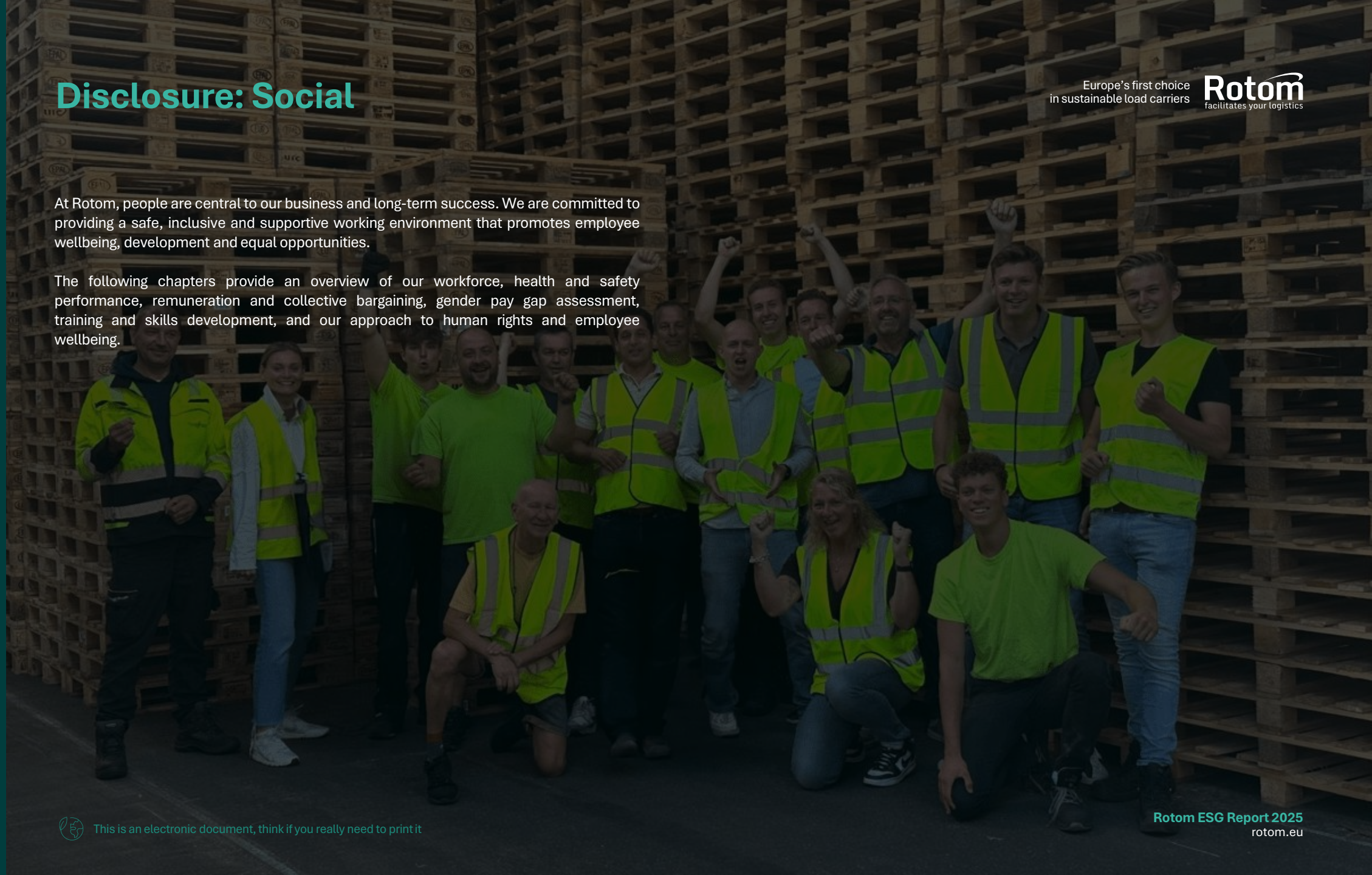
This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

At Rotom, people are central to our business and long-term success. We are committed to providing a safe, inclusive and supportive working environment that promotes employee wellbeing, development and equal opportunities.

The following chapters provide an overview of our workforce, health and safety performance, remuneration and collective bargaining, gender pay gap assessment, training and skills development, and our approach to human rights and employee wellbeing.





This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Employee well-being

In 2025, Rotom introduced an Employee Satisfaction Survey to better understand how employees experience their work, collaboration, and the organization as a whole. The survey was conducted in March and November 2025. For this report, the results of the November 2025 survey were used. Overall, 192 Rotom employees participated. We found:

**81 %** of participants would recommend Rotom to friends or family.
The average recommendation score was 3.38 out of 5.

**68%** of employees indicated they are satisfied with Rotom as an employer.

**66%** of employees indicated they are motivated to do their best work.

The survey also identified opportunities for improvement. Employees highlighted communication, recognition and appreciation, development opportunities, and transparency around compensation as key areas of focus. These insights help guide our improvement initiatives. The survey was repeated in 2026 to monitor progress and identify further opportunities for action.





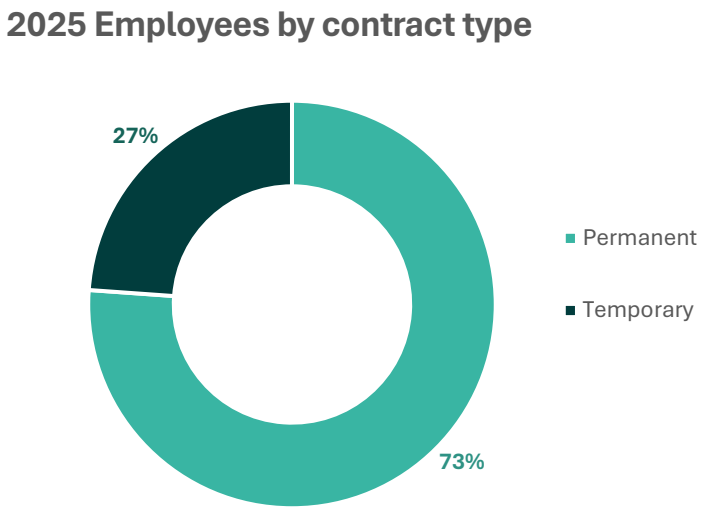

This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our workforce

In 2025, the Rotom Group had 782 FTEs. Table 12 shows the breakdown of our workforce by country in full-time equivalent (FTE)[5].




| Country | Permanent contract by FTE | Temporary contract by FTE |
|---|---|---|
| NL | 130 | 77 |
| BE | 54 | 10 |
| CZ | 15 | 42 |
| DE | 68 | 18 |
| FR | 73 | 2 |
| PL | 95 | 18 |
| PT | 24 | 12 |
| UK | 112 | 33 |

**Table 12: Employees by contract type per Rotom location**

5. Table 12 shows FTE figures rounded to the nearest whole numbers. As a result, the total FTE from table 12 comes out 783, which is not correct. The correct FTE figure is 782.

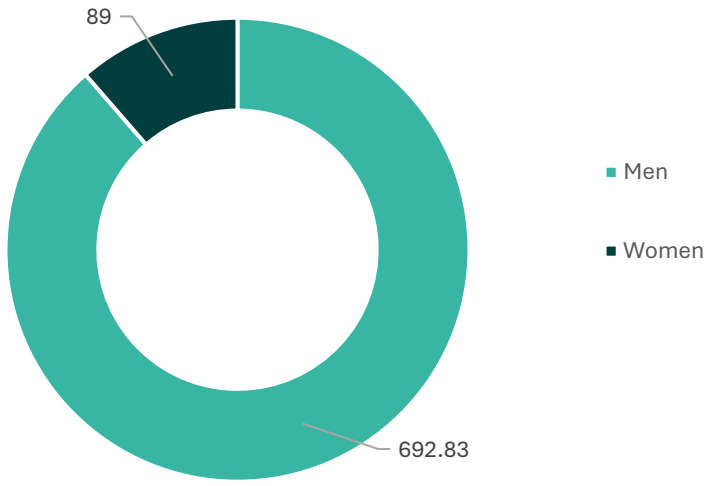


This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Employee distribution by gender




2025 Gender diversity at Rotom by FTE

Rotom operates within the timber processing industry and serves customers across a wide range of industries. Through our products and services, we support logistics, transport and supply chain operations throughout Europe. These industries have traditionally been characterised by a predominantly male workforce.

The European Federation of Building and Woodworkers highlights the continued underrepresentation of women in the wood and forestry sector, while the European Commission reports that women represent approximately 22% of the transport workforce in Europe. These industry characteristics underline the importance of continued efforts to strengthen diversity and inclusion across the sectors in which Rotom mainly operates.

**In 2025, women represented 11% of Rotom's workforce, while men represented 89%. At management level, the ratio was 2 women to 7 men.** These figures reflect the current composition of our organisation and highlight opportunities to further strengthen diversity and inclusion. We are committed to fostering a workplace where all employees are treated with respect and have equal opportunities to develop and succeed, regardless of gender, age, nationality, background or ability.

Employee retention remains an important indicator of workforce engagement and organisational stability. **In 2025, Rotom's employee turnover rate was 15%.** We continue to focus on providing a safe, supportive and attractive working environment that promotes employee wellbeing, professional development and long-term retention.



This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Health & safety

Rotom Group considers the health, safety and wellbeing of its employees, contractors and visitors a fundamental part of responsible business operations. Across our production and warehouse activities, employees perform both manual and mechanically assisted tasks and may be exposed to risks associated with equipment, material handling, moving loads and dust.

In 2025, Rotom established a dedicated Safety Team to strengthen safety standards and support the implementation of a consistent, Group-wide approach to health and safety. This included establishing a 12-step safety protocol including quarterly safety meetings, mandatory PPE requirements, near-miss reporting, Gemba walks, awareness programmes, and the sharing of best practices. Production Information Boards were also introduced across sites to improve safety communication, increase awareness and support continuous improvement.

Rotom monitors its health and safety performance using the European Statistics on Accidents at Work (ESAW) methodology. Since 2024, the Group has used the Incident Frequency Rate (IFR) to support continuous improvement in workplace safety. In 2025, Rotom recorded an IFR of 1,822, improving from 1,919 in 2024 and remaining below both the Group target of 1,900 and the industry benchmark range of 3,100 to 4,200 incidents per 100,000 employees for the manufacture of wood and wood products (European industry classification code NACE C16). Rotom will continue to use the ESAW methodology to monitor safety performance across the Group.




In addition, Rotom maintains preventive safety measures, including fire prevention systems, safety signage, workplace inspections and employee awareness initiatives. Together, these efforts contribute to a stronger safety culture and help create a safe working environment across the Group.

Owing to several physical risks, every year, Rotom has been reporting on safety incidents. In table 13 our 2025 results are presented.

| Disclosure | Unit | Result |
|---|---|---|
| Total recorded work-related accidents | number | 34 |
| Total recorded fatalities due to work-related accidents | number | 0 |
| Total recorded fatalities due to work-related ill-health | number | 0 |
| Total recorded days lost due to incidents | days | 327 |
| Rate of recorded work-related incidents | % | 21 |

Table 13: 2025 Health & Safety related incidents



This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Remuneration & collective bargaining

Ensuring fair remuneration for work is the rightful responsibility of every employer. At Rotom, every employee, regardless of their recruitment path, is paid a minimum wage applicable to the country of employment.

Rotom abides by the local labour legislation, where currently 40% of all Rotom employees are covered under the collective bargaining agreement; by 2030, Rotom aims to cover 100% of all employees under the collective bargaining agreement.

## Gender pay gap & pay equity

Rotom conducted a preliminary assessment of the gender pay gap across its subsidiaries for the period of 2025, covering two employee categories: office-based employees and production & warehouse employees.

The review identified varying pay gap levels across the Group. Within office-based roles, reported pay gaps ranged from 3% to 61%, while pay gaps in production and warehouse roles ranged from 4.8% to 18% where sufficient data was available. In several entities, comparisons could not be made due to the absence of female employees in specific functions or limitations in available data.

The observed differences may be influenced by factors such as workforce composition, job seniority, local labour market conditions and the representation of women in certain roles. The assessment provided valuable insights into areas requiring further analysis.
Rotom is committed to improving the quality and consistency of pay data across the Group and gaining a deeper understanding of the drivers behind pay differences. We will continue to monitor remuneration practices and identify opportunities to promote fair and equitable pay across our organisation.





This is an electronic document, think if you really need to print it

# Disclosure: Social

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Training & skill development

Besides ensuring the right remuneration, Rotom also encourages the learning and skill development of its employees. We support the professional development and sustainable employability of our employees through training, performance dialogues and development opportunities.

Hours spent into training and skills-development had not previously been reported consistently at Group level. In the 2025 ESG survey, Rotom therefore introduced this KPI to assess the average time employees spent on learning and training relevant to their roles. The results showed that **employees completed an average of 8.3 training hours per FTE in 2025.**

## Human rights

Rotom's approach is guided by internationally recognised frameworks and standards, including the core conventions of the International Labour Organization (ILO), the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights.

Rotom has a dedicated Labour & Human Rights Policy for its workforce. Compliance with internationally recognized and relevant human rights regulations are also encouraged via our Supplier Code of Conduct.

Issues related to child labour, forced labour, human trafficking, discrimination, working conditions, occupational safety and access to remedy are covered by our Labour & Human Rights Policy.

**In 2025, there were no reported cases of human rights violations or of cases covered in our Human Rights Policy in our own workforce or those in our supply chain.** Any such cases were to be reported via the management team. No dedicated incident reporting mechanism was in place in 2025.





This is an electronic document, think if you really need to print it

# Disclosure: Governance

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

Responsible governance forms the foundation of sustainable business operations. Through clear policies, ethical business practices and effective risk management, Rotom aims to maintain the trust of its employees, customers, suppliers and other stakeholders. These principles are supported by our Business Code of Conduct, which provides guidance on responsible business behaviour and the standards expected throughout our organisation.

The following chapters provide an overview of our governance approach, including business ethics, cybersecurity, responsible sourcing and compliance-related activities.






This is an electronic document, think if you really need to print it

# Disclosure: Governance

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Our ethics

The Rotom Group is committed to preventing corruption, bribery, fraud and other forms of misconduct while ensuring the responsible management of digital and information security risks. The following sections outline the policies, initiatives and controls that support this commitment.

### Anti-bribery, corruption & fraud

Rotom conducts its business with integrity, transparency and fair competition. Corruption, bribery and other unethical business practices are incompatible with these values and create legal, financial and reputational risks.

Owing to these values, there have been 0 cases of convictions and fines for violating anti-corruption and anti-bribery laws.

In 2025, Rotom introduced online training to create awareness on anti-corruption, bribery & fraud behaviour within the organization. The training was made available to all employees with a Rotom account and was completed by 95% of all employees that were invited to participate. The training increased awareness of corruption-related risks and reinforced the importance of acting in accordance with Rotom's ethical standards and policies. Rotom aims to maintain 100% participation every year. From 2025, anti-corruption, bribery & fraud training is now mandatory to all new employees as part of their onboarding program.

### Cybersecurity & digital resilience

As digital resilience becomes increasingly important to business continuity, Rotom continues to strengthen its cybersecurity and risk management practices. Every year, employees with a Rotom account are obliged to participate in mandatory online trainings related to data protection and information security awareness. In 2025, Rotom continued to record 100% participation from our employees in cybersecurity trainings.

In 2025, the Group also launched a NIS2 compliance programme, culminating in NIS2 Supply Chain SC30 certification across all European locations in May 2026. The certification demonstrates Rotom's commitment to robust cybersecurity, effective risk management and the protection of company and stakeholder data.



This is an electronic document, think if you really need to print it

# Disclosure: Governance

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## Responsible sourcing

At Rotom, responsible sourcing principles are strengthened every year. Our Supplier Code of Conduct sets the tone and expectations for all our suppliers to operate with responsibility, encouraging strong sustainability performance. Our approach to responsible procurement was strengthened with regulatory drivers such as the EU's Timber Regulation (EUTR) which is superseded by the EU's Deforestation Regulation (EUDR). In addition to these, our commitment to PEFC also continues to improve our responsible sourcing practices.

### Timber at the core

As wood procurement represents a significant part of the Rotom's business activities, we maintain high due diligence standards when sourcing timber. As part of this, all timber suppliers as well as the suppliers of timber products are required to sign Rotom's Declaration of Origin certificate to support our traceability efforts. We only source from known origin and sustainably managed forests.

Several entities of the Rotom Group in the Netherlands, France, Poland have secured the PEFC Chain of Custody (CoC) certification. In 2025, Rotom Europe B.V. secured a multi-site PEFC certification (PEFC/30-31-1618) with the goal to include all Rotom sites under one PEFC certification. Our sites in Son and Maasbracht under Rotom Nederland B.V. became the first certified sites to be included in this multi-site certification. By 2027, all relevant Rotom facilities involved in wood processing and wooden pallets will be certified and added to this certificate.

Rotom is committed to implementing and maintaining the PEFC CoC requirements, including the social, health, and safety obligations as described in the PEFC standards.

## Revenue from sectors of concern

Rotom does not generate revenue from the following sectors:

1. Fossil fuels
2. Chemical production
3. Tobacco cultivation and production
4. Controversial weapons

Moreover, based on the nature of its activities, Rotom is not excluded from EU reference benchmarks aligned with the Paris Agreement.





This is an electronic document, think if you really need to print it

# Annex

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## I. The VSME disclosures in this report

**Basic & Comprehensive module – General information:**

**B1, C1.** Basis for Preparation
**B2, C2.** Practices, policies and future initiatives for transitioning towards a more sustainable economy

**Basic & Comprehensive module – Environment metrics:**

**B3, C3.** Energy & greenhouse gas emissions
**B4.** Pollution of air, water and soil
**B5.** Biodiversity
**B6.** Water
**B7.** Resource use, circular economy and waste management

**Basic & Comprehensive module – Social metrics**

**B8, C5.** Workforce – General characteristics
**B9.** Workforce – Health & Safety
**B10.** Workforce – remuneration, collective bargaining and training
**C6.** Human rights policies and procedures
**C7.** Severe negative human rights incidents

**Basic & Comprehensive module – Governance metrics**

**B11.** Convictions and fines for corruption and bribery
**C9.** Revenues from certain sectors and exclusion from EU reference benchmarks



This is an electronic document, think if you really need to print it

# Annex

Basis for preparation
Sustainability ambition
Environment
Social
Governance
Annex

## II. Overview of all Rotom sites by country[6]

| Country | Site location | Geolocation |
|---|---|---|
| NL | Son | 51°30'3.3"N, 5°29'13.29"E |
| | Maasbracht | 51°9'10.16"N, 5°53'38.65"E |
| | Doesburg | 52°0'6.79"N, 6°8'26.87"E |
| | Eerbeek | 52°5'54.16"N, 6°5'4.12"E |
| | Hoek van Holland | 51°57'26.64"N, 4°10'39.36"E |
| | Standdaarbuiten | 51°37'6.5"N, 4°32'16.45"E |
| | Ermelo | 52°19'17.52"N, 5°36'59.48"E |
| BE | Hamme | 51°4'33.93"N, 4°8'29.88"E |
| CZ | Kaplice | 48°46'31.1"N, 14°27'42.9"E |
| | Vrato | 48°59'09.9"N, 14°31'25.2"E |
| DE | Elsdorf | 50°56'40.57"N, 6°35'8.9"E |
| | Hengersberg | 48°45'54.01"N, 13°3'1.2"E |
| | Euskirchen | 50°39'40.64"N, 6°47'14.01"E |
| DK | Copenhagen | 55°40'33.97"N, 12°34'10.35"E |
| AT | Linz | 48°18'11.26"N, 14°17'7.12"E |
| FR | Harnes | 50°27'54.57"N, 2°55'34.48"E |
| | Eymeux | 45°03'50.16"N, 5°11'46.38"E |
| | Longèves | 46°27'54.02"N, 0°51'47.33"W |
| | Hallennes-lez-Haubourdin | 50°36'12.62"N, 2°57'13.01"E |
| PL | Komorniki | 51°10'2.61"N, 16°36'53.64"E |
| | Kwidzyn | 53°45'27.5"N, 18°56'40.67"E |
| | Dąbrowa Górnicza | 50°20'1.04"N, 19°14'45.49"E |
| | Brzeziny | 52°29'48.43"N, 16°17'45.26"E |
| PT | Nazaré | 39°35'32.15"N, 9°1'3.67"W |
| | Maia | 41°12'25.67"N, 8°36'42.98"W |
| UK | Eastbourne | 50°47'26.2"N, 0°18'4.4"E |
| | Newhaven | 50°48'7.93"N, 0°3'7.26"E |
| | Tamworth | 52°35'23.42"N, 1°40'53.02"W |
| | Lichfield | 52°41'18.24"N, 1°47'57.15"W |

6. Companies that were sold/divested during 2025-26 are excluded to reflect the status quo at the time of publication of this report.



This is an electronic document, think if you really need to print it

# Annex



## III. Rotom's contribution to the SDGs

### SDG 8 DECENT WORK AND ECONOMIC GROWTH

**8.5: Full employment and decent work with equal pay**
Rotom promotes fair employment practices and equal opportunities to support decent work for all employees (see page 24, 26)
**8.7 End modern slavery, trafficking and child labour**
Rotom prohibits forced labour, human trafficking, and child labour within its operations (see page 27)
**8.8 Protect labour rights and promote safe working environments**
Rotom is committed to providing safe and healthy workplaces through occupational health and safety measures and employee training (see page 9, 25, 27)

### SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

**9.4: Upgrade all industries and infrastructures for sustainability**
Rotom supports sustainable industrial practices through pallet recovery, refurbishment and reuse (see page10, 18, 19 )

### SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

**12.2 Sustainable management and use of natural resources**
By extending the lifespan of wooden pallets through reuse and repair, Rotom reduces demand for raw materials (see page 10, 15, 20)
**12.4 Responsible management of chemicals and waste**
Rotom manages waste responsibly and comply with applicable environmental and chemical regulations (see page 20)
**12.5 Substantially reduce waste generation**
The refurbishment and reuse of pallets reduces waste generation and supports circular material flows (see page10, 18, 19, 20 )
**12.6 Encourage companies to adopt sustainable practices and sustainability reporting**
Rotom integrates sustainability into its business strategy and will disclose ESG performance through annual reporting.
**12.7 Promote sustainable public procurement practices**
Rotom engages suppliers on environmental, social, and ethical topics and incorporating sustainability considerations into supplier assessments (see page 9, 10, 30)

### SDG 13 CLIMATE ACTION

**13.2 Integrate climate change measures into policies and planning**
Rotom incorporates climate-related considerations into its policies and decarbonisation planning initiatives (see page 10, 14)
**13.3 Build knowledge and capacity to meet climate change**
Rotom strengthens climate awareness through GHG emissions monitoring and employee engagement (see page 8, 10, 14)

### SDG 15 LIFE ON LAND

**15.2 End deforestation and restore degraded forests**
Through responsible sourcing, Rotom engages suppliers to ensure compliance with the EUDR and the sustainable use of forest resources (see page 30)
**15.B Finance and incentivize sustainable forest management**
Rotom incentivizes sustainable forest management by adhering to the PEFC standards. (see page 9, 30 )


This is an electronic document, think if you really need to print it

# Annex



## IV. An assessment of Rotom locations against biodiversity sensitive zones

| Country of primary location | Site | Size (ha) | Located in/near the biodiversity-sensitive area | Nature-oriented areas on-site |
|---|---|---|---|---|
| NL | Son | 1.2477 | No | No |
| | Maasbracht | 0.5338 | Yes | No |
| | Doesburg | 0.3052 | No | No |
| | Eerbeek | 0.4677 | No | No |
| | Hoek van Holland | 0.1598 | No | No |
| | Standdaarbuiten | 0.0548 | No | No |
| | Ermelo | 0.0188 | No | No |
| BE | Hamme | 3 | No | No |
| CZ | Kaplice | 0.74 | No | No |
| | Vrato | 2 | No | No |
| DE | Elsdorf | 1.2 | No | No |
| | Euskirchen | 0.0166 | No | No |
| | Hengersberg | 3 | No | No |



This is an electronic document, think if you really need to print it

# Annex



| Country of primary location | Site | Size (ha) | Located in/near the biodiversity-sensitive area | Nature-oriented areas on-site |
|---|---|---|---|---|
| FR | Harnes | 4.7 | No | No |
| | Eymeux | 1.61 | No | No |
| | Longèves | 0.723 | Yes | No |
| | Hallennes-lez-Haubourdin | 0.7 | No | No |
| PL | Komorniki | 4 | No | Yes |
| | Kwidzyn | 2.5 | No | Yes |
| | Dąbrowa Górnicza | 1 | No | Yes |
| | Brzeziny | 1 | No | No |
| PT | Nazaré | 1.2854 | No | No |
| | Maia | 0.1684 | No | No |
| UK | Eastbourne | 0.59 | No | No |
| | Newhaven | 0.36 | No | No |
| | Tamworth | 2.0234 | No | No |
| | Lichfield | 1.77 | No | No |



This is an electronic document, think if you really need to print it