



SUSTAINABILITY REPORT 2022

Sustainability **in motion**



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Strategic pillars



People

Our people are the key assets of our business



Planet

We are reducing our carbon footprint



Partners

Together with our partners, we are constantly working on innovations

Sustainability **in motion**

Circularity remains at the heart of our business model. By sharing the benefits of our reusable trays and pallets, we support our customers to reduce their carbon footprint while at the same time accelerating the transition to a more circular economy. In other words: we enable supply chain circularity.

2022 was another challenging year. Just as the COVID-19 pandemic began to ease, supply chain disruptions worsened, inflation increased sharply, and raw material and energy prices soared. The war in Ukraine further fuelled these effects in Europe. At Euro Pool Group, we were able to deal with these challenges by amongst others accelerating our sustainability initiatives to mitigate the rising energy prices and protect our business and results. This effort and success were made possible by the resilience, agility, and enormous dedication of our employees.

This challenging environment, together with the new directives resulting from the EU Green deal, such as the CSRD and the Packaging and Packaging Waste directive, made us at Euro Pool Group even more determined to accelerate the transition towards a more circular economy. In 2022, we organised two strategic sessions with our Senior Leadership Team to develop the Group's objectives and goals. We also set clear priorities. In 2023, we will work with our employees

and key stakeholders to sharpen our sustainability strategy and action plan, while standing firm on our commitments.

In 2022, we made further progress towards reaching our goal of reducing our carbon footprint by 20% by 2025 by implementing several improvement projects. At EPS we managed to increase energy efficiency by lowering the washing temperature of our trays and installing energy-efficient equipment. At LPR we worked closely with our transport partners and relevant sustainability initiatives, such as Lean & Green and Fret21, to reduce our emissions per movement. LPR is also switching to more transport by rail, leveraging our partnership with Transfesa Logistics in operating CoolRail – the sustainable and efficient distribution network of fresh products by rail.

I look forward to continuing to collaborate with our employees, customers, partners and other stakeholders in 2023 to accelerate our impact and contribute to a more circular economy.

Sustainability strategy

Our sustainability strategy is structured around three pillars:

People



Planet



Partners



In this sustainability report, we provide an update on our key sustainability initiatives and how we are working together with our customers and stakeholders to reach our sustainability goals.



Integrating sustainability **into business reporting**

"As Group Controller, sustainability is important to my role. It is a topic which is close to my heart and connected to my previous work experience. I started working at Euro Pool Group in November 2022. As a relative newcomer, I see a company, which as part of its core business, is deeply committed to sustainability, and which is ready to take the next step to accelerate and facilitate the transition to a more circular economy."

In 2022, we took meaningful steps to further integrate sustainability into our business reporting. For example, EPG decided to switch from biannual to quarterly internal CO₂ reporting. This provides us with better and more meaningful insights into how we are performing against our carbon footprint reduction targets. In addition, we invited Ernst & Young to conduct a limited pre-assurance review of our CO₂ data. As part of this review, we received valuable recommendations for process, controls, and governance, which are currently being implemented.

The reporting of non-financial Environmental, Social and Governance (ESG) information will become even more important in the years to come. To this end, we are closely following the developments in the Corporate Sustainability Reporting Directive (CSRD) at European level. An important part of the CSRD is to disclose information on a

wide range of ESG topics. During our management days we decided that Chief Financial Officer (CFO), Ruud van der Steeg, will take the lead to further integrate sustainability into our business and reporting. As Chief Executive Officer (CEO), Gerjo Scheringa will continue to be responsible for the oversight of our sustainability strategy, working closely with our topic experts and pillar owners.

Concept of Ikigai

If we view Euro Pool Group using the Japanese concept of Ikigai (meaning 'reason of being'), it becomes clear that by sharing the benefits of our reusable and recyclable carriers, we are supporting our customers in reducing their carbon footprint and contributing to a more circular economy. Our services enable us to empower the whole fresh supply chain to make a positive impact. Therefore, measuring and reporting on our ESG performance is key.



Jeroen Prins,
Group Controller, EPG



Lowering carbon footprint

While every single rotation of our trays and pallets contributes to a reduction of the carbon footprint in the supply chain, at EPG, our ambition is to further reduce the carbon footprint for each rotation of our trays and pallets by 20% by 2025, in comparison to the baseline in 2017.

To achieve this goal, we are committed to strategic sustainability initiatives that focus on aspects such as optimising logistics, green energy, and reusable trays and pallets. The reusability of our pooling trays and pallets drives the circularity of our business model from the core. The transition to an EPS tray or an LPR pallet is a substantial improvement in the overall CO₂ emissions in the supply chain compared to single-use cardboard or white exchange pallets. In addition, we are continuously improving our sustainability performance by reusing our trays and pallets, by reducing road transport and energy consumption and by

recycling our trays and pallets at end-of-life. Whilst the implementation of these strategic initiatives continued in 2022, we saw a slight increase in our overall CO₂ emissions at EPG. For EPS this can be attributed to the fact that we recycled less trays as fewer needed replacement, a lower availability of fresh produce in North-West Europe due to the energy crises which hampered supply chain efficiency, and more trays that needed to be produced to service new EPS markets. For LPR the slight increase in CO₂ emissions can be explained by an overall growth of the business and the fact that some clients needed to retain pallets longer due to challenging market circumstances.

EPS 14% reduction

At EPS, despite this challenging context, we have managed to keep our carbon footprint reduction per movement relatively constant in 2022 by 14% compared to 2017. Most of this reduction was realised in depots and storage. This can be explained by increased efficiency, lowering washing temperatures for the trays and installing energy-efficient equipment. For example, at multiple locations EPS is replacing

blowers with energy-efficient centrifuges that are capable of handling full, unsorted flows at a rate of over 3,000 trays an hour. Thanks to this change, over 65% of the washed volume is now dried with centrifuges, reducing electricity consumption by 85% and saving 117 tonnes of CO₂ per year.

LPR 6% reduction

At LPR, our carbon footprint reduction in 2022 was 6% per movement compared to 2017. The overall lower carbon reduction rate in comparison to 2021 can be explained by the fact that LPR identified a lot of opportunities to expand the business and therefore also increased pallet purchases and production. Moreover, customers tended to hold on to pallets longer because of the relatively difficult economic conditions. This is reflected in LPR's emissions in production and end-of-life. Despite this, LPR has managed to realize concrete operational improvements at depots and storage and improve transport efficiency. Since most of LPR's emissions originate in the transport of our pallets, we collaborate closely with our transport partners to reduce these, for example by participating in sustainability initiatives such as Lean & Green and Fret21.

Delivering sustainability **at scale**

"We are living in uncertain and volatile times. This is a challenge, but also an opportunity to change and do better. We are using the current energy crisis as a catalyst to drive change in the areas that matter most to our business and our partners. I am convinced that by improving the collaboration with our customers and responding to their needs, we can accelerate our efforts towards a greener future."

In 2022, we managed an incredible crisis for our industry and a sudden increase in demand from existing and new customers. I am extremely proud that despite such a challenging environment, we were also able to further raise the bar on our sustainability initiatives. We have identified new targets in the planet and people pillars which will help accelerate our efforts. With the planet pillar, we have two key objectives for 2025:

- **Reduce our CO₂ emissions per delivered pallet by 20%, compared to 2017**
- **Use 100% certified wood (PEFC or FSC) in the manufacture and repair of LPR's pallets**



Jean-Luc Guénard,
Managing Director,
LPR division

One of our main dilemmas is that we need to supply new pallets to support the growth of our business. Looking at production only does not show the positive impact that this growth in pallet-pooling has on reducing carbon emissions. We know that our LPR pallet-pooling system can make a significant difference in reducing our carbon footprint, also in comparison to our competitors. In fact, an independent study by EY carried out in 2017 showed that switching to our system can result in an up to 48% carbon footprint reduction. Having said this, we are equally committed to lowering the negative environmental impact associated with the production of new pallets. We are looking to create a system change where growth and a positive environmental impact go hand in hand.

Sustainable wood

Sourcing sustainable wood is crucial to our pallet production. Given supply chain volatilities, the sourcing of responsible timber was a major challenge. Despite this, our commitment to working with suppliers and manufacturers using sustainable forestry certification such as PEFC or FSC remains unwavering. To ensure that we always source from certified forests, we are currently developing a sourcing control system.

The transition to an LPR pallet is a substantial improvement of the overall CO₂ emissions in the supply chain compared to single-use cardboard or white exchange pallets. By growing and encouraging partners and customers to join us, we are making a positive impact together.

Our Sustainable Development Goals

Our material topics¹, the key initiatives in 2022 and our progress towards our sustainability goals are summarised below for each of the pillars of our sustainability strategy. The United Nations Sustainable Development Goals (SDGs) are a collection of independent but interconnected goals carefully designed to give us all a better future on our planet, with hundreds of targets and measurement indicators aiming for 2030. We have identified six priority Sustainable Development Goals (SDGs) where Euro Pool Group believes it can make a positive impact.



People

Employee health and safety

■ Our aim is to have a sustainable employability policy in place for all our employees by 2025.

■ We want to further reduce repetitive (manual) work in service centres across all regions through automation.

■ We aim to develop a European safety plan which is aligned across all regions.

■ We have continued the automation of our depots – especially at new service centres and depots.

■ Continuing the automation and modernisation of our depots.

■ SDG 8: Decent work and economic growth

Material topic

Goals for 2025 or 2030

Goals for 2023

Progress in 2022

Goals for 2022

SDG

Employee training and development

■ We aim to fully implement our leadership programme 'Inspiring leadership style' by 2025.

■ We want to achieve employer certification by 2025.

■ We want to further integrate the learning platform into the HR system, and expand the curriculum and increase traction, organise more training courses in soft skills, performance reviews and recruitment, such as Boost-up, implement new leadership training.

■ At LPR we want to implement talent development programme with schools and develop an onboarding programme for all employees in Europe.

■ We will determine actions to improve.

■ We aim to become an inspiring place to work.

■ At LPR we want to determine relevant actions in response to the employee engagement survey and increase score by 10pt vs. 2022 score.

■ E-learning was integrated into MyHR.

■ Expanded the online programme offer from 38 to 121 trainings.

■ All management layers received training on performance review to better guide personal development.

■ Launched new leadership training with 30 participants.

■ At LPR we started implementation of projects to support core values.

■ At EPS our core values are now integrated into performance reviews.

■ At LPR we worked on staying connected and celebrating success, including via the LPR Tour de France initiative or the Reward Programme.

■ At LPR we conducted an employee satisfaction survey with a score of 79% for sustainable engagement and a participation rate of 91%.

■ Expand the content of e-learning, increase participation, develop a training matrix.

■ Organise recruitment training for management, focus on gender balance in leadership positions.

■ Redefine our leadership profile based on core values.

■ At LPR we take action to assess employee well-being by employee survey at LPR

¹ The material topics under each pillar have been identified using a materiality analysis for which internal and external stakeholders were consulted. The materiality analysis was conducted under the supervision of the Management Board, and the materiality matrix and topic selection were included in the Sustainability Report 2017.

Our Sustainable Development Goals



Planet

Energy efficiency

- By 2025, all EPS depots will use energy-efficient centrifuges.
- All EPS depots lower their washing temperatures by 2025 and have 100% of smart lighting in all depots.
- At LPR all depots will run on green energy in 2025.
- At EPS we continue to replace blowers with energy-efficient centrifuges at EPS depots.
- At EPS reduce the washing temperature in all remaining depots.
- Put green energy contracts in place at 80% of all EPS depots.
- Increase % of depots with solar panels.
- Increase the use of LED and smart lighting.
- At EPS energy-efficient centrifuges were installed at five different locations.
- At EPS reduction in gas consumption due to lowering the washing temperature.
- 76% of all EPS depots have green energy contracts.
- Intelligent LED lighting has been installed in several locations, and currently more than 65% of the depots lighting is replaced by LED.
- Further roll out of energy-efficient equipment across EPS depots; scaling up pilot with energy-efficient centrifuges at single-line locations.
- Ensure that 80% of all EPS depots have green energy contracts.
- SDG 9: Industry, innovation & infrastructure

Material topic

Lower carbon footprint / sustainable transport

- | Goals for 2025 | Goals for 2023 | Progress in 2022 | Goals for 2022 | SDG |
|--|--|---|---|--|
| <ul style="list-style-type: none"> ■ We aim to reduce our carbon footprint per movement by 20% by 2025 (compared to 2017). ■ At LPR we aim to use 100% certified wood in 2025. | <ul style="list-style-type: none"> ■ Reduce our CO₂ emissions per delivered pallet or tray by 20%, compared to 2017. ■ Successful pilots in alternative transport such as electric trucks and biofuels. ■ At LPR further increase the share of certified wood for our pallets. | <ul style="list-style-type: none"> ■ At EPS we reduced our carbon footprint per movement by 14% compared to 2017. ■ At EPS we have successfully completed our transition from blue and rigid trays to green folding trays in March 2022. ■ CoolRail achieved a CO₂ reduction of 70-90% per container in 2022 and was expanded by involving the retailer Tesco in the second half of the year. ■ LPR reduced its carbon footprint per movement by 6% compared to 2017. ■ LPR implemented more rail lines, which resulted in 85% carbon reduction compared to road transport. ■ We implemented a biofuel line, which resulted in a 60% carbon reduction. ■ At LPR we signed a new wood sourcing policy to further reinforce our commitment to responsible and sustainable sourcing. ■ At LPR the share of certified wood for our pallets is 84%. | <ul style="list-style-type: none"> ■ Realise reduction in carbon footprint. Review and sharpen our reduction target at group level. ■ AT EPS continue the phasing out of rigid blue trays, using ground material to produce new trays. ■ Further expand CoolRail and continue the collaboration with LPR. ■ Reduce carbon footprint per movement by collaborating with green carriers and transport via rail. ■ Develop and implement a wood sourcing policy for LPR. ■ Further increase the share of certified wood for our pallets. | <ul style="list-style-type: none"> ■ SDG 7: Affordable and clean energy ■ SDG 12: Responsible consumption and production ■ SDG 13: Climate action |

Our Sustainable Development Goals



Partners

Material topic

Goals for 2025

Goals for 2023

Progress in 2022

Goals for 2022

SDG

Pro-active collaboration with stakeholders

■ We aim to build strong partnerships to work together towards a circular supply chain and so contribute to a circular economy.

■ We want to engage with key stakeholders in developing our revised sustainability strategy.

■ At EPS Smart Return Logistics (SRL) became the new standard, further development of Smart Fresh Logistics linking asset identifiers, and at a later stage, Internet-of-Things (IoT) data to supply chain data.

■ At LPR pilots were run on Internet-of-Things (IoT) and Global Return Asset Identifier (GRAI) technology continued.

■ Further develop digital solutions to provide and develop Smart Fresh logistics toward full traceability in the supply chain, including the quality of fresh produce during transportation.

■ Continue to work with our partners to develop innovative and commercial solutions.

■ SDG 9: Industry, innovation & infrastructure

■ SDG 17: Partnerships for the goals

People

Our people are at the centre of our success. We are committed to providing training and development opportunities to strengthen our teams in all regions and to take measures across the organisation to contribute to the health and safety of our employees.



Happy and healthy brand ambassadors



Isabelle Augerot
HR Manager, LPR division

"Happy and motivated people are key to reaching our objectives. As HR Managers, we strive to make people feel good by promoting employee well-being, a positive organisational culture, clear values, and a healthy work-life balance."

At LPR, we appreciate the importance of achieving a healthy work-life balance. LPR is also a rapidly growing company, and attracting and retaining talent in the current labour market is essential to our continued success. We are lucky to be an attractive business because we have experienced a growth trend for years. By making sure people appreciate our values and culture, they will be more likely to join and stay with the company. In addition, as a growing company, we offer

career development opportunities, providing sufficient internal mobility. If people stay and feel valued, they will give their best.

Promoting well-being

At LPR, employee well-being will remain an important focus area. Since the beginning of 2022, we have offered stress management or mental health courses for the majority of the organisation. The training is about promoting well-being at work and managing different sources of stress. In addition, we have a programme called Boost-Up, which is focussed on developing soft skills like self-awareness, confidence, and communication. It helps to promote the awareness of personal limitations and strengths, which is essential to personal and professional growth. Boost-Up also strengthens teams, as managers help the participants to formulate clear goals and expectations for how they can share and implement what they have learned within their role. In 2023, we will also launch a specific training module for managers to coach their colleagues. This is a specific soft skill that we want to develop further with our leadership team.



Salomé Lécuyer,
Sustainability Specialist, LPR division



PEOPLE

Sustainable **change agents**

“With more and more people focusing on sustainability, our teams are increasingly specialised. Step-by-step, we are building teams with employees who are committed to addressing sustainability as part of their daily work.”

To further activate our sustainability strategy, we are therefore enhancing our internal communications and knowledge-sharing on sustainability. For example, we have launched the ‘Tour de France’ challenge, involving four trophies and rewarding the top performers in reducing our environmental impact. Winners will be identified each quarter, and the results and progress of the challenge will be shared on our internal communication platform.

Teamwork

The importance of teamwork when it comes to tackling difficult sustainability challenges cannot be underestimated. As energy prices hit all-time highs in 2022 because of

Russia’s invasion of Ukraine, it became clear that we needed to accelerate our energy-reduction plans. This required the full and undivided commitment and skills of all our employees. As a result, we have managed to quickly reduce our energy consumption in depots and storage facilities by means of an impressive company-wide collaboration.





Employee **health and safety**

Our workplace prioritises occupational health and safety through continuous improvement and a risk elimination approach. Our safety policies are stringent, and we uphold responsible behaviour in line with our code of conduct. We regularly provide safety training and run internal campaigns to raise awareness and promote safety-related topics.

2022 was not an easy year. Our people transitioned back from working mostly at home to regularly working in the office. We therefore paid special attention to our employee's psychological well-being and will continue to do so in 2023. We also continued to innovate by improving health and safety via innovation, internal audits, assessments, and training sessions.

Occupational health and safety

At EPS we provide continuous health and safety training. This is organised on a country level. In 2022, we made significant strides in prioritising the safety and well-being of our employees across all our operating regions. For instance, in Central and Eastern Europe, we are equipping depots with topple

barriers to secure optimal stability for stacked pallets with trays. We also actively promote a culture of knowledge-sharing on occupational health and safety by means of engaging presentations and informative infographics.

We have also improved our internal audits in all high-risk workplaces for all regions. Every week, senior team leaders identify risks



and analyse near misses. Our efforts to improve safety in forklift and pallet truck traffic include updating driving programmes, developing traffic plans, and setting new speed limits. The SHEQ departments collaborates with operations to review and validate health and safety documentation, organise safety procedures, and ensure proper implementation in our processes. Additionally, the SHEQ department

in the Southern region proactively addressed the thermal stress risk caused by high temperatures during summer. By developing a comprehensive strategy, we provided multiple options for employees to lower their body temperatures and reduce the thermal risk level while on the job. We also conducted a training session to inform our employees of the potential risks and the necessary control measures.



Automation and preventive measures

At LPR, we invest heavily in automation to enhance operational health and safety. This reduces manual operations, which minimises risks for workers in our outsourced service centres. We use tools such as the vacuum lift to handle pallets and place them in the correct location. We have an engineering team dedicated to exploring additional opportunities for automation within our service centres. We also strive to communicate this further in our

supply chain. For example, our engineers are often asked to offer their support by embracing automation and becoming more efficient.

Risk assessments

We conduct risk assessments for all places and positions and implement preventative measures such as training and providing the necessary tools and equipment. We also examine accident rates and reasons for absence due to sickness. For example, we know that most accidents happen on the way to work. For this reason, in France we initiated a programme to promote a safe commute in 2022. Employees

with company cars receive regular mandatory driving courses, and we offer all employees training in best practices for both cycling and driving.

Supplier Code of Conduct

LPR outsources services to external service providers. However, all service providers need to comply with our guidelines on employee health and safety. In 2023, Euro Pool Group will implement and roll out a Supplier Code of Conduct to further ensure our suppliers' compliance with laws and regulations. We already have a system in place to conduct annual audits that covers all aspects of workplace

health and safety, such as following procedures and the safety of buildings. Depot inspectors frequently visit service centres to ensure compliance and report any issues to the centre's owner. Our contracts with suppliers incorporate provisions related to audits, as well as appropriate actions that may need to be taken in case our standards are not met. Even though some of these processes are arranged centrally, monitoring will be performed locally because our local departments know their partners best. This means that we also take care of the people working in other parts of our supply chain.

Employee health and safety





Employee **training** and **development**

Training opportunities and e-learning

Our aim is to invest in our people to help them grow. Professional development and training are therefore essential. We have increased the number of training courses available on our e-learning platform, MyHR, from 30 in 2021 to 107 in 2022.

We offer training in soft skills such as Boost-Up, a new leadership training, focussing on self-awareness, and a talent development programme which is accessible to everyone. MyHR also includes training courses on hard or digital skills such as Excel and PowerPoint training. In 2022, more than 7,219 e-learning courses were completed.

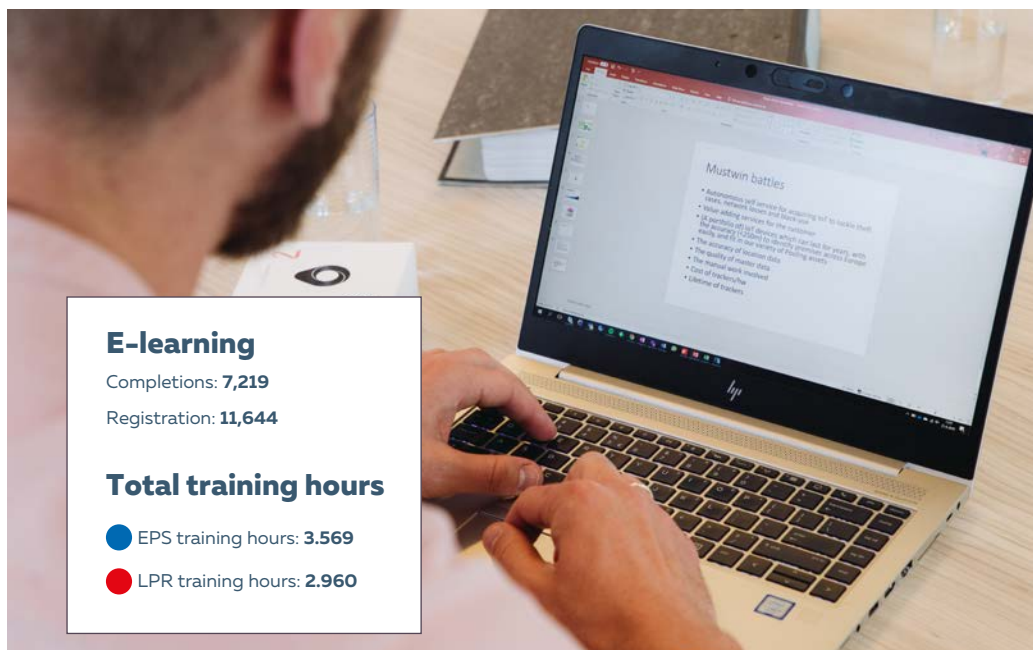
Employee training and development will remain an important priority in the coming years. We have therefore decided to expand our HR team to include a dedicated Learning and Development specialist, whose core task will be to expand our online and offline training opportunities. We want to familiarise new employees with our training courses and with our organisation from the start. We have therefore created more onboarding training courses and assignments for EPG, EPS and LPR.

Leadership development and diversity and inclusion

At EPG, we recognise that the world is changing, and we believe that this requires a new leadership style to keep up with the evolving needs of our organisation, our employees, and our clients.

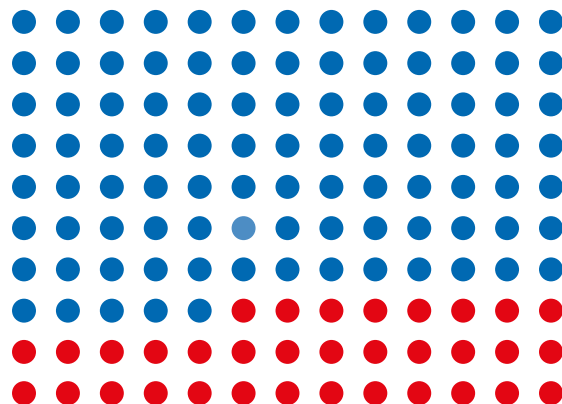
In 2022, we started developing a new leadership programme to ensure that our current and future leadership team fosters a people-focussed approach in which coaching and empowerment are key drivers. During our first leadership development training in 2022, a total of 30 EPG colleagues participated. We are certain that our leadership programme will enhance our positive work culture even further.

EPG, LPR and EPS have an overall gender balance of 68% men and 32% women. This number is quite good for the logistics and manufacturing sectors. However, equal participation of women and men does not hold true when looking at leadership positions. Also, part-time work is typically performed by women in our company. In 2022, we formed a diversity and inclusion working group, comprised of people from different departments and nationalities. Our aim is to examine our current practices and explore practical ways in which we can foster greater diversity and inclusion. As a result, we expect to develop a diversity and inclusion policy for EPG.



Employees

● = EURO POOL SYSTEM ● = LPR



Total: 1,302

x 10

● EPS: 953 ● LPR: 349

Total number of employees by employment contract full-time and part-time



Total fulltime: 1,222

● Total fulltime Male: 865
● Total fulltime Female: 357



Total parttime: 80

● Total parttime Male: 17
● Total parttime Female: 63

Male / Female



● Total male: 882 (68%)
● Total female: 420 (32%)



● EPS male: 717 (75%)
● EPS female: 236 (25%)



● LPR male: 165 (47%)
● LPR female: 184 (53%)



Total permanent: 93%

● EPS permanent contracts: 92%
● LPR permanent contracts: 96%

Total temporary: 7%

● EPS temporary contracts: 8%
● LPR temporary contracts: 4%

Employee satisfaction survey employee well-being

In 2022, we conducted an employee satisfaction survey across all LPR countries with the assistance of an external provider. This is the third survey of this kind and the first since 2019 due to COVID-19 disruptions.

This survey consists of 11 categories that assess various aspects of the company, and we aim to conduct it biannually to enable sufficient time to analyse feedback and implement relevant actions. We were proud to achieve a high participation rate of 91% among our employees, indicating a willingness to share their opinions and make the company better. Notably, the sustainable engagement category scored 79%, which indicates a favourable connection to our organisational goals and objectives.

Positive scores

We also received positive scores for categories like well-being, health and safety, and my work, with results ranging from 75% to 92%. This means that many of our colleague's experience working at LPR as good, would recommend working for LPR and have a sense of personal accomplishment. The plus side of outsourcing the survey is that we have obtained benchmark data to compare our results with our operating sectors. While our absolute results are quite good, with most a deep dive into the benchmark comparison shows that we tend to score lower in certain categories compared to the sectoral norms. This highlights that there is always room for improvement. Nevertheless, the survey showed that our efforts are being well-received by our colleagues.

Planet

By increasing supply chain efficiency, deploying alternative modes of transport, and designing our products optimally, we are reducing our carbon footprint and are contributing to the sustainability ambitions of our customers.



Delivering sustainability: Reducing our carbon footprint by means of **green transport**

"Transport accounts for 55% of our carbon footprint. We are therefore continuing to optimise our delivery distance and promote greener transportation. In 2022, we piloted several initiatives to determine their effectiveness. Based on these initiatives, we have identified two main strategies for 2023: using the train and using biodiesel."

In 2022, we successfully piloted the transportation of pallets from the UK to the European continent via train, reducing the carbon footprint per journey by 85%. Based on this successful pilot as part of the

CoolRail project, we have now established an international transport team to coordinate with train companies and explore further expansion. We will also work towards transitioning this flow to 100% train



Rassan Benhacene,
Logistic and
Supply Chain Director,
LPR division

transport. Our collaboration with TESCO, a UK-based retailer, has been instrumental in this success.

Biodiesel

Our second strategic focus is bio-diesel. At LPR, we believe biodiesel is the next big thing in green initiatives and will be exploring this further. Biodiesel is particularly successful in France and the Benelux, where it is not as expensive as regular diesel. Basically, with every euro we spent on biodiesel we saved 10 to 11 kg of CO₂. For instance, this means that with one pilot in the Benelux, we reduced our Benelux carbon footprint by 15% in one year.

Electric trucks

In addition, we are also exploring the possibilities of electric trucks. We currently have electric trucks available for short-haul routes in two areas that are well-suited to their deployment.

However, for long-haul routes, we are still in the pilot phase. As this is still an emerging technology, we will keep monitoring this possibility. Our decision to work with one solution over another is based on maturity and the proven impact of the technology in question.



Delivering sustainability by **lowering** tray washing **temperatures**

"At EPS, we have taken big steps to reduce our environmental impact by lowering the temperature of our washing process while maintaining the same quality. And the results speak for themselves: we have seen a significant reduction of between 47% and 52% in our gas consumption."



It has been a real challenge to ensure a high-quality antimicrobial wash at lower temperatures, but at EPS we have successfully demonstrated that it is achievable. We have conducted intensive testing via external laboratories to demonstrate that we meet our food

safety standards. This project was initiated in 2019, and we have implemented both online and live monitoring to ensure the success and the safety of this process. The project also shows that sustainability and financial impact can go hand in hand.



Julio Lazaro,
International
Logistics Manager,
EPS division

Solar panels

By making this seemingly simple but meaningful change, we have also been able to reduce our CO₂ emissions by 4.2 kt annually. We know that every little bit counts when it comes to combating climate change, and we are proud to be playing our part. But we are not stopping there. We are excited to share that we will be installing solar panels at selected EPS locations in 2023. This is all part of our ongoing commitment to sustainability.

Every step counts

We also strive to replace other energy-heavy equipment and significantly reduce our energy consumption. For example, we replaced the blowers with centrifuges in our drying process, switched to LED lights, purchased green energy contracts, and achieved smarter water management. In addition, in 2023, we are looking into the possibility of switching the plastic foil we use to wrap our trays to tape. It seems like a small step, but every step counts.

Carbon footprint

Emissions (kg CO₂eq per rotation)

							
Depots and storage	2017	0.040	0.102	Transport	2017	0.085	0.649
	2018	0.038	0.101		2018	0.085	0.614
	2019	0.036	0.087		2019	0.092	0.689
	2020	0.027	0.094		2020	0.093	0.681
	2021	0.022	0.100		2021	0.095	0.573
	2022	0.021	0.080		2022	0.089	0.576
	2022/2017-1	-49%	-21%		2022/2017-1	5%	-11%
End of life	2017	-0.007	0.021	Other	2017	0.014	0.042
	2018	-0.008	0.022		2018	0.013	0.042
	2019	-0.007	0.020		2019	0.011	0.047
	2020	-0.006	0.021		2020	0.009	0.031
	2021	-0.034	0.021		2021	0.011	0.031
	2022	-0.030	0.023		2022	0.012	0.039
	2022/2017-1	328%	8%		2022/2017-1	-12%	-7%
Production	2017	0.052	0.324	Total	2017	0.184	1.137
	2018	0.055	0.372		2018	0.182	1.152
	2019	0.054	0.346		2019	0.187	1.189
	2020	0.045	0.345		2020	0.167	1.172
	2021	0.062	0.315		2021	0.157	1.040
	2022	0.066	0.346		2022	0.158	1.064
	2022/2017-1	27%	7%		2022/2017-1	-14%	-6%

Legend: The CO₂ footprint is expressed in CO₂ equivalent per movement and divided into four categories: depots and storage, production and End of Life, Transport and Other.



Energy efficiency

At EPS, we have also taken concrete steps to reduce our energy consumption by fitting our locations with energy-efficient LED lights. Already, 65% of our European locations are equipped with LED lights. In 2022, in the light of the energy crisis, we also worked hard to reduce the energy used to heat our buildings. We raised awareness with the operations teams in our regions, who visiting the various locations regularly. During their visits, the teams always bring up energy consumption to increase awareness.

Transition to green energy

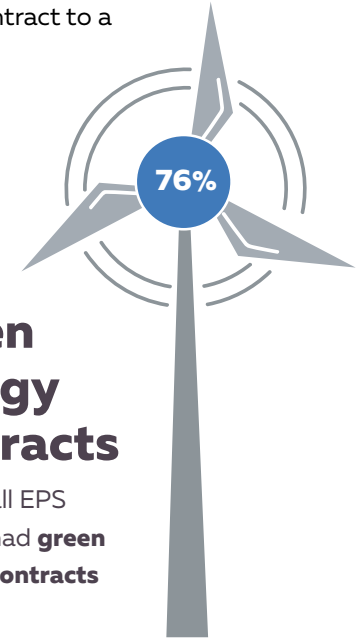
At EPS, we are fully committed to using green energy and have extended and maintained our contracts to ensure that our locations are powered by renewable sources. While this does entail some additional costs, we see it as a worthwhile investment to ensure that the energy we consume is green. Currently, around 80% of the locations where we handle energy contracts are using green energy. This resulted in a CO₂ reduction over 9.000 tonnes, which means that we are close to our goal of running 80% of our depots on green energy. It is important to note that for the remaining depots, green energy contracts are not always available, or the depots are located on our customers' sites.

At LPR, we are also working towards increasing the use of green energy in our service centres. We are

happy to report that we have installed solar panels at our external service centre in Portugal and have switched our energy contract to a green supplier. By 2025, our goal is to run all our service centres on green energy.

Green energy contracts

76% of all EPS depots had **green energy contracts** in place.



Sustainability on track: CoolRail

Get on board with CoolRail, the eco-friendly train connection for transporting fresh products. Originally operating between Valencia and Rotterdam, CoolRail expanded its reach to include new destinations in the United Kingdom, Nordic countries, and Germany in 2022. Initiated by Euro Pool System in 2019 and operated by Transfesa logistics since 2020, CoolRail offers a responsible alternative to traditional road transport. By relocating trays back to the south for the next cycle, CoolRail adds synergy to Euro Pool System while achieving a CO₂ reduction of 70-90% compared to road transport. In 2022, this initiative was expanded



by involving the retailer Tesco in the second half of the Year. This collaboration not only brought us closer to our client, but also strengthened the collaboration between LPR and EPS.

FRET21 at LPR FRANCE

In 2018, LPR set the goal to reduce its overall carbon footprint by 20% per movement by 2025. Since then, we have optimised the distances that our pallets travel and increased the loading rate per pallet. This was a great jumping off point towards 2021. That year our SHEQ team joined FRET21, an ADEME initiative that encourages companies to reduce the climate impact of freight transport.

LPR France is collaborating with Operations & Assets to create an action plan to reduce our transport emissions by 5.5% between 2021 and 2023. Our four main pillars are: greener means of transport, loading rate, distance optimisation, and partnerships with green carriers. Thanks to the hard work of our LPR France team, we are happy to report that in 2022, we exceeded our goal and reduced our emissions by 5.8%. Our strong relationships with retailers and the daily efforts of our assets and collection teams allowed us to increase our loading rate to almost 95%. At the end of 2022, we reached 70% of the flows with carriers who obtained a green certification, and we expect to be close to 85% at the end of this year. This is close to the goal we set in 2021 of 94% green carriers in 2023.

As of now, we have reached 70% and are challenging carriers to join the 'Objectif CO₂' certification. We are implementing this requirement in tenders to ensure our partners have green certification to partner with us. This is further encouraged by tightening legislation that motivates carriers to develop alternative transportation methods. We see that larger carrier partners are taking big steps in becoming greener by adopting HVO, Biogas, and electric alternatives. We also noticed that the Green Deal and the Paris Agreement influence our customers. Many have the target to become 'Net Zero' by 2050. The French initiative FRET21 is fully in line with this goal because it allows us to define a precise action plan for the LPR France's transport pillar.

The progress on project CYAN at EPS:

moving from blue to green trays

In Project Cyan we replaced the rigid blue trays with a new generation of foldable green trays. The green trays take up less volume when folded than the blue model. We successfully completed our transition from blue to green folding trays in March 2022. The last rotations of blue trays were made in February, and since then, all relevant products have been packed in green trays. We regrinded a significant number of blue trays into regranulate over the last years, and we were able to reuse part of the material. While there is still a flow of blue trays being returned, we have been able to reduce our scrapping activities since July 2022. Overall, everything has gone according to plan. In 2022, we produced approximately five million green trays, made with a mix of virgin plastic and recycled granulate. Our granulate is of exceptionally high quality and is certified for use in food-grade packaging. Our partners were able to reuse the granulate EPS could not use to produce new trays, significantly reducing their need for virgin plastic. This shows how we work together in partnerships to move towards a circular system and reduce our environmental impact.

Pallet **purchasing** and sustainable **sourcing** at LPR

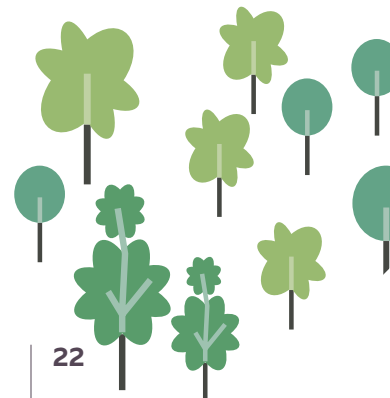
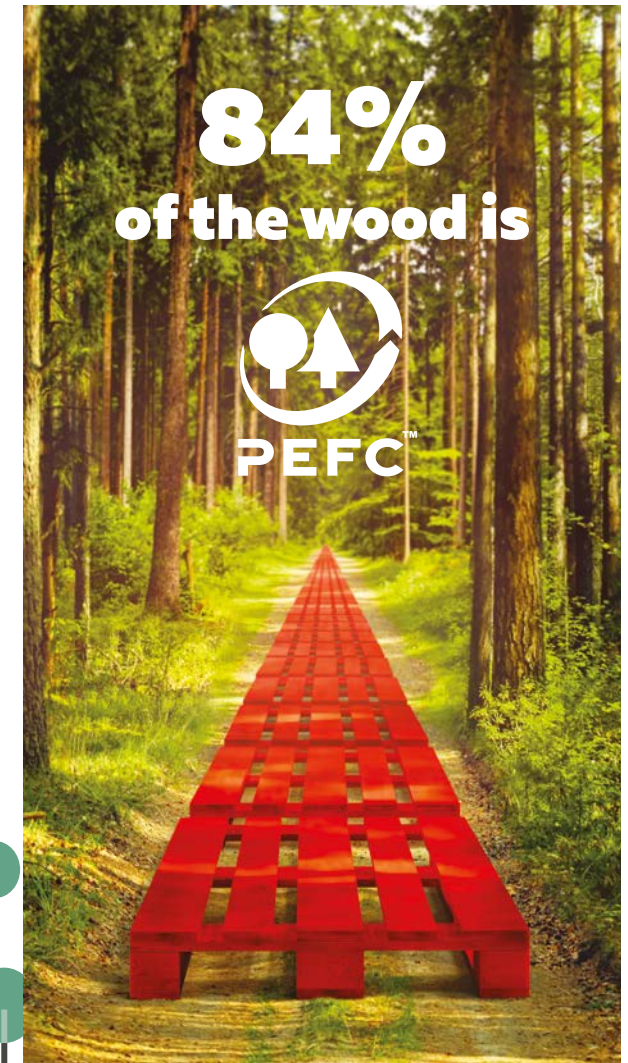
The second biggest impact area is pallet purchasing and repair. We cannot avoid buying new pallets: some are lost in the supply chain, some are damaged, and so on. However, we continue to work on different aspects to make improvements in this area. We are improving collections, we purchase our wood from sustainable (PEFC) suppliers, and we are repairing damaged pallets with less wood.

Since 2010, we have held PEFC Chain of Custody, a certification ensuring that the forest-based materials used in our pallets come from sustainably managed forests. In 2022, we signed a new wood sourcing policy to further reinforce our commitment to responsible and sustainable sourcing. However, we want to set our ambitions even higher. That is why we are committed to sourcing 100% of our wooden pallets from manufacturers and repairers who are PEFC or FSC certified. We acknowledge

that it may not be easy to find immediately available sourcing in every country that meets our expectations, but we are determined to reach this goal as it impacts all our activities.

Reforestation

We are actively seeking new reforestation projects and have already identified several leads. In Spain, we compensated 5% of our emissions from 2019 to 2021 with CO₂ Revolution, a company that provides carbon credits, and we plan to create our own LPR forest in Spain next year for direct CO₂ compensation. To further our commitment to sustainability, we have launched a new plan to source 100% PEFC wood. While this may mean sourcing from different suppliers at a slightly higher cost, we believe it is a necessary step in reducing our impact on the environment.





Water management at EPS

We have developed a clear blueprint to reduce our water usage and at the same time have made significant improvements in energy efficiency and gas consumption. We are also increasing our efforts to reduce our water consumption through water reutilisation. Our unique system could potentially reduce our washing process water consumption by 70%.

In 2021, we initiated a project with the University of Leiden and conducted tests and pilots on hydro systems in 2022. In one year, in one of our pilot depots, we were able to save 50,000 m³ of water through reversed osmosis, equivalent to enough drinking water for 70,000 people. We will begin larger-scale testing in two pilot plants in Belgium and the UK in 2023 to further prove our concept and identify the right partners for European-wide deployment. Although national legislation and permit requirements may vary, our blueprint provides a detailed plan for equipment placement and installation for various regions, and we have already deployed our first pilots in Spain, Belgium, and the UK.

Our Dissolved Air Floatation system pilot showed promising results in 2022. This wastewater treatment system removes various chemicals like oil, which are suspended in water by using air bubbles to separate the suspension.

EPS has successfully studied and tested different chemicals to find the optimal combination. In March 2023, the treated water and effluent will be analysed to evaluate the system's performance, followed by the implementation of an extra disinfection step to ensure the treated water is safe for reuse. We are excited to continue our journey towards a more sustainable future with this innovative technology.



Universiteit
Leiden

Biological water

Another wastewater treatment that we are working on is a promising new technology, claiming to achieve 80% water reuse. This solution is based on biological wastewater treatment using aeration and a biological floc composed of bacteria and protozoa that use CO₂, nitrogen and

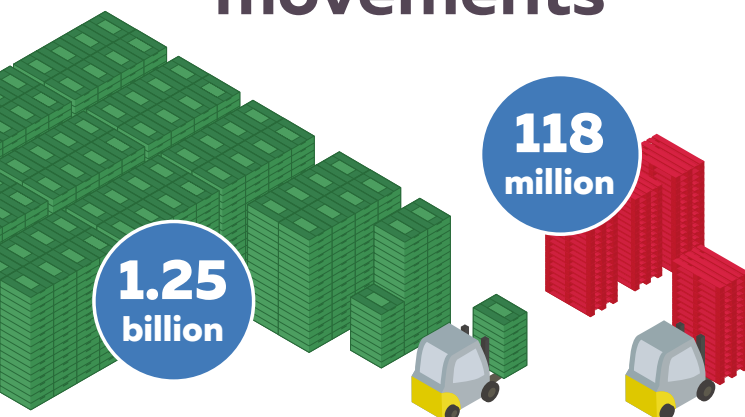
phosphorus as a nutrient source, reducing the wastewater impact. The membrane bioreactor has already been installed in the Sint Katelijne Waver depot for initial testing and data collection, and a Proof of Concept is planned for April in Roeselare. This is a full modular solution that optimises the space to be used inside or outside our depots.



Score



Tray and pallet movements



Certifications and memberships in 2022



ISO 9001 : 2015

EPS Europe B.V

Euro Pool System; België BVBA / France SARL / Deutschland GmbH / Italia S.R.L / Nederland BV / España SL / CZ S.R.O / Romania SRL
LPR; Spain / Portugal / UK / Benelux

ISO 14001 : 2015

Euro Pool System Belgie BVBA, depot Zellik

ISO 45001 : 2018

EPS Europe B.V / Euro Pool System España SL, depot Massalaves

ISO 22000 : 2018

Euro Pool System België B.V.B.A

BRC Global Standard Storage and Distribution

Euro Pool System; España SL, depot Massalaves / Nederland BV, depot Barendrecht / Nederland BV, depot Venlo / België B.V.B.A, depot Zellik / Poland, depot Gliwice / Poland, depot Teresin / CZ S.R.O, depot Olomouc / Deutschland GmbH, depot Bornheim

Partners

Innovation and partnering with customers are key



to further driving circularity in the supply chain.

Together with our partners, we are constantly working on innovations and deploying new tools and technologies such as the Internet-of-Things (IoT) and other traceability tools.



Margarida Melo,
Supply Chain Fulfilment
Manager, Nestlé

Delivering sustainability through **sector collaboration**

"We need to have the right partners to achieve our goals"

For Margarida Melo, head of fulfilment for the Europe zone at Nestlé, collaboration with the right partners is key to achieving the company's sustainability objectives. She believes that sustainability is a licence to operate, and part of her role is to manage the transformation of Nestlé's fulfilment network to ensure that the three pillars of service, cost, and sustainability are achieved. One of the key initiatives is to deploy automation at scale and identify opportunities to perform direct deliveries to clients, reducing Nestlé's carbon footprint.

Margarida Melo's highlights:

"Almost 8% of Nestlé's carbon footprint is from logistics. We have defined our roadmap to achieve net zero by 2050. Our commitment is to reduce our emissions by 20% by 2025, 50% by 2030 and to reach net zero by 2050."

Sustainability is a multifaceted topic at Nestlé, and the company approaches it by looking at the three areas of ESG: people and planet, people and community, and people and families.

"For Nestlé, LPR plays a crucial role in achieving net zero objectives, deforestation-free supply chains and I am looking forward to enhancing our collaboration."

Some of Nestlé's key sustainability objectives are for all packaging to be recyclable or reusable by 2025, reducing the amount of virgin plastics, and reducing emissions by implementing biofuels and switching to electric or low-emission vehicles. Margarida Melo identifies reducing Nestlé's palette footprint, reducing transport emissions, and complying with new EU legislation on packaging as some

of the key challenges in reaching these objectives.

*"On sustainability and specifically distribution, we focus on how to reduce emissions via three approaches: **avoid, shift** and **improve**."*

Avoid – operational efficiency, making sure that vehicles are full and that our distribution network is redesigned. We aim to implement direct dispatch wherever possible.

Shift – shifting to lowest emissions possible, from road to rail, for example

Improve – Embracing low emissions vehicles (electric, biofuel). Both Nestle and EPG work with very large volumes, and there is a common need to maximise the asset utilisation for both companies, with a common goal to provide the best service possible for consumers at the end of the chain.

Looking ahead: "We expect innovative solutions from LPR. I am thinking about digitisation, customisation, automation and even AI: how far can we go?"

As the world is evolving, new technologies and processes are required, which will need to be future-proof and commercially accessible.

"To maintain our great relationship, we need trust first and foremost. It is the foundation of our future. We need to have the right partners to achieve our goals. We need

transparent communication, be able to challenge the status quo, and be able to look ahead. We need partners with this mindset and approach, ready to adjust to new demands to get the results. It is important to have ambitions, but we need to show the results. If some initiatives get blocked, we need to leverage lessons learnt and move

forward from that trade-off. We need to be able to make the difference. We need to show the ambition within our collaboration and to the external world. How can we inspire others to follow us? I am thinking of policymakers, civil society, our industry."

"Almost 8% of Nestle's carbon footprint is from logistics. We have defined our roadmap to achieve net zero by 2050"





Achieving sustainability by delivering new **automation solutions**

"Sustainability is built in our products"

We need to work on both ends of the supply chain: our close collaboration with our suppliers can help make the difference. By providing new automation solutions, we can increase the efficiency of our distribution centres, reduce labour-intensive tasks, while reducing our environmental impact. Tanzer Industries works closely with Euro Pool System (EPS) in developing these solutions.

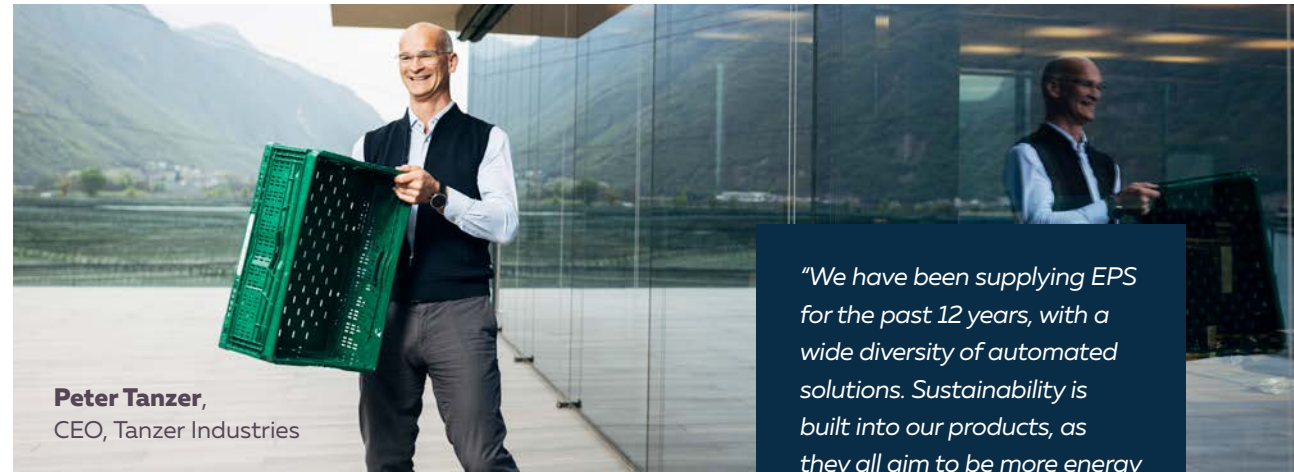
We have developed fully automated washing lines, except for the washing machine itself. These lines include three specially developed machines: a drying machine using centrifugal force, a high-tech label and glue residual detector and a

machine that removes those labels and residues.

Energy-hungry

By using centrifugal force to dry the crates, we use much less energy than a normal blow-dryer while achieving better results in terms of water residues. These blow-dryers are one of the most energy-hungry pieces of equipment in a wash plant and can consume up to 120 kw. The new equipment uses only five to six kw.

As EPS aims to lower the temperature of its washers, we need to guarantee that the crates remain clean. So, we developed a quality control machine that check a crate on all



Peter Tanzer,
CEO, Tanzer Industries

"We have been supplying EPS for the past 12 years, with a wide diversity of automated solutions. Sustainability is built into our products, as they all aim to be more energy efficient. Most recently, we have assisted EPS to improve the washing lines and the crate management significantly."

sides after it has been through the washing machine to evaluate its cleanliness. The machine helps identify any residues left on the crates. If needed, identified crates can then be washed in an extra cycle. Developing such a machine was challenging, considering the specific conditions in a distribution centre. These machines must withstand high temperatures, humidity, and high volumes.

Prevent crate losses

In terms of crate management, in 2022, we developed a brand-new product: a fully automated transportation and counting system for crates stacked on roll cages. On average, a distribution centre will

handle over 10,000 roll cages each week, each linked to a deposit. The machine we developed can identify the shop of origin of each roll cage, count the crates and calculate the corresponding deposit. All information is updated in real-time online. The project was started in 2021, and after the first test period confirmed its functionality, the solution was fully deployed in 2022. This solution aims to provide clearer information on the current crate locations and stocks, which in the end should prevent crate losses.

Delivering sustainability to Aldi UK and its suppliers



"In the onboarding process of Aldi UK as a new client, our biggest challenge was to manage the enthusiasm of growers and suppliers in the supply chain. They instantly recognised the benefits of working with Euro Pool Systems (EPS) and wanted to capitalise on these. This is a real luxury problem to have, as both Aldi and its suppliers were eager to increase their efficiency, productivity, and sustainability."

Adam Grant,
Commercial Manager,
EPS division

Last year, EPS successfully completed a large volume contract with Aldi UK, a leading discount grocery retailer. Despite the challenging economic conditions both domestically and globally, Aldi UK is thriving. In line with their growth, they are committed to sustainability and optimising their supply chain. We are excited to be partnering with Aldi UK on this initiative and are currently implementing the contract and associated services.

50% CO₂ reduction

Aldi UK chose to partner with EPS for several reasons. Our pooling services improve efficiency by reducing the number of trucks because of the higher nesting capabilities of our folding trays. But also, it reduces the amount of product damage compared to single-use packaging, provides more storage space and involves less congestion. For instance, using our green trays gives them a reusable option with the added benefit that they can stack twice as many trays in one vehicle. This means that for logistics alone, they can reduce the number of trucks and associated CO₂ emissions by 50%.

Growth in the UK

The partnership with Aldi UK has an additional significance for us. While many retailers in the UK were already familiar with our services, having a physical in-country presence now enables us to showcase our offerings without requiring them to travel to the continent. We are confident that this will lead to further growth of EPS's business in the UK. At the same time, we are equally excited to grow our partnership with Aldi UK. We are now jointly investigating which

of their product ranges can benefit from our reusable trays and how we can match the growth of Aldi UK by providing the required capacity and network at our end. Working with Aldi UK is a real privilege, and our company values are well aligned.

Both Aldi UK and EPS are open-minded, innovative, and intrinsically motivated to work on sustainability. We have a similar experience of working with their suppliers and growers. They are all eager to adopt our methods and to collaborate with us. Of course, transitioning from one system to another takes time. We appreciate the agility, patience and trust within our partnership. Now that we all have experienced the initial benefits of working together, the next steps will be to collect data to use this to further optimise our approach.

"The partnership between EPS, Aldi UK and its suppliers is not only a win in terms of sustainability, but it also ensures greater competitiveness - therefore, it is not just a sustainable choice, but also a smart business decision for all partners involved".

Stakeholder management

Our approach involves proactive collaboration with partners and stakeholders to generate shared value and promote positive impacts across the entire supply chain. By working together, we can enhance our contribution to a circular economy. Our partnerships and collaborations are founded on trust, expertise, and credibility.



1 Suppliers of trays and pallets

EPS collaborated with tray suppliers to produce eco-friendly foldable trays and explored trays for new product categories beyond fresh produce. Meanwhile, LPR partnered with wood suppliers who adhere to responsible sourcing with PFEC and FEC certification.

2 Customers

We follow the needs of our customers in the retail and logistics sector in Europe and are always looking for opportunities to grow together. Our clients are innovative, just as we are, and together we are building trusting and long-term relationships that build on a more efficient and sustainable future.

3 Transport companies

Together with transport companies, we worked towards further optimisation of the delivery and return of empty trays and pallets. Sharing information remains key to further optimisation across the supply chain. Moreover, we collaborate with them in our search for alternative transport opportunities such as biofuels, electric trucks or by boat or train.

4 Retailers

Our company provides reusable trays and pallets to European retailers, helping them reduce CO₂ emissions and achieve sustainability goals. By focusing on information sharing, we have improved logistics services, resulting in increased efficiency and cost savings for them and their suppliers.

5 External service providers

Our circular business model is anchored in our network of external service suppliers in depots and service centres. We strengthen our relationships with external service providers by regularly engaging with them to build a professional and trusting relationship. We also ensure quality by setting requirements and through regular audits.

6 Knowledge partners

As we are an innovative company, working together with several knowledge partners to implement new pilots and further expand successful projects.

About Euro Pool Group in 2022

Euro Pool Group is the leading logistics service provider of reusable standard packaging in Europe. By sharing the benefits of our reusable packaging solutions with our customers and partners, we are contributing to the transition towards a circular economy. Every day, producers, transporters, processing companies and retailers enjoy the efficiency and the environmental benefits of our reusable trays and pallets. Our two divisions: Euro Pool System trays (EPS) and La Palette Rouge pallets (LPR) offer optimal reliability, sustainability, and efficiency in the fresh and fast-moving consumer goods supply chains.

Euro Pool System

Our EPS division provides reusable packaging and logistics services to customers throughout the European retail supply chain. Our customers include industry leaders in retail, growing, and food processing. With 77 service centres spread across 19 countries, we can offer our services to 27 countries in Europe. At EPS, we service Europe's producers of fresh products, including fruits, vegetables, meat, fish, and convenience meals, as well as their retail partners. Our goal is to provide support to this dynamic industry.

LPR

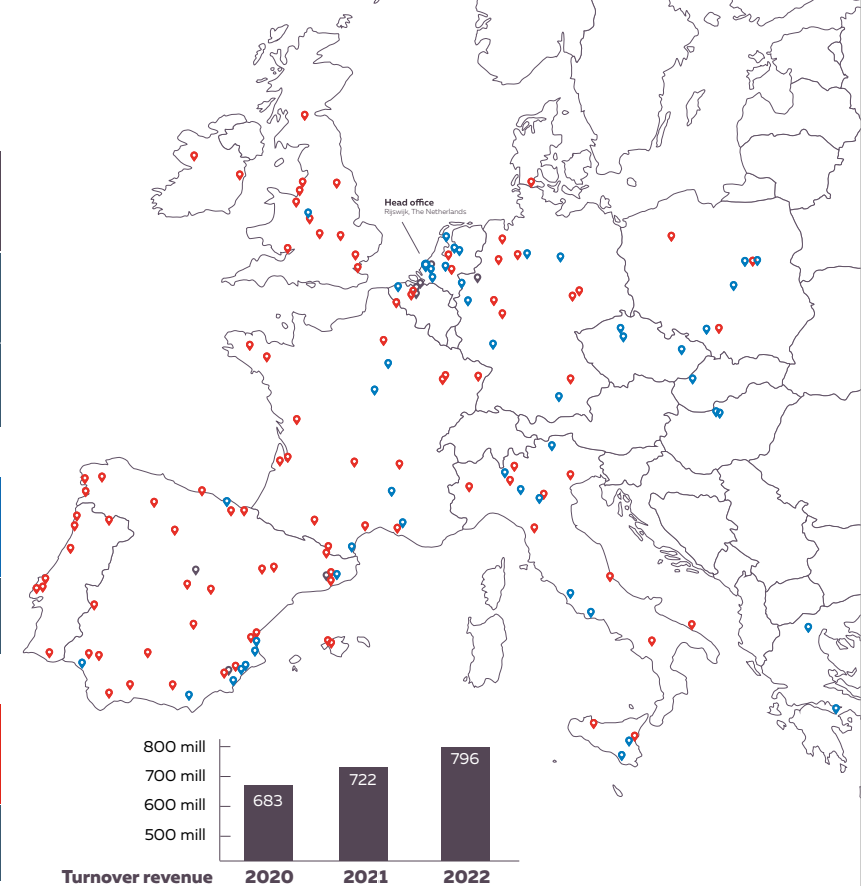
Our LPR division specialises in fully outsourced pallet-pooling services for the fast-moving consumer goods

(FMCG) sector throughout Europe.

We proudly serve blue-chip food and beverage producers who ship their products in large quantities. Our vast network includes 138 service centres and over 32,000 collection points in 17 countries throughout Central and Western Europe. LPR works with manufacturers and distributors in the FMCG sector across Europe and is committed to providing the highest level of support possible.

Headquarters

Euro Pool Group's headquarters are in Rijswijk, the Netherlands. The group is managed by a Management Board and a Supervisory Board, a so-called two-tier board of governance. The Supervisory Board has installed an Audit, Risk & Compliance Committee,



and a Remuneration & Nomination Committee. The Audit, Risk & Compliance Committee reviews the annual financial reporting, the risk management, and the compliance of the group. The Supervisory Board provides oversight to ensure effective management. The shareholders' meeting takes place in the first half of the year, and in 2022, it took place in March. The shareholders' meeting approved the financial statements as well as the distribution of dividends. Euro Pool Group has experienced

a growth trend for many years. Its turnover increased from € 722 million to € 796 million, a rise of 10% in 2022. Sustainability strategy and decisions are approved by the Management Board. In its decision-making process, it carefully balances the impact on both economic, environmental and social factors and recognises that decisions have an impact beyond the organisation. Euro Pool Group strives to make responsible choices that benefit its stakeholders and society.

Colophon

Text

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About the report:

Euro Pool System International BV is based in Rijswijk and is known as Euro Pool Group. Euro Pool Group has written this sustainability report for all its stakeholders and the report-writing process involved the collaboration of a diverse group of internal stakeholders. All data presented in this report is based solely on Euro Pool Group's achievements within its own operations and in collaboration with other value chain parties. The report covers the reporting period of 1 January 2022 to 31 December 2022 and is a consolidated report of the divisions Euro Pool System (EPS) and La Palette Rouge (LPR).

For any questions about this report, please contact: marketing@europoolsystem.com

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'Accelerating our efforts towards
a more circular economy'

