

SUSTAINABILITY REPORT

— 2024 - 2025 —



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PROLOGUE

We are proud to present the Sustainability Report 2024-2025 of Pami. This report reflects our ongoing efforts and progress in the field of sustainability and corporate social responsibility (CSR). It has been realised thanks to the close collaboration between all involved parties and serves as an important tool to map our impact on people, the environment, and society.

The merger of Pami and Robberechts in December 2023 under the umbrella of Workspace Factories marks a significant milestone in our history. Both companies retain their own market approach and continue to operate independently within their respective segments. This collaboration strengthens our position as a European player in a changing office furniture market. At the same time, we continue to pursue and reinforce our sustainability objectives and CSR principles without compromise.

At Pami, sustainability has been central to our strategy for many years. We continue to use resources and energy consciously, place great importance on social responsibility, and strive for a circular economy. Our ambition remains unchanged: we aim to be CO₂-neutral for Scope 1 & 2 by 2030. In addition, we are actively working on optimising our circular processes, focusing on reuse, refurbishing, and recycling of products. No empty promises, but tangible results that contribute to the sustainability goals of our customers and partners.

Our HR policy plays a crucial role in this. We continue to invest in training, diversity, and inclusion to create a working environment where employees feel engaged and motivated. Additionally, we build sustainable relationships with customers and suppliers through tailored solutions, flexibility, and a strong focus on customer orientation.

To further underline our efforts in sustainability, we focus on certifications such as the CSR Performance Ladder, EcoVadis, and UN Global Compact. Our recent Silver certificate from EcoVadis is something we aim to upgrade in the short term, further confirming our ambitions in sustainability management.

In this report, we provide you with a transparent overview of our progress, achievements, and future vision in the field of sustainability. Pami remains fully committed to making corporate social responsibility a central part of our policy, thereby contributing to a sustainable future for our organisation, our employees, and society.

We wish you an enjoyable read with this sustainability report.

SDG

SUSTAINABLE DEVELOPMENT GOALS

The world faces significant challenges around sustainability. Our current consumption and production patterns are no longer sustainable and require an urgent transition to more sustainable practices. In 2015, the United Nations launched the 2030 Agenda for Sustainable Development, consisting of 17 Sustainable Development Goals (SDGs) and 169 sub-targets. These goals form a global action plan that integrates economic and social development, environmental protection, and peace, aiming to achieve a more sustainable world by 2030.

The SDGs are interconnected and emphasise the importance of cooperation between developing and developed countries, as well as between governments, the private sector, trade unions, NGOs, academic institutions, and citizens. Only through joint efforts can we effectively address the challenges of our time.

As a leading Belgian office furniture manufacturer, Pami recognises the importance of these global goals and has committed to the SDGs as a guideline for our sustainability strategy. Our efforts focus on the following pillars:

- People: We strive for equal opportunities and well-being for all stakeholders.
- Planet: We are committed to environmentally friendly production processes and reducing our ecological footprint.
- Peace: We promote a culture of respect and integrity within and outside our organisation.
- Partnership: We collaborate with various stakeholders to achieve shared sustainability goals.
- Prosperity: We aim for economic growth that goes hand in hand with sustainability and social responsibility.

Some examples of initiatives aligned with the SDGs include:

- SDG 12 - Responsible consumption and production: Pami aims for a circular economy by using sustainable materials and promoting recycling and reuse of office furniture.
- SDG 13 – Climate action: Pami implements energy-efficient processes and invests in renewable energy sources to reduce CO₂ emissions.
- SDG 8 – Decent work and economic growth: Pami creates a safe and healthy working environment for its employees and encourages continuous development and training.
- SDG 17 – Partnership to achieve goals: Pami works with various stakeholders, including suppliers, customers, and knowledge institutions, to promote sustainable innovations and minimise environmental impact.

In this sustainability report for 2024-2025, we explain how Pami contributes to the realisation of the SDGs and what steps we are taking to make a positive impact on both society and the environment.



ABOUT PAMI



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Profile

Pami, founded in 1958, has developed into a leading designer and manufacturer of office furniture in Belgium. With over 65 years of experience, Pami creates functional and innovative work environments that contribute to the success of its clients. The headquarters and production facility are located at the Nolimpark industrial estate in Pelt (BE), where the Experience Centre is also based. In addition, Pami has Experience Centres in Tour & Taxis in Brussels (BE) and, since 2023, in Rotterdam (NL), as well as sales offices in Luxembourg (LU), Paris (FR), and Hamburg (DE).

History

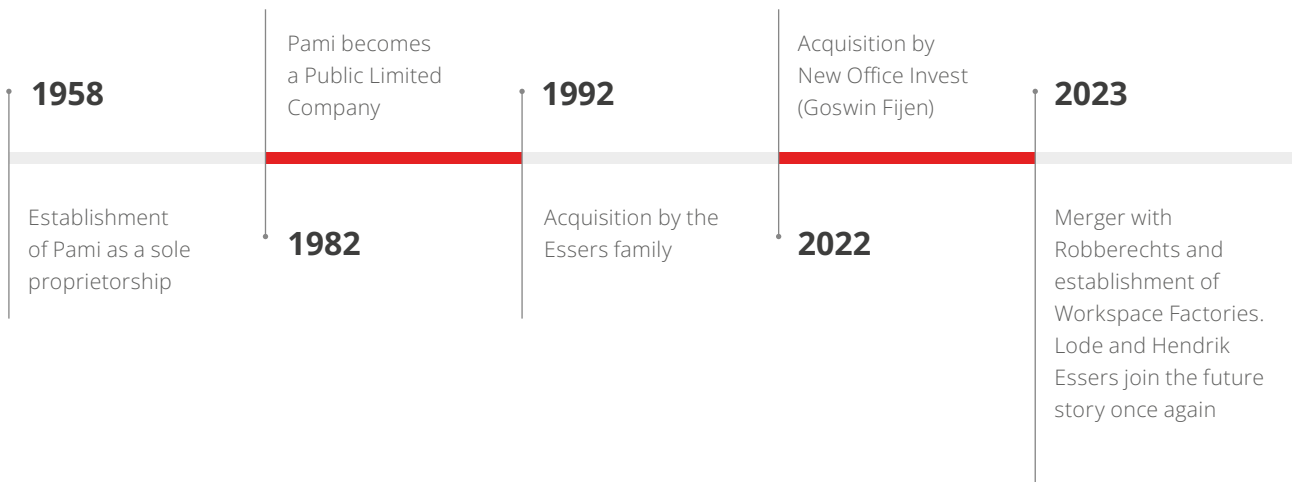
In 1992, Pami was acquired by the Essers family, who expanded the company into one of the largest independent office furnishing manufacturers in Belgium.

In March 2022, New Office Invest bv, led by Goswin Fijen, took over the company with the ambition to further strengthen its market position and grow internationally.

A key milestone in this growth strategy was the merger with Robberechts in December 2023. This merger of two of the largest Belgian office furniture providers resulted in a combined group with a turnover of approximately €75 million and 300 employees, active in Belgium, the Netherlands, France, Luxembourg, and Germany. The aim of this merger is to secure a place in the top 25 of the European office furniture market in the long term.



To ensure the independence and transparency of both brands, a Chinese Wall is implemented between the sales departments of Pami and Robberechts. This means that commercial information and customer data remain strictly separated, and each brand retains its own sales strategy. In this way, the identity of both brands remains intact and fair competition is guaranteed.



Structure and activities

Pami International NV (Industrielaan 20, 3900 Pelt, BE 0423.087.373) is part of the Workspace Factories holding and comprises several entities:

- Pami nv: Verantwoordelijk voor productie en verkoop.
Industrielaan 20, 3900 Pelt
BE 0434.820.019
- Interpam nv: Gespecialiseerd in logistiek en elektronische gegevensverwerking.
Industrielaan 20, 3900 Pelt
BE 0434.819.425
- Pami OG bv: Beheert het vastgoed.
Industrielaan 20, 3900 Pelt
BE 0432.496.868
- Pami Lux SA: Verkoopfiliaal in Luxemburg.
Boulevard Prince Henri, 9b, 1724 Luxemburg (LU)
LU 22103851

This report covers only the holding Pami International NV and its various subsidiaries, hereafter referred to as Pami in this report.

Pami positions itself as a 'Workspace Designer' that manages furnishing projects from A to Z, with 'Customer Intimacy' as the central theme: a continuous pursuit of customer focus and the most personalised solutions. In addition, Pami focuses on digital applications and the circular economy, which aligns with the company's sustainable strategy.

Products and partnerships

Pami's product range includes sustainable and high-quality office furniture such as desks, meeting tables, drawer units, cabinets, lockers, shelving, and partition walls. These products meet the strictest standards in terms of environment and ergonomics. By collaborating with partners such as Vitra, Pedrali, Artifort, Viasit, Wilkhahn, BuzziSpace, and HAY, Pami succeeds in creating innovative office concepts that meet the needs of various market segments.

Vision for the future

The merger with Robberechts enables Pami to increase operational efficiency, optimise capacity utilisation, and strengthen its geographical market position. By joining forces, the group can focus more strongly on quality, innovation, and circularity, with an emphasis on product development, research into new techniques, and the reuse of materials.

With a solid foundation and a clear vision for the future, Pami remains committed to creating inspiring and sustainable work environments that contribute to employee well-being and organisational success.

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Organisation and governance

The Workspace Factories group is led by an experienced Board of Directors, consisting of Goswin Fijen, Olivier Robberechts, Lode Essers, Taco Luiken, and Ingmar Symoens. Each director brings a wealth of knowledge from the office furniture sector and has extensive experience in strategic management. Together with the shareholders, they determine the strategic direction of the group, with a clear focus on sustainable growth, innovation, and customer orientation.

The Board of Directors not only monitors the financial health of the group but also the integration of sustainability, quality, and ethics in all business processes. This means that decisions are made not only based on economic parameters but also with attention to social responsibility and long-term value creation.

Pami is a family business. The nomination and election of board members is initiated by one or more members of the Board of Directors but requires approval by at least a two-thirds majority. The composition is deliberately aimed at complementary knowledge and skills that add value in various domains.

Within this structure, Pami occupies a prominent position. As a leading Belgian designer and manufacturer of high-quality office furniture, we combine more than 65 years of craftsmanship with innovative solutions. As the largest independent manufacturer in Belgium, we are proud of our family roots and our forward-looking vision. We believe that quality, sustainability, and design go hand in hand, and that our role goes beyond delivering products: we help build work environments that connect people and strengthen organisations.

Our governance structure is based on transparency, responsibility, and continuous improvement. The chair of the Board of Directors and the executive director are deliberately two different people to avoid conflicts of interest. The allocation of roles and responsibilities within the management team and the Board of Directors is also set up to ensure independence and transparency. Should a situation arise where a conflict of interest is possible, it is discussed within both governing bodies. In such cases, voting rights may be denied. Decisions of this nature are communicated transparently to relevant stakeholders.

The Board of Directors works closely with the executive and management team of Pami to translate strategic objectives into concrete action plans. Both the Board of Directors and the executive and management team are actively involved in preparing the sustainability report. These governing bodies have knowledge of the various sustainability themes and are supported by an external sustainability consultant.

The executive team for 2025 consists of:

- Goswin Fijen – CEO
- H  l  ne Ramos – COO
- Bart Driessen – CCO
- Taco Luiken – CFO
- Gunther Ceulemans – Business Controller

The management team for 2025 consists of:

- Nico Boonen – R&D Manager
- Karen Theuwis – Customer Service & Logistics Manager
- Lore Alders – QSHE Manager
- Eric Gielissen – IT Manager
- Wim Heuvelmans – Purchase Manager
- Anna Polishchuk – HR Manager
- Christophe van Hees – Marketing Manager
- Ilse Scheelen – Office Manager

Although the Board of Directors consists exclusively of male members, the executive and management team is mixed, with several female managers in key positions. This reflects our commitment to inclusion, diversity, and balanced representation at all levels of the organisation.

Our processes are regularly evaluated through internal and external audits, as evidenced by our certifications. This ensures that our organisation not only meets legal requirements but also proactively responds to societal expectations.

In addition, a whistleblower procedure has been implemented for reporting critical concerns. As with concerns about environmental or ethical issues, signals about responsible business practices can also be reported via the notification channel. The hierarchical structure shown in the organisational chart is supplemented by automatic reporting routes to the management team and/or the Board of Directors, ensuring correct and timely follow-up.

All information about board remuneration—including policy, procedures, and compensation ratios—is set out in a separate document. Due to confidentiality, this information is not included in the sustainability report.

Our executives are also active in the broader employer landscape. For example, Hendrik Essers is former chair of Rotary Pelt – Noord-Limburg and vice-chair of Voka – KvK Limburg. Lode Essers is honorary chair, member of the executive committee and Board of Directors of VKW Limburg, and a member of the Board of Directors of Agoria and the executive committee of VBO. These commitments underline our social engagement and active role in strengthening entrepreneurship in the region.





Mission

We love to create inspiring and exciting workplaces that improve job satisfaction and work efficiency.

Vision

As a leading designer and manufacturer, we deliver top-quality office furniture at competitive prices. We continue to invest in product development and ergonomic, contemporary design that meets the strictest standards. Our customers benefit from flexibility and a high level of service. In everything we do, corporate social responsibility is central, with attention to People, Planet, Prosperity, Peace, and Partnerships.

Values

At Pami, we uphold core values that form the foundation of our corporate culture:

- Teamwork and collegiality: Collaboration and mutual support are essential to our success.
- Integrity: We act honestly and transparently in all our relationships.
- Flexibility: We adapt to changing circumstances and customer needs.
- Quality: We strive for excellence in our products and services.
- Customer focus: The needs and satisfaction of our customers come first.
- Innovation: We embrace renewal to continuously improve.
- Passion: We are passionate about our work and express this in everything we do.

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Sustainability statement

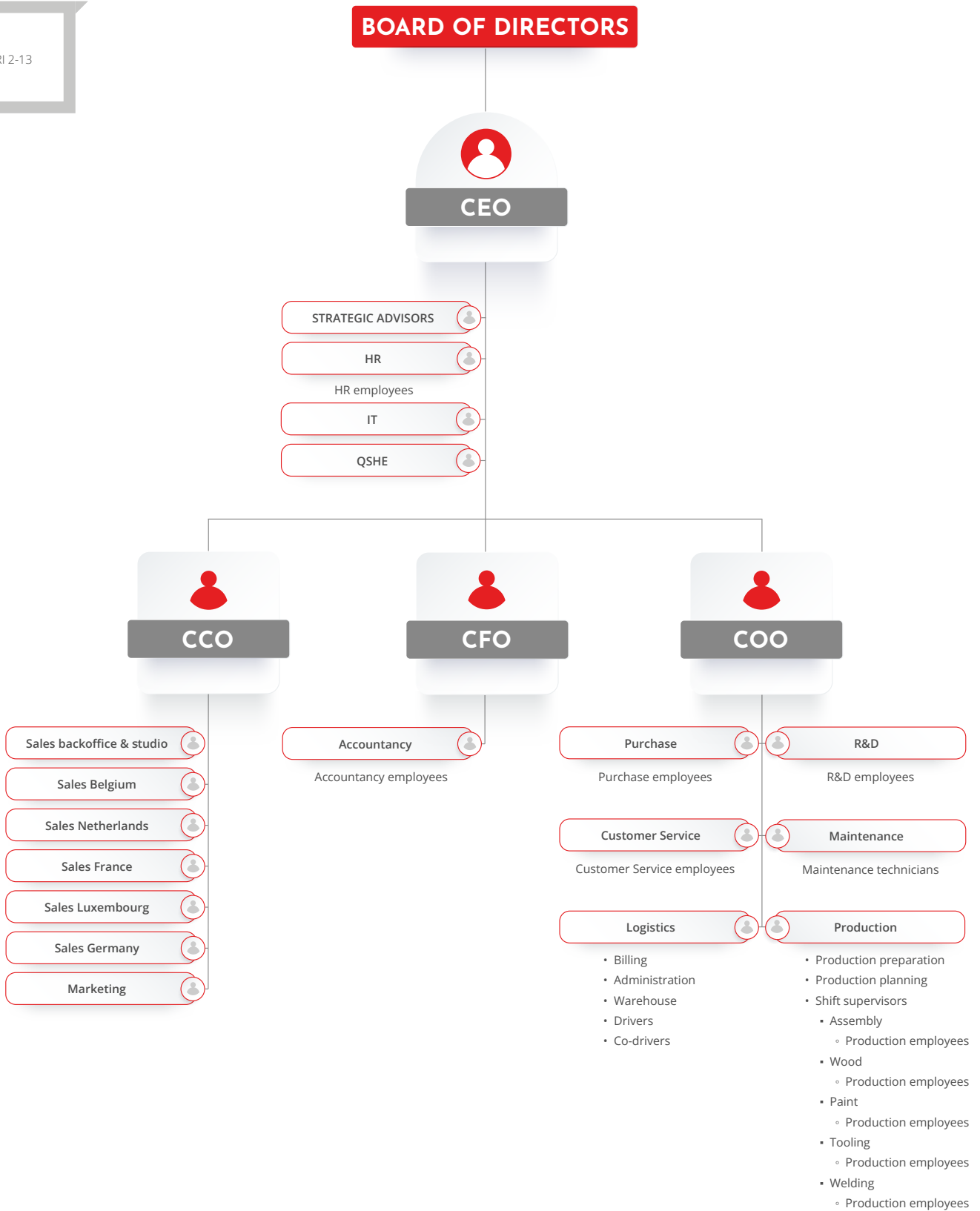
Sustainability is deeply embedded in Pami's operations. Since 2013, we have been the only Belgian company in our sector with an MVO Performance Ladder certificate, underlining our commitment to corporate social responsibility. We achieve this concretely by:

- **Corporate Social Responsibility:** In every decision and action, we consider the Ps: People, Planet, Prosperity, Peace and Partnerships. We develop environmentally friendly and sustainable products with a focus on quality and create healthy, safe workplaces. Our activities are aimed at minimising environmental impact, complying with all relevant laws and regulations.
- **Ethical business:** We are committed to fair business practices and ethical behaviour. Transparent communication with all stakeholders and providing a pleasant, safe working environment for our employees are essential to us. We reject unethical practices such as child labour and forced labour and expect the same from our entire supply chain.
- **Sustainable forest management:** at Pami, we make a deliberate choice to work exclusively with certified, sustainable timber. Our management system has been PEFC-certified since 2011. Thanks to our PEFC Chain of Custody-certified supply chain, we guarantee that all our timber comes from responsibly managed, sustainable sources. PEFC operates in accordance with internationally recognised, global standards for certification and sustainable forestry. Independent organisations verify compliance with these procedures, ensuring a transparent and reliable process.
- **Integrated approach:** Our policy links quality, environment, safety, and sustainable forest management in an integrated care system. We comply with ISO 9001:2015 and ISO 14001:2015 standards, certified by independent bodies. For sustainable business operations according to the ISO 26000 guideline, we are certified according to the MVO Performance Ladder, contributing to an ideal balance between People, Planet, Prosperity, Peace, and Partnerships.
- **Circularity:** We integrate circularity from the design stage in our products and services. Aware of the finiteness of resources and energy, we offer customers circular products and solutions for used furniture. We also encourage our suppliers to continuously increase their level of circularity.

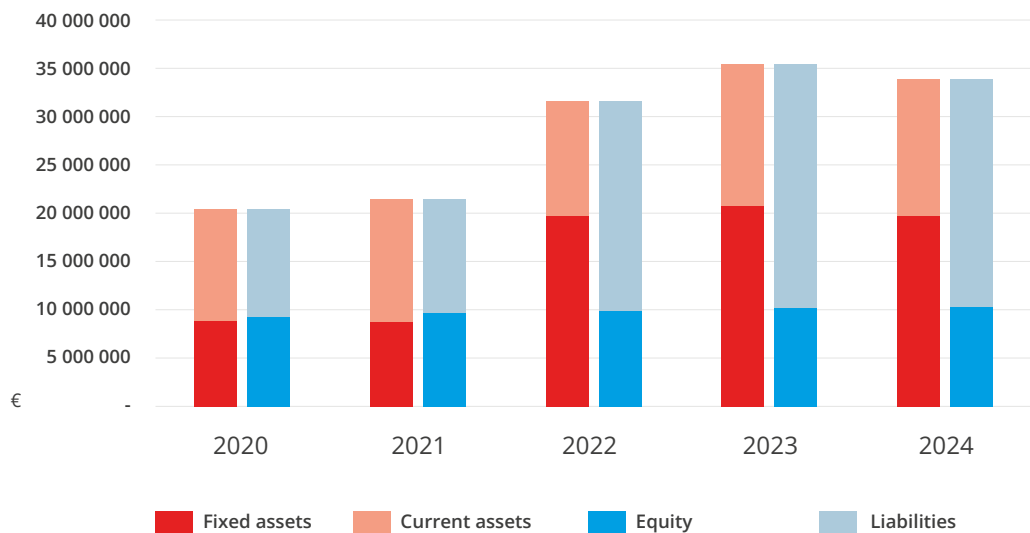
By adhering to these principles, Pami contributes to a sustainable future for our company, employees, and the wider society.

For our customers, this means not only choosing Pami's quality and craftsmanship, but also actively contributing to the conservation of forests, biodiversity, and ecosystems. We strive to make design not only beautiful and functional, but also responsible and environmentally conscious. Together, we choose a future in which sustainability and responsibility are the norm.

GRI 2-13



Key figures



Memberships and partnerships

At Pami, we strive to make an active and positive contribution to society. Our commitment to corporate social responsibility is deeply embedded in our business strategy and is reflected in various areas.

Supporting local communities

We believe in strengthening the local community through collaboration with various organisations. For example, we work with social enterprises to create social and sustainable employment for people from disadvantaged groups. Currently, we employ people with a migration background, low-skilled workers, and people with disabilities. In addition, we collaborate with the social enterprise Bewel and the Noord-Limburg Open Atelier to provide employment opportunities for people distanced from the labour market. This partnership underlines our commitment to social responsibility and building a diverse and inclusive working environment. By offering these individuals opportunities to work and grow in a supportive environment, we contribute to both local employment and their well-being and self-development. We also hope to inspire other companies to actively contribute to inclusive employment initiatives.

Our growth has not only brought job security for our staff but also created new jobs in the region.

Ethical Business and international commitments

In line with our commitment to ethical business, we have joined the UN Global Compact, the world's largest initiative for sustainability and corporate social responsibility. This means we commit to ten universal principles in the areas of human rights, labour, environment, and anti-corruption. This step emphasises our commitment to bringing about positive change and making a difference in the communities in which we operate.

Collaboration with employers' organisations

At Pami, we believe that entrepreneurship goes beyond our own company boundaries. We are part of a broader economic and social network, where collaboration and knowledge sharing are essential to making progress. Our management team is therefore actively involved in various employers' organisations, including Voka, VKW, VBO, Agoria, and VIP (Verenigde Industrie Pelt).

This involvement is not a formality, but a conscious choice to help build a strong and future-oriented economy. By actively participating in consultation platforms and working groups, we contribute to the development of policies that stimulate entrepreneurship while taking social challenges into account. It enables us to share our insights and experiences, but also to learn from other companies and sectors.

Thanks to this collaboration, we not only stay up to date with the latest trends and regulations, but we can also proactively respond to changes in the market. It strengthens our position as an innovative player and gives us the opportunity to contribute to the growth and prosperity of the region in which we operate. For Pami, this partnership is a way to take responsibility, not only for our own company but also for the wider community.

Transparency and accountability

We attach great importance to transparency and report annually on our actions as a company in our sustainability report. In this, we discuss in detail topics such as the environment, energy performance, use of raw materials, and safety, as well as our special attention to business ethics and social responsibility. The well-being of our employees is central, followed by our integrity in action and our social engagement as a company.



OUR COMMITMENT

Importance of the topic

GRI 2-22
/ 3-1

Sustainability and social responsibility

Sustainability and corporate social responsibility (CSR) are not optional concepts for us, but essential pillars of a future-proof economy and society. In a world where climate change, resource depletion, and social inequality are becoming increasingly urgent, we as a company bear a great responsibility to contribute to a more sustainable future. This is not only a moral duty but also a strategic necessity.

GRI 201-2

The urgency of sustainable business

Climate change is one of the greatest challenges of our time. Rising global temperatures, extreme weather events, and loss of biodiversity show that immediate action is required. Economists state that the costs of inaction on climate change are significantly higher than the investments needed to address the problem. This highlights the need for companies to reduce their CO₂ emissions, work more energy efficiently, and implement circular business models.

In addition, pressure from various stakeholders is increasing. Governments are introducing stricter legislation, investors demand more transparency, and consumers are increasingly choosing sustainable products and services. Organisations that take sustainability seriously not only strengthen their reputation but also create economic opportunities through innovation and efficiency improvements.

The role of companies in society

Companies have a huge impact on people and the environment. By investing in sustainable production processes, ethical supply chains, and social justice, they can contribute to a more inclusive and just society. This aligns with the United Nations Sustainable Development Goals (SDGs), which serve as a global compass for sustainable progress.

Social responsibility also means paying attention to human capital. Employees are the heart of every organisation, and investing in their well-being, safety, and development not only contributes to their personal growth but also increases the productivity and innovative strength of the company. A sustainable organisational culture ensures engaged employees and a strong competitive position.

From responsibility to opportunity

Although sustainability and CSR are often seen as obligations, they also offer numerous opportunities. Circular economy, renewable energy, and sustainable innovations create new markets and business models. Companies that embrace this transition early build a resilient and future-proof organisation.

The responsibility for sustainability does not lie solely with governments or individuals, but with all links in society. Companies play a key role in this by working together with customers, suppliers, governments, and other stakeholders. Only through joint efforts can we make the transition to a sustainable and just world.

In an era where social responsibility and sustainability are becoming increasingly important, it is crucial for organisations not only to keep up but to take a leading role. This is not only good for the planet and society but also for the continuity and success of the company itself.

GRI 2-3 /
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3-2 / 3-3

Sustainability report Pami - 13th edition

Sustainability has been an integral part of our strategy for many years. What started as an internal analysis for quality and environmental certifications has grown into a full-fledged sustainability report. This 13th sustainability report, published in December 2025, provides transparency about our efforts and offers a broader view of our sustainability objectives and achievements.

We base our approach on the five core principles of sustainable development: People, Planet, Prosperity, Peace, and Partnerships.

People – People at the centre

Our employees are the foundation of our organisation. We focus strongly on a safe, pleasant, and inclusive working environment. Training and development are prioritised so that talents are optimally utilised, and employees have the opportunity to grow. We also attach great importance to well-being, both physically and mentally.

A sustainable organisation also contributes to society. That is why we work with external partners to support social employment and promote inclusion in the workplace.

Planet – Responsible environmental management

As a manufacturer, we are responsible for the impact our activities have on the environment. That is why we continuously look for ways to work more efficiently and sustainably. Energy management, circular product development, and responsible material use are central to this.

We embrace the principle of circularity by giving products a second life, reusing materials, and continuously optimising our production process. Our commitment does not stop at our own activities: we actively work with partners and suppliers to achieve a sustainable impact throughout the chain.

Prosperity – Sustainable growth

True sustainability means not only acting environmentally consciously but also conducting business in an economically responsible way. We invest in innovation and long-term collaborations with customers and suppliers. We are building a future in which quality and sustainability go hand in hand and in which we contribute to a strong, local economy.

Peace – Stability and trust

Sustainable development cannot exist without a foundation of stability, integrity, and trust. We attach great importance to transparent and ethical business operations, where respect for legislation, fair competition, and equal opportunities are central. We strive for a working environment where safety, respect, and dialogue are the norm, so that conflicts are prevented and cooperation is promoted.

Our internal code of conduct and policies on ethics and compliance ensure that decisions are not only economically responsible but also socially correct. Through open communication and a culture of accountability, we create an environment in which employees feel heard and valued. This not only strengthens internal trust but also our reputation as a reliable partner in the market.

Partnerships – Stronger together

No organisation can make a difference alone. That is why we build sustainable partnerships with customers, suppliers, knowledge institutions, and sector organisations. These partnerships enable us to share knowledge, accelerate innovation, and achieve shared sustainability goals.

We work closely with local and international partners to develop circular solutions, reduce environmental impact, and promote social inclusion. Our active involvement in employers' organisations and sector federations also strengthens this ambition. By joining forces, we not only create value for our own organisation but also contribute to a stronger economy and a more sustainable society.

This report has been prepared according to the GRI guidelines and reflects our efforts and ambitions. We continue to focus on continuous improvement and work with external experts to strengthen our sustainability performance. The report is not externally accredited.

This report covers 2023 and 2024, and where relevant, some figures refer to initial measurements to demonstrate progress and improvement.

For questions or comments about this report:

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This report is made publicly available after publication and is actively distributed within the organisation and to direct stakeholders.

GRI 2-22 /
2-24 / 2-29

Together with our stakeholders

Sustainable entrepreneurship means more to us than just taking ecological and economic responsibility. It is about a structural and transparent collaboration with all stakeholders: employees, trade unions, customers and professional relations, suppliers, shareholders, banks, government, and the broader society. This approach aligns with the principles of the CSR Performance Ladder and complies with the guidelines of ISO 26000.

Each year, we update our stakeholder list and evaluate the interests and influence of each group. This enables us to tailor our communication and collaborations optimally to their expectations. Below, we explain how we shape dialogue and cooperation with our key stakeholders.

Internal stakeholders

EMPLOYEES

Our employees are the heart of Pami. Their talent, commitment, and involvement make the difference. That is why we invest in a strong company culture, where open communication, well-being, and development are central.

We create a working environment where everyone feels valued and has room to grow. We do this through transparent communication channels such as staff meetings, internal newsletters (Pamirazzi), and departmental meetings. We also actively listen to feedback via satisfaction surveys, which we translate into concrete improvement actions.

Training and development are given a prominent place. Through individual coaching, targeted training, and growth opportunities, we help employees make the most of their talents. New colleagues are welcomed with a comprehensive onboarding programme, including company visits and information sessions, so they feel at home from day one.

Health and well-being run as a common thread through our policy. We provide ergonomically designed workplaces that support comfort and health, and offer initiatives such as annual flu vaccinations and customised hearing protection.

Sustainable mobility also takes a prominent place. Our bicycle leasing plan is a great success and is supported by appropriate infrastructure, such as secure bicycle storage and shower facilities. In this way, we combine health and environmental awareness, and contribute to a lower ecological footprint.

We actively encourage employees to contribute ideas to our CSR policy and to propose their own sustainable initiatives. By stimulating this involvement, we create a culture in which everyone feels responsible for our shared goals.

At Pami, working is more than just a job: it is being part of an organisation that cares for people, planet, and future.

TRADE UNIONS

Trade unions play an essential role in representing our employees and are a crucial partner in our social policy. That is why we work closely with union representatives, who act as a bridge between employees and management. This collaboration takes place through:

- Monthly consultation meetings in the works council (OR).
- Regular discussions within the Committee for Prevention and Protection at Work.
- Open dialogue about working conditions, wage policy, and social initiatives.

Through this structured cooperation, we can respond in a timely manner to questions and concerns from employees and strive for a stable and pleasant working environment for everyone.

External stakeholders

CUSTOMERS AND PROFESSIONAL RELATIONS

Our customers expect not only quality but also transparency and sustainable solutions. That is why we focus strongly on co-creation and partnerships. We work closely with companies and organisations that share our vision of sustainability.

Our customers are mainly in the (higher) mid-segment, including:

- End users seeking ergonomic and sustainable office solutions.
- Government institutions (tenders).
- International markets.

In addition, architects, specifiers, and facility agencies are also important professional relations, as they help set trends in the office world.

Communication takes place via account managers, but also through digital channels such as newsletters, social media, brochures, and trade fairs. We also regularly conduct customer satisfaction surveys to continuously improve our services.

This is periodically assessed via our Supplier Self Assessment.

We maintain regular contact with our suppliers and integrate them into our supply chain processes via an advanced ERP system. This ensures efficient inventory and order management and guarantees timely payments.

SHAREHOLDERS AND MANAGEMENT

A healthy financial structure is essential for the continuity of our company. Our shareholders expect a market-conform return, which we achieve by:

- Continuous optimisation of our operational efficiency.
- Investments in innovative and (circular) business processes.
- Financial stability and a healthy profit margin.

We maintain a long-term vision, whereby part of the profit is set aside to bridge less favourable economic periods. Our figures are regularly compared with those of Belgian competitors to evaluate our market position.

GRI 308-1 /
308-2 /
414-1 /
414-2

SUPPLIERS

Suppliers are strategic partners for us and can be divided into two main groups: suppliers of raw materials and semi-finished products for the factory, and suppliers of traded goods. We work exclusively with suppliers who share our values and contribute to sustainable innovation.

Our selection criteria for suppliers include:

- Sustainability policy: they must meet social and environmental standards.
- Quality and reliability: consistent product quality and delivery reliability.
- Ethical trade: fair working conditions and sustainable production methods.

BANKS

Banks are crucial financial partners. We strive for a healthy and transparent relationship with financial institutions. This is especially important when investing in new production facilities and circular innovations.

Sustainability is playing an increasingly important role in the financial sector. By transparently reporting our efforts in the field of environment and corporate social responsibility, we strengthen the trust of our financial partners and meet the growing requirements regarding ESG legislation.

GOVERNMENT

We take our social responsibility seriously and act in accordance with laws and regulations. We actively work to minimise our environmental impact by:

- Strict compliance with environmental standards and permits.
- Investments in circular product development and reuse of materials.
- Efficient energy and waste management within our production processes.

The European Green Deal and national sustainability objectives require companies to integrate circular principles. This means, among other things:

- Reduction of plastic packaging and use of recycled materials.
- Promotion of refurbished and circular products in government tenders.

NEIGHBOURS AND LOCAL COMMUNITY

Pami is located in an industrial zone in Pelt. We maintain good relationships with surrounding companies and the local community. We focus on sustainable mobility and environmentally friendly business operations. In addition, we support local initiatives and contribute to social projects that align with our sustainability vision.







ECONOMIC PERFORMANCE AND STRATEGIC CHOICES





GRI 2-6 /
2-22 / 3-1 /
203-2

Growing with vision

At Pami, we look beyond today. Together with our partners within Workspace Factories, we have a clear ambition: to double our turnover within five years and secure a place in the top 25 European office furniture manufacturers.

Our roots are firmly in Limburg, but our outlook is European. With the strategic collaboration within Workspace Factories, in which Pami and Robberechts combine their complementary strengths, we are building a future in which we grow not only in scale but also in impact and innovation.

This means more than just numbers. It is about further developing our identity as the most customer-oriented player, with the most personalised solutions that perfectly meet the needs of modern work environments. We want to implement this approach not only in Belgium but also in neighbouring countries, so our customers everywhere can rely on the same quality, flexibility, and service.

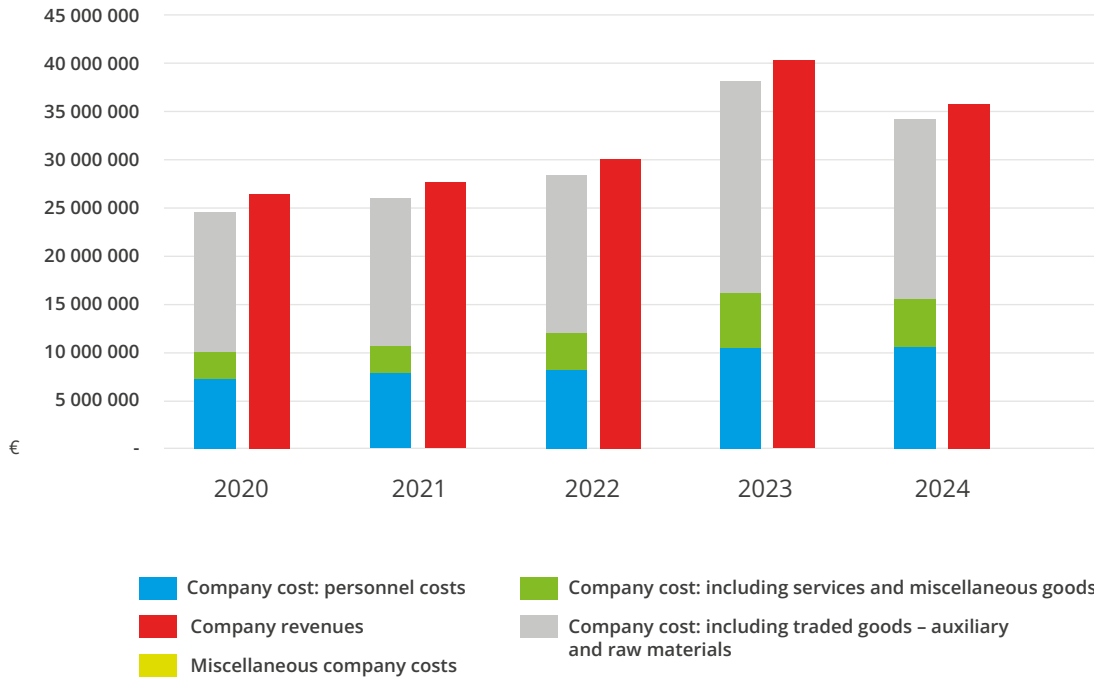
Our ambition to become a leading European player goes hand in hand with our values: sustainability, craftsmanship, and people-centricity. We remain true to our local roots and family culture, while broadening our horizons and exploring new markets.

This is not a leap into the unknown, but a well-considered growth strategy, driven by innovation, strong partnerships, and a clear vision: Pami as the reference for inspiring, sustainable, and functional work environments throughout Europe.

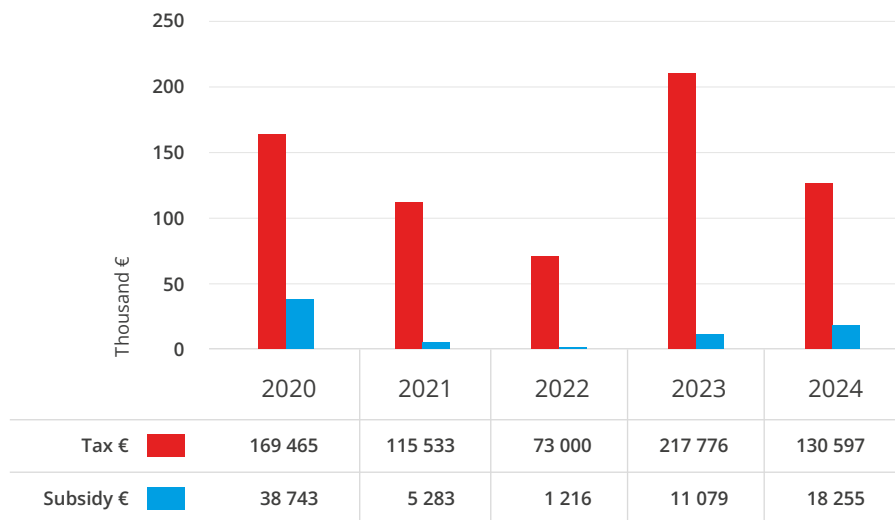


Economic performance

Economic result



Tax versus subsidy



GRI 203-1

Investments

We are continuously committed to sustainable and future-oriented business operations. Our recent investments reflect this dedication and strengthen our position as an innovative and environmentally conscious player in the market.

Modernisation of our machinery

Between 2019 and 2023, we invested significant resources in renewing our machinery. By early 2021, more than €3 million had already been spent on advanced woodworking machines and a tube laser. These investments not only increase our productivity but also contribute to a more efficient and sustainable production process.

Sustainable transport

Our commitment to environmental friendliness is also reflected in the renewal of our vehicle fleet. We have recently purchased trucks that meet the EURONORM-6 standard, resulting in a significant reduction in our emissions.

Since 2022, we have been fully committed to electric mobility. Today, around 20 of our passenger cars are fully electric, and the first electric delivery vans have also been put into use. This transition not only helps us drastically reduce our CO₂ emissions but also contributes to a healthier living environment.



Energy-efficient infrastructure

Our company buildings and production halls comply with EPB legislation as it was in force at the time. For all non-residential office buildings, an EPC certificate has been drawn up as prescribed by law. All buildings easily meet the standard of 5% renewable energy. We regularly have our environmental and energy performance assessed by external organisations, which has led to targeted investments in sustainable technologies. For example, we have replaced our heating systems with energy-efficient systems and renovated the entire lighting of our factory halls to reduce energy consumption. The installation of solar boilers and an innovative, frequency-controlled dust extraction system in the carpentry department also contribute to more efficient energy use. In addition, an energy-efficient compressor was implemented to further optimise consumption.

Our offices also underwent a thorough renovation, with ecology and comfort as central themes. We chose sustainable materials, energy-efficient lighting, and optimal insulation, so our workplaces are not only inspiring but also environmentally friendly.

With these investments, we are taking a clear step towards a climate-conscious future, where mobility, infrastructure, and ecology complement each other and we strengthen our unique position and local identity. We continue to invest in the future of our company, with a clear focus on sustainability and social responsibility. In this way, we contribute to the economy and employment in our country and confirm our ambition to continue growing as a Belgian, sustainable enterprise.

GRI 2-6 /
2-12

Strategic choices

Market developments in office design

The office furniture and office design market is undergoing a phase of significant transformation. Changing work habits, technological innovations, and a growing focus on sustainability and social responsibility are setting the tone. Companies are no longer just looking for functional and aesthetically pleasing workplaces, but for environments that promote well-being, flexibility, and productivity.

This evolution goes beyond design: it is about creating workplaces that contribute to mental and physical health, support hybrid collaboration, and use resources sustainably. The demand for circular solutions, smart technologies, and inclusive workplace concepts is growing rapidly. This makes office design a strategic lever for organisations that want to respond to the challenges of today and tomorrow.

Trends

Smart technologies for an efficient workplace: the workplace of the future is intelligent and responsive. Thanks to the integration of Internet of Things (IoT) and artificial intelligence (AI), offices are becoming smarter and more user-friendly. Meeting rooms and flexible workspaces are equipped with technologies that seamlessly support hybrid collaboration. Smart lockers and workspace reservation apps address the growing need for mobility and flexibility, enabling employees to plan their workday more efficiently and allowing companies to optimise their space usage.

Sustainability and circularity: the introduction of the Corporate Sustainability Reporting Directive (CSRD) highlights the importance of sustainability in all sectors, including office design. Companies are increasingly opting for circular materials and modular designs that can be easily adapted to changing needs. This not only leads to less waste but also to a longer lifespan for furniture. Circularity thus becomes a strategic choice that offers both ecological and economic benefits.

Focus on well-being and inclusivity: today's workplace is more than just a desk and a chair. It is an environment that stimulates well-being, concentration, and collaboration. At Pami, we see a clear trend: companies are increasingly investing in healthy, inclusive, and inspiring workplaces that support both the physical and mental well-being of employees.

Biophilic design, which integrates natural elements such as plants, light, and organic materials, is gaining popularity. It brings calm and increases productivity. We also see a growing demand for spaces that encourage social interaction and relaxation, as a positive company culture starts with connection.

Ergonomics is also high on the agenda. Sit-stand workstations are no longer a luxury, but a standard solution to encourage movement and prevent physical complaints. They contribute to a healthier work style and increase employee comfort.

In addition to ergonomics, acoustics play a crucial role in modern office environments. Phone booths and meeting cubes offer employees the opportunity to withdraw for confidential conversations or focused work. This not only increases efficiency but also overall workplace comfort.

These trends show that the workplace is evolving into a people-centred environment, where well-being, flexibility, and inclusivity are central. We translate these insights into solutions that are not only functional but also contribute to a healthy and inspiring working environment.

Strategic choices

As a Belgian manufacturer and office designer, we have clearly positioned ourselves in this changing market. We actively respond to the increasing demand for sustainable and circular solutions. By integrating circularity into the design process and strategically focusing on reuse and remanufacturing, we contribute to a more sustainable future. Products are not simply discarded at the end of their lifecycle, but are given a second life through repurposing, refurbishment, or recycling. This aligns seamlessly with European legislation and helps clients achieve their sustainability goals (see circular cases in this report).

In addition, we continue to invest in smart office solutions. Technologies such as AI and IoT are used to make workspaces more efficient and optimised. Sensors and data-driven tools, for example, assist with energy management and the dynamic layout of workplaces, enabling companies to achieve both ecological and economic benefits.

Within this context, we further distinguish ourselves by focusing strongly on modular and flexible designs. This means that workplaces can be easily adapted to changing needs, without requiring complete redesigns. This minimises material waste and ensures that investments remain profitable in the long term.

Sustainable growth and international opportunities

Although we are firmly rooted in the Belgian market, there are also growth opportunities abroad, particularly in the Netherlands, France, and Germany. Like other players in the sector, we see opportunities in strengthening our position in government tenders and in export.

With our strong focus on innovation, sustainability, and digitalisation, we remain a leading player in the office furniture and office design market. By not only meeting market trends but actively shaping them, we strengthen our position as a progressive and sustainable partner for companies and organisations.

GRI 3-1

Internal processes

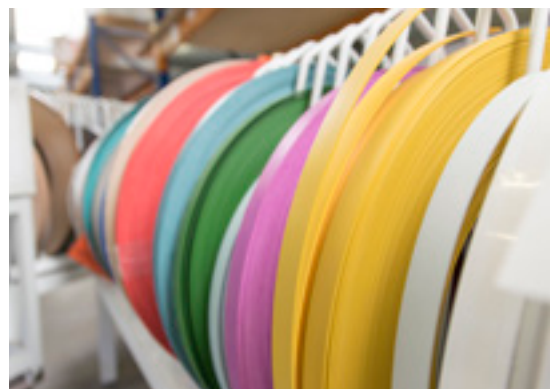
Quality, efficiency, and sustainability

Quality and innovation are central to everything we do. Thanks to our vertical integration, from product development to installation, we have full control over our processes. This enables us to work efficiently and flexibly, while continuously focusing on sustainability and improvement.

Our internal quality controls ensure that every product meets our high standards down to the smallest detail. The selection and purchase of raw materials and semi-finished products are based on strict criteria, with both suppliers and delivered goods carefully evaluated. Through our central system, we register and analyse purchase reviews, including delivery reliability, correct quantities, and product condition. These data form the basis for reports that help us continuously optimise processes.

But quality goes beyond products alone. We also invest in our employees, because we believe that the growth of our organisation goes hand in hand with the development of our team. Training, coaching, and guidance ensure that employees can grow along with developments in our sector. Clear responsibilities and regular evaluations strengthen engagement and make optimal use of talents.

Our processes are supported by a strong management system that ensures consistency and transparency. The ISO 9001:2015 certificate confirms that we structurally monitor and improve our (quality) processes, supported by internal and external audits. In this way, we not only meet today's expectations but also build a sustainable, future-oriented organisation that is ready for tomorrow's challenges.





CIRCULAR CASES



BRUCITY REFURBISHING



GRI 306-2

Background

In recent years, the former Parking 58 site in the centre of the capital was transformed into the new administrative centre of the City of Brussels: Brucity. The 1,700 city officials received a brand-new home base. It is a passive building with 12 floors (37,000 m²) and has been awarded the BREEAM "Very Good" qualification.

The city council aimed for the most sustainable move possible to their new location and wanted to apply circular principles to the furniture. Throwing perfectly usable material away and buying everything new is no longer acceptable. They aimed to convert or upgrade part of the existing furniture and give it a new purpose.

Sustainability policy

The City of Brussels wanted to set a good example and combat waste by making smart use of existing materials. Reusing furniture and giving existing furniture a new life was a natural choice within the sustainability policy.

The existing furniture was inventoried and analysed. This clarified which pieces needed to be refreshed or adapted to be integrated as 'new' furniture into the interior concept. The scope included workstations, office chairs, meeting and multifunctional chairs.

Pami as a knowledgeable partner

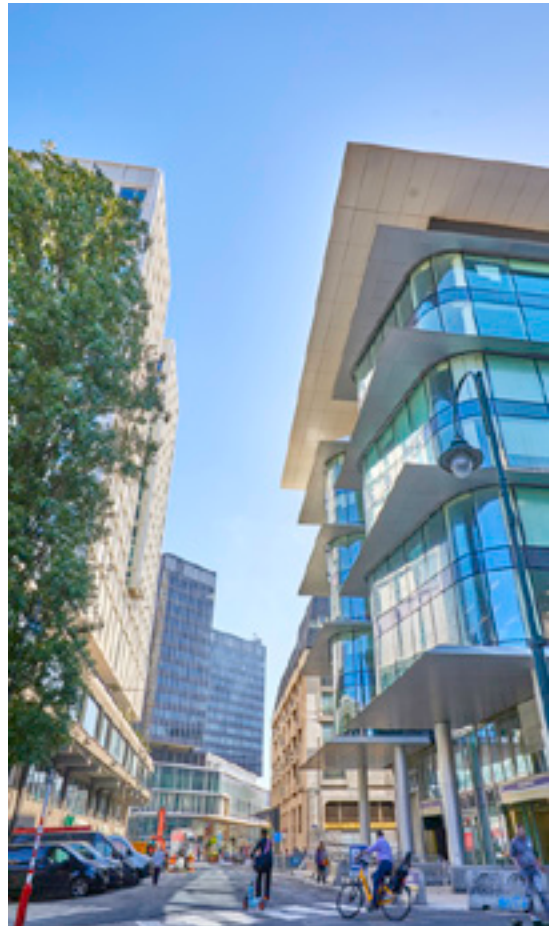
Pami has been responding to the increasing demand for sustainable solutions for years and won this government contract after a thorough screening by the City of Brussels.

Result

Aesthetic and circular, sustainable goals were continuously aligned during the process. New and refurbished furniture complement each other perfectly in terms of colour and materials. Within the interior concept, they form a true unity. Moreover, the positive image of the City of Brussels for its environmental approach is strengthened.

Refurbishing?

Refurbished is another word for revised or revitalised. It means we repair, upgrade, or replace parts of furniture where necessary. This results in 'new', high-quality office furniture that can last for many more years and requires far fewer raw materials. In this way, we help reduce waste, CO₂ emissions, and the depletion of resources.



Step 1

Collection of furniture spread over various buildings and transport by our own **EURONORM-6 trucks** to our production site in Pelt.

Step 2

Dismantling of workstations, office chairs, and chairs.

Step 3

Workstations

- Thorough cleaning and degreasing of the frame
- Repainting the frame

Office chairs

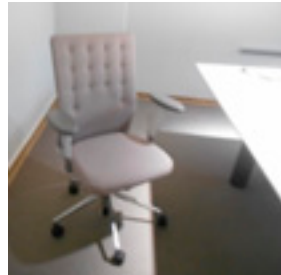
- Deep cleaning of seat and backrest
- Cleaning aluminium and plastic parts
- Complete inspection

Multifunctional chairs

- Thorough cleaning and degreasing of the frame
- Removing old varnish, wax, or stain from seat and backrest

Meeting chairs

- Deep cleaning of seat and backrest
- Cleaning aluminium
- Complete inspection



Step 4

Workstations

- Production and assembly of new desktops made from recycled wool and cotton
- Desktop material: Kvadrat Really Solid textile board melamine in the colour Solid Textile Board Cotton Blue. Produced without the use of paint, water, or toxic chemicals, 100% recyclable.
- Assembly on the frame
- A 5 cm space is always provided between desktops. This space allows for electrification to be added at a later stage.

Multifunctional chairs

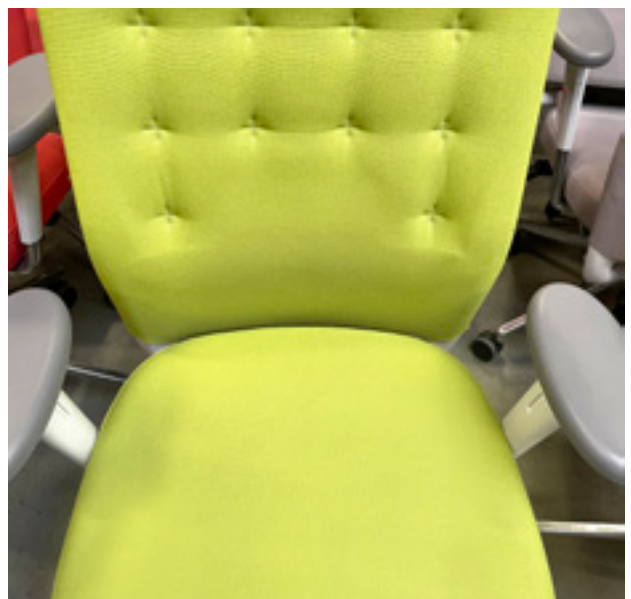
- Repainting frame, seat, and backrest
- Assembly

Step 5

Delivery and assembly by our own **EURONORM-6 trucks and installers.**







The result

A surprising, sustainable interior based on new and refurbished furniture, optimally functional, sustainable, and future-proof.



Refurbished furniture (photo above) and new furniture (2 photos below) complement each other perfectly within the interior design concept.



Pami

As one of the largest manufacturers of office furniture, we are fully committed to circular thinking. As a company, we take responsibility for future generations. We want to ensure that we always use the most suitable raw materials in the most optimal way, with maximum functionality for the end user.

Read more on

<https://pami.eu/en/sustainable/circular-economy>

Progressive image

Office design produced in line with the circular economy also strengthens your positive and progressive image. You demonstrate your responsibility for the environment, ecology, and future generations.



BOARDROOM REFURBISHING



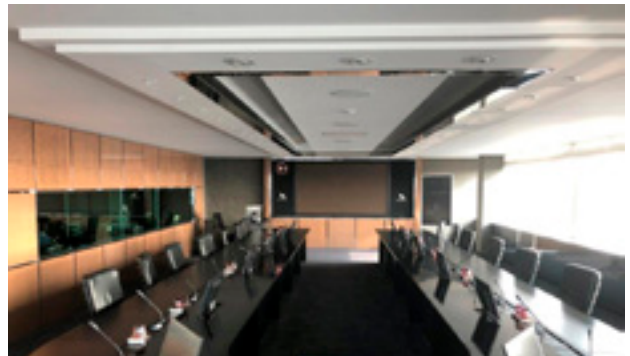
Proximus has set itself some ambitious goals. The company is committed to achieving net zero CO₂ emissions by 2040 and to becoming a truly circular enterprise by 2030, while already enabling its customers to reduce their own environmental impact. The circular model of Proximus is embedded throughout its entire ecosystem: suppliers, employees, and customers are all involved in the ambition to become genuinely circular.

Boardroom

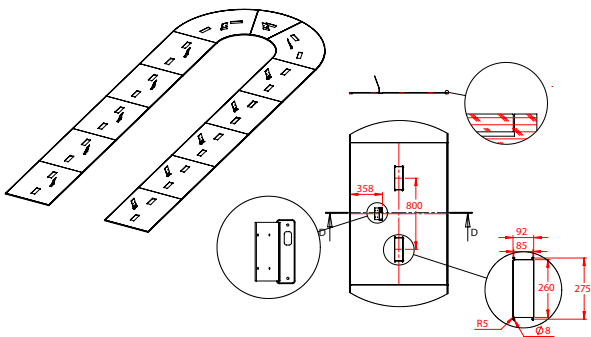
Proximus contacted us to refresh the boardroom in the iconic twin towers at Brussels North Station. After a thorough analysis, it became clear to both parties that only the existing tabletop truly needed replacement. The meeting chairs, cabinets, and the base containing the AV technology were still in good condition.

Driven by their ambitious objectives, we decided not to renew everything, but to refurbish only the boardroom table. The new tabletop was designed by our in-house R&D department and custom-made with the necessary cut-outs for screens, controls, and microphones. The Fenix tabletop has a sleek appearance and, thanks to its distinctive nanotechnology, feels silky smooth.

Situation before:



Situation after:



LOCKER REFURBISHING



For the furnishing of their new headquarters, a major player in the Belgian banking sector was looking for a partner to produce and install lockers for their employees. Since circularity and sustainability are integral to their business strategy and DNA, they chose to refurbish existing lockers and supplement them with new units.

ISO 14001 certification of the production process, the option to use PEFC-certified wood, and local, sustainable production in Belgium were some of the requirements in the tender. We ultimately won the contract and took care of the technical studies, production, transport, deliveries, and installation. Within the agreed delivery period, we refurbished and produced approximately 800 lockers.

Situation before:



Situation after:



COUNCIL CHAMBER REFURBISHING



A second life, first-class comfort

Giving 78 chairs a new life and improving seating comfort? For the Municipality of Schiedam (NL), we carried out a complete refurbishment of the council chamber, where every detail counts.

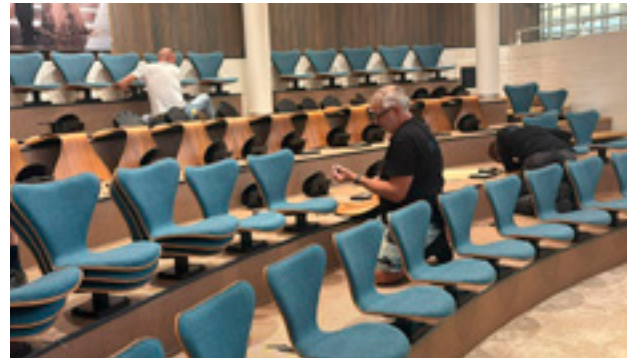
The chairs were fully dismantled, technically inspected, and repaired where necessary. The seats were then upgraded for extra comfort, so every user can feel the difference. Visually, the space also received a fresh boost: the red upholstery made way for a stylish blue shade that breathes new life into the interior.

The result is more than an aesthetic transformation. It is a circular solution that combines quality, comfort, and appearance. By cleverly reusing existing elements, we saved valuable raw materials and extended the lifespan of the furniture.

Situation before:

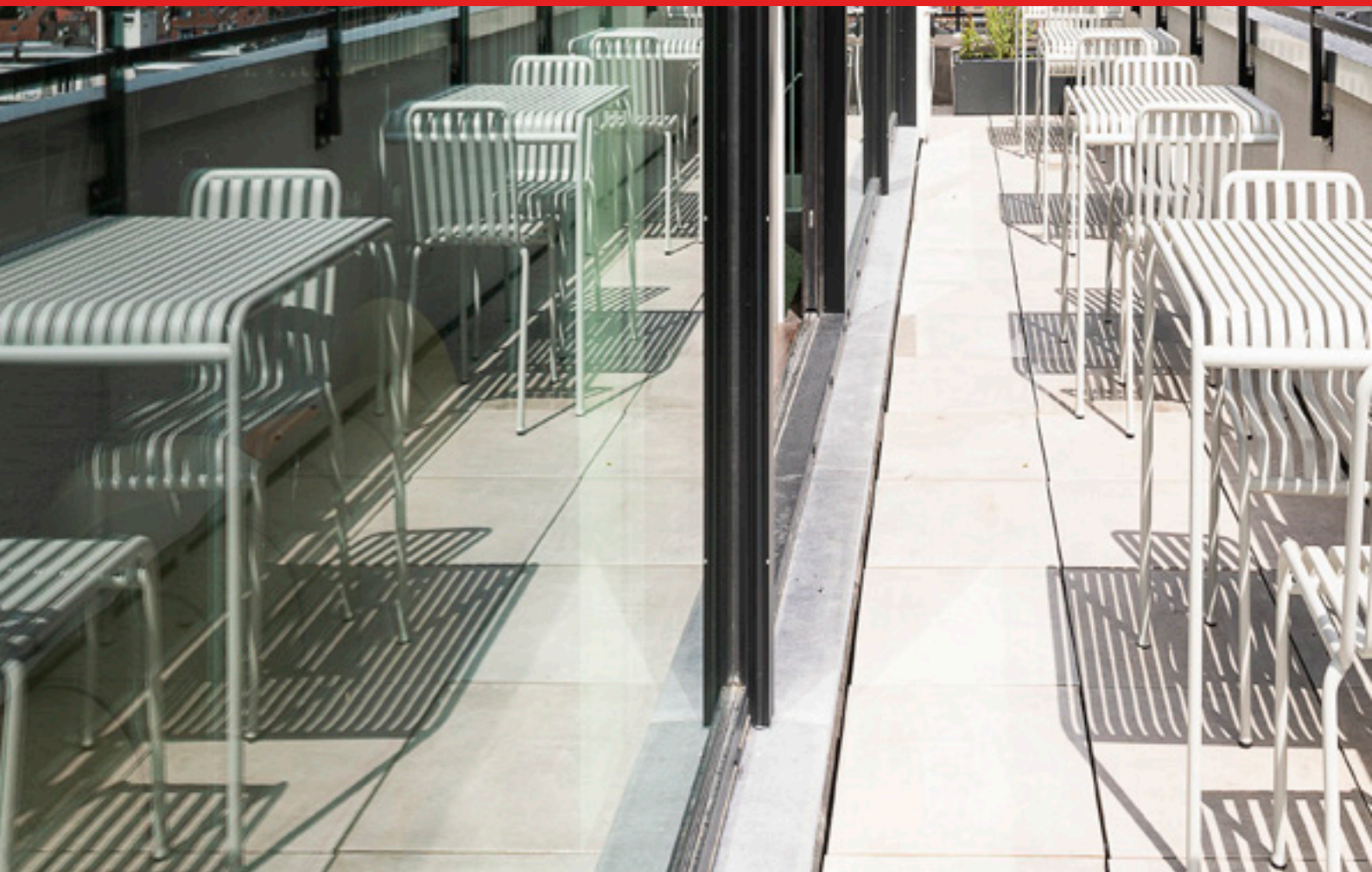


Situation after:





ENVIRONMENT



GRI 2-22
/ 3-1 / 3-2
/ 3-3

Environment

For us, the environment is not a side issue, but a strategic pillar. Sustainability has been part of every decision we make for years. Yet our focus on environmental management goes back much further. Since 2003, we have been certified according to the NEN EN ISO 14001:2015 standard, proof of our long-standing commitment to responsible business.

This standard revolves around identifying, analysing, and optimising key environmental indicators, such as:

- Air and odour
- Noise and vibrations
- Waste
- Raw and auxiliary materials
- Energy
- Wastewater
- Soil
- Packaging

We periodically conduct a comprehensive risk analysis using the environmental aspects matrix. Together with the parties involved, we map out:

- The potential environmental risks of each indicator within our departments and activities.
- Their impact on the environment.
- The corrective and preventive measures to limit, avoid, or keep risks within legal standards.

Sustainable and efficient business management

Our 6-hectare company site and 35,000 m² production plant are designed with one goal: to combine efficiency with environmental care. Our buildings have been recently renovated or newly built, making them optimally insulated and energy efficient. We also consider the environment outside: we correctly apply the latest rules for weed control.

The insights from our environmental aspects matrix motivate us to organise every detail of our site so that the environmental impact remains minimal.

Innovative production

Our production is equipped with modern machines that can process a wide variety of materials. The workspaces are designed for optimal process flows and maximum efficiency. Safety, energy consumption, and raw material management are central.

Our factory is recognised as a Class 1 facility and has an indefinite environmental permit. A strict maintenance schedule is meticulously carried out by our own technicians. In addition, we have almost completely switched to LED lighting.

Our production consists of specialised departments:

- Tooling
- Welding department
- Coating department
- Carpentry
- Assembly & packing

Each department contributes to a continuous supply of high-quality products, with a focus on minimal environmental impact. Regular checks, measurements, and audits ensure improvement and continuity.

Our buildings comply with EPB standards and are fully in line with energy performance regulations. We also periodically carry out investigations, such as:

- A 10-yearly exploratory soil survey (Vlarebo)
- 5-yearly emission measurements on all heating installations



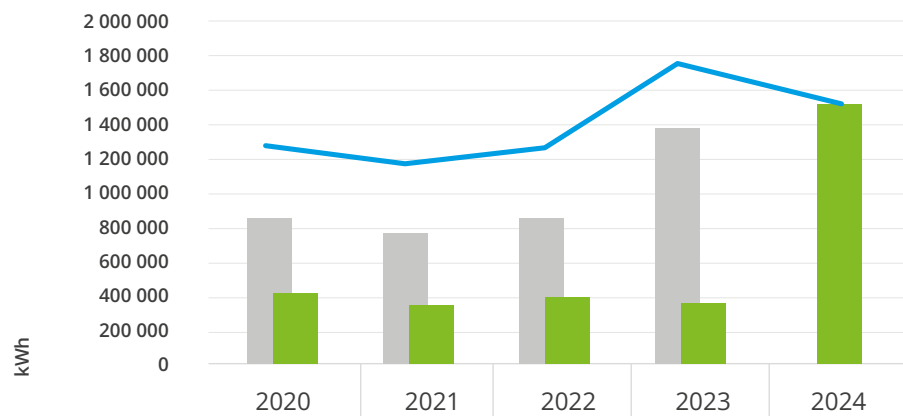
Contracts and CO₂ reduction

One of our most concrete steps towards sustainability is the switch to a green electricity contract. We use only electricity from renewable sources such as wind, sun, and hydropower.

The result? A measurable reduction in our CO₂ emissions. Our energy consumption no longer contributes to the emission of greenhouse gases associated with fossil energy production. This way, we achieve a positive impact on the climate without sacrificing efficiency or reliability.



Electricity consumption – type (grey vs green)



Consumption of grey electricity	■	859 641	775 742	849 696	1 384 811	0
Consumption of green electricity	■	408 211	384 738	405 679	363 738	1 512 582
Electricity consumption	■	1 267 852	1 160 480	1 255 375	1 748 574	1 512 582

Environment and products

Legislation and certifications

To ensure that all environmental procedures are correctly followed, we have appointed an internal environmental coordinator. This person manages our environmental management system according to ISO 14001:2015, monitors legal compliance, and implements risk-reducing measures.

External experts, such as specialists from Agoria and environmental consultancies, provide support in carrying out periodic checks. The environmental coordinator reports directly to general management, ensuring that environmental care remains a strategic priority.

Reporting and monitoring

Every month, we register and analyse our gas, water, electricity, and waste consumption. These data are discussed quarterly with management and the board. One of our main action points remains the ongoing reduction of CO₂ emissions.

Our efforts are supported by recognised certifications:

- EcoVadis Silver (achieved in June 2024)
- CSR Performance Ladder level 3
- PEFC certificate for wood

These certifications are not only recognition but also a tool to guide our sustainability strategy.

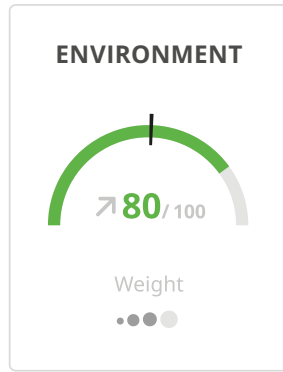
ECOVADIS SILVER, A GLOBAL RECOGNITION

In June 2024, we achieved the Silver Rating from EcoVadis, one of the most renowned sustainability assessment platforms in the world. With a score of 71 out of 100, we are among the top 15% of companies worldwide evaluated in the past 12 months.

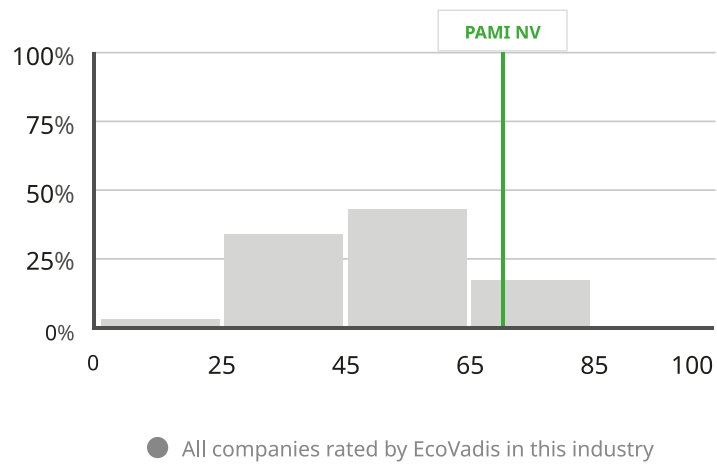
What makes this recognition special is not only the score but also the depth of the assessment. EcoVadis analyses companies in four domains: environment, labour and human rights, ethics, and sustainable procurement. For environment, we even scored 80/100, well above the sector average. This means our efforts, from energy efficiency to waste management and circular processes, are objectively recognised as leading.

But we do not see this silver medal as the end point. On the contrary: it is a springboard to gold. We continue to invest in innovation, transparency, and collaboration to further improve our score. Because sustainability is not a checklist, but a continuous process of improvement and renewal.

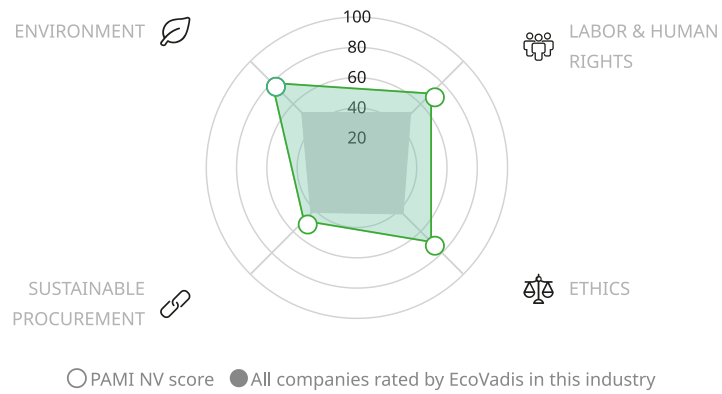




DISTRIBUTION OF THE OVERALL SCORE



COMPARISON THEME SCORE



CSR PERFORMANCE LADDER – PIONEER IN RESPONSIBLE BUSINESS

Corporate Social Responsibility (CSR) is not a buzzword for us. As early as 2013, long before legislation or social pressure required it, we were the only Belgian company in our sector to achieve the CSR Performance Ladder certificate level 3.

This certification, carried out by Kiwa, is more than a label. It is an objective assessment of how we deal with People, Planet, Prosperity, Peace & Partnerships. It means that we do not just talk about sustainability, but make it measurable and demonstrable.

The CSR Performance Ladder requires us to actively involve stakeholders, report transparently, and continuously improve. It is a dynamic system: every year we evaluate our performance and sharpen our objectives. This way, we do not stand still but stay ahead in our sector.

PEFC – PROTECTING FORESTS WORLDWIDE

Wood is one of our most important raw materials. We therefore bear a significant responsibility for its origin. Our management system has been PEFC-certified since 2011. Thanks to our PEFC Chain of Custody-certified supply chains, we guarantee that all our timber comes from responsibly managed, sustainable sources.

PEFC (Programme for the Endorsement of Forest Certification) is a globally recognised label that ensures forests are managed with respect for ecology, biodiversity, and local communities. This means that we not only comply with strict standards, but also help to combat illegal logging and deforestation. Independent organisations monitor compliance with these procedures, giving you the assurance of a transparent and reliable process.

At Pami, choosing our craftsmanship also means contributing to the conservation of forests, biodiversity, and ecosystems. Design should be not only beautiful and functional, but also sustainable and responsible. Together, we set a standard for a future in which sustainability is the norm.



Materials and resources

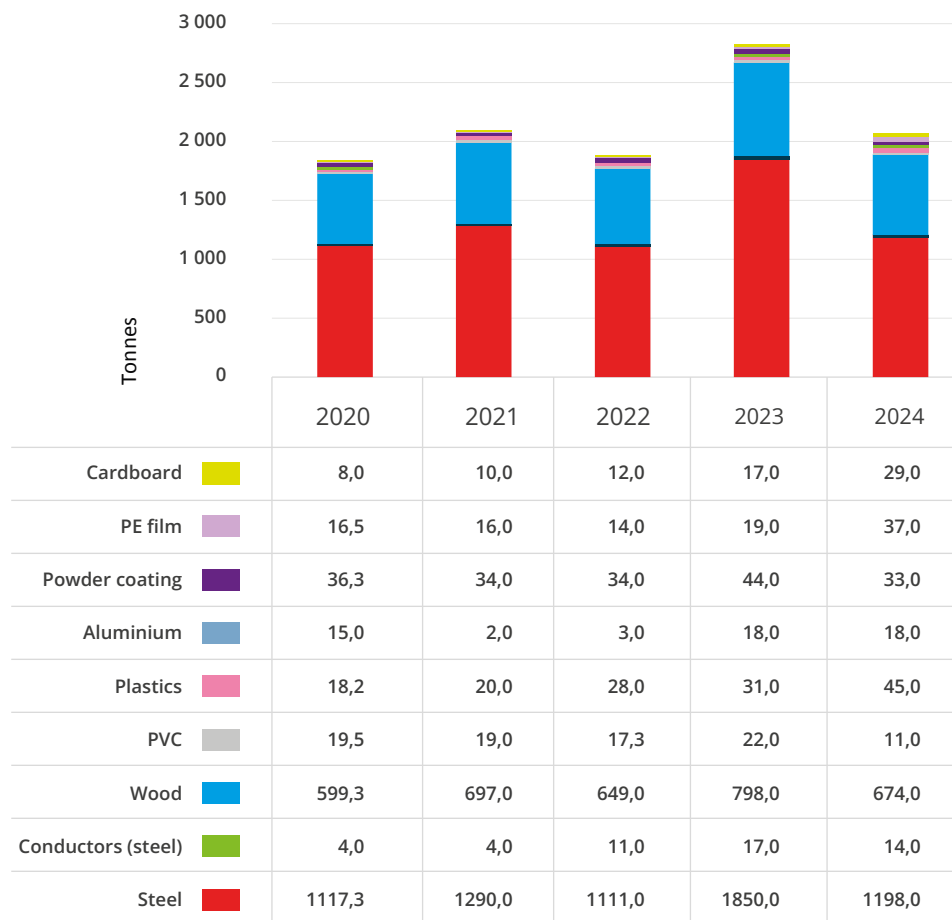


Use of raw materials and resources

We strive for sustainable and efficient use of raw materials, with a strong focus on circularity and reuse. The core materials we process in our production include steel, wood, and plastics. We are committed to reducing our ecological footprint through conscious material choices and optimised production processes. Since 2006, we have achieved a significant reduction in the number of tonnes of material used, most notably a decrease in steel usage (down by approximately 65% since 2006) and a reduction in cardboard usage (down by approximately 28% since 2006), all while the turnover of our manufactured articles has remained the same and our other raw material consumption has not increased significantly. This reduction is mainly due to product optimisation, which allows us to use less steel while maintaining the same product strength. In recent years, the reduction in raw material usage has levelled off, but we are now focusing on the use of recycled steel.



Raw Materials



Efficient and sustainable materials management

Steel, our most important raw material, is infinitely recyclable without loss of quality. By recycling steel, we save up to 85% energy compared to the production of new steel. This aligns with our ambition to operate energy-efficient and environmentally conscious production processes.

Wood is another essential component in our production. Since 2011, we have offered PEFC-certified wood, ensuring it comes from sustainably managed forests. From 2024 onwards, 100% of our wood will be sourced from this sustainable origin without exception. This certificate guarantees not only ecological provenance but also compliance with socially and economically responsible forestry practices.

In addition to steel and wood, we use **plastics and finishing materials**. For certain applications, such as the production of roller door slats, we use PVC to meet the M1 fire safety standard. Although this material presents ecological challenges, we work closely with our suppliers to find and implement more sustainable alternatives as soon as they become available.

Optimisation of finishing processes

Within our coating department, we focus strongly on efficiency. We use powder coating as a finishing layer for metal parts and group production orders by colour. This minimises colour changes, significantly reducing both powder loss and energy consumption. Additionally, the rinse water in our cleaning processes is systematically renewed and reused to prevent waste.

In our woodworking department, we have used innovative laser edging technology since 2021. This process offers significant environmental advantages over traditional glue techniques, such as lower energy consumption, the elimination of chemical adhesives, and a reduction in waste streams. This results not only in more sustainable production but also in higher quality and longer-lasting products.

Local and circular procurement strategy

We deliberately choose to source raw materials as much as possible within our own region. This contributes to lower CO₂ emissions from transport and increases transparency within our supply chain. Moreover, all our suppliers are strictly monitored, not only for quality but also for their contribution to a circular economy.

Sustainable packaging and transport

Packaging material is another focus within our sustainability strategy. We mainly use cardboard and polyethylene film to deliver our products dust-free and undamaged to the customer. These materials are largely recyclable and are reused wherever possible. In addition, we continuously evaluate how we can further reduce the use of packaging materials without compromising the protection of our products.

Our assembly team collects packaging materials after delivery to reuse or recycle them properly. We also work with VAL-I-PAC for the responsible processing of other packaging materials.

Through this integrated approach, we ensure that our production processes not only meet the highest quality standards but also contribute to a more sustainable and circular economy. We remain committed to implementing innovative and environmentally friendly solutions, with the aim of future-proof and responsible business operations.



25,6% of our raw materials come from recycled material.
Our products are **100%** recyclable.

Energy

Energy use: sustainable optimisation

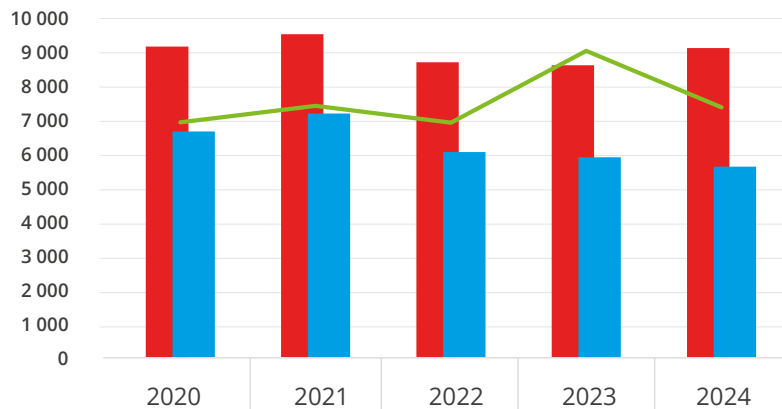
At Pami, we aim for the most efficient energy management possible, based on the principles of the Trias Energetica: minimising energy demand, maximising renewable energy sources, and using fossil fuels as efficiently as possible where necessary.



Gas consumption: more efficient and conscious

Natural gas remains the main energy source in our processes, primarily for heating buildings, sanitary water, and process water, as well as for our powder coating ovens. Through continuous optimisation of our heating systems and monitoring of burner emissions, we continue to meet the strictest environmental standards. Year after year, we see a decrease in gas consumption, both in total and relative to turnover. Thanks to refined control of heating in our offices and the search for advanced control techniques for our boilers in production, we are reinforcing this downward trend.

Gas consumption Pami & Interpam



	2020	2021	2022	2023	2024
Consumption (MJ)/hours Pami + Interpam	36,5	37,9	34,6	34,3	36,3
Consumption (MJ)/€100 turnover Pami + Interpam	26,5	28,6	24,1	23,5	22,2
Total gas consumption GJ	6 898	7 386	6 892	8 997	7 335

GRI 302-1 /
302-4

Electricity consumption: investing in efficiency

Our strategic investments in energy-efficient technologies contribute to reduced dependence on purchased electricity. Through LED lighting, frequency-controlled dust extraction, and high-efficiency motors, we achieve significant energy savings. In addition, we are using our machinery ever more efficiently, further reducing electricity consumption relative to turnover.

Our solar panel installation plays a crucial role in our energy management. In 2024, we generated 351,468 kWh of green electricity, of which we used 251,286 kWh ourselves. This directly supports our sustainability objectives and helps reduce the ecological footprint of our activities.

GRI 302-4

Sustainable transport: electrification and optimisation

We are strongly committed to making mobility more sustainable. Our company cars are systematically replaced by fully electric vehicles. For business trips, we encourage carpooling and alternative transport solutions where possible. We have also invested in charging infrastructure (10 charging stations), so our fleet can operate optimally with renewable energy.

For the transport of our products, we choose the most energy-efficient trucks available at the time of purchase. We have also put some of the most energy-efficient delivery vans into service for 'last mile' delivery in low-emission zones.

Since our production takes place in Belgium and we have a logistics department with our own fleet, the distances to be covered are relatively short. This results in less pollution. For deliveries and installations at customers, we use a total delivery principle to avoid unnecessary trips and emissions. In addition, our truck drivers have completed eco-driving training, which is regularly refreshed to promote fuel-efficient driving.

Smart mobility

In addition to making our fleet more sustainable, we encourage cycling among our employees. We offer bicycle leasing through our cafeteria plan and provide modern bicycle storage and showers at our company site. We also encourage working from home as a way to reduce commuting and further limit our ecological impact.

Through these combined efforts, we are working towards an energy-efficient and environmentally conscious future, continually striving for further optimisation and innovation.

Waste

GRI 2-22

Waste management at Pami

Sustainability does not end with the product but begins with every detail of the process. Waste management is a crucial link in this. We aim for an efficient and sustainable system in which raw materials are used to the fullest and residual streams are given a second life.

Our focus is on office furniture, which means that steel and wood are the main materials we work with. Most of our waste therefore comes from these raw materials. But instead of seeing waste as an endpoint, we consider it a new resource. In this way, we pursue a circular approach that minimises waste and preserves value.

GRI 306-2

Optimisation and waste reduction

Waste reduction is not a one-off action but an integral part of our product development and production processes. We optimise the use of steel and wood to limit waste, without compromising on quality or functionality. This approach has led to a significant decrease in material use and residual waste.

We also manage our waste streams internally and work with certified processors such as Renewi and Berkman. Thanks to these partnerships, steel waste is fully converted into new raw materials. Even surplus powder coating gets a second life as acoustic components for various sectors.

Other materials also receive attention: cardboard, hard plastics, PE film, hazardous waste, fluorescent lamps, waste oils, empty spray cans, and wood dust are collected separately and recycled by certified collectors.

GRI 306-2

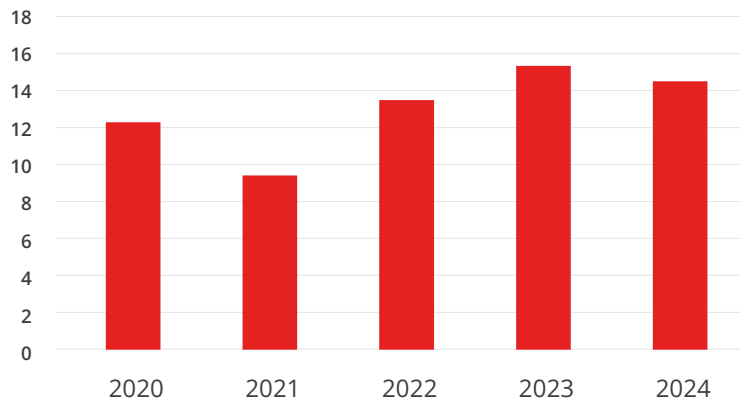
Efficient packaging methods

Waste is generated not only during production but also during packaging and transport. That is why we use a thoughtful packaging strategy with reusable and recyclable materials such as cardboard and polyethylene film. Our assembly team takes back packaging materials after installation, sorts them, and reuses them wherever possible.

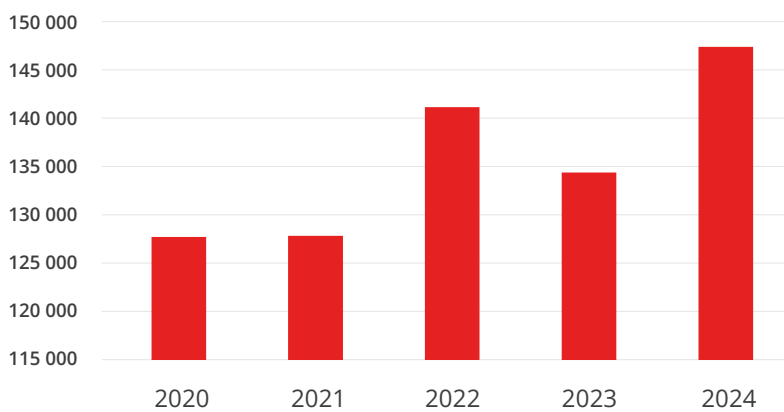




Reused cardboard packaging (tonnes)



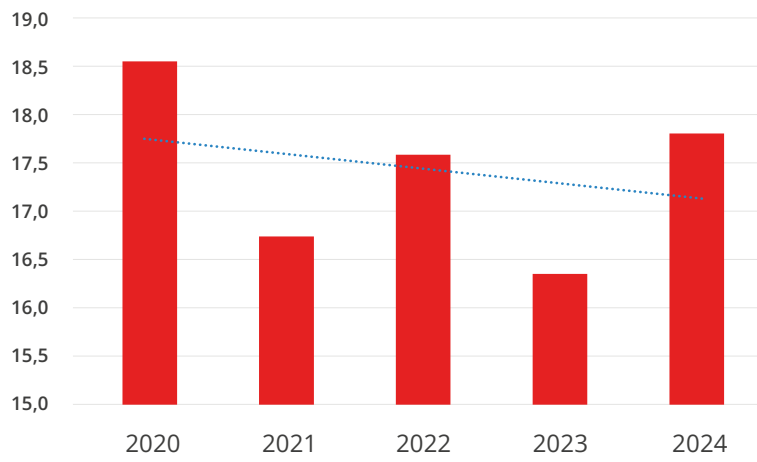
Reused packaging (units)



The result? An impressive 28% reduction in cardboard use over 18 years. The 29 tonnes of cardboard we still use annually is also made from 100% recycled material.

For other packaging materials, such as films and protective materials, we continue to look for sustainable alternatives. Through smart material choices and optimisation of logistics processes, we drastically reduce waste volume. Direct delivery to customers, for example, reduces the need for extra packaging and minimises damage during transport. In this way, we contribute to a circular economy in which raw materials are reused as much as possible.

Total waste (g) / €1 turnover



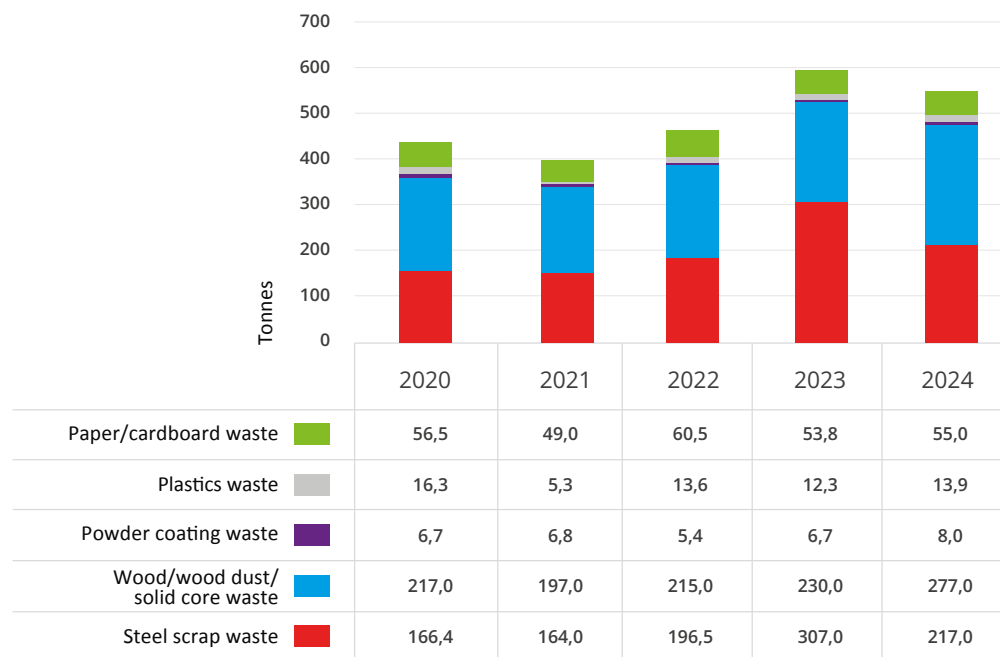


Sustainable waste management and registration

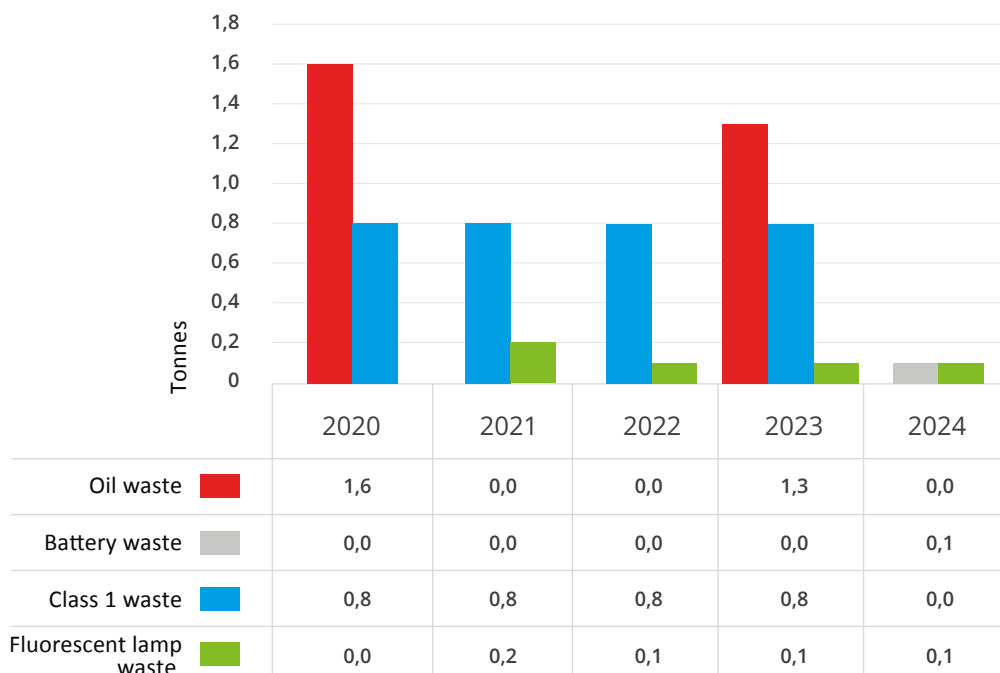
Waste management is not only an operational task but a strategic pillar in our sustainability policy. We map all waste streams in detail and take targeted measures to limit them.

Transparency is essential. Every year, we submit a comprehensive environmental annual report to OVAM, documenting our efforts in waste management and recycling. This registration helps us not only to comply with legislation but also to continuously improve processes and reduce our ecological footprint.

Waste raw materials



Other waste streams



Forward-looking initiatives

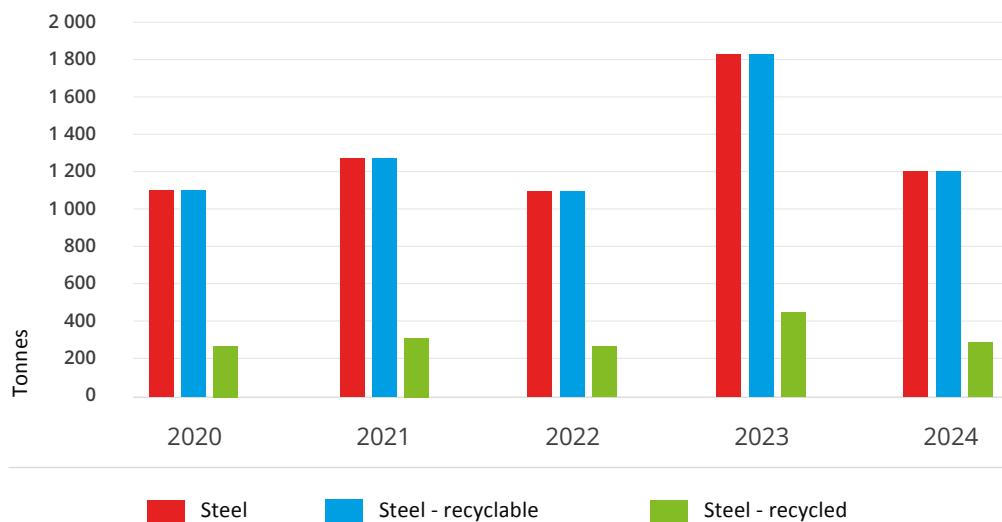
Our ambition does not stop at what we do today. We continue searching for innovative ways to further reduce waste. By using high-quality materials, our products have a long lifespan and are also 100% recyclable. At the end of their lifecycle, we commit to taking back products for recycling.

Additionally, we regularly evaluate our processes to detect and resolve leaks in compressed air and water circuits.

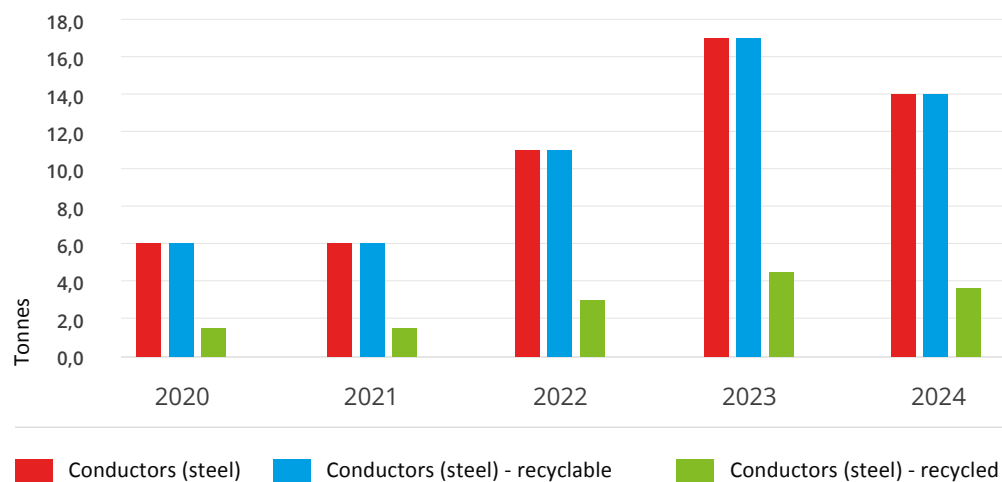
Our internal and external focus, supported by sustainability certifications, ensures that we seize every opportunity to make our company even more sustainable.



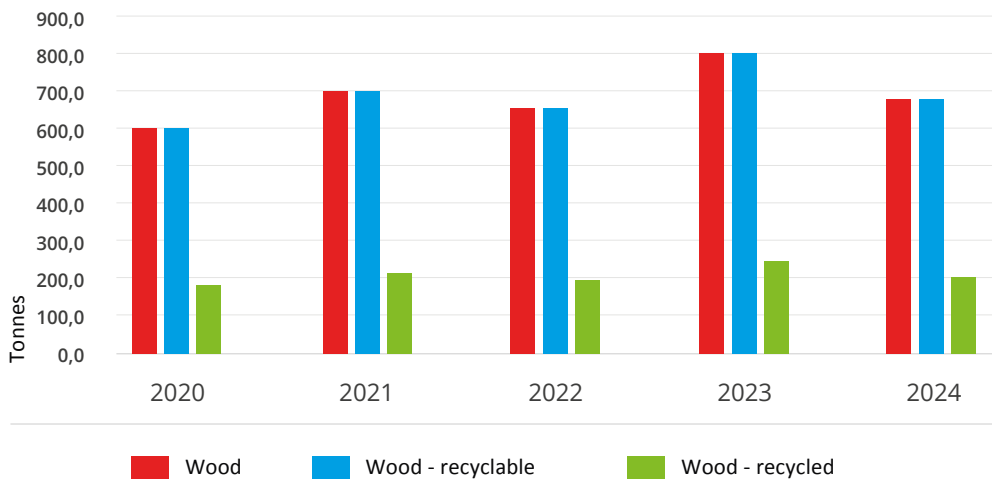
Steel total - recycled amount - recyclable



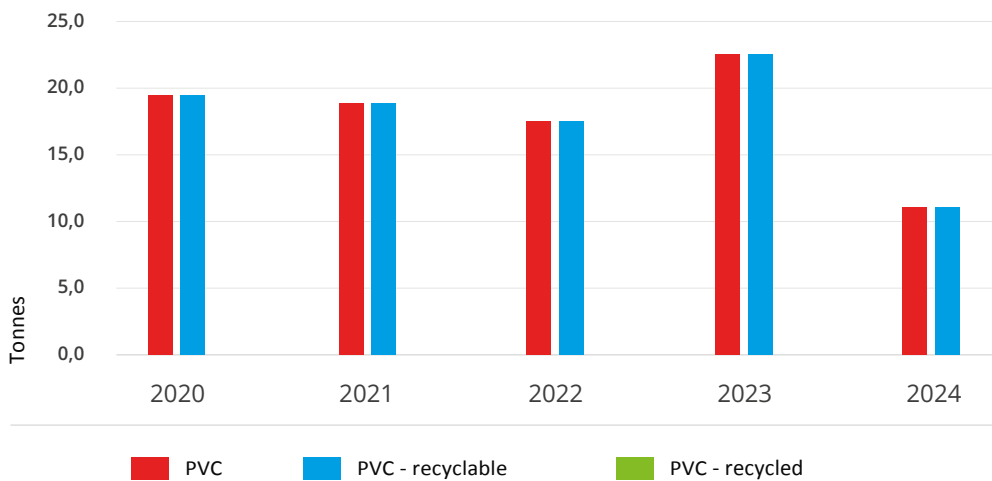
Conductors (steel) total - recycled amount - recyclable



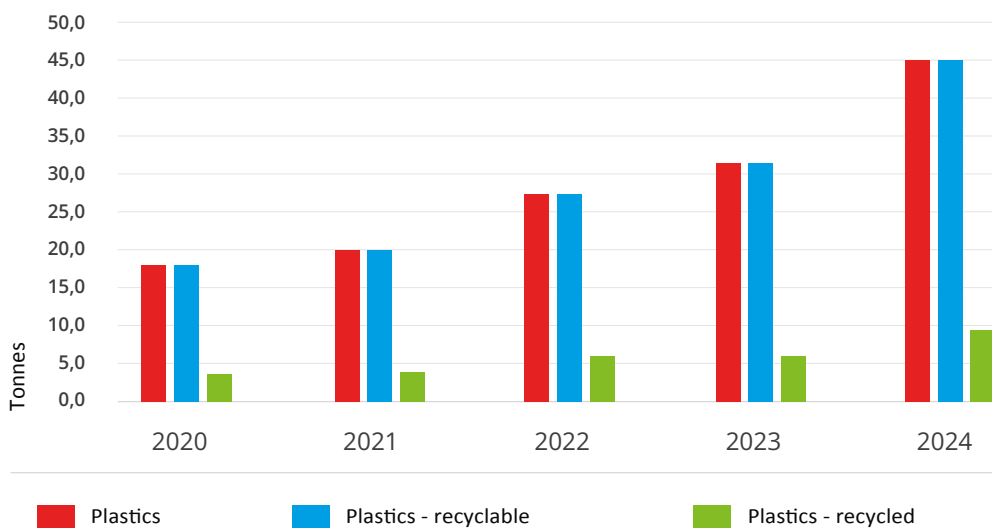
Wood total - recycled amount - recyclable



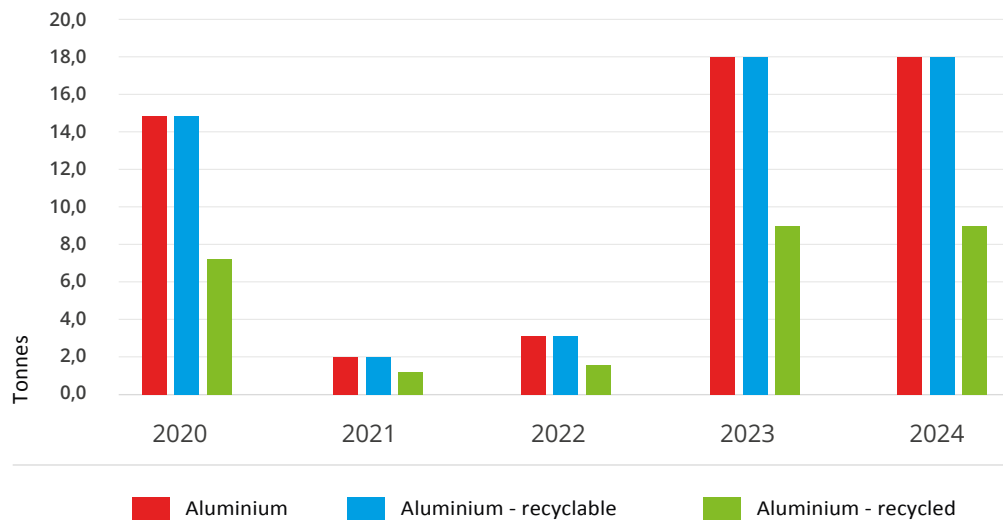
PVC total - recycled amount - recyclable



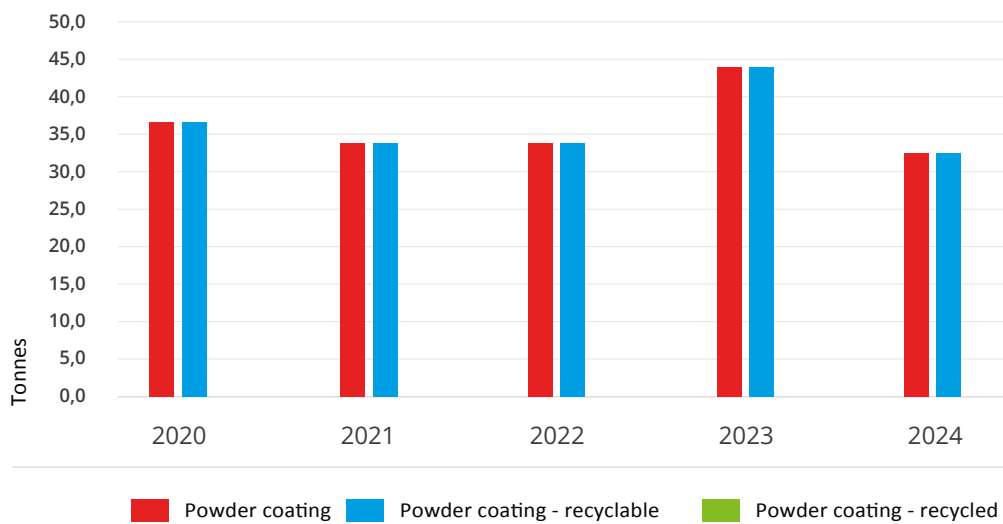
Plastics total - recycled amount - recyclable



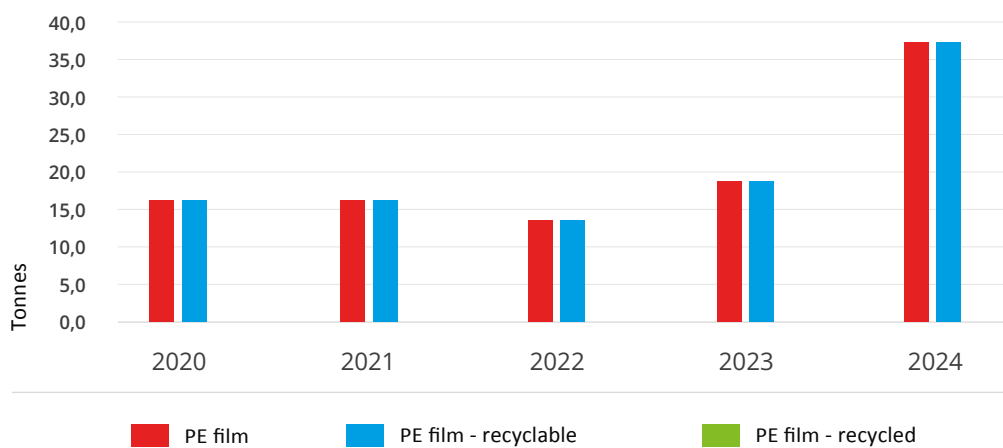
Aluminium total - recycled amount - recyclable



Powder coating total - recycled amount - recyclable



PE film total - recycled amount - recyclable



Emissions



Scopes

To properly understand and reduce our organisation’s CO₂ emissions, these are divided into three scopes according to the Greenhouse Gas Protocol.

- Scope 1: Direct emissions**
 This includes emissions that arise directly from our own business activities, such as the consumption of natural gas, fuel for company vehicles, and industrial processes.
- Scope 2: Indirect emissions from energy consumption**
 This concerns CO₂ emissions generated during the production of purchased electricity, heat, and cooling. Although a company does not generate this energy itself, it contributes to the demand and thus the emissions.
- Scope 3: Indirect emissions in the value chain**
 This category includes all other emissions resulting from activities outside a company’s direct control, such as emissions from suppliers, transport, commuting, and the use of sold products.

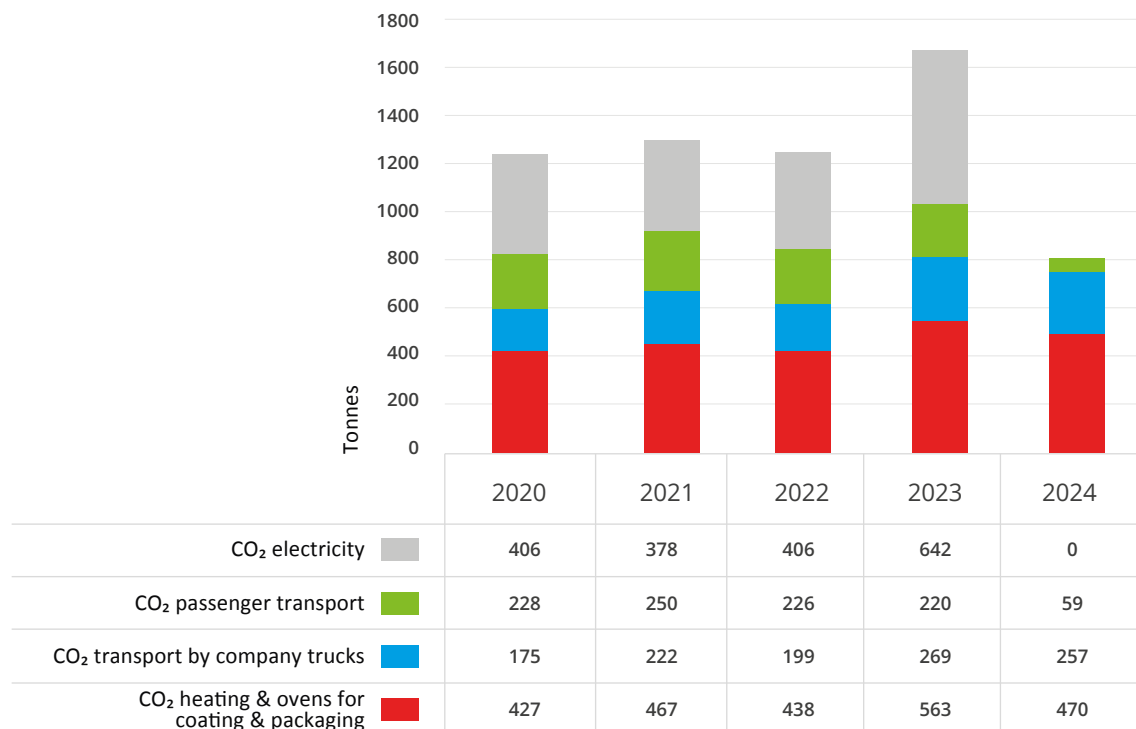
Scope 3 is the largest and most complex category, as it covers the entire lifecycle of products and services. By gaining insight into these three scopes, Pami can take targeted measures to reduce its climate impact and operate more sustainably.

Evolution overview

Pami uses the internationally recognised GHG protocol as its framework. Emission calculations are performed according to the 'Bilan Carbone' methodology from ADEME and based on updated data from the GABI databases. This approach guarantees an accurate and reliable determination of our CO₂ footprint, fully in line with international standards.

We are currently strongly focused on achieving CO₂ neutrality within our own operations, with a focus on Scope 1 and Scope 2 emissions. This includes making our energy consumption, production processes, and internal transport more sustainable. Our goal is to achieve CO₂ neutrality for Scope 1 and Scope 2 emissions by 2030. At the same time, we have started to gradually map our Scope 3 emissions, so that in the long term we can also take targeted measures throughout the entire value chain to further reduce our climate impact.

Total CO₂ emissions



Electricity, waste, transport

GRI 3-1 /
3-3 / 302-1 /
302-4

ELECTRICITY

As part of our sustainability objectives, we have taken important steps in the past year to reduce our electricity consumption and limit our CO₂ emissions.

To lower energy consumption in our buildings, we have chosen energy-efficient fluorescent lighting in all relevant areas. This measure helps reduce power consumption without compromising light quality or safety. Within our production environment, we have also invested in frequency-controlled dust extraction and high-efficiency motors to further reduce consumption.

Additionally, all internal vehicles within our production environment are fully electric. This not only significantly reduces electricity consumption compared to traditional combustion engines, but also contributes to a quieter and cleaner working environment.

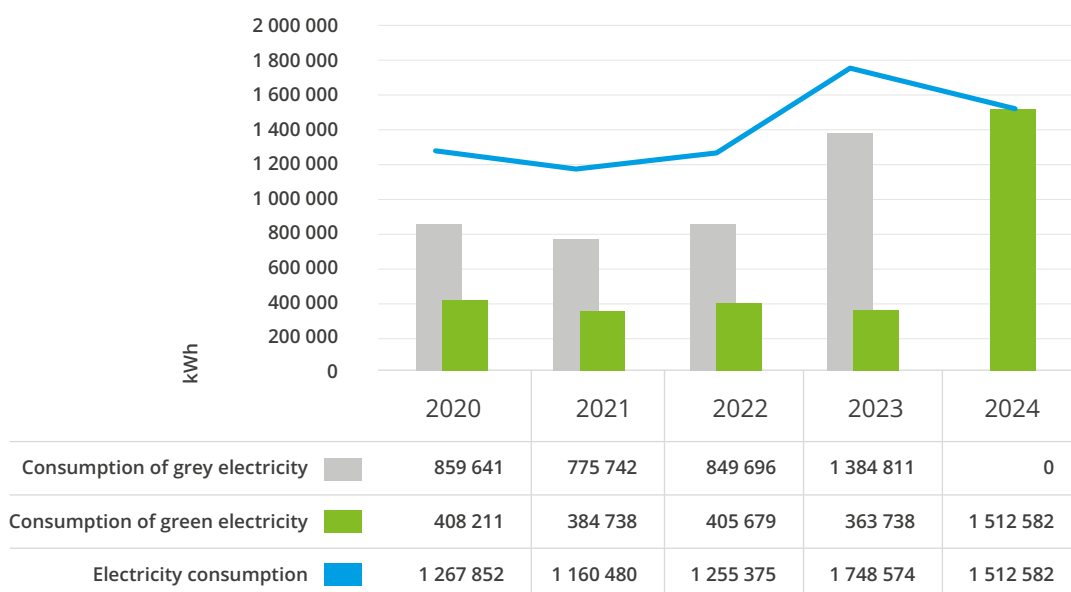
When purchasing new vehicles, we opt for electric models wherever possible, or at least hybrid alternatives. For our own transport to sites, we currently still use vehicles powered by fossil fuels. We recognise the impact of this and have developed a phased transition plan to eventually replace these vehicles with electric alternatives, taking technical feasibility and infrastructure into account.

Since we began measuring in 2006, when total electricity consumption was 2,053,317 kWh, we have achieved a clear downward trend. Thanks to targeted efforts such as switching to energy-efficient lighting, optimising production processes, and implementing smart control systems, consumption in 2024 has dropped to 1,512,582 kWh—a reduction of more than 25% over 18 years.

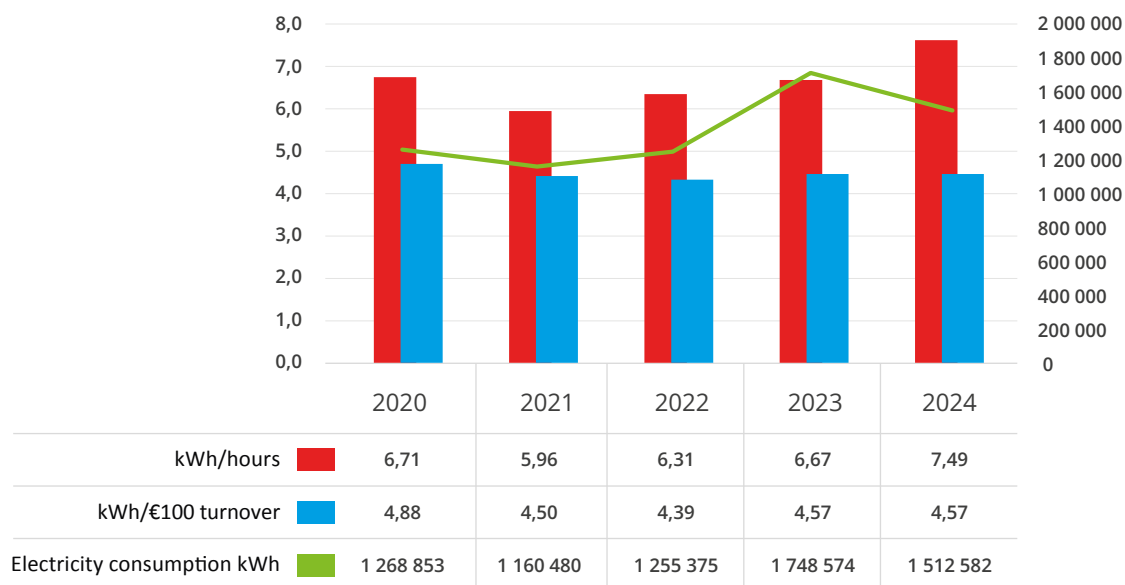
In addition to these structural measures, in 2024 we also switched to a green electricity contract, meaning we now purchase electricity exclusively from renewable sources. This choice has had a direct impact on our Scope 2 CO₂ emissions, which have been significantly reduced because the purchased electricity no longer comes from fossil sources.

Although consumption has remained relatively stable over the past five years, we do not see this as an endpoint. On the contrary: we continue to invest in the future. In the coming years, we aim to gradually implement technological innovations within our production environment, with particular attention to the energy consumption of machines and further electrification of our fleet. In this way, we continue to build an energy-efficient and climate-conscious company.

Electricity consumption – type (grey – green)



Electricity consumption Pami & Interpam: turnover / production unit



TRANSPORT

Our production and logistics activities are strategically located in Belgium, with the majority of our customers and suppliers within a radius of 500 kilometres. This geographical proximity allows us to significantly limit transport distances, which directly contributes to reducing our CO₂ emissions.

For installations, we prefer total delivery over phased shipments to minimise the number of trips. We also invest in additional training for our truck drivers through eco-driving courses, which help optimise driving behaviour and reduce fuel consumption.

Since 2022, we have started replacing our entire fleet with fully electric company vehicles. For group travel, we actively encourage carpooling, with four people per vehicle. Although public transport is not always a feasible option due to limited accessibility, combined transport often provides an efficient solution.

We also take responsibility in terms of work organisation. Working from home is encouraged as much as possible, not only internally but also for our customers, whom we support with specially designed home office furniture that combines ergonomics and sustainability.

A key step in our internal sustainability efforts is that all internal transport within our production environment is already fully electric. This means that forklifts, pallet trucks, and other internal transport equipment no longer produce direct emissions, contributing to a quieter, safer, and cleaner working environment.

WASTE

As a producer of office furniture and complete fit-outs, we take waste reduction seriously at every level of our operations. In our production, we use materials such as wood, steel, plastic, powder coating, paper, and cardboard—which also return as waste streams. We also manage specific waste streams such as batteries, oil, fluorescent lamps, and class 1 waste, in accordance with applicable environmental legislation.

The reduction in our waste volume is largely due to the optimisation of our product design. Our designers are actively trained to design with waste reduction in mind, tackling waste already in the design phase. We also make conscious choices in material selection: we use cardboard and PE that are recyclable and reusable, both in production and packaging.

Our installers systematically bring back the waste generated on site to our facility. There, it is sorted, and reusable materials are reintegrated into our processes. Each year, we can reuse 20 to 25% of the cardboard used, making a tangible contribution to our circular approach.

When packaging our products, we also use PE and cardboard, some of which is reused. In addition, we run projects focused on packaging optimisation, aiming to further reduce material use. For traded goods, we strive to deliver these directly to the customer, avoiding unnecessary transport and extra packaging material.

We keep an annual waste register and submit a yearly report to OVAM, allowing us to closely monitor our waste streams. This data forms the basis for further improvement actions. Despite rising turnover in recent years, our waste costs have been declining. This is not due to lower collection rates, but to our targeted investments in packaging reduction and waste management.

Our waste collector, Vandenberk, is a regular partner in this process and supports us in the correct processing and reporting of our waste streams.

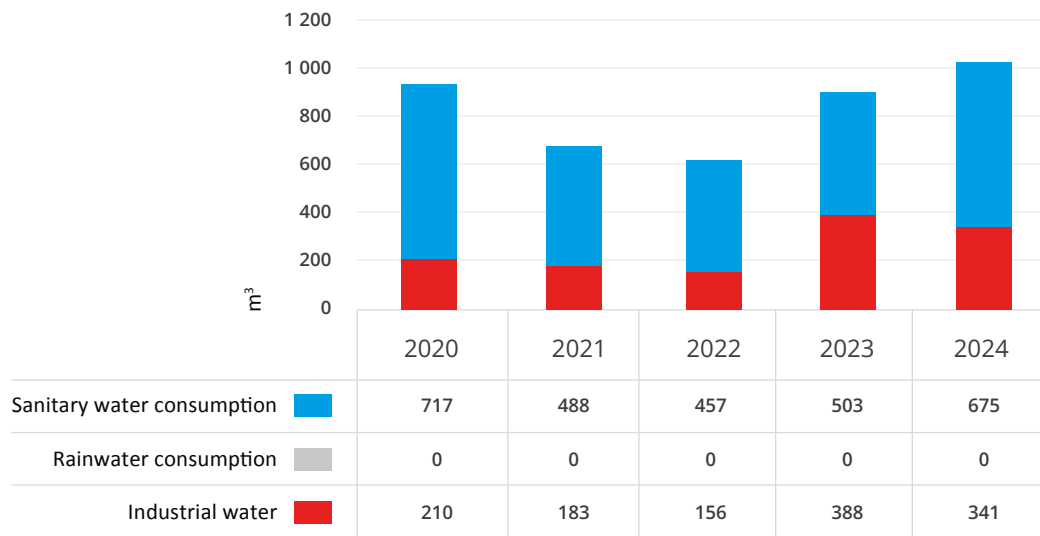
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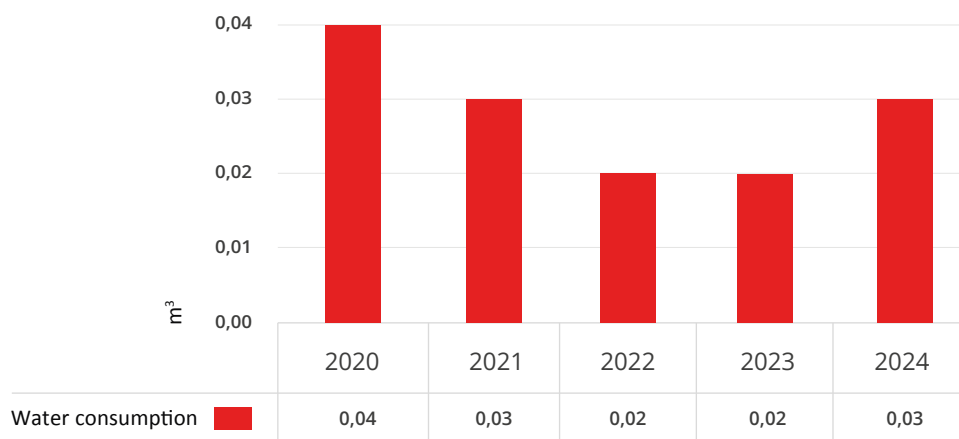
Water management

Water is a valuable resource, and that is why we are committed to sustainable and efficient water use. Over the years, we have made significant progress in reducing our process water consumption. Thanks to targeted optimisations and investments in advanced technologies, we have reduced our water consumption by 30% compared to 2006.

Total water consumption m³



Water consumption per €1,000 turnover



Efficient use of process water

One of the key elements in our water management is our degreasing installation, which plays a crucial role in the pre-treatment of metal parts before coating. This process requires water, but through an advanced reuse system, we can systematically recycle the water after degreasing. Only a small residual volume of wastewater is not discharged, but responsibly removed by a certified processor. This means we do not discharge process water into the environment and are officially recognised as a 'zero discharger'.

To further minimise waste, we use a cascade system within our processes. This system ensures that water is reused as much as possible before being replaced.

Monitoring and control

Careful monitoring of our water consumption is essential to work efficiently and avoid water loss. That is why we check our water meters monthly, so any deviations are quickly detected and corrected. This systematic approach enables us to limit both the financial and environmental impact of our water use.

Sanitary water consumption and rainwater collection

In addition to process water, we also use sanitary water, for example for the needs of our employees. We encourage thoughtful and economical water use, and over the years have taken various measures to limit consumption. For example, there are water-saving facilities on the company premises and employees are made aware of the impact of their water use.

To further improve our water management, we collect rainwater in four settling basins on our site. This water can be discharged in a controlled manner, which not only reduces pressure on the sewer system but also contributes to responsible water management.

Continuous improvement and sustainable commitment

Our efforts in water management have led to a steady decline in industrial water consumption. Although fluctuations are sometimes unavoidable, we continue to strive for optimisation. By continuously monitoring our water use and refining our processes, we guarantee minimal impact on the environment.

Sustainable water management is not only a responsibility, but also an opportunity to work smarter and more efficiently. Our recognised zero discharge status, combined with continuous innovation and conscious monitoring, underscores our commitment to environmentally responsible business.



SOCIAL



GRI 3-1 /
3-3

Our image as employer

At Pami, every story starts with people. For more than 65 years, we have been building not only office environments but also teams that strengthen each other. With one conviction: "Together. Works Better." Not an empty promise, but a belief we strive to fulfil every day. You feel it on the work floor, when colleagues spontaneously reach out to each other, when teams collaborate across departments, when a new face is warmly welcomed, or when we give a thoughtful farewell to a colleague retiring.

We want to be an employer where you feel involved, valued, and challenged. That's why we purposefully build a culture of trust and transparency. In 2024 and 2025, we are putting extra focus on this: we are strengthening internal communication (with room for feedback and clarification), investing in well-being and inclusion, and creating moments of connection. These are not isolated initiatives, but links in one story: a workplace you enjoy stepping into every day.

Our mission is clear and powerful: to create work environments where people can do their jobs with satisfaction and efficiency. This applies not only to our customers but also to our own employees. How do we put this into practice? Through five pillars that guide our daily actions:

- **Engagement:** Through the Pami Café, staff meetings, and events such as the summer BBQ and New Year's reception, we bring colleagues together across departments.
- **Open communication:** We listen, provide context, and share information. The results of the 2024 satisfaction survey form the basis for improvement actions.
- **Inclusion and well-being:** Through the Welt programme (VOKA), an anti-bullying policy, an up-to-date heat plan in production, and ongoing attention to ergonomics and psychosocial well-being, we make this concrete.
- **Flexibility:** Part-time work and working from home are tailored to employees' needs and systematically evaluated.
- **Attention to life events:** Here we show what people-oriented work means: a personal, warm farewell at retirement, recognition and support at birth or bereavement; for long-term illness, we stay in contact and work out reintegration tailored to the individual.

In 2024, we renewed our onboarding: a refreshed, welcoming brochure, targeted training, and structured follow-up ensure a warm welcome. And where a career ends, outplacement and knowledge transfer ensure a dignified departure, with the transfer of expertise.

At the same time, we renewed our evaluation cycle into an open development conversation. In 2025, we support managers through the BLM programme in leadership style and conversation skills, so that our values—Teamwork, Quality, Customer Focus, Flexibility, Passion, Innovation, and Integrity—are felt every day.

Health and well-being run as a common thread through all of this: safe workplaces, ergonomic facilities, cool drinking water, appropriate work clothing, and an up-to-date heat plan. We anchor mental well-being with an anti-bullying policy, a structured feedback culture, and investments in group dynamics. Sustainable mobility also takes shape through our bicycle leasing plan and adapted infrastructure.

GRI 404-3

We continue to measure and improve. Every three years, we conduct a satisfaction survey (most recently in 2024) to see where we stand. The outcome in 2024 was slightly lower than in 2020 (partly due to economic uncertainty and temporary unemployment), but above all, it provided valuable insights. That's why we focus on the Pami Café, regular staff meetings, a renewed internal newsletter, coaching for managers, and a revised evaluation cycle. In 2027, we will repeat the survey to measure the impact.

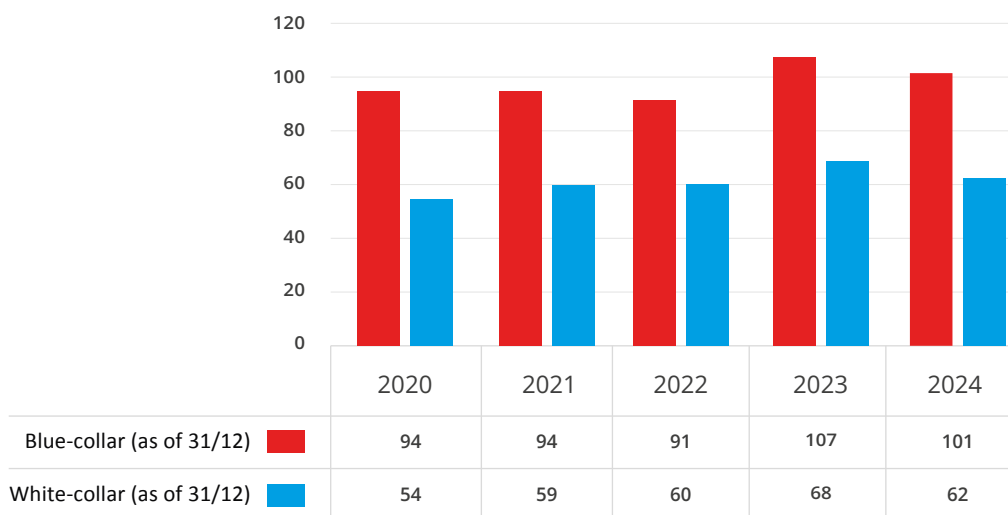
GRI 2-7 /
2-8

Employees

Our workforce at a glance:

Currently, no figures are kept for external staff except for temporary workers.

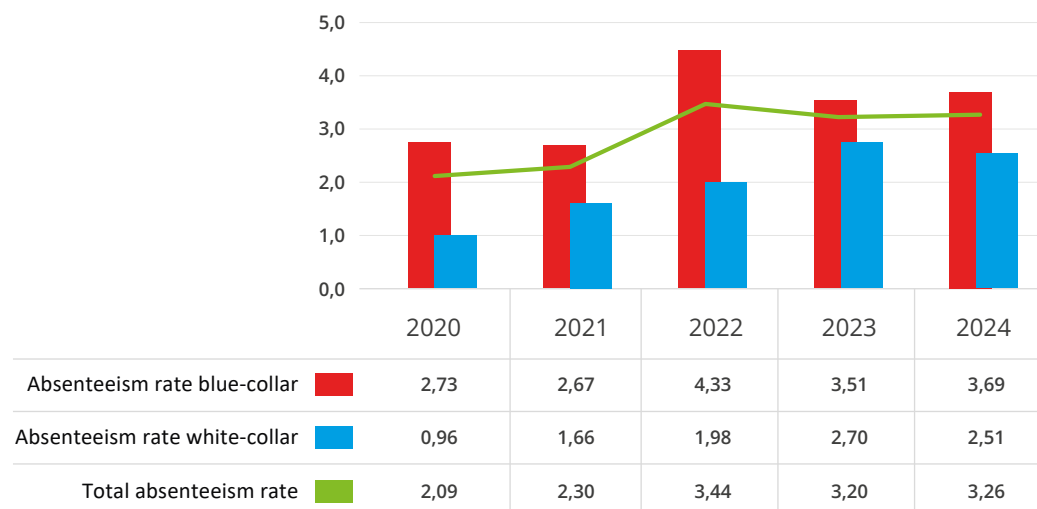
Number – blue-collar vs white-collar



Staff figures

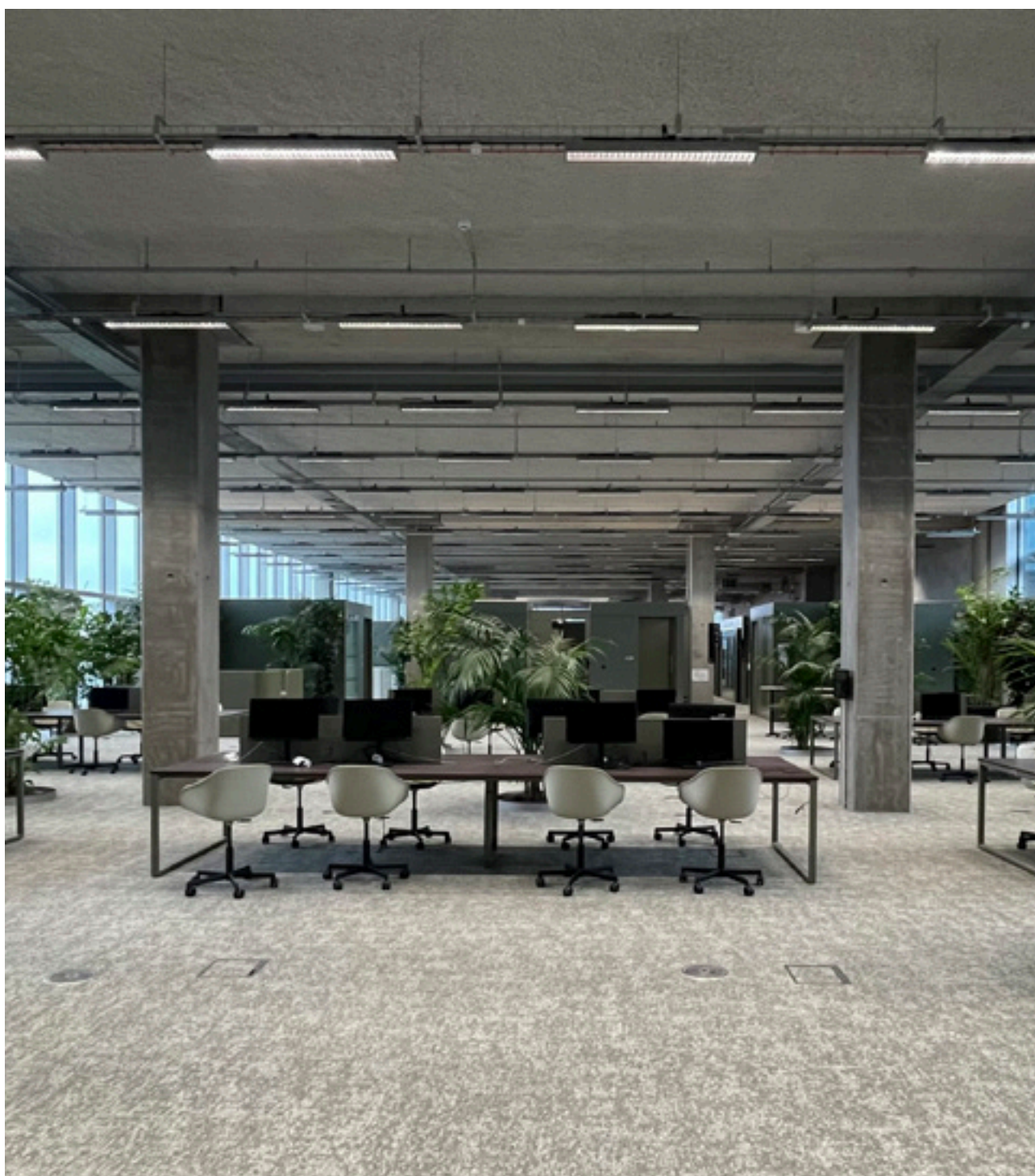
Sometimes the best indicator of a healthy organisation is silence: no spikes, no alarms. In 2024, absenteeism remained stable compared to 2023. As in previous years, the figure for blue-collar workers is structurally slightly higher than for white-collar, but total absenteeism has remained manageable over the past three years. That's no coincidence. We maintain an active attendance policy with prevention, follow-up, and reintegration as three tracks. For long-term absence, we consciously choose personal contact: a thoughtful message, tailored consultation, and where possible, a gradual return that works for both employee and team. Conversations during frequent absenteeism help to detect needs in time.

Absenteeism %

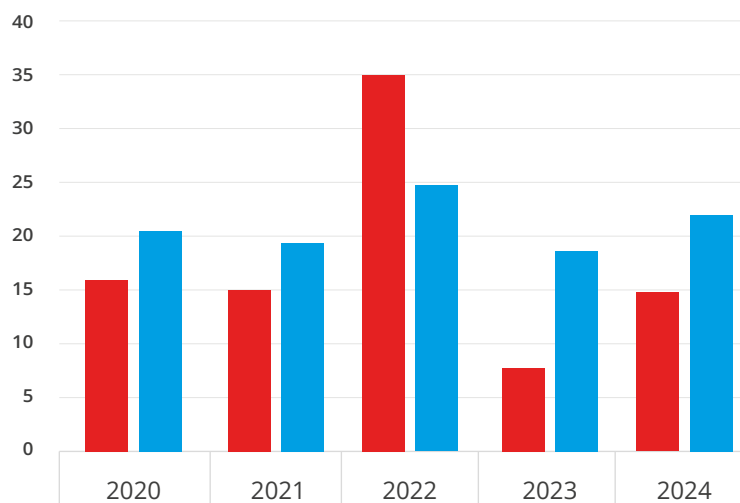


GRI 403-9

Safety was also notable in 2024 for what did not happen: few incidents, clear agreements, and the feeling that everyone knows what to do. We recorded only 37 days lost due to occupational accidents—a further decrease compared to 2023. That result is due to clear instructions, regular awareness-raising, the proactive work of the Prevention and Protection Committee, and the expansion of the tasks of our internal Health & Safety team, which has structurally anchored safety in our operations.

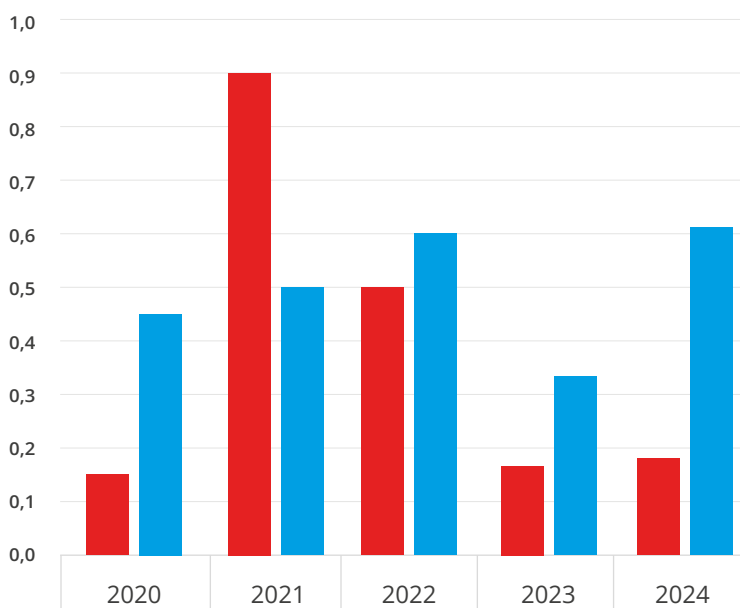


Frequency rate



Frequency rate Pami	15,90	15,00	35,00	7,62	14,82
Frequency rate sector	20,20	19,00	24,50	18,64	22,02

Severity rate



Severity rate Pami	0,15	0,90	0,49	0,17	0,18
Severity rate sector	0,45	0,50	0,60	0,34	0,61



Employment contracts

Recruitment starts with offering opportunities. That's why we first communicate vacancies internally and see who among our own people wants and can grow. Recruitment mainly takes place via temporary contracts that offer prospects for permanent employment. This approach gives both employees and the organisation time to ensure quality.

All our employees are classified according to a Joint Committee, so 100% of our employees benefit from all collective labour agreements within PC 111 (blue-collar) and PC 209 (white-collar).

Education level

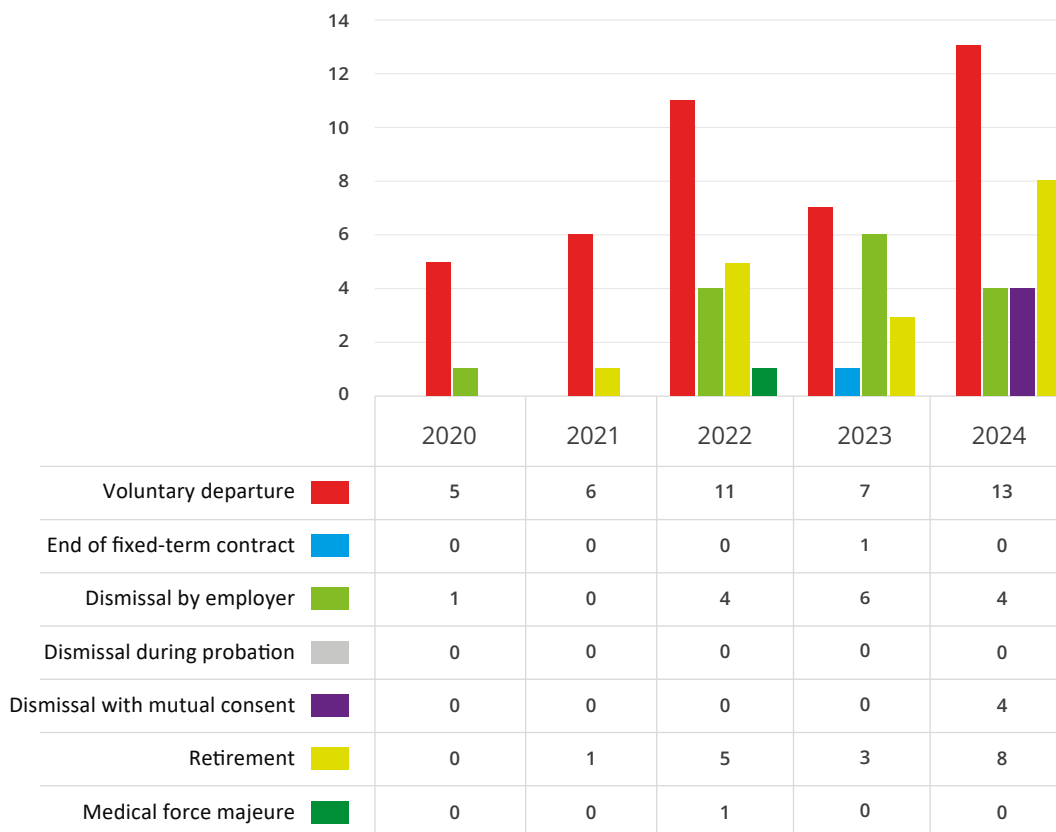
We actively invest in language and vocational training. For example, together with BLM, we organised Dutch language training in the workplace for non-native colleagues, aiming to strengthen their integration and job security.



Staff turnover

A sustainable HR policy embraces both stability and renewal. In 2024 and 2025, there was natural outflow due to retirements. Every farewell is consciously marked, with knowledge transfer and a dignified exit, including outplacement support. For absences, we focus on reintegration, always with personal contact and conversations to understand needs and find solutions.

Reasons for staff turnover



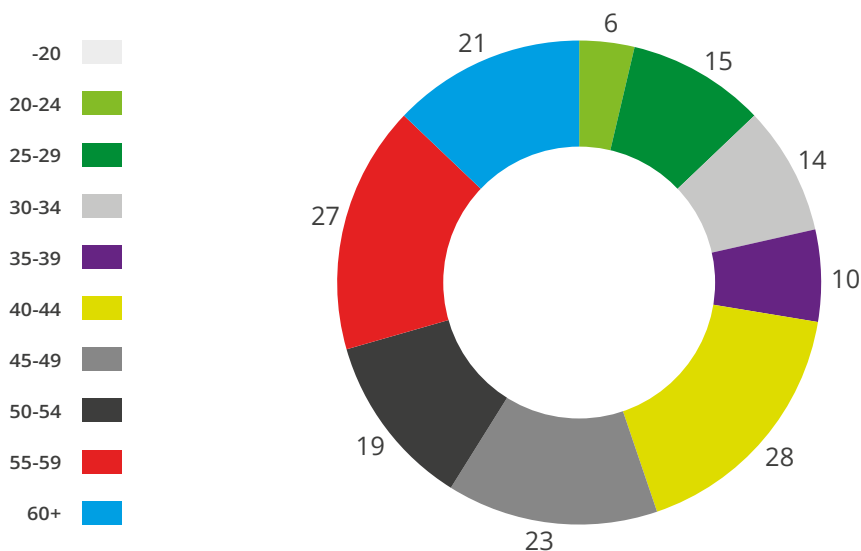


Age categories

We are an organisation with experience: more than 50% of our employees are over 45. That's not just a statistic, but a strength: craftsmanship and mentorship. That's why we strongly focus on age-conscious HR policy: mentoring, internal mobility, flexible work arrangements, and pre-retirement discussions.



Age distribution of employees



Seniority

Our organisation is characterised by a good balance between employees who have worked at Pami for many years and new hires. This mix guarantees both stability and fresh ideas. It reflects our approach as a long-term relationship: internal mobility, flexible work arrangements, and a warm approach to entry and exit strengthen loyalty and continuity.



Remuneration

Recognition takes concrete form with us. In production, we link learning to earning via a qualification matrix. The more tasks and processes you master, the broader your employability and the higher your salary. The model is transparent and motivating: it provides direction, makes growth visible, and rewards ownership. This way, training is not an obligation, but a lever that drives you forward and makes the team stronger.

In addition, we strive for a living wage for all our employees. This means: pay that is not only market-conform but also provides enough security to live comfortably. We take into account the real cost of living and link salary development to competencies, employability, and personal growth.

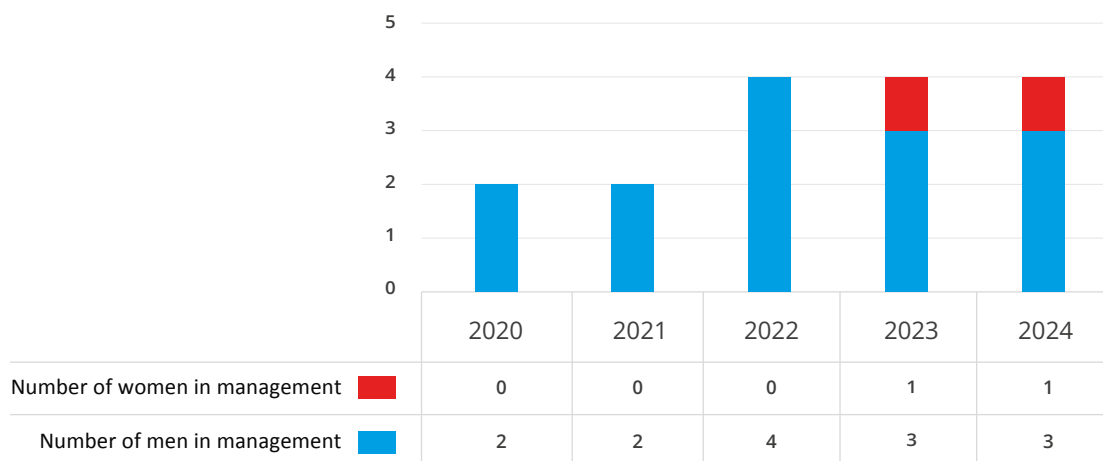
We apply a fair and equal pay policy. For equal positions and equal seniority, the same salary applies, regardless of gender. This principle is structurally embedded in our HR approach and is regularly evaluated based on objective criteria.



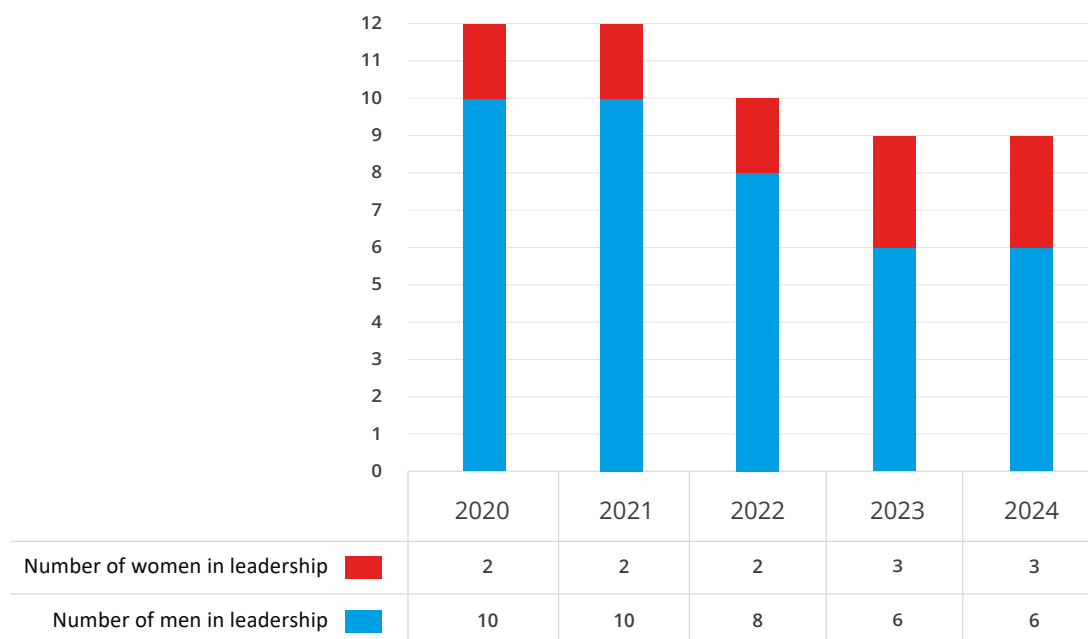
Diversity and collaboration

Diversity is not a goal in itself, but a prerequisite for sustainable employability. We recruit neutrally, reward competence, and offer equal opportunities for advancement. Discrimination has no place. In practice, this is tangible: women are present in all departments, including management and leadership, and our workforce is age-diverse, with a majority over 45.

Number of women and men in management



Number of women and men in leadership



Inclusion is put into practice through Dutch language training in the workplace (in collaboration with BLM), so that non-native colleagues build language and job security. Through the Welt programme (VOKA), we work on both inclusion and leadership, because an inclusive organisation requires managers who guide development and make room for difference. Within the framework of CLA 104, we are building an age-conscious HR policy, with internal mobility, mentoring, flexible work organisation, and end-of-career discussions.

GRI 3-1 /
3-2 / 3-3

PLAN 2025–2029 (diversity, career & well-being)

- Selection & recruitment: Vacancies are first announced internally (via, among others, Pamirazzi, notice boards in production and Interpam) before an external process starts; the generic onboarding plan is expanded, and HR follow-up is further formalised.
- Competence development & access to training: We strengthen digital skills, broaden flexibility through task expansion and horizontal job rotation, organise knowledge transfer through mentorship, learning networks and workplace learning, and keep access to training low-threshold through broad communication, linking to evaluation and career discussions, and customised learning paths.
- Career development & guidance: We conduct career discussions for blue-collar and white-collar employees; managers receive internal training to conduct these conversations qualitatively; the end-of-career landscape is mapped out, with end-of-career discussions.
- Health, prevention & removing barriers: Focus on ergonomics (workplace organisation, lifting and hoisting aids), and on lighter materials and simpler assembly.
- Working hours & work organisation: We explore adjustment options that better align work and life.
- Well-being & attendance policy: We develop an attendance policy with preventive, reactive, and curative pillars; a reintegration policy is introduced for (long-term) sick employees; a representative working group evaluates the absenteeism policy and makes improvement proposals; contact with sick employees remains an explicit choice.

This is how SDG 5 & 10, gender equality and reduced inequalities, are given a place in policy and practice. Diversity is not just a slogan, but a matter of choices.

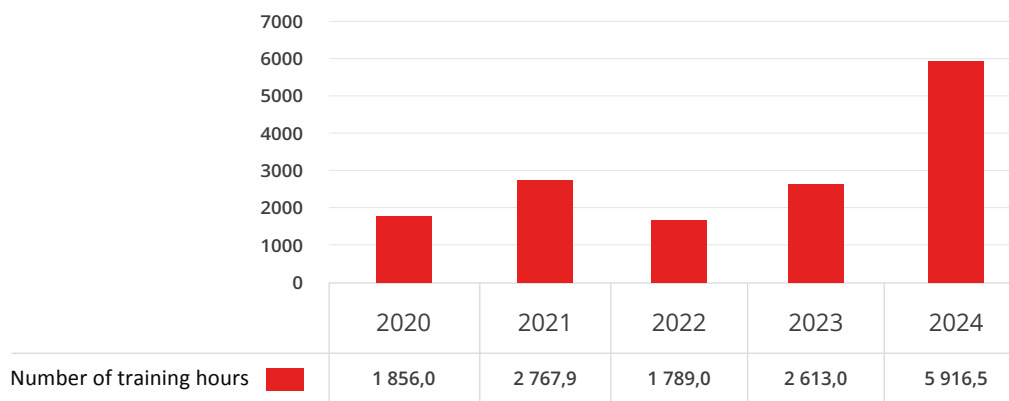




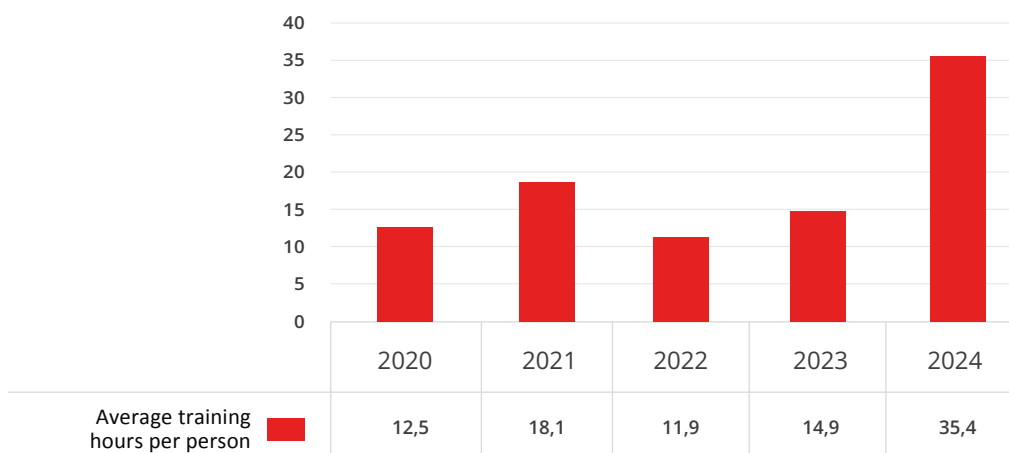
Training and development

Every training, whether formal or informal, is recorded in our training tool. This allows us to monitor needs, track growth, and identify where additional efforts are required.

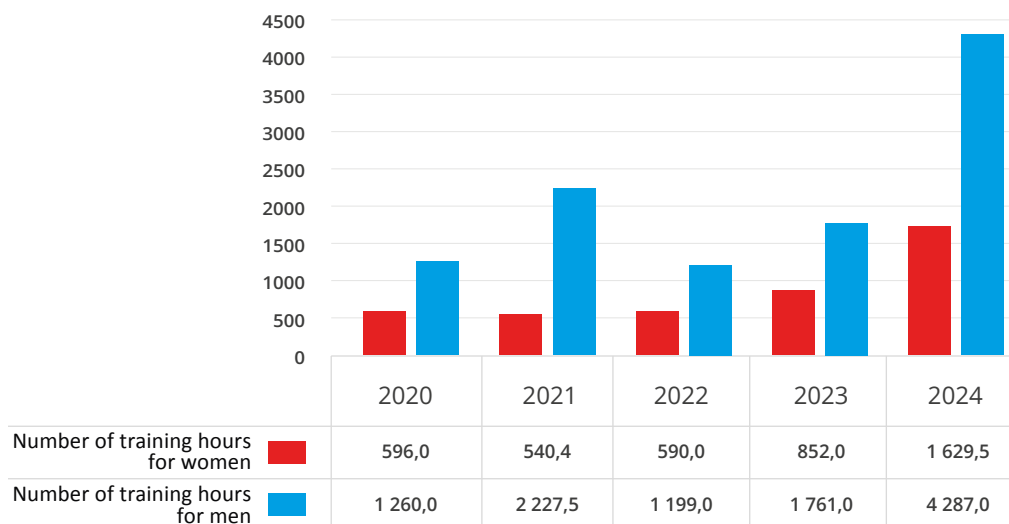
Number of training hours



Average training hours per person



Training hours by gender





Our training policy

We view training as a craftsman does their tools: something to maintain, supplement, and use deliberately. For us, training is not a cost, but a lever for autonomy, expertise, and long-term value. We invest where it matters, on the shop floor, with managers, in knowledge transfer, and in soft skills, always with a focus on sustainable employability.

In production, learning is closely linked to the qualification matrix. The more processes you master, the broader your employability and the higher your salary. The transparent model encourages ownership and continuous growth. Training mainly takes place on the job, in consultation with team leaders and based on concrete needs. Every acquired skill is recorded and made visible.

In 2024 and 2025, we sharpened our focus on structured training throughout the organisation. Each department works with a training plan based on practical needs and linked to individual development goals. Evaluation and development discussions form the basis for this. We allocate resources purposefully, use subsidies, collaborate with schools, partners, and training institutions, and encourage internal knowledge sharing.

Concrete examples include internal training on digital forms, soft skill development for team leaders, Dutch language training in the workplace (in collaboration with BLM), and coaching for managers within the Welt programme (inclusion and leadership).

Diversity is embedded in our training policy. In the 2025 training plan, we explicitly consider risk groups such as employees over 50, women in critical roles, and staff with a different native language. We provide tailored training, such as ergonomics, language support, and accessible learning paths. This is how SDG 4 – Lifelong Learning takes shape: not only through traditional training, but also through informal transfer, job rotation, and learning from colleagues.

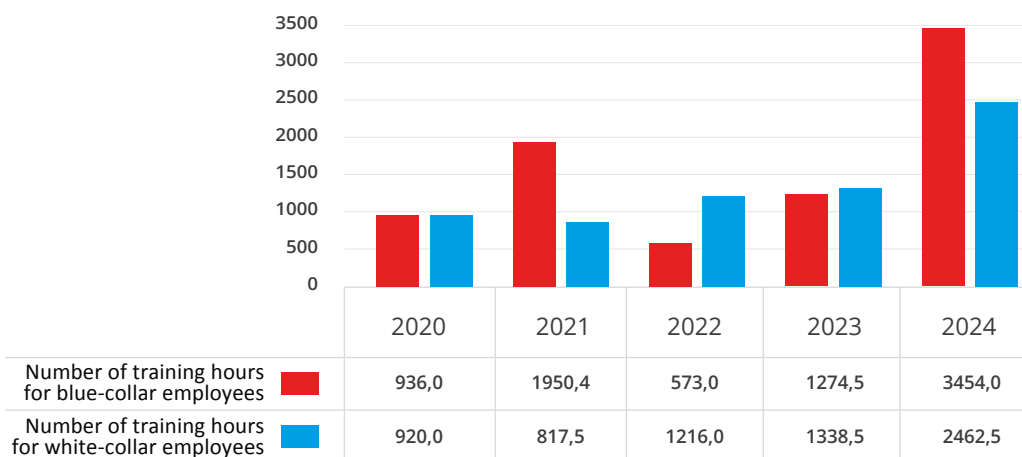


Performance and evaluation discussions

Our evaluation cycle has been redesigned into an open development conversation: fewer checkboxes, more dialogue, less past, more future. In 2025, we support managers through the BLM programme—with attention to development-oriented conversations, team dynamics, and situational leadership—so that talent becomes visible, grows, and endures. In line with PLAN 2025–2029, we conduct career discussions with blue-collar and white-collar employees, train managers to conduct these conversations qualitatively, and map out the end-of-career landscape with end-of-career discussions.

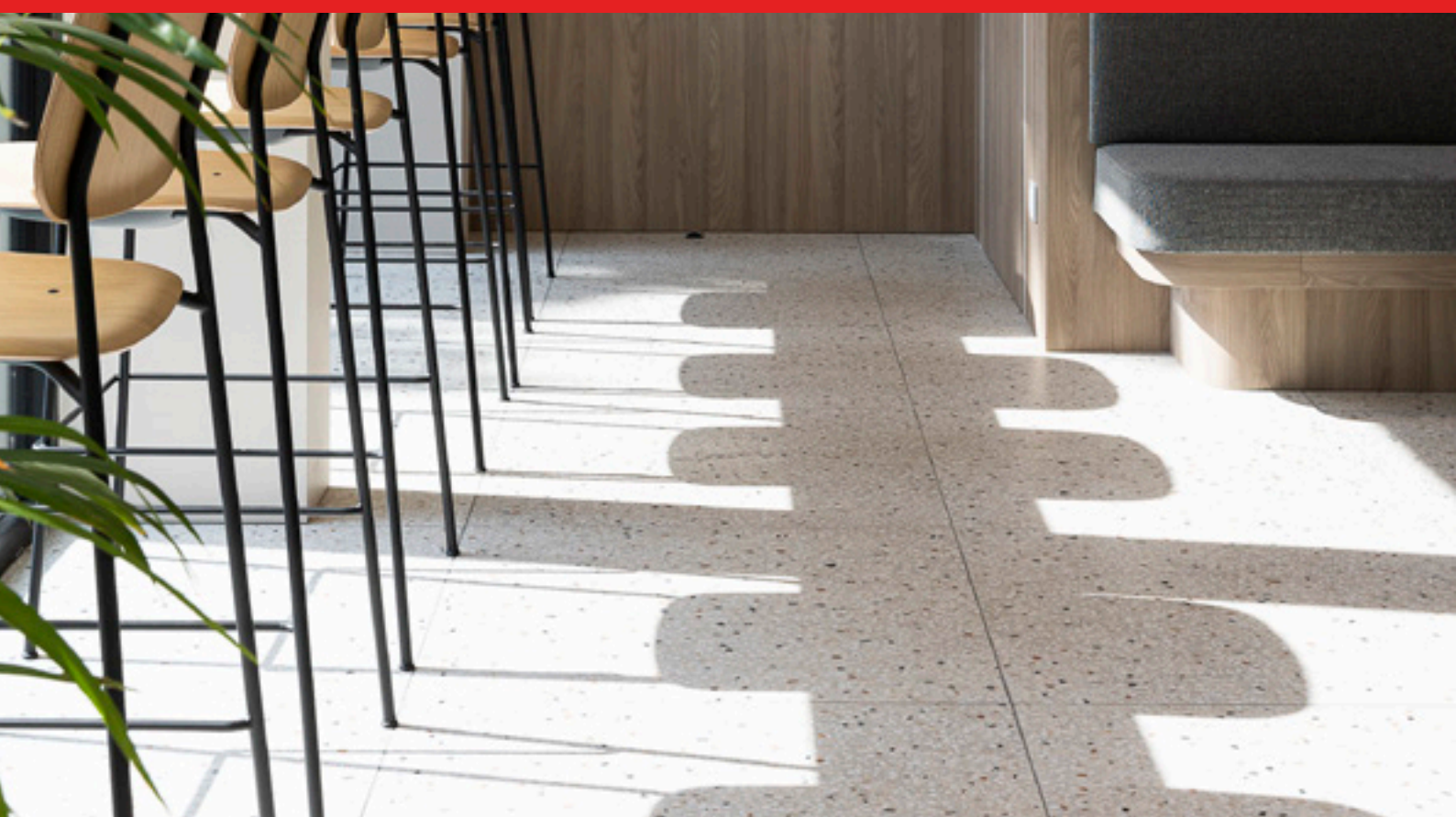


Training hours for blue-collar vs white-collar employees





HEALTH AND SAFETY



GRI 2-22 /
3-1 / 3-2 /
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403-7

Infrastructure and working environment at Pami

A safe, pleasant, and efficient working environment is not a luxury, but a basic requirement for well-being and productivity. At Pami, we see our workplace as an extension of our values: care, quality, and progress. That's why we continuously invest in infrastructure and processes that not only meet legal standards but also contribute to comfort, safety, and ergonomics.

Recently, we have taken concrete steps to realise this. For example, we distributed safety instruction cards at strategic locations in the company, so crucial information is always within reach. We also provided first aid toolboxes to strengthen first aid knowledge.

Our internal transport equipment underwent a thorough evaluation and was adjusted where necessary. At the same time, we implemented ergonomic solutions to reduce physical strain. An example? The renovation of the lighting in our production hall, which not only improves visibility but also creates a more pleasant working environment.

Machines were made safer through targeted optimisations, and at the start of each job, we use a QSHE checklist to systematically check important points. This way, safety is not left to chance, but is built on structure and awareness.

Looking ahead: action plan improvements

Our overall action plan includes additional initiatives to further improve the working environment. For example, we are updating the welcome brochure to better inform new employees about safety instructions. There is also increased attention to the correct use of chemicals and personal protective equipment.

We are also working on refreshing the infrastructure, focusing on cleanliness, accessibility, and comfort. Because a safe workplace is also a place where you feel good.

Shared responsibility

Safety is not a one-way street. Employees with questions or suggestions can always contact their supervisor, the Committee for Prevention and Protection at Work (CPBW), the Prevention Advisor, or the QSHE Manager.

The QSHE Manager also plays an active role in further optimising our safety policy and working environment. Together, we build a workplace where everyone feels safe, supported, and valued.

GRI 2-22

Daily policy focus points

Health and Safety are not side issues, but fundamental parts of our company policy. They form the core of our QSHE policy (Quality, Safety, Health & Environment) and are anchored in our strategic exercises and evaluations, which we conduct quarterly.

To make our ambitions concrete, we have drawn up a roadmap that maps all GAPs (improvement points) and integrates them into our QSHE policy. This ensures that safety is not just a goal, but an ongoing process of improvement.

GRI 3-1 /
3-2 / 3-3 /
403-2 /
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403-7

Our strategic safety principles

We have defined six anchors that guide our safety policy:

1. **Safety as a shared responsibility**
Everyone actively contributes: from management to employee and external partner.
2. **Proactive risk approach**
We focus on prevention over correction, through systematic workplace and process analyses.
3. **Transparent and direct communication**
Unsafe situations and behaviour are discussed and followed up immediately.
4. **Continuous training & awareness**
Regular training (such as forklift safety, first aid, intervention team, working with chemicals) and visual communication via posters, welcome brochures, and internal channels.
5. **Standardisation and integration**
Safety is embedded in all processes and management systems (such as ISO 9001:2015 and ISO 14001:2015).
6. **Monitoring & learning from incidents**
Safety audits, inspections, and incident analyses form the basis for improvement.

Our policy is set up in accordance with international standards such as ISO 45001, even though we are not certified to this standard.

GRI 2-22 /
403-2 /
403-4 /
403-7

What does our QSHE policy include?

- Risk analysis and prevention
- Employee involvement
- Active input via prevention advisors, safety committees, and regular feedback moments
- Training and education
- Targeted training on safety behaviour, use of personal protective equipment, fall protection, and safe driving of forklifts and reach trucks
- Well-being initiatives
- Additional programmes on mental and physical health

By continuously improving this management system, we not only increase safety but also contribute to a sustainable and people-oriented organisational culture.

GRI 403-2 /
403-7

RISK ANALYSIS AND PREVENTION

Each workstation receives a specific risk analysis, mapping out hazards and working conditions in detail. This approach enables us to take targeted measures tailored to the activities of each function.

We also conduct a chemical risk analysis, focusing on assessing risks associated with the use and storage of hazardous substances. Based on these analyses, we draw up practical safety instructions, which are clearly communicated via posters and workplace instruction cards. This way, every employee knows exactly which measures apply to their workstation.

GRI 403-4 /
403-7

EMPLOYEE INVOLVEMENT

Safety is a team effort. At the start, every employee receives a welcome brochure with practical safety tips and guidelines. From day one, we make it clear that working safely is a priority.

We communicate regularly via Pamirazzi (our internal newsletter), posters and notices at strategic locations, and via a TV screen in the canteen with company and safety information.

We also provide targeted training to strengthen knowledge about prevention and safe behaviour. Our Committee for Prevention and Protection at Work (CPBW) and the internal prevention advisor play an active role in monitoring and signalling safety issues. We encourage an open culture, where unsafe behaviour is proactively identified and discussed.

GRI 403-5 /
403-7

TRAINING AND EDUCATION

Our organisation actively invests in a strong safety culture, focusing on both behaviour and working conditions. Through safety audits and inspections, we detect risky situations and abnormal behaviour. Employees are addressed directly and informed about appropriate measures.

We also organise targeted safety training, such as:

- Safe driving of forklifts: focus on stability, signalling, and accident prevention
- First aid training: so employees can act quickly and appropriately in case of incidents
- Intervention team training: periodic sessions on fire safety and emergency procedures

These trainings not only increase knowledge and alertness but also strengthen well-being and operational continuity on our shop floor.

GRI 403-7

WELL-BEING INITIATIVES

Safety and well-being go hand in hand. That's why we organise a well-being survey every three years to listen to the needs and expectations of our employees.

We promote sustainable mobility through a bicycle leasing plan and ensure ergonomically designed workplaces that support comfort and health. We also invest in personal growth through training and coaching.

The social aspect is also given space: with initiatives such as an annual barbecue and a celebration moment, we strengthen collegiality and team spirit. Together, we build a working environment where people feel safe, valued, and connected.

Minimising risks

GRI 2-22 /
3-1 / 3-3

Safety, responsibility, and integrity are not just in procedures, but in everyone's daily behaviour. That's why we have developed an integrated policy that minimises risks in three crucial areas: behaviour, prevention, and digital security.

1. Behavioural guidelines
2. Prevention policy
3. Cybersecurity

GRI 403-2 /
403-7

Behavioural guidelines: safety as culture

A safe and respectful working environment starts with clear behavioural guidelines. These rules are not just formally established, but are actively promoted throughout all levels of the company.

Our core values and behavioural rules are included in the handbook of our internal management system and anchored in the work regulations. They guide how we interact, take responsibility, and put safety at the centre of our daily operations.

Based on internal risk analyses, we have also established specific guidelines for safety and cybersecurity. These are not only found in policy documents, but are also visible in the workplace: through posters, instruction cards, and communication by managers and the prevention advisor.

Important instructions, such as the correct use of personal protective equipment (PPE), are actively monitored. We encourage an open culture, where colleagues can remind each other to comply with safety rules.

New employees receive a thorough introduction:

- A welcome brochure with codes of conduct and safety agreements
- A tour of production with extra attention to safety instructions
- A checklist conversation with HR, where the work regulations and code of conduct are signed

Digital responsibility is also part of our behavioural guidelines. We expect employees to use social and digital media consciously, and to handle company information with care and discretion. These guidelines are included in our policies and are regularly highlighted.

This ensures that behaviour, safety, and responsibility are not just loose concepts, but a shared practice that lives within our organisation.

GRI 2-22

Prevention policy: from analysis to action

Our prevention policy is not a static document, but a dynamic set of measures, evaluations, and actions. It is drawn up by the prevention advisor in close collaboration with management, ensuring the policy is supported at all levels.

GRI 3-1 /
3-2 / 3-3 /
403-2

Backed by analyses

- Risk analyses: to identify potential hazards in the workplace
- GAP analyses: with action plans to address shortcomings

The results form the basis for our global prevention plan, which is translated into an annual action plan with measurable actions.

Concrete Initiatives

- Awareness around hazardous substances
- Ergonomic solutions for the safe handling of office furniture
- Preventive signage in the workplace
- Welcome brochure with safety and behavioural rules
- Triennial satisfaction survey with follow-up on improvement actions
- Survey on psychosocial stress (last conducted in 2015)
- Annual flu vaccination offer
- Custom-made earplugs for hearing protection

Our prevention policy is a living system that evolves with the needs of our employees and the challenges of our sector.

GRI 2-22

Cybercrime: digital security as a priority

In a world where data is worth its weight in gold, we recognise that digital security is an essential part of risk management. The protection of company and customer data and ensuring business continuity are central to our IT policy.

Technical measures

- Redundant firewall with systematic updates
- Automatic updates for servers and workstations via Microsoft
- Central compliance with security and configuration policy via Microsoft Intune
- Physical and logical separation of the factory network via VLAN structure
- Second, physically separated server room under construction for extra continuity

Access security and backup

- Multi-Factor Authentication (MFA) required for all users
- Backup strategy according to the 3-2-1 principle: three copies, two media, one offsite (including cloud)

THE HUMAN FACTOR

Technology alone is not enough. That's why we invest in awareness through attack simulation trainings. Employees learn to recognise phishing, social engineering, and other cyber threats. In this way, we make digital security a shared responsibility.

OUR PROMISE

Through this integrated approach—from behaviour and prevention to digital security—we minimise risks and build a safe, healthy, and future-proof organisation.



First aid

Safety and rapid first aid are central. We want every employee to feel safe and know that there is always someone ready to intervene when necessary. That's why we have a dedicated first aid team and a fire intervention team, carefully organised and spread across our various departments.



Fire intervention: readiness in every team

Our fire intervention team is responsible for internal firefighting. Team members are trained internally by our prevention advisor, who prepares a report with concrete improvement points after each session. This ensures that the team's operation is continuously optimised.

To guarantee continuity of fire intervention, we ensure that several employees per team and per fire compartment are trained. This way, there is always sufficient presence, even if a team member is absent.



First aid: help always close by

Our first aid team is trained to act quickly and adequately in case of incidents. Upon joining, team members follow thorough first aid training, after which their knowledge is refreshed annually through internal courses. Here too, continuity is crucial. That's why we ensure that enough people are trained per hall and per process.

The first aid room is equipped with all necessary materials to provide first care correctly and efficiently. To guarantee quality and availability, we carry out monthly checks on shelf life, completeness, and cleanliness. All registrations are meticulously kept. In addition, the room is checked annually by an external service, so we are sure of a safe and compliant environment.

Important products are stored exclusively in the first aid room to ensure correctness and traceability.

GRI 403-7

Extra assurance: AED and quick decisions

In addition to the basic facilities, we have an AED device, purchased in 2020 and checked annually. This allows us to intervene life-savingly in case of cardiac arrest.

Our first aid team also participates, if necessary, in decisions about further steps, such as calling in external emergency services. This ensures that every situation is handled professionally and thoughtfully.

Strong together in safety

With this structural approach and the commitment of our employees, we ensure that first aid within Pami is not only available, but also reliable, professional, and always ready.

GRI 2-22 /
3-1 / 3-3

Illness and accidents

The well-being and safety of our employees are fundamental pillars within our sustainability policy. Through targeted actions and process optimisations, we strive for a continuous decrease in the number of occupational accidents.

Between 1992 and 2001, the average number of occupational accidents with at least one day of work incapacity was 11.6 per year. The average number of lost calendar days per year was then 187.3 days. In the most recent period, 2021–2025, this has dropped significantly to an average of 4.0 accidents and 78.8 lost days per year.

This positive evolution is the result of targeted investments in safety, including:

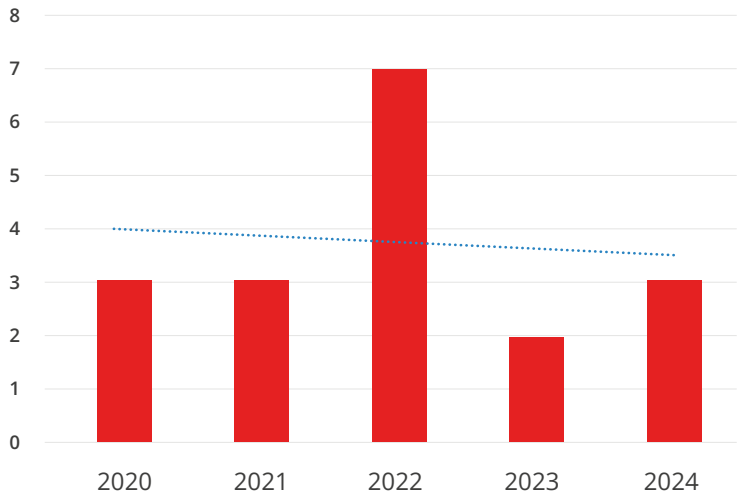
- Optimisation of machines with safety features such as light curtains
- Improved machine and compliance assessments
- Improved lighting in the workplace
- Increased safety awareness
- Regular training for employees

In addition, an extensive GAP analysis for safety was carried out, mapping existing risks and shortcomings.

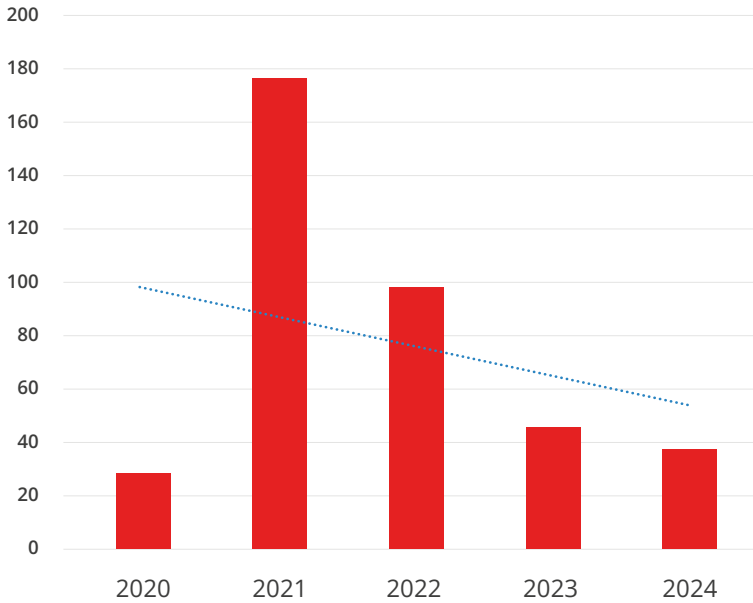
Based on this analysis, new actions have been defined to further improve safety and further reduce the numbers of occupational accidents and lost workdays.



Number of occupational accidents with work incapacity



Calendar days lost due to occupational accident









Socio-economic ethics

Sustainable growth is only possible when economic choices go hand in hand with social responsibility. Respect for people, care for our environment, and transparency in our actions form the basis of our policy.

These ethical principles are not optional. They are anchored in our management system, explicitly described in our management manual, and alive in our daily practice. Our managers actively promote these values, and each year they are tested through external audits, including:

- CSR Performance Ladder
- ISO 9001:2015 (quality)
- ISO 14001:2015 (environment)

This underlines our commitment to quality, environment, and social responsibility. We also monitor our complaints, incidents, and reports regarding environment, ethics, GDPR, and financial fraud. So far, we have not received any reports.

	2023	2024
Reports, complaints, fines environment 	0	0
Reports, complaints, fines accounting 	0	0
Reports, complaints, fines ethics 	0	0
Reports, complaints, fines GDPR 	0	0

From onboarding to daily practice

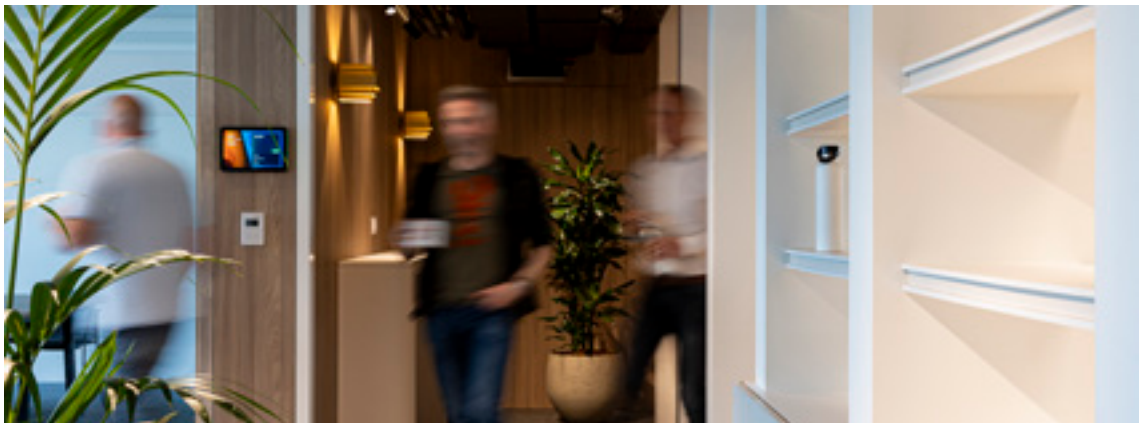
From the very first working day, we familiarise new employees with our values. Through a code of conduct and a welcome brochure, we introduce them to our story about ethical conduct, safety, respect, and sustainability. These principles are also included in job descriptions, so they are embraced at the individual level.

GRI 3-1 /
3-3

How do we make socio-economic ethics concrete?

Our approach translates into tangible actions:

- Local anchoring: we work exclusively with suppliers within a radius of 500 km. This not only limits our ecological footprint but also strengthens local economies.
- Creating an improved work-life balance by optimising job design to personal circumstances, e.g., working from home or parental leave.
- Fair working conditions: wages and index actions in accordance with sectoral agreements.
- Triennial satisfaction survey: with concrete improvement actions based on feedback.
- Digital responsibility: policy on social and digital media, with discretion, respect, and transparency as core values.
- Introduction and monitoring of an ethical code of conduct that applies to key stakeholders such as employees, customers, suppliers... to prevent breaches in areas such as corruption, discrimination, etc.
- Workshops on prevention and well-being at work covering various topics: healthy nutrition, ergonomics, work-life balance, etc.



Our promise

Through this structural approach, we make socio-economic ethics not an abstract concept, but a concrete reality that lives in our organisation. It is a shared responsibility that we take on together with our employees, our suppliers, and our environment, helping us build a sustainable future.

Safety of our products and services

GRI 2-22 /
3-1 / 3-2 /
3-3 / 416-1

Product safety as a strategic foundation

Product safety is not a side issue, but part of our broader strategic vision. Every piece of furniture that leaves our workshops is designed and produced with one goal: safe use, long lifespan, and full compliance with applicable standards.

Our NEN EN ISO 9001:2015 and NEN EN ISO 14001:2015 certifications form the framework in which we operate. They ensure that safety, quality, and environmental awareness are structurally embedded in our processes and culture.

GRI 2-25

Control at every step

Safety starts with design and only ends at installation. At every step of the production process, our products are personally checked. During assembly and installation, our teams carry out an extra visual inspection. Employees are trained to recognise deviations and report them immediately.

Rejected items are systematically registered, communicated internally, and followed up. Corrective actions are recorded and evaluated in our quarterly reporting. In addition, we regularly conduct product audits with a multidisciplinary team, so that safety and compliance are assessed from different perspectives.

Agreements on responsibilities and rejection are laid down in an internal flow, part of our ISO 9001:2015 system. ISO 14001:2015 also contributes to safe and sustainable processes.

PREVENTIVE MACHINE MAINTENANCE

Product safety starts with reliable machines. That's why we use a preventive maintenance plan that specifies for each machine what type of maintenance is needed and how often. This prevents breakdowns, limits risks, and guarantees a safe working environment, which directly contributes to the quality of our end products.

STANDARDS THAT GUARANTEE SAFETY

Our products comply with international and national standards that ensure safe use.

For office furniture – work tables:

- DIN EN 527-1: Dimensions
- DIN EN 527-2: Safety, strength, and durability requirements
- NPR 1813: Ergonomics – explanation of NEN-EN 527

For office furniture – storage furniture:

- DIN EN 14073-2: Safety requirements
- DIN EN 14073-3: Functional requirements such as drawer guidance and locking mechanisms
- DIN EN 14074: Additional requirements for office storage furniture

These standards guarantee that our products are stable, ergonomic, and safe, even with intensive daily use.



Traceability and complaints handling

Each product is provided with a QR code, which allows you to check at any time when and by whom it was manufactured. This increases traceability and enables quick and correct handling of complaints.

Our service department is responsible for direct follow-up of customer queries. Complaints are handled efficiently and, where possible, resolved within the set timeframe.

We look ahead. With a view to the future, we aim for FEMB Level 3 certification, a leading European standard for sustainability and safety in the furniture industry.

In addition, we want to introduce product passports with information on:

- materials used
- share of recycled content
- recyclability at the end of the product's life
- assembly and disassembly instructions

These initiatives strengthen our ambition to structurally embed safety, quality, and sustainability in our strategy and product development.

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GLOSSARY

ROHS: The term RoHS is the acronym for Restriction of Hazardous Substances. It is intended to reduce the use of six substances, including lead, in the electronics industry.

REACH: REACH is a system for registration, evaluation and authorisation of chemical substances that are produced in or imported into the European Union. The name 'REACH' stands for Registration, Evaluation and Authorisation of CHemicals. The regulations came into force on 1 June 2007.

VITO: Flemish Institute for Technological Research

CPBW: Committee for Prevention and Protection at Work

GRI: Global Reporting Initiative

WORKSPACE DESIGNERS