



# FORESCO SUSTAINABILITY REPORT 2024

FROM GROWTH TO CONTROL



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SUSTAINABILITY TEAM

**Maarten Maes**  
Head of Transformation

**Nicolas Vancayzeele**  
Sustainability & ISO Certification



FOREWORD

Dear reader,

Foresco is experiencing rapid growth. In 2024, we opened new branches in Belgium and the Netherlands through strategic acquisitions and took our first steps in Scandinavia, the Baltic States, and Germany. This expansion marks a milestone, but more importantly, it reflects the dedication of our people. Thanks to their ongoing hard work, we continue to professionalise Foresco and operate as one well-oiled machine.

This professionalisation extends to our sustainability policy and we are delighted to present the results in this second sustainability report.

In 2024, we conducted a double materiality assessment, which deepened our insights and led to new, concrete actions. This report provides transparency into the decisions we make, the challenges we face and the progress we are making. We want to be open about where we stand and how we go forward together.

At the same time, we face a complex reality. European sustainability legislation is evolving rapidly, for example the European deforestation regulation and the postponed CSRD. These frameworks sometimes create ambiguity, difficulties and significant administrative pressure.

That said, while we believe legislation should not be the driving force, it does confirm the path we have already chosen.

At Foresco, we focus on sustainability because we truly believe in it. We take responsibility for the impact of our company, for the forests that supply our raw materials and for the people who work with that wood. Laws and regulations are the framework, but the real momentum comes from within.

This report provides you with a transparent look at our approach. We hope it is inspirational, thought-provoking and encourages conversation.

If you have any questions or ideas, please get in touch!

**Jan Ponnet**  
CEO Foresco



“At Foresco, we focus on sustainability because we truly believe in it.”

# WE ARE FORESCO

Foresco is a pioneer in sustainable solutions for wooden pallets and packaging. With a strong focus on quality, flexibility, reliability, sustainability and safety, we aim to take a leading role in the circular economy. Our goal: to be the most respected company in our industry in Europe – for customers, employees and the environment.

QUALITY

The best knowledge and experience in our sector has been brought together to fully unburden customers in a way that suits them best while respecting the environment.

FLEXIBILITY

Solution-oriented with innovative services and products. Always the fastest response time in the market with systems that are fully integrated with those of our customers.

SUSTAINABILITY

A frontrunner in sustainable entrepreneurship. On the road to CO<sub>2</sub> neutrality in a future where reuse and efficiency take centre stage. With a focus on digitalisation and sustainability.

SAFETY

Safety comes first. We ensure a safe working environment by putting responsibility, training and proactive measures at the heart of our operations.

RELIABILITY

We produce, sort and repair. We always deliver. Always on time. Locally. We are the reliable partner for companies in Belgium, the Netherlands, Luxembourg, Germany, and Scandinavia.

OWNERSHIP STRUCTURE

Foresco is a private company owned by Dynamica, the investment vehicle of entrepreneurs, Jan Ponnet and Cedric De Quinamar.

Management Team



Jan Ponnet  
CEO



Filip Rollier  
Country Manager  
Belgium



Wim van Dijk  
Country Manager  
Netherlands



Frank van Hoesel  
Purchasing & IT  
Director



Jurjen Stavorinus  
Commercial  
Director



Anne van Loy  
CFO



Maarten Maes  
Head of  
Transformation



Karen Plessers  
Manager Foresco  
Packaging Belgium

"With our network of dozens of locations across the Benelux, we are always close by. This avoids unnecessary transport mileage and reduces CO<sub>2</sub> emissions."

BUSINESS UNITS

New pallets

We deliver both customised and standardized new pallets that always meet the highest standard required by various industries. As a leading manufacturer, Foresco only sources its wood from PEFC-certified suppliers.

Used pallets

Foresco collects used pallets, sorts and assesses them for quality. Suitable pallets are reused, while damaged ones are repaired and sold as a sustainable and cost-effective alternative to new pallets.

Packaging

Foresco provides tailor-made packaging solutions for sectors such as the steel industry, mechanical engineering, automotive sector, and medical technology—with a focus on safe, efficient and sustainable transport. We also work on-site when dealing with large machinery and complex shipments.

Service for pallet pooling companies

Specialised services focused on sorting and repairing pallets for pooling companies. Pallets are assessed for quality and usability, and damaged ones are repaired according to strict standards as agreed with the customer.

KEY FIGURES 2024

|                |                                |
|----------------|--------------------------------|
| Revenue        | Customer base                  |
| €600 million   | >7,000                         |
| Employees      | Annual production              |
| 2,000          | 20,000,000<br>New pallets      |
| Specifications | 25,000,000<br>Used pallets     |
| >5,000         | 250,000<br>Packaging solutions |

FORESCO COLLECT, REPAIR & RE-USE

Thanks to our innovative software platform, customers can easily have their used pallets collected and redeployed. Damaged pallets are repaired according to strict quality standards and returned for reuse. Collect, Repair & Re-use combines sustainability with cost efficiency and extends the lifecycle of pallets.

FORESCO BE AND FORESCO NL

Over the years, we have acquired more than 45 companies in the Netherlands and Belgium. This led to a number of challenges. For example, customers and suppliers had to deal with multiple legal entities, over 130 different bank accounts and countless VAT numbers. This is why we decided to merge all Belgian entities into one in 2024: Foresco BE nv as of 1 January 2025. Likewise, the 20 Dutch entities will merge into Foresco NL BV by 1 June 2025.

This move simplifies our administrative systems, improves customer satisfaction and creates a unified market presence.



# FORESCO AND SUSTAINABILITY

Our goal is to become the most respected company in our industry, and leading the transition to sustainability is a key component. This is why various sustainability initiatives are deeply embedded in our operations.

## OUR SUSTAINABILITY STRATEGY



### ENVIRONMENT

**CO<sub>2</sub>-free production**

We are aware of our impact on climate change and the potential effects climate change may have on our business operations. This is why we aim to reduce our CO<sub>2</sub> footprint, working towards CO<sub>2</sub>-free production.

**Promoting circularity**

We integrate circularity across the entire lifecycle of our products. Wooden pallets are a key element of the logistics value chain. We aim to close the loop by encouraging and facilitating the reuse of pallets wherever possible.

**Sustainable raw materials**

We choose sustainable raw materials. Wood is our primary resource, which is why we opt for sustainable forestry without deforestation. We do this by working exclusively with PEFC-certified suppliers. For other raw materials, too, we continually seek more sustainable alternatives, such as recycled materials.

SDG's

- 07** Affordable and clean energy
- 09** Industry, innovation and infrastructure
- 11** Sustainable cities and communities
- 12** Responsible consumption and production
- 13** Climate action
- 15** Life on land
- 17** Partnerships for the goals



### PEOPLE

**Attractive and safe working environment**

At Foresco, we strive to create a pleasant, safe and employee-centric working environment. Our employees are not only valued individuals but also an essential part of the team. Just as wood is our most important raw material, our people are the core of our strength. Our core values – respect, collaboration, safety, customer focus and enjoyment – guide us in building a Foresco company culture that makes us proud.

SDG's

- 05** Gender equality
- 08** Decent work and economic growth
- 10** Reduced inequalities



### GOOD GOVERNANCE

Professionalism: we aim to further professionalise the market by leading by example. We are committed to always complying with relevant legislation and our own ethical code of conduct.

SDG

- 16** Peace, justice and strong institutions

### SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Through our sustainability strategy, we contribute to the Sustainable Development Goals (SDGs), the United Nations' framework for sustainable development. These 17 goals were established to help build a better world both locally and globally. On the following pages, you'll find the key goals where Foresco aims to make the biggest difference through its strategy.

### DOUBLE MATERIALITY ANALYSIS

Using a double materiality analysis (DMA), we have identified the material topics for our sustainability strategy. This exercise aligns with the upcoming requirement for sustainability reporting for European companies (CSRD). The purpose of the analysis is to gain insight into Foresco's most significant impacts, risks and opportunities related to environmental, social and governance issues.

The most relevant or material sustainability issues are then integrated into our sustainability strategy.

The process comprises four steps:

- Understanding our context
- Identifying relevant impacts, risks and opportunities
- Scoring and ranking the identified issues
- Defining the material topics

### TRANSPARENCY

To make our commitments measurable, we are continuing to build a monitoring system that enables us to improve at all levels of the organisation and publicly report on our performance. This lays the groundwork for reporting in line with CSRD regulations.

Our first EcoVadis assessment as a group is also part of this commitment to transparency. We are committed to making our efforts not only visible in practice, but also in our reporting and external evaluations. In doing so, we are making our sustainability performance more transparent.





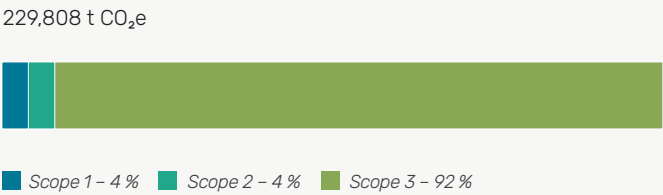
# ON THE ROAD TO CO<sub>2</sub>-NEUTRAL PRODUCTION

Climate change mitigation remains a top priority in our business strategy. We recognise that we actively contribute to climate change through the greenhouse-gas emissions from our own operations and those across our value chain. Global warming can in turn directly affect our business whenever it impacts timber production.

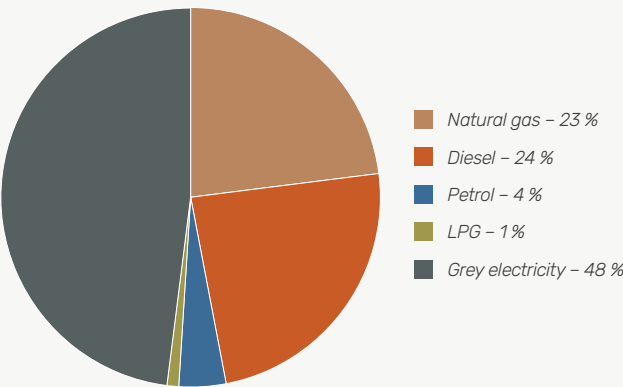
Since 2021 we have been measuring our CO<sub>2</sub> emissions, because if we measure it, we can manage it. This data show us where to focus our efforts to reduce greenhouse gases. Ultimately, we aim to offer our customers products and services that are entirely CO<sub>2</sub>-free.

### TOTAL CO<sub>2</sub> FOOTPRINT

In 2024 Foresco's total CO<sub>2</sub> footprint amounted to 229,808 t CO<sub>2</sub>-eq (market-based). Only 8 % of that total comes from our own operations (Scopes 1 & 2).

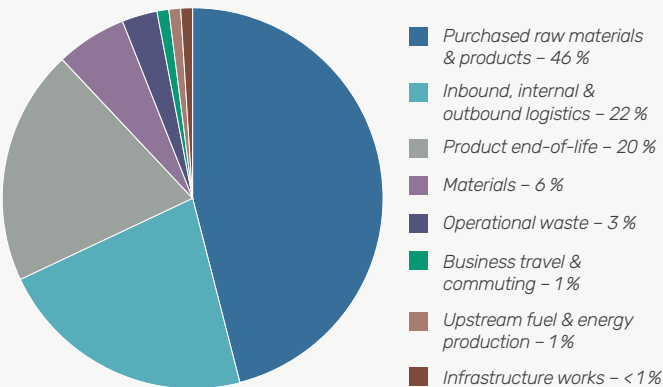


SCOPE 1 & 2 EMISSIONS – 17,546 T CO<sub>2</sub>-EQ



Continued growth, recent acquisitions and the strategic integration of sites have slightly shifted the relative share of emission sources, although the main focal points remain unchanged. Fossil fuels are used for transport (forklifts, trucks and company cars) and for heating (drying kilns and buildings). We consume electricity to power machinery, cool or heat buildings and charge electric vehicles.

SCOPE 3 EMISSIONS – 212,252 T CO<sub>2</sub>-EQ

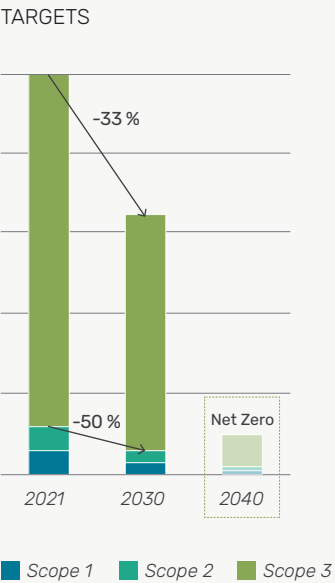


The largest impact still lies in our supply chain, especially in purchased materials, the associated logistics and the end-of-life phase of our products. Timber is by far our most crucial raw material, followed by metal (nails) and cardboard. Over 90 % of our logistics-related emissions are caused by supplier transport.

### OUR TARGETS

Based on this analysis and the Paris Climate Agreement, we have defined our goal for the coming years. In the short term, we are focusing on Scope 1 and 2 emissions, as these are within our direct control. Our goal is to reduce these emissions by 50 % by 2030.

To reduce our Scope 3 emissions, we are taking a long-term, multi-path approach, with collaboration across our supply chain and stakeholders playing a central role. Our aim is to achieve a 33 % reduction in Scope 3 emissions by 2030. By 2040, we want to reduce our total emissions to virtually Net Zero.



### SCIENCE BASED TARGETS

Our targets are aligned with the guidance set out by the Science Based Targets initiative (SBTi) – and we plan to go even further. In 2024, we committed to having our targets validated by SBTi. In the meantime, we are working hard to finalise our transition plan and achieve the necessary reductions so that we can officially submit our targets for SBTi validation in 2025.

We will continue to refine both our data collection methods and the quality of the data itself in the coming years. We will also increase stakeholder engagement to jointly define and implement the measures needed to achieve our reduction targets.



# OUR SUSTAINABILITY INITIATIVES

We continue to take action. Building on previous years’ analysis, we have already launched various concrete measures to reduce our impact. We first focused on our internal business operations (Scopes 1 and 2) to realise immediate, measurable impacts and began taking initial steps to reduce our Scope 3 footprint.



SCOPE 1 & 2

**TRANSITION TO SUSTAINABLE ENERGY**  
**Target: 100 % green electricity by 2030**  
**Target: Replace fossil fuels with more sustainable alternatives by 2030**

Each site is responsible for monitoring its own Scope 1 and 2 emissions and improving its energy policy, in coordination with central departments such as Transformation and Procurement. The transformation team supports sites with large-scale infrastructure projects, such as solar panel installation, and seeks ways to increase operational efficiency. The procurement team manages energy supplier contracts. In the long term, we aim to operate entirely on green electricity.

**SOLAR PANELS**  
**Target: Equip all production sites with solar panels**

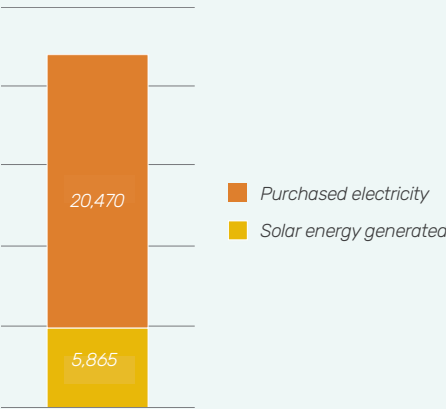
We aim to generate part of our (green) electricity in-house to become more self-sufficient. To this end, we are installing solar panels. In 2024, the following sites collectively produced 5,865 MWh of solar energy:

|                    |                                                                                               |
|--------------------|-----------------------------------------------------------------------------------------------|
| <b>Netherlands</b> | Assen, Hasselt, Klundert, Middenmeer, Musselkanaal, Sas van Gent, Valkenswaard en Zevenbergen |
| <b>Belgium</b>     | Aalter, Beveren, Genk, Ham, Heppignies, Sint-Katelijne-Waver, Sint-Truiden and Wilrijk        |
| <b>Denmark</b>     | Taulov                                                                                        |

We are continuing to explore opportunities at other sites. In addition, we are evaluating energy storage solutions to maximise the use of the solar energy we generate.

*You can track the output of our solar panels live on our website.*

ENERGY CONSUMPTION (in MWh)



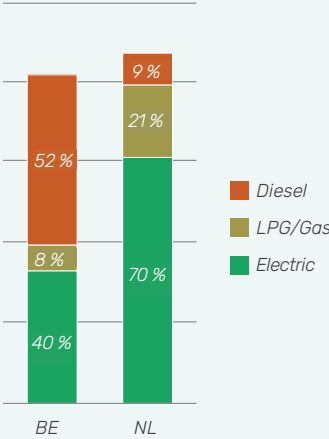
**ELECTRIC COMPANY CARS**  
**Target: Replace all company cars with electric vehicles by 2030**  
**Target: Install charging stations at every site**

Since early 2023, we’ve committed to fully electrifying our vehicle fleet. Charging stations are now being installed at all sites, and fossil fuels are being replaced by renewable energy.

**ELECTRIC FORKLIFTS**  
**Target: 90 % electric forklifts by 2030**

Here too, we are making the shift to renewable energy. By the end of 2024, the forklift fleet was distributed as follows:

FORKLIFTS (by percentage)



**Example:**  
Replacing a diesel forklift (3.5-ton capacity) with an electric one reduces emissions by up to 19 t CO<sub>2</sub>e per year.

**GREEN TRUCKS**  
We have centralised the management of our truck fleet, giving us better insight into our transport operations, fuel consumption and – further down the line – efficiency. The first electric trucks have already been purchased and were deployed in July and September. In 2024, they covered over 41,000 km entirely emission-free.

Switching to green trucks comes with new challenges, such as the availability of new technologies, range limitations, refuelling infrastructure, energy supply and possible residual emissions.

Long-term targets

- We are exploring ways to reduce transport emissions by switching to greener logistics solutions – both for our suppliers (Scope 3) and our own fleet (Scopes 1 and 2).
- We are also reviewing energy consumption per site, with a focus on reducing compressed air leaks and standby power use.
- Lastly, we are researching CO<sub>2</sub>-friendly methods for drying wood, both at our suppliers (Scope 3) and on-site (Scope 1).





SCOPE 3

SUSTAINABLE TRANSPORT

Target: shift to water or rail transport wherever possible

From road to water

Following a pilot project in 2023 to transport purchased timber by ship, we continued along this path in 2024. A total of 5,600 m<sup>3</sup> of timber was shipped from the Baltic States to the Netherlands – a move expected to cut CO<sub>2</sub> emissions by 65 %. The Procurement department is now exploring how to scale up this approach.

SUSTAINABLE TIMBER PROCUREMENT

Target: 100% PEFC-certified suppliers by 2024

As of 2024, we have committed to sourcing exclusively from PEFC-certified suppliers. The PEFC programme (Programme for the Endorsement of Forest Certification Schemes) promotes sustainable forest management and serves as a primary selection criterion for our suppliers. It supports biodiversity, forest productivity, vitality and the protection of ecosystem services.

You can learn more about this topic on page 23.

Long-term Targets

- Increase the use of recycled materials in our products.
- Switch to recycled alternatives (e.g. nails, presswood blocks) wherever possible.
- Maintain a strong focus on waste reduction.
- Increase the share of timber sourced closer to production locations.
- Reduce transport emissions by switching to green logistics, both for suppliers (Scope 3) and our own fleet (Scopes 1 and 2).
- Avoid transporting wet timber.
- Source pre-dried wood to reduce transport weight and maximise truck load capacity.
- Switch to CO<sub>2</sub>-friendly drying methods, both in-house (Scope 1) and at supplier sites (Scope 3).
- Make the CO<sub>2</sub> impact of raw materials and products transparent, enabling customers to make informed choices.

“By sourcing more pre-dried wood, we not only reduce transport weight but can also load more timber per truck.”



# ELECTRIC FORKLIFTS: ZERO EMISSIONS, MAXIMUM IMPACT

As part of our CO<sub>2</sub> reduction strategy, Foresco is gradually replacing its diesel and LPG forklifts with electric models. We're not only investing in new equipment but also optimising the use of our existing fleet. EVs are the future – including inside our warehouses and production sites.

LOWER EMISSIONS, HIGHER EFFICIENCY

Electric forklifts produce no harmful emissions during use. This makes them not only more environmentally friendly but also quieter than their diesel counterparts. According to our calculations, replacing a single 3.5-ton diesel forklift can save up to 19 tonnes of CO<sub>2</sub> emissions per year – equivalent to the annual carbon footprint of an average household. We see this transition not as an obligation but as a natural step towards sustainable operations. Not only will we reduce emissions, but we will also cut fuel costs – especially when charging using our own solar energy!

REUSE WHEREVER POSSIBLE

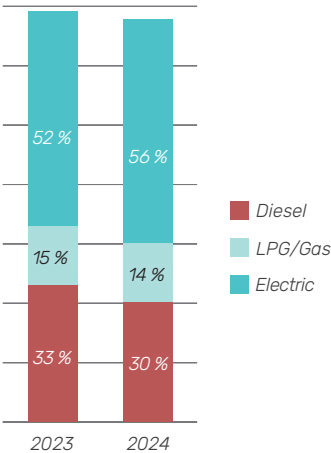
Our approach goes beyond simply buying new electric forklifts. We also make use of machines already available within the organisation. Forklifts from closed or downsized sites are given a second life at other locations. Models with technical defects are retired to ensure safety and reliability remain top priority. This way, we combine sustainability with smart asset management.



SAFETY THROUGH SMART TECHNOLOGY

Electric forklifts are not only cleaner but also safer. They come equipped with technology that alerts pedestrians and colleagues to movement – including blue safety lights (Bluespot), white noise during reverse driving, and projected hazard zones around the forklift. These features improve both safety and visibility on the shop floor – for everyone.

By investing in electric vehicles, Foresco is creating a cleaner, quieter and safer working environment – step by step, forklift by forklift.



**The numbers: EV use is on the rise**  
In 2023, 52 % of Foresco's forklift fleet was already electric. In 2024, that figure rose to 56 %. Meanwhile, the number of diesel and LPG forklifts continued to fall. The share of electric forklifts is steadily increasing, reducing our reliance on fossil fuels. Our goal is to have a fully electric fleet by 2040.

# SMARTER PLANNING AND MORE SUSTAINABLE TRANSPORT WITH MENDRIX

In 2024, Foresco took a strategic step toward smarter and more sustainable transport by selecting MendriX as its new transport management system. The driving force: a need for clarity, consistency, and more control over transport flows across the organisation. All locations in all countries will eventually adopt this system. This will create a single centralised workflow, making both internal and external transport activities transparent and comparable.

ONE WAY OF WORKING,  
FEWER ERRORS

"So far, every site has followed its own approach," explains Transport Manager, Martijn van der Werff. "Excel and Outlook are used extensively, but we're still largely dependent on the knowledge locked in the minds of our planners. Such a system is prone to errors, inefficient, and impossible to manage centrally. MendriX is going to change that."



Martijn van der Werff, Responsible Transport

FLEET MOVEMENT VISIBILITY, CONTROL  
OVER COSTS

With MendriX, all trips are recorded in a single system – including data on costs, loads, routes and carriers. This information allows for better planning and more informed decisions between using in-house vehicles or external carriers. "Roughly half of our transport is handled internally, the other half externally," Martijn explains. "The goal is to make more efficient use of our own fleet – but that's only possible if you have a complete overview."

The new system also makes it easier to combine shipments and reduce empty kilometres. Given Foresco's distribution across Benelux and the distinction between production and recycling locations, there is major potential to optimise load and route planning.

AN INSTRUMENT FOR OPTIMISATION  
AND SUSTAINABILITY

MendriX is more than just an operational planning tool – it is also a strategic instrument. In time, Foresco will connect a Plan Optimiser to the system, which will automatically suggest the most efficient planning based on parameters such as driving times, load capacities and customer requirements. Fewer trips, shorter routes, and reduced external hiring not only lead to lower costs, but also lower CO<sub>2</sub> emissions – delivering immediate sustainability gains. "My first estimate is that we can operate 10 to 15 % more efficiently," says Martijn. "But the real gains come in phase two: optimisation and further automation."

PHASED ROLLOUT

The decision to adopt MendriX was made in late 2024. "I expect the first locations to go live with MendriX from September 2025," says Martijn. "The dynamic integration with Business Central – Foresco's ERP system – makes the implementation complex, but powerful. Order and transport data will be continuously synced in both directions. It's a significant investment," Martijn concludes, "but one that will help us achieve more with fewer kilometres."





# AUDIENCE AND JURY PRIZE FOR FORESCO

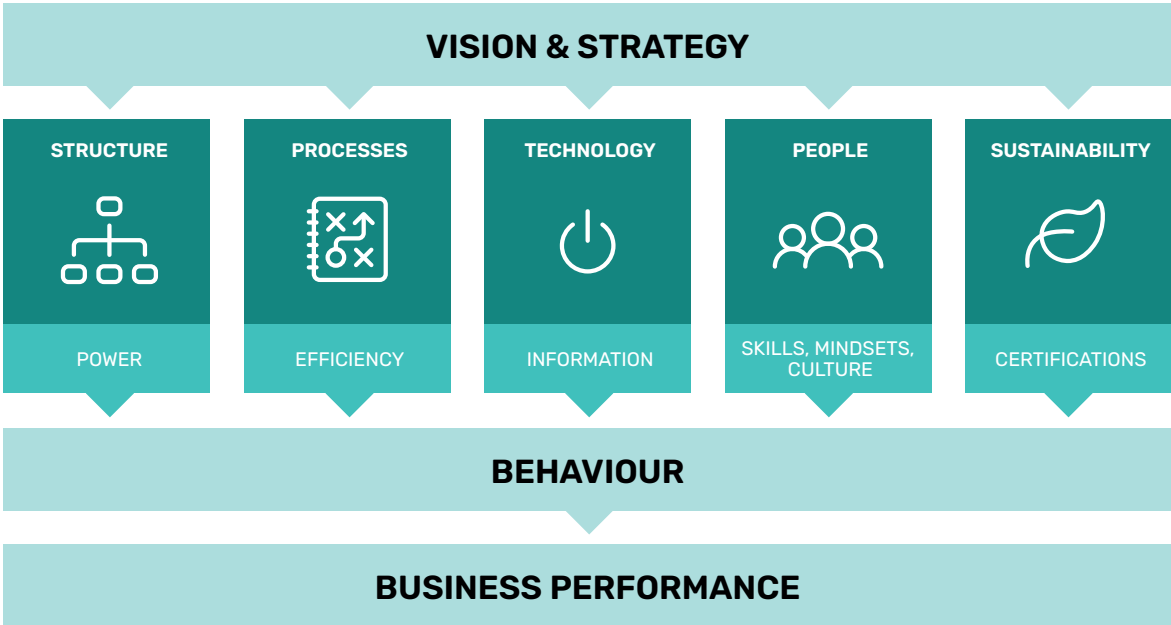
At the end of November 2024, the Supply Chain Awards ceremony took place in Brussels, organised by PICS Belgium in collaboration with Supply Chain Masters. Foresco received two honours: we won both the Audience Award, voted for by over 250 business professionals, and the Jury Award, presented by a panel of expert judges.

### ON THE RIGHT TRACK

These awards are not only a confirmation of the course we've set, but also a big impetus to continue. They show that we're on the right track - in what we do and how we do it. In his speech, Professor Hans Crijns spoke about the balance between entrepreneurship and management - a theme that aligns with Foresco. We are a company driven by entrepreneurship, under the strong leadership of Jan Ponnet. Thanks to our buy-and-build strategy, we've experienced strong growth in a short time.

### PROUD OF OUR EMPLOYEES

As any entrepreneur knows, growth brings challenges. The chaos it can create may lead to pressure on both employees and management. These awards are above all a recognition of our team. Thanks to their dedication, hard work and flexibility, we've been able to achieve successes like this. The awards are a testament to their commitment and daily efforts to bring our strategy to life. We're proud of them - and together we're building a sustainable future full of new opportunities.



### FOCUS ON SUSTAINABILITY AND EFFICIENCY

Filip Rollier, Country Manager Foresco Belgium: "Foresco is the market leader in wooden packaging, pallets and their recycling. Over the past five years, we have evolved from a group of individual companies into a fully integrated organisation, with a strong focus on both sustainability and efficiency. At the heart of our business is the transformation of a linear industry - where you produce and sell pallets - into a circular economy, where we collect, sort, repair and reintroduce pallets to the market. In doing so, we can extend the lifespan of our products to up to seven years."

### SUSTAINABILITY WITHIN THE CHAIN

Filip: "The scale at which we operate naturally increases efficiency, but it also supports key sustainability aspects of our supply chain. For instance, we collect pallets from external parties - such as shipments arriving from the Far East via the port of Antwerp - and return those pallets to the market. Another supply chain element is the inbound transport of wood by ship from Scandinavia instead of by road. For outbound transport, we use a transport management system that tracks our deliveries and return shipments - all with the goal of increasing sustainability within the chain."

### THE ONE WAY OF WORKING

Caroline Van Waeyenberghe, Program Manager SchERP: "Our transformation began with several strategic acquisitions. We launched 'The One Way of Working', streamlining all our processes across 40 sites in Belgium and the Netherlands. Thanks to advanced ICT, we were able to automate and digitalise every step, aiming for operational excellence - not only in our production sites but throughout our entire supply chain."

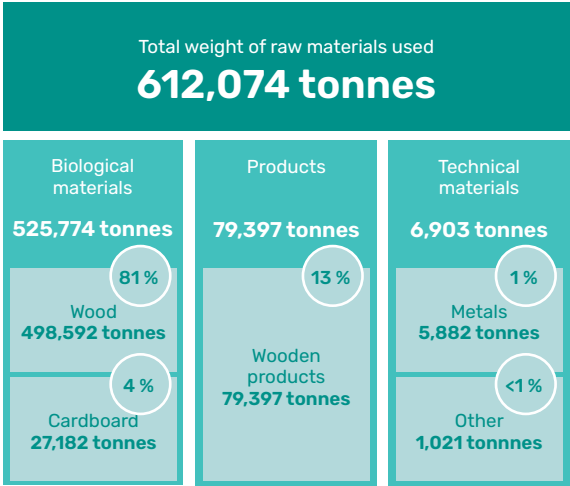
**"Foresco is truly committed to a zero-waste philosophy. What others see as waste, we see as raw material."**

**Caroline Van Waeyenberghe**  
Program Manager SchERP



# WOOD: OUR RENEWABLE FOUNDATION

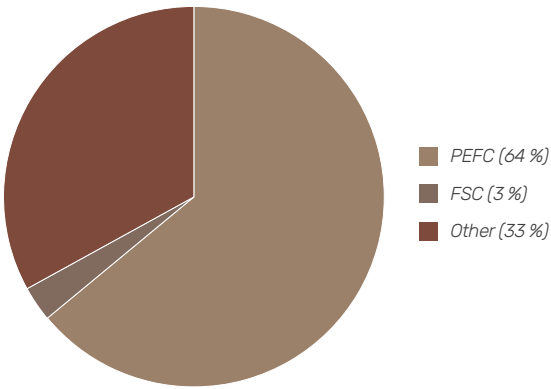
Wood is the primary raw material used in our products – a natural and environmentally friendly resource. For us, it goes without saying that we take care of the ecosystems that produce this resource. Without healthy nature and forests, there is no wood.



PEFC: SUSTAINABLY MANAGED FORESTS

Working with certified suppliers (PEFC or FSC) guarantees control over the origin of the wood – known as a ‘chain of custody’. However, there are different administrative levels (e.g. 70 % PEFC), which means that not all purchased volumes are fully counted. Taking these percentages into account, we estimate that at least two-thirds of the wood volume we purchased in 2024 can already be considered sustainable (PEFC or FSC).

SUSTAINABLY SOURCED WOOD



Percentages are based on procurement data from sites already using the central ERP system. For the 2024 reporting year, this includes nearly 65 % of total wood procurement across all sites.

EUDR: DEFORESTATION-FREE

The European Deforestation Regulation (EUDR), also known as Regulation (EU) 2023/1115 or the European regulation on deforestation-free products, aims to combat deforestation and forest degradation. It imposes stricter rules for offering certain raw materials and products within the European Union, including wood. This means our wooden pallets and wooden or cardboard packaging will soon be delivered with a reference to a due diligence statement.

Deforestation-free wood and sustainably managed forests have always been key priorities for Foresco. While the legislation is new, some of its obligations are not entirely unfamiliar, as this regulation builds on the former European Timber Regulation (EUTR).

- In 2025, we will continue preparations to ensure that by the end of the year, our products comply with the new legislation. Our due diligence system is being developed based on the following principles:
- We work exclusively with carefully selected suppliers. Thanks to close partnerships, we have better access to the information needed to assess the risks of deforestation and biodiversity loss.
  - The wood we use to produce our products is primarily sourced from the European continent. For wood imported from outside the EU, we conduct more in-depth risk analyses.
  - Our commitment to only working with PEFC-certified suppliers strengthens traceability (chain of custody) and ensures our suppliers have similar due diligence systems in place.
  - We are implementing new ERP software to ensure the reference numbers of due diligence statements are always available at the right time.
  - We stay informed through various channels about the latest updates from European and local authorities regarding the interpretation and implementation of this new legislation.

# REUSE OF PALLETS

Our pallets and packaging are an essential part of our customers’ supply chains. The big advantage of pallets is that they are easily reusable. At Foresco, every pallet is suitable for multiple uses – a fact proven daily by our recycling facilities. We collect a wide variety of pallets every day.

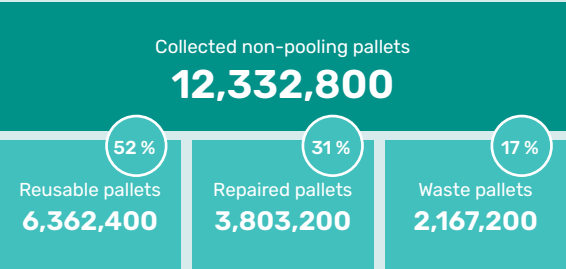
FROM SINGLE USE TO REUSE

In 2024, Foresco processed around 25 million used pallets in Belgium and the Netherlands. This included approximately 15 million pooling pallets and 12 million non-pooling pallets in various types and sizes. Pooling pallets are part of a closed-loop reuse system. All other pallets are often labelled as single-use or disposable pallets, but – together with our customers – we demonstrate that this doesn’t have to be the case.

SMART SORTING, MAXIMUM REUSE

Whether pooling or non-pooling, the process remains the same. After collection, pallets are sorted – first by reusability: reusable, repairable, and non-repairable. Reusable and repairable pallets are then further sorted by type, dimensions and quality.

One of our key challenges – and strengths – is finding the right match between available pallets and customer demand. By offering comprehensive solutions for collecting and repairing used pallets, we can drastically reduce their environmental footprint. Reusing or repairing a pallet extends the product’s lifespan, reduces the use of new wood, and decreases the volume of wood going to waste each year.



Figures based on Belgian and Dutch sites

Used pallets at our Moerdijk site





# WOOD WASTE SORTING: PRESERVING RESOURCES, PREVENTING WASTE

At Foresco, we believe that sustainability starts with how we treat materials. To us, wood is not just a raw material – it's a valuable resource that deserves to be used as smartly and efficiently as possible. By properly sorting our wood waste, we can give it a second life. This reduces waste, lowers our ecological footprint and contributes to a circular economy.

FROM RESIDUAL MATERIAL  
TO A RESOURCE

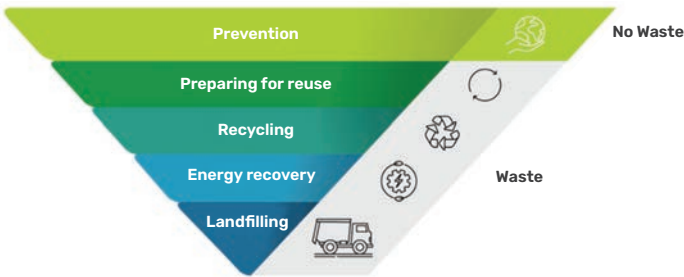
Wood waste isn't waste if you use it wisely. At Foresco, we distinguish between various types of wood residue, each with its own application. Clean shavings and sawdust, for example, are used as animal bedding, mainly in agriculture. Other wood residues – such as sawmill waste and broken pallets – are shredded, stripped of metal parts and turned into press blocks or chipboard.

Wood that can no longer be reused as material is used as fuel in our own installations – for instance, to heat drying chambers or buildings. This way, we make the most of every piece of wood – as a product and as an energy source, for heating or even charging electric forklifts.

THE WASTE HIERARCHY:  
A SUSTAINABLE GUIDELINE

When processing wood waste, we follow the waste hierarchy – a five-step model that defines the most sustainable processing methods:

- 1. Prevention**  
We design pallets and packaging to last longer and be easy to reuse.
- 2. Preparing for reuse**  
Used pallets are sorted. Any usable ones are repaired and put back into service.
- 3. Recycling**  
Wood residues, broken pallets and damaged components are converted into new raw materials for other products, such as press blocks and chipboard – keeping the material in the loop.
- 4. Energy recovery**  
Wood that cannot be reused otherwise is used to generate energy and heat in our biomass installations and drying chambers.
- 5. Landfilling or incineration without recovery**  
This is the last resort – one we avoid as much as possible.



PROPER SORTING STARTS AT  
THE SOURCE

To reuse wood effectively, it is essential that it is not mixed with other waste. That's why we ask all our employees, partners and customers to sort consciously. A clean waste stream enables reuse and prevents valuable materials from being lost. Properly sorted planks, wood chips and sawdust contribute to our shared mission: less waste, more reuse and a circular future in which every resource counts.

WASTE FIGURES

The principles of the waste hierarchy and proper sorting also apply to our other waste streams. That's best practice. Our waste figures clearly show that our biggest impact lies in our wood and cardboard waste streams.



Figures represent total waste from all sites.





# CIRCULAR PALLET MANAGEMENT, A PRACTICAL AND MEASURABLE SOLUTION

Collect, Repair & Re-use is Foresco’s platform for the efficient reuse and management of pallets. To strengthen this initiative, we chose TrackOnline in 2024 as our central platform for pallet management. Thanks to this proactive step, we have taken our packaging administration to the next level: less manual work, better insight into return flows and measurable sustainability results.

## COST SAVINGS AND SUSTAINABILITY

TrackOnline is fully developed with both cost-efficiency and sustainability in mind. The platform supports the Dutch and Belgian governments’ goal for a fully circular economy by 2050. By managing reusable packaging online, pallets and packaging materials stay in circulation longer - reducing the need for new materials and limiting purchasing volumes.

## CLOUD PLATFORM

TrackOnline Channel Manager, Anna Valkenburg: “TrackOnline is the online platform for managing return packaging. All types of load carriers are recorded in one system, giving you clear insight into the quantities, types and locations of your reusable packaging. With a well-balanced packaging administration in our cloud platform, shortages are a thing of the past. All packaging transactions with customers are centrally recorded and accessible in real time. Waybills, delivery notes and transaction summaries are easily processed in TrackOnline.”

## THREE PILOT PROJECTS

“Reusable pallets and packaging are essential in a circular economy,” says Emerald Kuijpers, Commercial Manager New Production at Foresco. “TrackOnline helps us track these flows from delivery to return and repair. Everything becomes digital and transparent for our customers. We’re currently implementing it with three pilot clients and expectations are high. TrackOnline eliminates many manual administrative tasks and prevents errors and miscommunication—because everyone works with the same data.”

## PPWR LEGISLATION

TrackOnline also offers value in light of the upcoming PPWR (Packaging and Packaging Waste Regulation), which will come into effect in 2030. This European regulation aims to reduce single-use packaging and promote reuse. “Our customers are increasingly asking for transparency and digitalisation,” says Emerald. “Excel spreadsheets used to be the norm, but TrackOnline changes that completely. All pallets are tracked in one central system. Customers can log in to check the location of their pallets, place orders and arrange returns. Naturally, TrackOnline is linked to our ERP system, Business Central.”



## SBTi COMPLIANCE

Anna: “TrackOnline is also a powerful tool for sustainability reporting. It collects data on transport movements, reuse percentages and CO<sub>2</sub> savings.” Emerald adds: “This aligns perfectly with Scope 3 of the SBTi protocols. Our customers need to report on indirect emissions in their supply chain. By extending pallet lifespans and optimising transport, we help them meet those targets.”

# PEFC-CERTIFIED AND RECYCLED WOOD ONLY

In 2024, we made an important decision: from now on, we will only process wood that is PEFC-certified or recycled. A key step in our sustainability strategy. “Wood is the only fully renewable raw material we can continue to use on a large scale,” says Frank van Hoesel, Head of Procurement at Foresco. “But only under the right conditions.”



WE ONLY USE  
**100%**  
RECYCLED OR  
PEFC TIMBER

## SUSTAINABLE FOREST MANAGEMENT AS THE STANDARD

PEFC-certified wood comes from forests that are sustainably managed. This means reforestation, biodiversity protection, respect for local communities and future-proof harvesting. Foresco sources wood from around 100 sawmills, including ones in Scandinavia, Germany, and Eastern Europe. Thanks to PEFC certification and European EUDR legislation, the origin of every plank can be traced. Frank: “We know for sure that our wood comes from responsible sources. And for us, that’s essential.”

## A CONSCIOUS CHOICE THAT MADE AN IMPACT

The decision to use only PEFC and recycled wood had a major impact. “We had to part ways with some suppliers and it has also affected our margins,” says Frank. “But we consciously chose to invest in sustainability. Fortunately, more and more customers see this as the new normal. In November 2024, we obtained a PEFC multi-site certificate for six locations. Another five sites

have an individual certificate. Over time, all sites will be integrated under one group certificate.” All Foresco locations are part of the PEFC chain and must comply with strict certification protocols. The entire chain of custody – from the purchase order to the label and delivery note – must be correct. Annual audits are conducted at headquarters and at random locations. “It’s a considerable effort,” Frank admits, “but we do it because we believe in it – not because we have to.”

## A KEY STEP IN OUR SUSTAINABILITY POLICY

In addition to sustainable wood, Foresco is strongly committed to the use of recycled wood. Thanks to the digital Collect, Repair & Re-use platform, customers can have their used pallets collected, repaired and reused. “This extends lifespan, saves raw materials and reduces our ecological footprint,” Frank continues. “Our decision to only use PEFC-certified and recycled wood may well be the most important step in our sustainability strategy. We are truly ahead of the curve here and proud to contribute to a responsible, circular supply chain.”



# INVESTING IN PEOPLE IS BUILDING THE FUTURE

At Foresco, sustainability is not just about wood flows, packaging and waste, but above all about people. Without a motivated, healthy and safe workforce, there is no sustainable future. That's why in 2024, we continued to focus on development, well-being, safety and an open company culture. Together with our HR Managers, Esther Bloeming (NL) and Annick Massignani (BE), we learn from the past – and keep looking ahead.

## LEARNING AND DEVELOPMENT

In the Netherlands, around 100 employees followed a course or undertook training in 2024. In Belgium, no less than 460 training days were organised. The content ranged from technical and language training to personal development, leadership and digital skills. Most of the courses took place externally, but a lot was also done on the shop floor itself via on-the-job training. “We don’t yet have structured career paths in place, but we’re building towards that step by step. We try to match individual learning goals with the training needs of each site.”

## ADDRESSING AND PREVENTING ABSENTEEISM

Clear progress was made in the absenteeism policy in 2024. In the Netherlands, Foresco switched to a new occupational health service with more focus on guidance and early contact. In Belgium, return-to-work interviews were introduced to detect short-term absenteeism at an early stage. “When someone calls in sick, we reach out quickly – often on the first day,” says Esther. “Our HR and the health services discuss all active cases on a weekly basis. For long-term sick leave, we keep in touch through personal contact or a quick coffee at the site. We’re also starting to use practical support officers at some sites to help prevent issues proactively.”

## CONFIDENTIAL ADVISORS

In the Netherlands, employees can contact external confidential advisors from the Merlijn Group. In Belgium, internal confidential advisors are available. Their contact information is clearly communicated, along with the whistleblower policy. This is shared in the staff magazine, on our narrowcasting screens and in the Foresco

Handbook to be released later in 2025. Employees can also report concerns anonymously via a dedicated email address.

## WHO WORKS AT FORESCO?

Foresco is growing – and so is our team. In 2024, over 200 new colleagues joined us in Belgium and the Netherlands. “They come from across the country and beyond – including Poland, Ukraine, and Latvia,” says Esther. “Most shop floor roles are held by men, but the number of women in office positions is steadily increasing. We have a wide age range, from young starters to experienced professionals. And growing within the company? That’s certainly possible. There are various opportunities that can be explored in consultation with our managers and HR team.”

## LEADERSHIP AND ENGAGEMENT

Managers play a key role in shaping Foresco’s company culture. Annick: “In Belgium, we started a leadership programme for team leaders in 2024. In the Netherlands, similar programmes are planned for the coming years. Although no employee satisfaction survey was conducted in 2024, these are scheduled for 2025.

Above all, Foresco aims to be a place where people work with pride and pleasure. This requires a strong foundation with regard to safety, opportunities for growth and genuine care for one another. In 2025, we’ll continue to build on that foundation – with room to grow and pay full



Our HR managers, Annick Massignani (BE) and Esther Bloeming (NL)

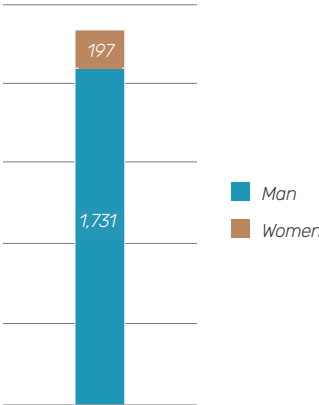
# OUR PEOPLE MAKE THE DIFFERENCE

At Foresco, our employees are at the heart of everything we do. We believe that a safe, healthy and fair working environment is the foundation for sustainable growth. That’s why we invest in a culture of open dialogue, mutual respect and equal opportunity. Employees have a voice through the Central Works Council and the Committee for Prevention and Protection at Work. Together, we ensure that important issues such as working conditions, safety and the equal treatment of men and women are safeguarded.

## Safety, integrity and well-being

We apply strict policies on safety, conduct and confidentiality – at every site and for everyone. Employees are encouraged to report concerns and are given the space to speak up about misconduct through confidential advisors or the HR department. Violations are taken seriously and may lead to appropriate action. By regularly assessing risks, appointing prevention officers and implementing safety programmes, we keep our working environment as safe as possible – for our people and for visitors.

GENDER DISTRIBUTION (in numbers)





# OUR INTERNAL CODE OF CONDUCT AT THE CORE OF OUR COMPANY CULTURE

At Foresco, we believe that our people are the heart of the organisation. A safe, respectful and stimulating working environment is therefore essential for sustainable growth. We value openness, equality and engagement, and actively work to foster a culture where everyone feels welcome, heard and appreciated. Our internal code of conduct applies to all employees and is built on the following seven pillars.



## 1. INCLUSIVE WORK ENVIRONMENT

We strive for a stimulating work environment where people feel engaged and where safety and cleanliness are key. Every team member treats others with respect and takes responsibility for their own actions.

We place great value on openness, integrity and reliability, and we encourage open communication between colleagues and their supervisors about all aspects of the work environment. Colleagues are encouraged to discuss relevant topics with their supervisor. If this is not possible, they may approach another trusted supervisor. As an inclusive, innovative and dynamic organisation, we recognise and support each individual's unique and diverse contributions.

Foresco's commitment to diversity and inclusion is embedded in the following principles:

- Inclusion is at the heart of our company's purpose and values and benefits our workforce, our customers and the community.
- We are all responsible for fostering an inclusive and diverse workplace.
- We encourage people to be themselves and to share their ideas.
- We treat each other fairly and with respect.
- We provide our staff with the space to reach their full potential.

## 2. EQUAL OPPORTUNITIES

Foresco offers equal opportunities to all colleagues, regardless of their background or personal characteristics. Discrimination based on race, skin colour, disability, sexual orientation, gender or beliefs is not tolerated. Recruitment, selection and promotion are based on objective and non-discriminatory criteria. Diversity is valued, and all colleagues are expected to respect and support this principle.

If issues or concerns arise, employees can contact their supervisor, the HR Manager or the Compliance Officer.

## 3. CODE OF CONDUCT

Foresco does not tolerate violence, theft or other inappropriate physical or verbal behaviour, either in the workplace or during working hours. This includes threats, physical assault or damaging someone else's property.

## 4. CONFIDENTIALITY POLICY

We respect the privacy of our employees and customers and protect their personal data in accordance with the GDPR and other privacy legislation. Personal data is only processed for legitimate purposes and is not shared without written consent, unless required by law. Medical data is only requested if necessary and is always treated confidentially.

## 5. COMPLAINTS ABOUT DISCRIMINATION

Any form of harassment or discrimination is prohibited. Employees who experience or witness this must report it to their supervisor, HR Manager or confidential counsellor. Harassment may include offensive language, unwanted touching, sexually suggestive images or remarks, threats, bullying or racist jokes.

## 6. HEALTH AND SAFETY AT WORK



**WORK SMART  
WORK SAFE**

Foresco is committed to providing a safe and healthy work environment and preventing occupational accidents. Each site is subject to health and safety programmes, rules and regulations. Employees

must comply, attend relevant training sessions, report risks to the plant manager or QHSE manager, and take appropriate action.

## 7. HUMAN RIGHTS PROTECTION

Foresco stands firmly for human rights and does not tolerate slavery, child labour, forced labour or human trafficking. We expect the same standards from our partners. Foresco supports, among others, the Universal Declaration of Human Rights and the EU Charter of Fundamental Rights. To safeguard this, we adhere to the following principles:

- No child or forced labour, not even in the supply chain.
- Freedom of association and representation.
- Equal treatment for all.
- Fair wages, at least in line with the collective labour agreement or statutory minimum wage – this also applies to foreign temporary workers.
- A healthy, safe working environment with tools to reduce physical strain.
- Only purchasing and processing PEFC-certified wood.
- Ethical business practices: no bribery or corruption, including towards customers, suppliers or third parties.





# COLLABORATING ON CIRCULAR PACKAGING SOLUTIONS

Etex, headquartered in Zaventem (BE), is a global player in innovative and sustainable building materials. With over 13,500 employees, the company operates in more than 45 countries. With a strong focus on energy-efficient and circular solutions, Etex is constantly looking for ways to reduce its ecological footprint. Strategic Buyer, Gijs Boogers explains how the collaboration with Foresco supports Etex’s sustainability ambitions.

### Sustainable packaging as a strategic choice

Each year, Etex invests more than €25 million in innovation, much of which is focused on sustainability. “Sustainability isn’t a separate pillar, it’s embedded in our corporate strategy,” Gijs explains. “We are committed to circular economy principles, more efficient use of raw materials, and reducing CO<sub>2</sub> emissions. This also applies to our packaging materials, where Foresco plays an important role.”

Foresco supplies around 100,000 pallets a year to Etex in Belgium, used to ship large building boards and insulation materials around the world. “Our products require sturdy, often custom-made pallets. Thanks to Foresco’s expertise, we can combine this with a sustainable approach,” says Gijs.

“With our joint approach, we are taking tangible steps toward a circular, future-proof construction industry.”

### Roadmap to 2030 goals

“Packaging is a crucial part of Etex’s sustainability strategy,” Gijs continues. “Optimising packaging plays a key role within our ClearChange sustainability agenda. More sustainable packaging not only helps us transport our products safely, but also reduces our environmental impact. This aligns perfectly with our Roadmap to 2030 goals.”

### From optimisation to circularity

Together with Foresco, Etex has launched several initiatives to improve the sustainability of its packaging solutions. In 2024, a pilot project was carried out at the Promat site in Tisselt, where pallets were redesigned to optimise timber usage. “By using less material without compromising functionality, we reduce the environmental impact and improve cost-efficiency,” says Gijs.

Etex also focuses on reuse, increasingly recovering and repairing pallets rather than replacing them. “Foresco has a strong network and the right infrastructure to manage these processes efficiently. This results in a structural reduction of our waste and extends the lifespan of our packaging.”

### Future-focused collaboration

The collaboration with Foresco is a prime example of how sustainability and innovation go hand in hand. “Our shared focus on circular solutions contributes not only to our business objectives, but also to broader sustainability goals such as the zero waste hierarchy and the Science Based Targets initiative (SBTi),” Gijs explains.

Etex aims to further strengthen its partnership with Foresco in the future. “We are exploring whether we can further optimise pallet return flows to use raw materials even more efficiently. By continuing to build long-term partnerships with specialists like Foresco, we can minimise our impact throughout the entire supply chain.”



Strategic Buyer, Gijs Boogers and Purchasing Manager Benelux, Bert Cuypers at the Kapelle-op-den-Bos site



# A CIRCULAR APPROACH TO PALLET LOGISTICS

Technische Unie is the market leader in the Netherlands for technical installation materials. With 37 branches, three distribution centres and around 2,300 employees, the company serves installation companies, construction firms and the industrial sector. Sustainability is deeply embedded in its strategy, and the partnership with Foresco plays a vital role in circularising pallet logistics. Ted Vertuin, Manager Supply Chain Development shares his insights on this collaboration.

### Towards a sustainable world

Ted: “At Technische Unie, we are committed to creating a sustainable world through inclusive employment, healthy employees and community engagement. We reduce waste, switch to greener energy, source responsibly and support our customers in the energy transition. By sharing knowledge and offering a circular product range of over 40,000 items, we make a big impact. For us, sustainability is not a choice – it’s a shared responsibility.”

### From single-use pallets to reuse

“Our collaboration with Foresco dates back several years, but it took on a new dynamic last year,” says Ted. “Traditionally, pallet logistics focused on purchasing new pallets. Today, our priority is reducing pallet production and maximising reuse.”  
Technische Unie purchases around 70,000 new and 12,000 used pallets annually. In addition, it returns about 60,000 pallets that can be reused by others. “This not only reduces waste, but also saves raw materials and transport movements,” Ted explains.



“The partnership with Foresco shows how sustainability and logistics efficiency can go hand in hand.”

### Awareness and innovation

An important step in making the pallet chain more sustainable is raising awareness about reuse. “In the past, pallets were often treated as disposable. Foresco is helping us shift that mindset by branding pallets with a clear marking that shows they are reusable. This reduces the chance they’ll be discarded and gives them a much longer life cycle – just like Euro and CHEP pallets.”  
“We’re also working together to further optimise the sorting process. By separating and inspecting pallets



as soon as they arrive, we avoid unnecessary transport. That lowers our CO<sub>2</sub> emissions and increases efficiency,” Ted adds.

### Future-oriented collaboration

The partnership between Technische Unie and Foresco continues to evolve. “I expect we will soon start using Foresco’s Collect, Repair & Re-use concept,” says Ted. “Especially as the number of reusable pallets increases, it becomes more attractive to centralise collection and reuse.”

The partnership with Foresco is a great example of how sustainability and logistics efficiency go hand in hand. “By working smart and embracing innovation, we are not only making our pallet supply chain more circular, but also taking concrete steps toward sustainable logistics. This is an ongoing process – one we’re eager to keep investing in. I look forward to doing so with my colleague Patrick Winters and, of course, Emerald Kuijpers and Max de Wit from Foresco. The four of us have really shaped our vision for pallet logistics.”



# FROM GROWTH TO CONTROL: FORESCO IS PREPARING FOR TOMORROW

When you think of transformation, you may picture complex processes, technical projects and long trajectories. That’s not wrong – but at Foresco, it’s ultimately about creating progress that has an impact. Together with his team, Head of Transformation, Maarten Maes is laying the groundwork for the Foresco organisation of tomorrow. What did we achieve in 2024, and where are we headed?

## BUILDING THE MOST RESPECTED COMPANY

Twenty years ago, founder and CEO Jan Ponnet shared his ambition: Foresco should become the most respected company in the industry. Over time, this vision was translated into six strategic pillars, including reputable local sites, a unified group identity, attractive employment policies and sustainability.

“To make this goal a reality, a fast-growing organisation like ours must change in a structured way,” Maarten explains. “You have the day-to-day operations – primarily the responsibility of the country managers in the Netherlands and Belgium – but you also need space for long-term change. That’s why we created the Transformation Team.”

In addition to Maarten, this team includes Ronald van de Warenburg (automation), Manuel Vanderheyden (infrastructure), Carine Steegen (compliance) and Nicolas Vancayzeele (sustainability and ISO). Depending on the project, a dedicated team is formed, always in close collaboration with the business.



“The common thread in our transformation is the pursuit of One Way of Working: one clear and efficient working method for the entire group.”

## ONE FORESCO - WHILE PRESERVING ENTREPRENEURSHIP

The guiding principle of the transformation is ‘One Way of Working’: one clear vision and an efficient working method across the group. “Foresco was built through the merger of dozens of SMEs, each with its own approach. We want to preserve that entrepreneurship, but also

standardise where it makes sense – without becoming overly bureaucratic.”

With the implementation of a unified ERP system (Business Central) and increasingly streamlined processes, we’re moving toward that desired unity. “We want to maintain short lines and fast decisions, but now with the necessary structure,” Maarten says.

## GROWTH, INTEGRATION AND INNOVATION

In 2024, our main focus was on integrating sites. Dutch locations in Dordrecht and Oud-Gastel were closed, and their production lines were moved to Dongen (NL), Sint-Katelijne-Waver and Charleroi (BE). At the same time, we invested heavily in new production lines, automation and safety – critical for building a future-proof organisation.

“Robotics and Industry 4.0 are the next steps,” Maarten continues. “We need to reduce physical workload for the wellbeing of our people – and because it’s increasingly difficult to find skilled workers. Innovation isn’t a luxury, it’s a necessity. That’s why a new colleague will soon join our team to improve production efficiency in a more structured way.”

## COMPLIANCE AND SUSTAINABILITY GO HAND IN HAND

Under the leadership of Compliance Manager, Carine Steegen, we brought our overview of all permits, certifications and safety standards up to date in 2024. “As a group, we want to be 100% compliant with both legislation and our own standards,” says Maarten. “Compliance is the foundation of a respected organisation.”

On the sustainability front, Nicolas Vancayzeele further developed our carbon strategy. Scope 1, 2 and 3 emissions were mapped out, and a mitigation plan with specific reduction targets for 2030 is now in the works.

“There were also some highly visible changes,” Maarten adds. “We rolled out solar panels, electrified our fleet and deployed electric trucks and forklifts. In 2024, we also decided to work exclusively with PEFC-certified and/or recycled wood as of the new year.”

## COLLABORATION IS KEY

What makes Foresco’s Transformation Team unique, according to Maarten, is its connecting role. “We visit every site and work with every department. That means we quickly sense what’s going on, draw connections and bring people together. Sometimes we’re literally the cement between the bricks. That’s the value our team adds. With our finger on the pulse, we don’t just spot bottlenecks – we help solve them.”

## CONSOLIDATION AND FOCUS

After years of acquisitions and rapid growth, we now want to consolidate. “We’re no longer actively seeking acquisitions in Belgium or the Netherlands, although we are exploring opportunities in Germany and France,” says Maarten. “At the same time, we want to get our in-house structure in order: processes, systems and culture. Within two years, we aim to complete the consolidation phase and fully shift our focus to automation, digitalisation and circularity.”

Foresco manufactures and repairs pallets, collects them, refurbishes them and puts them back into circulation. So circularity is becoming increasingly important, especially from an innovation standpoint. Think of automated damage detection, robot-assisted dismantling and repair – that too is a key priority.”

## MOVING FORWARD TOGETHER

“The strength of our group lies in combining structure with entrepreneurship,” Maarten concludes. “This is how we invest in growth, trust and connection – both within and beyond Foresco. Our growth in recent years gives us momentum, but it’s today’s decisions that determine how future-proof we truly are. That’s why we continue to develop our structure, collaborations and sustainability.”

By investing in our people and processes, we’re shaping a Foresco that not only leads – but also takes responsibility. For our customers, our colleagues and the generations to come.”





**FORESCO**

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PALLETS | PACKAGING