CSR Report 2025

Clean for the Future

A sustainability report prepared in line with the VSME reporting standard



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REPORT DETAILS

REPORTING ENTITY
Lamme Groep B.V. and subsidiaries

COUNTRIES
The Netherlands, Germany and Belgium

REPORTING PERIOD
1 January to 31 December 2025

STANDARD
VSME, Basic and Comprehensive modules

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Jesse Lamme, Manager Sustainability

Foreword

Lamme has been a family business since 1834. When a company is built to be handed to the next generation a long-term sustainable perspective is ingrained within its DNA, which also applies to Lamme. Decisions about energy use, the people on the payroll and the collaborations we build with our customers are made with a long-term perspective in mind. Seven generations of the Lamme family have built this business on the basis of responsible stewardship.

In 2025 we launched our renewed sustainability strategy, *Clean for the Future*. This strategy categorizes our activities, goals and plans across three pillars: Clean & Circular, Clean & Social and Clean & Honest. It is a working framework that sets out impact areas, priorities, and a clear path forward for the years ahead. Also, we carried out a double materiality assessment that confirmed where our impact and our risks lie.

During 2025, many memorable achievements were met. In March we opened De Waslijn in Hilversum together with Tomingroep and Billie Wonder: a fully electric laundry where reusable diapers for kindergartens are washed on renewable electricity, in the building of a social employment company. Meanwhile, across our plants the CO_2 intensity of our own operations have been reduced by 28.4% per washed kilogram compared to 2019. Looking at the social aspect, we are proud to be named Inclusive Employer of the year 2025 for the Gooi en Vechtstreek region.

None of this happens alone. Our colleagues on the production floor, our customers, suppliers and partners make these steps possible, and we want to hear from them, and from you, where we can do better. We hope this report is the start of that conversation.

Jesse Lamme

Seventh generation, Manager Sustainability & Growth



1 About Lamme Group

Lamme Groep B.V. is a family-owned textile management company that operates industrial laundries and linen-supply services in the Netherlands, Germany and Belgium. We help our customers make the right choices on appearance, sustainability and process control for all their textile products, so that they can focus on excelling in their own markets.

1834	≈ 500	60	> 450 t	3
founded as a family business	FTE positions	nationalities in our teams	textiles processed per week	countries in which we operate

WHO WE ARE

What we do

From our sites in Nederhorst den Berg, Schiphol, Hilversum and Bad Vilbel, supported by our logistics hub in Zaventem, we process more than 450 tonnes of textiles every week for airlines, hotels and restaurants. For our brand Napking, we operate a laundry dedicated exclusively to restaurants. Since 2025, we have also run De Waslijn, a laundry within the premises of Tomingroep, where we wash and supply reusable diapers for kindergartens: a concrete example of circular thinking applied to an entirely different product category.

OUR HISTORY

1834	Evert Lamme starts a small bleachery and laundry business at his home in Oud Loosdrecht.
1933	The company relocates to laundry 'De Lelie' in 's-Graveland.
1975	Laundry 'Welgelegen' in Nederhorst den Berg is acquired.
1996	Jan Lamme, sixth generation, takes over the company.
2008	A new laundry facility opens at Schiphol Airport.
2014	Lamme opens a laundry in Bad Vilbel, near Frankfurt am Main, Germany.
2022	Lamme becomes co-founder and board member of Cibutex, a cooperative enabling circularity within the B2B textile value chain.
2024	A dedicated laundry for Napking opens in Hilversum.
2025	'De Waslijn' opens in Hilversum together with Tomingroep and Billie Wonder.

OUR CORE VALUES

Customer focus
Listening with empathy and thinking along with our customers, internally and externally.

Collaboration
Working together towards a shared result, with solutions that the whole group supports.

Reliable quality
We unburden our customers, always with eye for quality of the services we provide.

Sustainability
Taking care of people and the environment in the choices we make, with the long term in mind.

2 Sustainability Strategy & Governance

Our sustainability strategy, Clean for the Future, sets out how we approach the environment, our people and the way we do business. It was developed in 2024 and rolled out in 2025, and it is structured around three pillars. Each pillar covers a group of related themes, with its own targets for 2026 and 2030.

THE THREE PILLARS OF THE CLEAN FOR THE FUTURE SUSTAINABILITY STRATEGY

Clean & Circular

A sustainable approach to the environment

We focus on circular reuse of resources and more efficient energy consumption. By recycling, reusing resources and minimising emissions and pollution in our processes, we reduce our ecological footprint. In this way, we contribute to a cleaner future with less waste and a more sustainable use of resources.

Energy & Climate Change | Water | Circular Economy & Resource Management | Pollution | Biodiversity

Clean & Social

A sustainable approach to working with people

The wellbeing, development and equality of our employees are our top priorities. We create a work environment where everyone can work safely and develop themselves. Through targeted training and strict safety procedures and measures, we reduce physical strain and enhance wellbeing. By taking good care of our people, we ensure they feel valued and supported in their work.

Safety & Health | Training & Development | Diversity & Inclusion | Support for local communities
Employees along the value chain

Clean & Honest

A sustainable approach to our business standards & practices

We act with integrity and responsibility in all our business activities and relationships. Transparency, fair collaboration and adherence to ethical guidelines form the foundation of our own operations and of our value chain policy. Through sustainable partnerships, we build a reliable and future-proof value chain.

Corporate culture | Sustainable procurement | Good employment practices | Safety of end-consumers
Corruption & Bribery

OUR COMMITMENT

Sustainability has been high on our agenda for many years, and we do not limit ourselves to what laws and regulations require. Driven by our own motivation, we aim to reduce our negative impact on people, planet and society as far as possible, and to increase our positive contribution. After all, the way we buy, use and dispose of energy, water and materials directly affects the planet, and with it the long-term success of our company. That is why sustainability is not a separate goal for us, but a guiding principle in how we work and do business.

2 Sustainability Strategy & Governance

GOVERNANCE

How sustainability is anchored

Responsibility for sustainability runs from our management team all the way to the production floor. We track progress on our goals in our KPI dashboard, report on it every six months and review it each year in an internal audit. The Manager Sustainability shares the status and plans with management, which are published in the annual report. In 2026 we are formalising our approach further in dedicated internal policies.

Company-wide involvement

Sustainability is not only a matter for management. We involve colleagues at every level, from the production floor to the office: sustainability is a regular topic in our crew meetings, and it is part of our annual surveys and our internal audit. We also encourage everyone to propose ideas that improve our processes, because the people who do the work every day often see the best opportunities for improvement.

ROLES AND RESPONSIBILITIES

Role	Responsibility
Board of Directors	Final responsibility for our sustainability strategy and its alignment with company goals; approves policies
Manager Sustainability	Develops the strategy, sets measurable goals with the operational teams, monitors progress and reports to the board of directors
Operational management	Implements policies on all sites, tracks energy and water use daily and embeds sustainability in new developments
Contract Management	Applies sustainability criteria to supplier selection, assessment and contracts, and manages the Supplier Code of Conduct
Crew	Carries out energy, water, materials and waste plans in daily practice

ABOUT THIS REPORT

This is the first year in which our annual sustainability report has been prepared in line with the VSME, the Voluntary Sustainability Reporting Standard for SMEs. It covers both the Basic and the Comprehensive modules.

Our performance at a glance

This overview brings together the key performance indicators of our Clean for the Future strategy: where we stood at the end of 2025 and where we want to be in 2026 and 2030. Each theme chapter explains the results in more detail.

● 2026 target already met in 2025 ○ 2026 target not yet met

CLEAN & CIRCULAR

Theme	KPI	2025	2026 target	2030 target	
Energy & climate	Scope 1 & 2 CO_2 per washed kg (vs. 2019)	28.4% lower	> 35% lower	> 50% lower	○
	Scope 3 CO_2 per washed kg (vs. 2019)	21.7% lower	22% lower	25% lower	○
	Transport CO_2 per washed kg (vs. 2019)	0.8% higher	2% lower	25% lower	○
	Renewable electricity	53%	100%	100%	○
Water	Fresh water per washed kg	5.24 L	< 5 L	< 4 L	○
Pollution	Water pollution violations	0	0	0	●
	Air pollution violations	0	0	0	●
Circularity	End-of-life textiles recycled or treated more sustainably	62%	> 70%	> 90%	○
	Rental textiles with recycled content	8%	> 10%	> 15%	○
	Plastic waste recycled	99%	100%	100%	○
	Purchased plastic with recycled content	98.4%	> 98%	100%	●
	Paper and cardboard recycled	100%	100%	100%	●
Biodiversity	Green, nature-inclusive space on sites	No action yet	Hilversum & NdB	All sites	○

CLEAN & SOCIAL

Theme	KPI	2025	2026 target	2030 target	
Health & safety	Accidents causing long-term or permanent injury	0	0	0	●
	Lost-time injury frequency rate	2.22	< 2.5	< 2	●
	Average absenteeism	3.9%	< 4%	< 3.5%	●
	Health & safety inspection score	96.9%	> 95%	> 95%	●
Diversity & inclusion	Reports of discrimination or harassment	1	0	0	○
	People with a distance to the labour market	54 FTE	> 55 FTE	> 60 FTE	○
Training	Training hours per employee	5.5	> 5.5	> 5.5	○
Value chain	Textile suppliers with signed Code of Conduct	83%	100%	100%	○
	All suppliers with signed Code of Conduct	62%	> 80%	100%	○
	Supplier visits and audits	10	> 5	> 5	●
Communities	Local initiatives supported near each plant	6 in total	≥ 1 per plant	≥ 1 per plant	○

Our performance at a glance

CLEAN & HONEST

Theme	KPI	2025	2026 target	2030 target	
Procurement	Purchased textiles with sustainability certification	93%	> 95%	100%	○
	Rental products with a traceable value chain	10	> 12	> 15	○
Employment	Employee satisfaction score	7.8	> 7.5	> 8.0	●
	Gender pay gap	0%	0%	0%	●
End-consumers	Plants with Certex and RABC certification	100%	100%	100%	●
Integrity	Cases of corruption or bribery	0	0	0	●



3 Double Materiality Assessment

To determine which sustainability topics should be prioritized, we carried out a double materiality assessment (DMA) based on the CSRD methodology and the European Sustainability Reporting Standards (ESRS), consistent with the VSME standard this report follows. Lamme is not yet formally required to report under the CSRD, but we chose this approach to build reporting that is robust and ready for the future.

WHY DOUBLE MATERIALITY

Two perspectives on every topic

A double materiality assessment looks at each topic from two directions. The inside-out perspective, known as impact materiality, asks how our activities affect people and the environment, whether positively or negatively. The outside-in perspective, known as financial materiality, asks how a topic creates risks or opportunities for Lamme itself, for example through energy prices, customer requirements or the availability of staff. A topic that is significant from at least one of these perspectives is considered material, and a topic that is significant from both is double material.

Scope and time horizons

The assessment covers not only our own operations, but also our upstream value chain (the suppliers of textiles, chemicals and equipment) and our downstream value chain (the customers and end users of the textiles we wash). It relates to the 2025 calendar year and distinguishes three time horizons: short term (less than one year), medium term (one to five years) and long term (more than five years). Our management team and Manager Sustainability carried out the assessment, building on the analyses and workshops of previous years.

OUR VALUE CHAIN

Upstream
Our suppliers

- Production of linen, towels and garments
- Detergents and chemicals
- Packaging materials
- Machines and equipment
- Gas, electricity and fuel
- Fresh water

▸

Lamme
Our own operations

- Laundries in Nederhorst den Berg, Hilversum, Schiphol and Bad Vilbel
- De Waslijn, Hilversum
- Logistics hub in Zaventem
- Own logistics and vehicle fleet
- Textile management and rental

▸

Downstream
Our customers and beyond

- Airlines and aviation partners
- Hotels and restaurants
- Kindergartens, via De Waslijn
- Crew, passengers and guests who use our textiles
- Recycling of end-of-life textiles

Where our impacts sit

The part of our footprint that we control most directly lies in our own laundries and fleet, in the energy and water we use to wash, dry and deliver textiles. A significant share of the impact of our products, however, lies upstream: in energy-intensive textile production and in the working conditions at producers, many of whom are based outside the European Union. Downstream, what matters most is the hygiene and safety of the textiles we deliver, and what happens to them at the end of the product lifecycle.

3 Double Materiality Assessment

HOW WE ASSESSED MATERIALITY

95	44	21	15	4
All topics Full ESRS topic list	**Long list** Desk research and benchmarking	**Short list** Impacts, risks and opportunities	**Material** Score of 3.0 or higher	**Priority** Impact, influence, feasibility

From 95 topics to four priorities

We started from the complete list of 95 ESRS sustainability topics. Through desk research, drawing on the sustainability reports of sector peers and key customers, trade associations, SASB and S&P Global, we filtered out the topics that are irrelevant to an industrial laundry, which left a long list of 44. The topics that most sources, or specific stakeholders, considered material then formed a short list of 21. For each of these, we identified the actual and potential impacts, risks and opportunities (IROs) and linked them to the relevant ESRS standard.

How topics were scored

Each IRO was then scored from 1 to 5 in an interactive working session with our management team. A topic is deemed material when its average score reaches 3.0 or more on either perspective, a threshold that was set so that at least ten topics would qualify. For financial materiality, we used a qualitative scale rather than euro thresholds and applied it in the same way to every topic. In the coming years, we will gradually build up the link between sustainability risks and our financial systems.

SCORING DIMENSIONS

Perspective	Dimension	What it measures
Impact	**Scale**	How severe, or how beneficial, the impact is for people or the environment
Impact	**Scope**	How widespread the impact is, from individual to European level or wider
Impact	**Irremediability**	How difficult a negative impact is to reverse
Financial	**Magnitude**	The relative size of the financial effect on Lamme
Financial	**Time horizon**	How soon the effect is likely to occur
Both	**Likelihood**	How likely and how frequent the impact, risk or opportunity is

Listening to our stakeholders

To validate our assessment, we run an annual survey among our significant stakeholders: customers in aviation, hotels and restaurants, suppliers with structural deliveries, employees on permanent contracts, and our shareholders, represented by the Supervisory Board. The survey asks how stakeholders rate our sustainability performance, how our activities affect them and which topics they consider most important. In 2025 it confirmed our results, as our stakeholders' priorities matched our own and they raised no topics that the assessment had missed.

STAKEHOLDER ENGAGEMENT

Stakeholder	How we engage	Topics they rated most important
Customers	Stakeholder survey, customer reporting and contractual ESG requirements	Energy and CO_2, water use, health of end users, circular reuse, safety of our staff
Suppliers	Stakeholder survey, supplier assessments and our procurement policy	Safety in the value chain, raw material use, human rights in the chain

3 Double Materiality Assessment

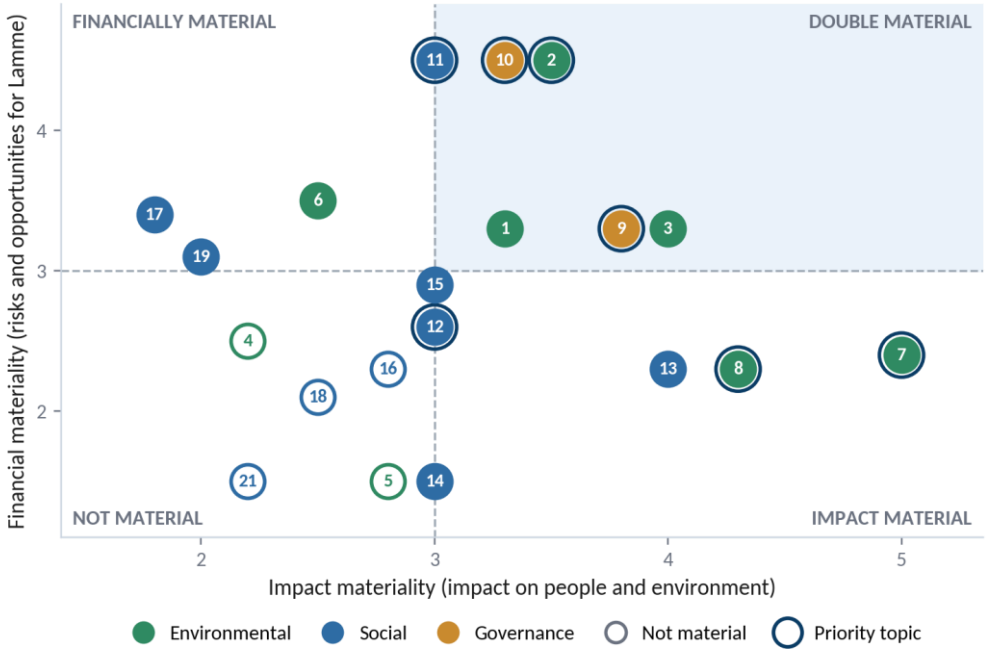
Stakeholder	How we engage	Topics they rated most important
Employees	Stakeholder survey and an internal working session	Health and safety, good employment, corporate culture, training, circular reuse, energy
Shareholders	Stakeholder survey and an internal working session	Energy and CO_2, circular reuse, water use, safety of our staff, good employment

WHAT WE FOUND

Fifteen material topics

Of the 21 topics, fifteen were assessed as material: six environmental, seven social and two governance topics. Energy use and CO_2 emissions in our own processes combine a high impact score with the highest financial score, which reflects both the energy needed to heat water and dry textiles and the cost of that energy. Circular reuse of waste has the highest impact score of all, as a positive impact that reduces the demand for new raw materials. The numbers in the matrix refer to the topics listed below.

OUR MATERIALITY MATRIX



ENVIRONMENTAL

1. Water consumption
2. **Energy use and CO_2, own operations**
3. Energy use and CO_2, upstream
4. Water pollution
5. Air pollution
6. Packaging waste
7. **Circular reuse of waste**
8. **Raw material use**

SOCIAL

11. **Good employment practices**
12. **Health and safety of own staff**
13. Health and safety, value chain workers
14. Human rights in the value chain
15. Health and safety of end users
16. Impact on local communities
17. Training and development
18. Contribution to local communities
19. Diversity and inclusion
21. Safety of local communities

GOVERNANCE

9. **Business conduct**
10. **Corporate culture**
20. Changing laws and regulations *

** Scored on financial materiality only (2.1), so not shown in the matrix.*

3 Double Materiality Assessment

OUR FOUR PRIORITY TOPICS

1. Energy use and CO_2 emissions

OWN OPERATIONS | ESRS E1 | CHAPTER 4.1

This topic has the highest combined score. Energy is a significant cost, customers set increasingly strict CO_2 requirements and our stakeholders see it as the most urgent environmental topic, so the transition to renewable energy offers both savings and the largest environmental gain.

2. Health, safety and good employment

OWN WORKFORCE | ESRS S1 | CHAPTERS 5.2, 6.3

This is the top social priority of our stakeholders. Keeping our people safe, healthy and with us is vital for continuity, and it has a direct effect on retention and productivity.

3. Corporate culture and business conduct

GOVERNANCE | ESRS G1 | CHAPTERS 6.1, 6.4

This is the top governance priority of our stakeholders. An open culture helps us attract and keep talent, and it supports long-term relationships with customers who set clear ESG requirements.

4. Circular reuse and raw material use

RESOURCES | ESRS E5 | CHAPTER 4.2

Circular reuse helps prevent waste and reduces the need for new raw materials. With rising raw material prices and growing customer demand for circular solutions, such as remanufactured or recycled products, this topic is strategically important for the longer term.

Topics below the threshold

Six topics scored below 3.0 on both perspectives: water and air pollution, changing laws and regulations, and three topics relating to local communities. Biodiversity did not reach the short list, because our operations involve no tilling of soil, no significant land use and no direct emissions to ecosystems, while indirect effects through water and chemical use are already covered under water and pollution. We keep these topics under review and still report on pollution, biodiversity and our local communities in chapters 4.4 and 5.4, because they deserve attention even where our impact is limited.

From results to this report

Finally, we translated the material topics into the themes of our Clean for the Future strategy, each with measurable goals, KPIs and actions, and the chapters that follow report on them. The banner at the start of each chapter shows whether it covers a priority topic, a material topic or a topic we report on voluntarily.

CHAPTER 4

Clean & Circular

A sustainable approach to the environment

We focus on circular reuse of resources and more efficient energy consumption. By recycling, reusing resources and minimising emissions and pollution in our processes, we reduce our ecological footprint. In this way, we contribute to a cleaner future with less waste and a more sustainable use of resources.

Energy & Climate Change | Water | Circular Economy & Resource Management | Pollution | Biodiversity



4.1 Energy & Climate Change



PILLAR Clean & Circular
MATERIALITY Priority topic

> Most of our core business activities, from heating water to drying and ironing textiles and delivering them to our customers, require considerable amounts of energy. Unfortunately, with the current state of the technologies available it is technologically impossible to avoid gas combustion within our processes. Nevertheless, we strive for energy efficiency and climate-neutral operations where we can: we use green electricity sources, invest in energy-saving measures and electrify our transport to structurally lower our CO_2 footprint.

28.4%
lower CO_2 emissions per washed kg than in 2019 (Scope 1 and 2)

6,212 t
CO_2e emitted in 2025, Scope 1, 2 and 3

100%
green electricity at all sites from January 2026

WHAT WE DO

Energy in our laundries

Heat is the largest driver of energy use in an industrial laundry, which makes recovering and reusing it central to how we work. Heat exchangers at our sites recover residual heat from the washing process and reuse it in other energy-consuming processes, and our EU Ecolabel-certified Cool Chemistry detergents allow us to wash at 40 degrees without any loss of hygiene. On top of this, we continually invest in better machinery and equipment. These investments range from improved insulation of our machines to more energy-efficient installations and machinery, which steadily reduces our footprint.

Renewable electricity

In 2025, 53% of the electricity we used came from renewable sources, with most of our laundries already running entirely on green electricity. Per January 1st 2026, all of our plants run on 100% renewable electricity, one of the largest single steps we can take to reduce our footprint.

Electrifying transport

Our Napking delivery fleet has been fully electric since early 2025. Across the rest of our fleet, five of our seven vans and eleven out of our fourteen company cars are either electric or hybrid. This reflects where we stand today, and our policy for the future is clear: from now on, every van and company car we replace will be electric. All of our trucks have met at least the Euro 6 standard since we replaced the last Euro 5 vehicle in 2022, and our first electric tractor unit, for our Schiphol location, has been ordered.

Monitoring and control

Our operational managers track energy usage daily, and gas and electricity consumption is logged multiple times weekly in our KPI dashboards. Whenever consumption rises above set parameters, we take action to bring it back within norms. Beyond that, we constantly test new ways to reduce our footprint further. Every one of our sites has also undergone a carbon or energy audit by an accredited external party within the last three years.

4.1 Energy & Climate Change

PILLAR Clean & Circular
MATERIALITY Priority topic

RESULTS IN 2025

Our carbon footprint

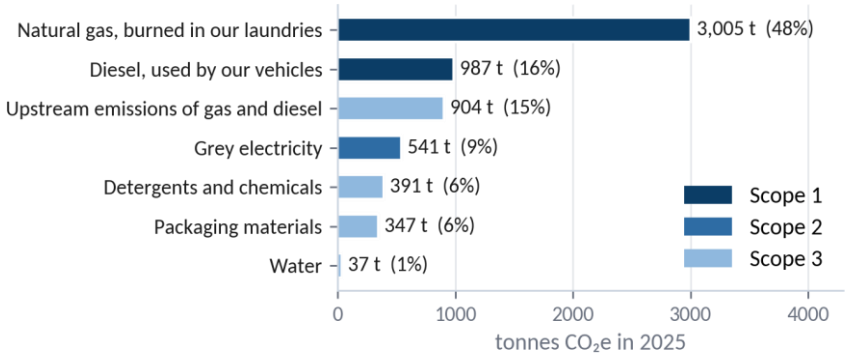
In 2025 our emissions totalled 6,212 tonnes of CO2 equivalent. The largest share, 3,992 tonnes (64%), came from Scope 1: the direct emissions from burning natural gas in our laundries and from the diesel consumption of our vehicles. Scope 2, the emissions from purchased electricity, accounted for 541 tonnes (9%), while Scope 3, the indirect emissions in our value chain that we currently measure, accounted for 1,679 tonnes (27%). Natural gas is by far our largest single source, responsible for almost half of our total footprint.

Because we washed 8.8% more textiles than in 2024, our total emissions rose by 5.6% in absolute terms. Per washed kilogram, however, emissions fell in every scope. Compared to 2024, Scope 1 emissions per kilogram were 2.0% lower, Scope 2 emissions 7.6% lower and Scope 3 emissions 3.6% lower. Compared to our base year 2019, the reductions were 14.7%, 67.3% and 21.7% respectively.

CO2 EMISSIONS BY SCOPE (TONNES CO2E)

Scope	2019	2024	2025	Share in 2025
Scope 1	4,466	3,744	3,992	64%
Scope 2	1,581	538	541	9%
Scope 3	2,048	1,600	1,679	27%
Total	8,095	5,882	6,212	100%

WHERE OUR EMISSIONS CAME FROM IN 2025



Progress per washed kilogram

Since our volumes change from year to year, we measure progress per washed kilogram against 2019, our base year. In 2025 our volume was 5% higher than in 2019, while our total emissions were 23% lower. Per kilogram, our total footprint fell from 0.39 to 0.28 kg CO2e (Scope 1, 2 and 3), and the intensity of our own operations (Scope 1 and 2) fell by 28.4%. In 2026 we are taking another big step forward, as per January 1st 2026 all of our plants run on green electricity, and we will keep making improvements across our operations to reduce diesel and gas consumption.

Improving our Scope 3 data

Year after year we continue to improve our Scope 3 accounting, working towards more accurate data and covering more Scope 3 categories, so that our footprint gives an increasingly complete picture of our value chain.

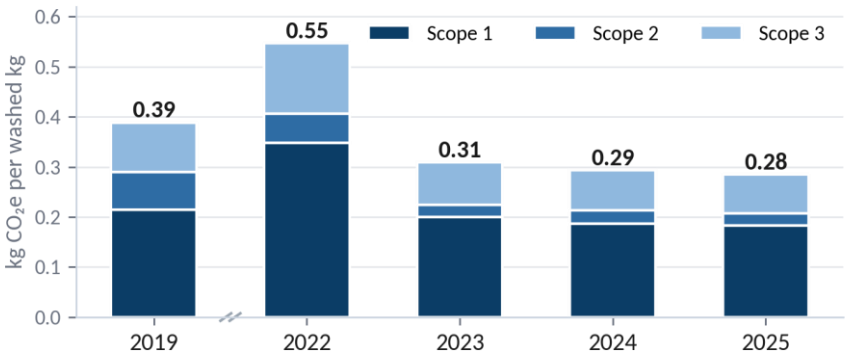
4.1 Energy & Climate Change

PILLAR Clean & Circular
MATERIALITY Priority topic

Transport

Transport emissions per washed kilogram were slightly higher than in 2019, by 0.8%, mainly because of longer driving distances. This makes cleaner transport one of our priorities for the coming years. We have ordered our first electric tractor unit, and we will gradually phase out our other diesel trucks and our remaining non-electric vans. Our company cars will all be phased out to electric alternatives too.

CO_2 EMISSIONS PER WASHED KILOGRAM, BY SCOPE



2020 and 2021 are excluded: production volumes during the Covid period were not representative.

HOW WE MEASURE

Our footprint follows the GHG Protocol, with 2019 as the base year. Scope 2 is calculated using the market-based method, so green electricity counts as zero emissions. Scope 3 currently covers purchased detergents, packaging and water, as well as the upstream emissions of the gas and fuel we use. Purchased textiles, capital goods, waste, business travel and commuting are not yet included, because the reliability of the available data is still uncertain. It is our ambition to work on this over the coming years.

LOOKING AHEAD

Roadmaps and efficiency

We will draw up a location-level overview of our main energy and CO_2 sources, an energy-transition roadmap and a roadmap for phasing out combustion vehicles. At the same time, we will keep investing in more energy-efficient measures, installations and machines, from extending heat recovery to improving insulation.

Cleaner transport

In 2026 we will put our first electric tractor unit into service at Schiphol and install additional charging points at Nederhorst den Berg and Hilversum. We will also explore more energy-efficient transport options and formalise environmental policy.

4.1 Energy & Climate Change

PILLAR Clean & Circular
MATERIALITY Priority topic

Value chain and data

Beyond our own operations, we will work with suppliers to reduce the Scope 3 footprint of the goods and services we buy. We will also extend our Scope 3 accounting to purchased textiles, and continue to improve, automate and simplify our CO_2 registration.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Scope 1 & 2 CO_2 per washed kg (vs. 2019)	28.4% lower	> 35% lower	> 50% lower
Scope 3 CO_2 per washed kg (vs. 2019)	21.7% lower	22% lower	25% lower
Transport CO_2 per washed kg (vs. 2019)	0.8% higher	2% lower	25% lower
Renewable electricity	53%	100%	100%



4.2 Circular Economy, Materials & Waste





PILLAR Clean & Circular
MATERIALITY Priority topic

As a textile service company, we handle large volumes of textiles every day, often packaged in plastic or paper banding. Our rental model is circular by nature, as our textile products are washed, professionally cared for, and re-used many times before it reaches the end of its life. We aim to keep resources in use for as long as possible and to minimise waste. To do so, we follow the waste hierarchy, in which prevention and reuse come before recycling, and disposal is always the last option. We apply this approach across the entire chain, from purchasing to end-of-life processing.

100%
of Lamme-owned end-of-life textiles recycled or better treated

99%
of our plastic waste recycled

98.4%
of purchased plastic packaging contains recycled content

WHAT WE DO

Textile circularity

As co-founder and board member of Cibutex, we help enable circularity within the B2B textile value chain. At all of our sites, end-of-life textiles are separated, sorted by category, baled and sent to recyclers, who turn them back into raw materials. For all Lamme-owned textiles, we first consider repair, reuse, refurbishment or donation. If these options are not possible, the end-of-life textiles are offered for recycling. We avoid incineration of landfilling. We also work with local fashion brands and artists, who give our end-of-life textiles a second life in new products and artworks.

Responsible sourcing

Most of our rental textiles carry recognised sustainability certifications, which help us ensure that the products we buy meet high standards on climate and circularity criteria and that the production chain is responsibly managed. Much of our bed linen, for example, carries the Fairtrade and GOTS certifications. A recent addition is a new package for hotels, developed together with one of our textile suppliers: its items are made from more than 50% recycled material and certified with OEKO-TEX, EU Ecolabel and Green Button.

Packaging

For the plastic sealing film in which we pack textiles, we have set up a closed loop: the plastic waste collected at our sites is processed into new film containing 60 to 70% recycled material, which lowers the associated CO_2 impact by more than 40%. As a paper alternative, we use a banderol made of around 98% FSC-certified paper, which is fully recyclable and food-safe, and which saves energy thanks to its low sealing temperature.

Waste and resources

Textile, plastic, metal and paper waste together make up more than 95% of our waste streams, and nearly all of it is collected, separated by type and offered for recycling. Pallets, containers and office furniture are reused and refurbished, whilst multi-year maintenance plans keep our machines in service for longer.

RESULTS IN 2025

Textile waste

In 2025, all Lamme-owned end-of-life textiles were recycled or treated in a more sustainable way. Including the textiles owned by our customers, this share was 62%. The difference lies in ownership: many of the textiles we wash belong to our customers, who decide what happens to them at the end of their life. We offer a range of solutions,

4.2 Circular Economy, Materials & Waste

PILLAR Clean & Circular
MATERIALITY Priority topic

from repair to high-grade recycling, and work with each customer to find the option that best fits their company policy and sustainability strategy. In this way, we aim to raise the overall share to more than 70% in 2026.

Plastic, paper and packaging

We recycled 99% of our plastic waste and all of our paper and cardboard waste. In addition, 98.4% of the plastic packaging we purchased contained recycled content, and none of our sites generated hazardous waste.

Sustainable textiles

In 2025, 93% of the textiles we purchased carried a recognised sustainability certification, and 8% contained recycled content. Each certification in our range covers a different part of the chain. GOTS guarantees organic fibres and responsible processing, Fairtrade secures fair prices and conditions for cotton farmers, and OEKO-TEX confirms that textiles have been tested for harmful substances. The EU Ecolabel marks a lower environmental impact across the life cycle, Green Button is the German government label for socially and environmentally responsible textiles, and GRS verifies recycled content.

FROM END-OF-LIFE TEXTILE TO NEW PRODUCT

Together with partners in the chain, we helped develop a circular kitchen towel made from 50% recycled material, most of it post-consumer textile from our own laundry, combined with cotton certified under Cotton made in Africa. After a small test batch in 2024 and a first order at the end of that year, we included it in our rental product range in the second quarter of 2025. In collaboration with Kentaur, we also tested a chef's jacket remanufactured from end-of-life bed sheets. Although the jacket did not yet meet the practical requirements of our customers, the test gave us valuable insights for future remanufactured products.

LOOKING AHEAD

Scaling circular products

We will pilot a Board Supply Trolley made from 50% recycled material, test plastic wraps made from 70% recycled material at Schiphol and take part in a pilot to repair damaged bed linen for a hospitality customer. We are also part of a value chain project that tests terry towels made with different proportions of recycled cotton. Several of these innovations are being developed with subsidy support, which allows us to test circular concepts before bringing them to market.

Improving our waste management streams

We will diversify the processing channels for end-of-life textiles, strengthen our collaboration with Cibutex partners and explore investment in a new bale press. We will also replace remaining non-recycled plastics with recycled-content alternatives and provide training to our crew to improve the sorting of different waste streams.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
End-of-life textiles recycled or treated more sustainably	62%	> 70%	> 90%
Rental textiles with recycled content	8%	> 10%	> 15%
Plastic waste recycled	99%	100%	100%
Purchased plastic with recycled content	98.4%	> 98%	100%
Paper and cardboard recycled	100%	100%	100%

Our circular approach: climbing the R-ladder

The R-ladder ranks circular strategies: the higher a strategy sits on the ladder, the fewer new raw materials it needs. We use it as a compass for our textiles, packaging and equipment, and always look for the highest step that is feasible.

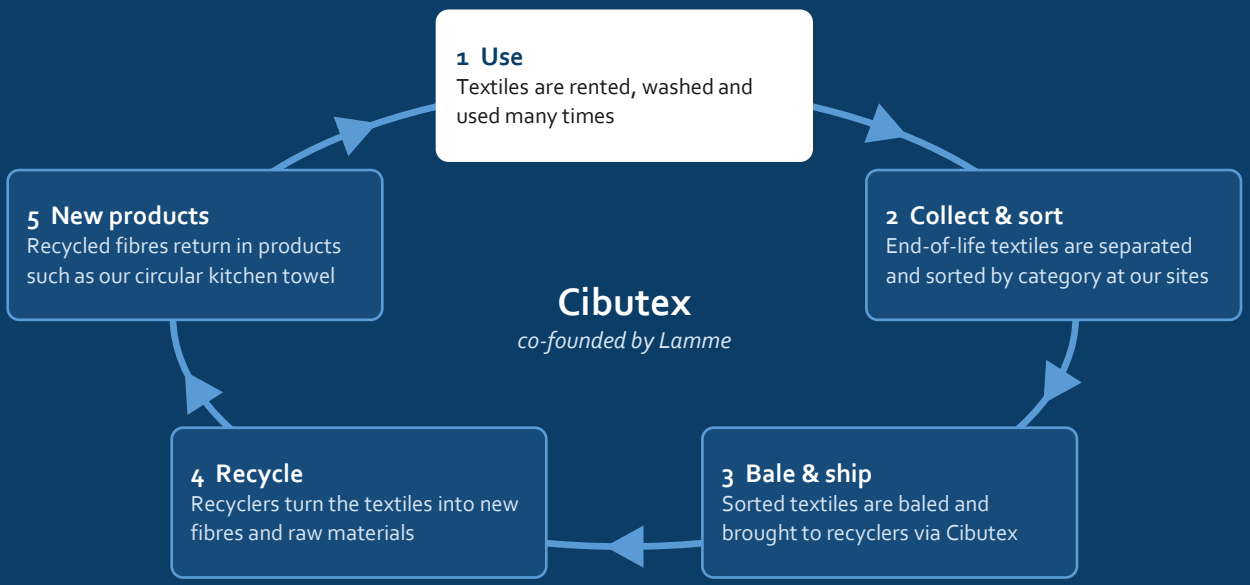
THE R-LADDER IN OUR DAILY WORK

MORE CIRCULAR

R0-R1 **Refuse & rethink**	Our rental model replaces linear ownership with a circular and professionally managed service
R2 **Reduce**	We procure durable, certified textiles that are designed to last, whilst reducing water, energy and chemicals consumption per washed kg
R3 **Reuse**	Every textile item is washed and used many times; pallets and containers are reused, and end-of-life textiles are donated for re-use where possible
R4-R5 **Repair & refurbish**	Damaged textiles are assessed for repair; in collaboration with our customers we look for appropriate solutions for damaged textiles, such as taking part in a bed-linen repair pilot
R6-R7 **Remanufacture & repurpose**	A chef's jacket remanufactured from end-of-life bed sheets, and local fashion brands and artists who turn our end-of-life textiles into new products and artworks
R8 **Recycle**	End-of-life textiles recycled via Cibutex, plastic waste turned into new sealing film, and all paper and cardboard are recycled
R9 **Recover**	Only as a last resort, when no higher option is available

CLOSING THE TEXTILE LOOP WITH CIBUTEX

As co-founder of Cibutex, a cooperative for circularity in the B2B textile chain, we help close the loop for textiles that can no longer be used.



De Waslijn: clean laundry, clean energy, fair work

In March 2025 we opened De Waslijn in Hilversum, together with Tomingroep and Billie Wonder. It is one of Europe's first fully electric, CO2-neutral laundries, and it brings together three things we care about: circular products, clean energy and inclusive work.

March 2025
opened in Hilversum

10,000+
reusable diapers per week capacity

100%
renewable electricity

A circular service

De Waslijn has the capacity to collect, wash and return more than 10,000 reusable diapers for kindergartens every week. Reusable diapers replace disposable ones that would otherwise end up as waste, and our laundry process makes that reuse hygienic, reliable and easy for childcare organisations.

Running on electricity

The laundry runs on 100% renewable electricity, and collection and delivery are done with electric vans. As a result, the laundry saves thousands of cubic metres of gas and litres of diesel every year.

Inclusive by design

De Waslijn is located within the building of Tomingroep, a social employment company that offers people with a distance to the labour market opportunities for meaningful work. That makes the laundry as much a social project as an environmental one.

What it shows

De Waslijn shows that clean laundry, clean energy and fair work can go hand in hand, and that partnerships across sectors make new circular services possible.

> *De Waslijn laundry is Europe's first 100% electric laundry, powered by 1.700 solar panel, whilst offering opportunities for employment to people with a distance to the labour market*
> *- Ivo Korte, CEO Tomingroep*



4.3 Water

PILLAR Clean & Circular
MATERIALITY Material topic

> Water is the most essential input in our wash process. Because much of the water we use is also heated, every litre we reduce saves energy too. Our water strategy therefore focuses on improving operational efficiency, increasing reuse and ensuring responsible discharge, so that we use this precious resource as sparingly and responsibly as possible.

5.24 L
fresh water per washed kg in 2025, down from 8.39 L in 2024

34%
of all water in our wash processes is recycled water

0
water pollution incidents or violations

WHAT WE DO

Reuse and recirculation

Various water-recirculation techniques save around two to three litres of fresh water per washed kilogram; rinse water, for example, is captured, filtered and reused in the soaking stage. Automated wash programmes match chemistry, temperature and water dosing to the load and textile type, while heat exchangers recover residual heat from used water for reuse in other processes.

Monitoring and maintenance

We log water use at least daily and act whenever consumption exceeds set parameters, while periodic checks and preventive maintenance help us prevent leaks and waste.

Responsible discharge

Before it is discharged, our wastewater is treated through mechanical filtering, physical-chemical cleaning to remove fats, oils and heavy metals, and pH neutralisation. We do this in cooperation with local water authorities and municipalities, and under the required permits.

RESULTS IN 2025

Water use in 2025

In 2025 our average fresh water use fell to 5.24 litres per washed kilogram, down from 8.39 litres in 2024 and 12.88 litres in 2022, which brings our 2026 goal of below 5 litres within reach. Across our sites, we used 58 million litres of recycled water, around a third of all the water in our wash processes.

LOOKING AHEAD

Towards full recirculation

We are exploring options to install a full water-recirculation system, which can reduce fresh water use by more than 80%. In addition, we are looking into membrane filtration and alternative sources such as rainwater.

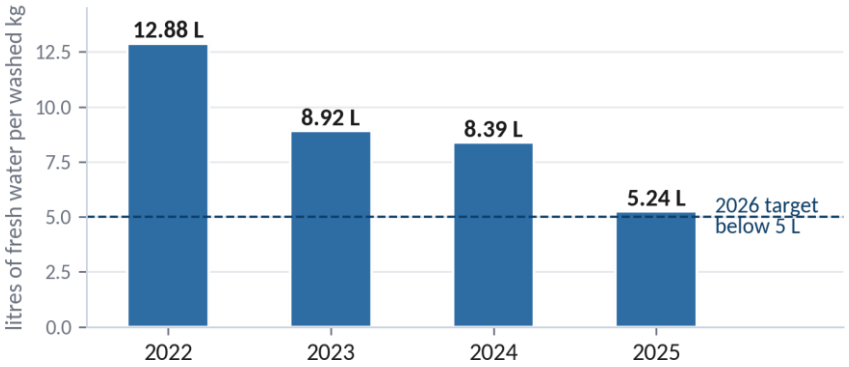
Tailored to each site

Each of our sites has its own installations and processes, so there is no single solution that fits every location. We therefore set a water goal for each site and look for the measures that are most relevant there, from upgrading equipment to controlling consumption more precisely. In this way, every site contributes to our group target in the way that suits it best.

4.3 Water

PILLAR Clean & Circular
MATERIALITY Material topic

FRESH WATER CONSUMPTION PER WASHED KILOGRAM



KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Fresh water per washed kg	5.24 L	< 5 L	< 4 L
Water pollution violations	0	0	0



4.4 Pollution & Biodiversity





PILLAR Clean & Circular
MATERIALITY Not material, reported voluntarily

Our double materiality assessment found our direct impact on pollution and biodiversity to be limited: we discharge treated water under permit, generate no hazardous waste and use relatively little land. We are aware, however, that our company affects the environment in several ways: through the water we discharge, the chemicals we use, the land our sites occupy and the textiles we buy, whose production has an impact further up the value chain. That is why we put effort into preventing pollution of water and air, minimize the use and impact of chemicals, favour certified textiles and want to increase the green space & biodiversity around our sites.

0
environmental incidents, spills or violations in 2025

1,127 m²
of green area on our premises

100
trees planted in the Lamme Forest in India in 2025

WHAT WE DO

Preventing pollution

All required environmental permits are in place across our plants, and we meet the conditions that water authorities, municipalities and environmental agencies set for discharge and emissions. Before it leaves our sites, the water from our wash process is filtered, cleaned of fats, oils and heavy metals, and pH-neutralised.

Careful use of chemicals

Our detergents are biodegradable, phosphate-free and EU Ecolabel certified. We dose chemistry precisely through our dosing installations, according to preset quantities and parameters, and up-to-date work instructions are always available to our crew. We also monitor chemical use closely and take action whenever consumption exceeds set parameters.

Biodiversity on our sites

Together, our sites cover around 22,000 m². Most of this area is built on or paved for logistics, and 1,127 m² is laid out as green area. Further afield, we have been planting a Lamme Forest in India since 2023. Across all of our plants we are working on several projects to foster biodiversity.

Buying GOTS

The majority of our rental textiles hold the GOTS certificate, meaning that the cotton used within the products has been verified to be made from organically produced cotton, meeting high standards in environmental protection, chemical safety, social compliance, and supply chain traceability .

RESULTS IN 2025

Results in 2025

We recorded no environmental incidents, spills or violations of water or air pollution rules at any of our sites, and none of our sites generated hazardous waste. To keep it that way, we trained 40 employees in the safe handling of chemicals, 23 in waste sorting and 15 in environmental awareness during the year.

4.4 Pollution & Biodiversity

PILLAR Clean & Circular
MATERIALITY Not material, reported voluntarily

LOOKING AHEAD

Cleaner processes

We will periodically review the impact of chemicals and washing processes and look for opportunities to reduce chemical use. We will also explore membrane and flue-gas filtration, increase heat and energy recovery, and develop greener chemical solutions together with our supplier.

Greener sites

To strengthen biodiversity, we will develop a dedicated strategy and expand the green space around our sites, starting at Hilversum and Nederhorst den Berg. There, we will introduce nature-inclusive measures such as green roofs, nesting facilities and planting, and we will keep growing the Lamme Forest.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Water pollution violations	0	0	0
Air pollution violations	0	0	0
Green, nature-inclusive space on sites	Plans Hilversum & NdB	Hilversum & NdB	All sites



CHAPTER 5

Clean & Social

A sustainable approach to working with people

The wellbeing, development and inclusion of our employees are our top priorities. We create a work environment where everyone can work safely and develop themselves. Through targeted training and strict safety procedures and measures, we reduce physical strain and enhance wellbeing. By taking good care of our people, we ensure they feel valued and supported in their work.

Safety & Health | Training & Development | Diversity & Inclusion | Support for local communities
Employees along the value chain



Our people

Our people are the heart of our business. Clean textiles have to be delivered around the clock, and that is only possible with a stable, engaged and skilled team. We want Lamme to be a place where people feel valued and want to stay, with a workforce that reflects the communities around our sites.

~680
people worked for Lamme during 2025

478.9
full-time equivalents

7.8/10
average employee satisfaction score

Who works at Lamme

During 2025, 680 people worked for Lamme across the Netherlands, Germany and Belgium, together accounting for 478.9 full-time equivalents. Our own team consisted of 280 full-time, 52 part-time and 35 on-call employees. Because demand in our sectors fluctuates, we also work with a flexible pool of colleagues through employment agencies. Our teams bring together 60 nationalities, reflecting the international character of our business.

Listening to our people

We regularly talk with our employees about their experiences at work. Before every shift, a crew meeting is organized in which employees share ideas, and every two years we run an extensive employee satisfaction survey across all sites. Our most recent survey resulted in an average score of 7.8 out of 10, and its outcomes were translated into a concrete improvement plan.

Taking good care of our people

We believe that taking good care of our people is the best way to keep them, and in 2025, 83.6% of our own employees stayed with us. Because laundry work is physically demanding, we work with a physiotherapist on workplace analyses, and our prevention officers pick up early signals of strain. Absenteeism was 3.9%, against a 6.2% average for Dutch industry. Every employee is paid at or above a living wage, and each year we discuss performance, development, pay and working conditions with every colleague.



Understanding our talent

Looking ahead, we are preparing an organisation-wide inventory of skills, experience and development needs. It will give us a clearer view of the talent within our company and help us support people in growing into new roles.

5.1 Diversity & Inclusion

PILLAR Clean & Social
MATERIALITY Material topic

> We believe that a diverse and inclusive organisation is stronger, more innovative and creates a better working environment. For us, diversity is not a goal in itself, but a condition for sustainable growth and social responsibility. We strive for a workplace where everyone feels welcome, safe and valued, regardless of background, age, gender, beliefs or disability, and where everyone has an equal chance to take part.

60+
nationalities working together across our teams

54 FTE
filled by colleagues with a distance to the labour market

2025
Inclusive Employer, Gooi en Vechtstreek region

WHAT WE DO

Many nationalities, one team

Colleagues from 60 nationalities work together at Lamme, bringing a wide range of perspectives, experiences and languages to our teams. We see this diversity as a strength that keeps our organisation open, agile and customer-focused, and we take it into account in our daily work. Communication on the production floor, for example, is made as language-independent as possible, via pictograms, visual instructions and practical demonstrations.

People with a distance to the labour market

In 2025, colleagues with a distance to the labour market represented more than 10% of our staff. Through long-standing partnerships with social employment organisations such as Tomingroep, AM Match and the Praunheimer Werkstatt in Germany, we offer them a combination of internal guidance and external job coaching, and we adapt workplaces, tasks and pace where needed. This supports their development, prevents overload and helps people move on to a direct contract with Lamme. In 2025, Werkspirit and Untapped Talents also helped us welcome colleagues who face different kinds of barriers to work, including refugees who are building a new life in the Netherlands. In 2026 we will build on this by joining the learning-and-working centre run by our partner Tomingroep, and by working with the municipalities of Wijdemeren and Hilversum to create new pathways into employment for people with a distance to the labour market.

Recognised as an inclusive employer

Our efforts with regards to inclusion and diversity were recognised by being named Inclusive Employer of the year 2025 for the Gooi en Vechtstreek region. This recognition was awarded for the way inclusion is put into practice on our production floor every day.

Equal opportunity and non-discrimination

Within our employee handbook we explicitly specify our norms and values surrounding non-discrimination, and we hold our suppliers to the same standards as we do for ourselves. Hence, our code of conduct specifically describes that exclusion on any discriminatory basis should be prevented. To reach a broad and varied audience, we use diverse recruitment channels and inclusive language in our job postings. In 2025, most employees also received training on diversity, discrimination and harassment.

Language and integration

In March 2025 we started a Dutch-language course for status holders (refugees with a Dutch residence permit), supported by the SOWIS subsidy scheme, which focuses on the practical language skills needed for daily life and

5.1 Diversity & Inclusion

PILLAR Clean & Social
MATERIALITY Material topic

for working safely in the laundry. Because good language skills benefit everyone, from 2026 the course will be open to every colleague who wants to improve their Dutch.

RESULTS IN 2025

Results in 2025

Over the year, 39% of the people who worked at Lamme were women. One report of discrimination or harassment was registered during the year. It was handled with care and in confidence through our reporting procedure, and followed up with those involved. To work towards our goal of zero reports in 2026, we will continue our training on diversity, discrimination and harassment, keep the topic on the agenda in team meetings and in our internal communication, and make sure that every colleague knows where to turn with concerns, including our confidential counsellor.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
People with a distance to the labour market	54 FTE	> 55 FTE	> 60 FTE
Reports of discrimination or harassment	1	0	0



5.2 Health & Safety

PILLAR Clean & Social
MATERIALITY Priority topic

> Laundry work can be physically demanding. It may involve lifting, pushing heavy trolleys or standing for extended periods of time. Also, it involves being up close with large machinery and chemicals. A safe and healthy working environment is therefore at the basis of everything we do. Through targeted measures, we prevent risks and limit physical and mental strain. We look beyond legal requirements by investing in vitality and sustainable employability for the long term.

0
work-related accidents causing long-term or permanent injury

3.9%
absenteeism, against 6.2% for Dutch industry (CBS)

96.9%
average score of our safety inspections

WHAT WE DO

Safety management

Each site works with an annual health and safety plan, and a health and safety committee monitors how this is carried out. At our Dutch sites, during monthly safety rounds routine checks are performed, for instance on emergency stops, fire safety, escape routes, chemicals, personal protective equipment, first-aid provisions and good housekeeping. Since 2025, shift leaders have joined the committee meetings in which the results are discussed, which strengthens ownership on the production floor. In Germany, monthly workplace inspections are combined with a quarterly occupational safety committee made up of the company doctor, safety officers, management and HR. All of our sites are covered by an up-to-date risk inventory and evaluation, which a certified external party carries out at least every 5 years.

Instructions, training and equipment

Every colleague receives clear safety instructions and extensive training to work safely, together with appropriate personal protective equipment and workwear. We also invest in modern and safe machinery, and task-based risk analyses help us address the specific risks of individual tasks.

Vitality and ergonomics

In 2025 we started working with a physiotherapist on workplace analyses, which led to concrete physical improvements to the workplace and practical advice for our crew. The topics of healthy living, ergonomics and vitality have also been central during 2025. We organized several working sessions with vitality experts to develop a company wide strategy on sustainable employability.

Preventing absence and supporting recovery

Our absence policy follows the Dutch Gatekeeper Improvement Act, which sets out how employer and employee work together towards recovery and a return to work. In 2025 we also gave our prevention officers a more visible and central role, so that signals are picked up at an early stage.

Speaking up safely

We want everyone at Lamme to feel free to raise concerns. Our formal complaints and reporting procedure offers both a regular and a confidential route for reporting concerns related to incidents such as harassment, intimidation or discrimination, as well as suspected misconduct such as corruption. Every report is handled confidentially and followed up with care.

5.2 Health & Safety





PILLAR Clean & Social
MATERIALITY Priority topic

Emergency response and aviation security

All designated first-aiders are trained for emergencies, and in 2025 our emergency teams also practised realistic scenarios. In addition, every crew member in our aviation laundries completes aviation-security training in line with EU aviation security regulations, with an annual refresher.

RESULTS IN 2025

Safety in 2025

No work-related accident led to long-term or permanent injury. Two lost-time injuries occurred during the year, resulting in 11 lost days and a lost-time injury frequency rate of 2.22, within our 2026 target of below 2.5. Our safety inspections scored an average of 96.9%.

Absenteeism

Average absenteeism among our own employees was 3.9%, well below the 6.2% average for Dutch industry reported by Statistics Netherlands. Where absence is higher, it is mainly driven by a small number of long-term, complex cases rather than by frequent short absences, a pattern that is also visible nationally.

LOOKING AHEAD

Prevention and vitality

In 2026 we will roll out a company-wide vitality pilot aimed at reducing absenteeism and renew the risk assessments at two of our sites. We will also start ergonomics projects and explore how physically demanding, repetitive tasks can be automated. To make the most of these efforts, our prevention officers from all sites will work together more closely and share any initiatives that are successful.

More opportunities for training

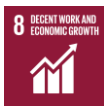
Alongside these measures, we will create more opportunities for safety-related training. Examples include training for managers in holding absence and prevention conversations, additional driving and skid training for our drivers, and more attention to the safe handling of chemicals.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Accidents causing long-term or permanent injury	0	0	0
Lost-time injury frequency rate	2.22	< 2.5	< 2
Average absenteeism	3.9%	< 4%	< 3.5%
Health & safety inspection score	96.9%	> 95%	> 95%
Sites covered by a risk inventory and evaluation	100%	100%	100%

5.3 Training & Development





PILLAR Clean & Social
MATERIALITY Material topic

We believe that the growth of our organisation starts with the growth of our people. Development is a shared responsibility of employer and employee, and we want to offer everyone, from the production floor to management, the chance to keep learning. That is why we invest in upskilling, safety, leadership and lifelong learning. Importantly, wherever possible, we develop our future company leaders from within our own teams.

2,007+
hours of training and education during working hours

5.5
average training hours per employee

9
colleagues completed a Lamme Academy module

WHAT WE DO

Lamme Academy

Through our Lamme Academy, colleagues in different roles and at different locations deepen their knowledge of our processes, quality standards, house rules and code of conduct. The academy also helps colleagues take the next step in their careers. One example is the Captain's programme, which prepares colleagues in operational roles for a supervisory position, so that we build strong teams from within and strengthen our leadership over time.

Upskilling and safety

Colleagues follow trainings in washing technique, RABC hygiene standards and general safety, which helps us safeguard quality and comply with regulations. In addition, mandatory training in emergency response, aviation security and hygiene remains a constant across the organisation.

Leadership and process improvement

Managers are supported with external trainings in leadership and communication, and several managers followed additional courses to strengthen collaboration and motivation within their teams. We also offer LEAN training courses to managers, which helps to embed process thinking and to actively involve colleagues in identifying and implementing improvements.

Language and digital skills

Dutch and English lessons strengthen communication, safety and inclusion on the production floor. The IT trainings which we offer help our colleagues to work more efficiently, and it supports them outside work as well, for example when dealing with digital government services.

RESULTS IN 2025

Results in 2025

Our staff spent an average of 5.5 hours on training, during working hours, per employee. Nine colleagues completed a module of the Lamme Academy, and 71% of employees (including agency workers) received training on diversity, discrimination and harassment.

5.3 Training & Development

PILLAR Clean & Social
MATERIALITY Material topic

LOOKING AHEAD

Growing our academy

In 2026 we will broaden the Captain's training programme, supporting around ten colleagues on their way to a supervisory role. We will also add new modules to the Lamme Academy and continue offering language courses.

Stronger leadership

Alongside the leadership and LEAN trainings that we offer, we facilitate communication training to operations managers, providing them with practical tools for day-to-day conversations, such as giving feedback or discussing personal development. This should foster a culture in which people feel seen and heard.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Training hours per employee	5.5	> 5.5	> 5.5
Employees completing a Lamme Academy module	9	> 10	> 11
Trained on diversity, discrimination & harassment	71%	> 75%	> 90%



5.4 Value Chain & Community

PILLAR Clean & Social
MATERIALITY Material topic

> Our responsibility does not stop at the doors of our laundries. Many of the textiles we use are produced far away from our sites, often outside the European Union, where the protection of workers' rights can differ from European standards. We want the people who make our products to work in safe and fair conditions, and we want to be a good neighbour to the communities around our sites.

83%
of textile suppliers with signed Supplier Code of Conduct

10
on-site supplier visits in 2025

10+
local events supported through in-kind services or donations

WHAT WE DO

Fair conditions in our chain

Our Supplier Code of Conduct, aligned with the UN Global Compact, sets out what we expect from suppliers in terms of working conditions, human rights, the environment and anti-corruption, and it excludes forced and child labour. We assess our suppliers on these aspects, with the main focus on those suppliers with the highest associated risks.

Fairtrade and GOTS-certified cotton

Since 2004, together with our textile supplier Dibella, we have supported Chetna Organic; a cooperative of organic cotton farmers in Yavatmal, India, which has supplied Fairtrade and GOTS-certified cotton which was used in a significant share of our rental textiles. Our involvement goes beyond procurement: with our support, the community has invested in several practical necessities such as school furniture, books, bicycles and improved sanitation.

In our communities

Many of our colleagues live close to our laundries, so contributing to the communities around us comes naturally. We support local sports clubs, fire brigades, neighbourhood initiatives and festivities near our sites, because we see being a good employer and being a good neighbour as part of the same responsibility.

RESULTS IN 2025

Results in 2025

By the end of the year, 83% of our textile suppliers and 62% of all recurring suppliers had signed our Supplier Code of Conduct or had their own code of conduct available, and we visited ten suppliers on site. Closer to home, we supported six local initiatives, as well as more than ten events through in-kind services or donations.

5.4 Value Chain & Community

PILLAR Clean & Social
MATERIALITY Material topic

LOOKING AHEAD

Strengthening the chain

In the coming years, we will work with suppliers on closed-loop recycled textile products and keep identifying relevant local projects near each of our plants. We will also discuss with our suppliers which causes along our value chain we could support for the longer term.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Textile suppliers that signed our Code of Conduct	83%	100%	100%
All suppliers with a signed Code of Conduct	62%	> 80%	100%
Supplier visits and audits	10	> 5	> 5
Local initiatives supported near each plant	6 in total	≥ 1 per plant	≥ 1 per plant



CHAPTER 6

Clean & Honest

A sustainable approach to our business standards & practices

We act with integrity and responsibility in all our business activities and relationships. Transparency, fair collaboration and adherence to ethical guidelines form the foundation of our own operations and of our value chain policy. Through sustainable partnerships, we build a reliable and future-proof value chain.

Corporate culture | Sustainable procurement | Good employment practices | Safety of end-consumers Corruption & Bribery



6.1 Corporate Culture

PILLAR Clean & Honest
MATERIALITY Priority topic

> Culture shapes how we work together every day. We aim for an open culture in which integrity, clarity and transparency are central, which means that we are open about where we stand, where we want to go and what we expect from each other. This builds trust and involvement, helps us attract and keep good people, and makes us a reliable partner for customers who value long-term relationships.

7.8
average employee satisfaction score, out of 10

4
internal newsletters a year, since 2025

WHAT WE DO

Our principles

Our culture rests on three principles; ownership, collaboration, and transparency. Regarding ownership, we expect our colleagues to take responsibility, to trust one another, and to leave room to let people figure out the best way to get their work done. In terms of collaboration, we work across departments towards shared results and take collective responsibility for them. For transparency, we believe in a strong feedback culture, in which giving compliments and respectfully confronting each other are part of daily interaction and help us improve.. The same drive for continuous improvement is visible in our production teams, which work according to LEAN principles. We have captured these principles in our company culture book

How we stay connected

With around 680 employees across three countries, keeping our culture coherent takes deliberate effort. We rely on crew meetings, team briefings and direct access to line managers to keep two-way communication open, and colleagues can always turn to a confidential counsellor. In 2025 we again examined whether there was enough support among employees to establish a works council. Interest proved insufficient, and while we respect that outcome, we continue to invest in these other forms of dialogue.

Communication that reaches everyone

Our communication plan is built around seven themes that matter on the production floor: working conditions, health, knowledge and development, aviation security, rules and policy, sustainabilty and collaboration. Since 2025, a quarterly newsletter has shared news from the plants, HR and CSR developments, and survey results. Moreover, narrowcasting screens in the canteens and hallways present information visually and with language support.

LOOKING AHEAD

Culture and identity

In 2026 we will renew our core values and begin shaping a more deliberate Lamme culture and identity programme, supported by an internal campaign. Our theme for the year is collaboration, to foster cohesion across sites and teams. We will also refine our communication plan and extend narrowcasting to more target groups.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Employee satisfaction score	7.8	> 7.5	> 8.0

6.2 Sustainable Procurement

PILLAR Clean & Honest
MATERIALITY Material topic

> Sustainability starts with the products and materials we buy. A large share of our environmental and social impact, and that of our customers, arises in the supply chain, for example in the production of textiles, chemicals and packaging. That is why sustainability is a structural part of every purchasing decision, and why we prefer to work with partners who share our values.

93%
of purchased textiles carry a sustainability certification

10
rental products with a traceable value chain

100%
of suppliers who received our CSR questionnaire completed it

WHAT WE DO

Supplier Code of Conduct

Our Supplier Code of Conduct, aligned with the UN Global Compact, sets out our environmental, social and ethical expectations. We ask all recurring suppliers to sign it.

How we assess our suppliers

We assess our suppliers using a risk-based approach. We look at factors such as the country of production, the type of product and the associated risks for people, the environment and business ethics, as well as the continuity of supply. Suppliers with a higher risk profile receive closer attention, for example through additional information requests, certificates, audit reports or site visits. Every year, we also send a CSR questionnaire to our suppliers, which they complete and return to us. Alongside price and quality, sustainability is an integral part of every assessment, and the suppliers that perform best on sustainability and quality can qualify for preferred-supplier status and longer-term partnerships.

Certified and traceable products

We give preference to products with recognised sustainability certifications (such as GOTS, Fair Trade, Oeko-Tex, EU Ecolabel, GRS, Green button), and in 2025, 93% of the textiles we purchased carried at least one. We also want our customers to know where their textiles come from, and for ten products in our rental range they can already see the value chain behind them on our ProductDNA pages.

Circular partnerships

We work with other companies across our value chains to make textiles and plastics more circular. We are co-founder and board member of Cibutex, a cooperative that enables circularity in the B2B textile chain, and are also a member of the Circular Plastics Alliance.

LOOKING AHEAD

Raising the bar

In the coming years, we will raise the share of suppliers with a signed Code of Conduct and set up a structured supplier audit policy by the end of 2026. We will also extend our CSR questionnaire to at least 75% of our recurring suppliers, add more products to ProductDNA and increase the share of certified products in our standard product range.

6.2 Sustainable Procurement

PILLAR Clean & Honest
MATERIALITY Material topic

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Purchased textiles with sustainability certification	93%	> 95%	100%
Rental products with a traceable value chain	10	> 12	> 15



6.3 Good Employment Practices

PILLAR Clean & Honest
MATERIALITY Priority topic

Fair pay and good working conditions are the foundation of being a good employer. We pay transparent and fair wages in every country where we operate, and we facilitate good working conditions that allow people to work in a safe and healthy fashion. Good employment also pays off for our business: people stay longer and work more productively. Our stakeholders rank it among our most important sustainability topics.

0%
gender pay gap across our operations

100%
of employees paid at or above a living wage

100%
collective labour agreement coverage in the Netherlands

WHAT WE DO

Transparent, fair pay

In each country we apply a transparent pay structure in which salaries are set objectively and consistently. In the Netherlands, all employees are covered by the collective labour agreement for textile care. After the previous agreement expired, a new one was concluded in May 2025. Salaries within our company are based on salaries scales related to objective criteria, such as the number of years of experience within a certain role, rather than negotiated case by case. An initial gender pay gap assessment highlighted no differences between genders in similar roles.

Living wage

Each year, we use the living-wage benchmarks of WageIndicator to check that every employee is paid at least a living wage for their region. In every region where we operate, the lowest wages paid at Lamme exceed the applicable living-wage level.

Sustainable employability

Every year we hold conversations with employees about their performance, development and pay, in which we discuss progression to the next pay step as well as working conditions. We also facilitate statutory leave arrangements, such as parental and care leave.

LOOKING AHEAD

Fair pay ahead

New collective labour agreement negotiations will take place in 2026. In addition, we will prepare in more depth for the upcoming EU pay-transparency legislation. We will also establish a plan to support colleagues aged 60 and over in making a smooth transition to retirement.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Gender pay gap	0%	0%	0%
Collective labour agreement coverage (NL)	100%	100%	100%
Employees paid at or above a living wage	100%	100%	100%

6.4 Integrity, Compliance & Governance

PILLAR Clean & Honest
MATERIALITY Priority topic

Our customers trust us with textiles that touch their crew, passengers and guests every day. This trust rests on integrity and on standards that are independently verified. We act with integrity in all our business relationships, comply with the laws and regulations of every country where we operate, and hold ourselves to quality and hygiene standards that are audited by third parties.

100%
of our plants Certex and RABC certified

0
confirmed cases of corruption, non-compliance or data breaches

100%
of our sites covered by a financial audit

WHAT WE DO

Quality and hygiene assurance

The health and safety of the people who use our textiles is a material topic for us. We therefore hold Certex (ISO 9001) and RABC (NEN-EN 14065) certifications at every site, both renewed in 2025. RABC safeguards the microbiological quality of our textiles through strict hygiene protocols, temperature control and safe detergents, and ISO 9001 ensures that we continuously keep our quality management system up to date .

Business ethics and compliance

Our code of conduct sets out our norms for honest business. In line with the UN Global Compact, it mentions amongst other things that we tolerate no discrimination, intimidation, child labour, forced labour or human trafficking. This applies to stakeholders within our company, and we expect the same from our suppliers. Concerns can be reported through a regular or a confidential route, with the support of an internal or external confidential counsellor.

Preventing corruption and unfair competition

Several safeguards help us prevent corruption, bribery and anti-competitive behaviour. We select and assess suppliers in a transparent purchasing process, based on predetermined criteria. Our Supplier Code of Conduct, in turn, requires suppliers to act with integrity, to take effective measures against corruption and bribery, to prevent and report conflicts of interest and to compete fairly. Our financial records are audited by an accredited accountant, and anyone who suspects misconduct can report it confidentially. Meanwhile, all of our aviation security officers are trained in business ethics and information security.

RESULTS IN 2025

Results in 2025

We recorded no whistleblower reports and no reported incidents of corruption, anti-competitive behaviour or non-compliance. There were also no incidents related to child labour, forced labour or human trafficking, and no information-security breaches or phishing incidents. All of our sites underwent a financial audit by an accredited accountant, and none of our revenue came from high-risk sectors.

6.4 Integrity, Compliance & Governance

PILLAR Clean & Honest
MATERIALITY Priority topic

LOOKING AHEAD

Strengthening controls

In 2026 we will formalise corruption-risk assessments and control procedures for corruption and bribery, and refresh our code of conduct.

KPIS & TARGETS

KPI	2025 status	2026 target	2030 target
Plants with Certex and RABC certification	100%	100%	100%
Cases of corruption or bribery	0	0	0
Revenue from high-risk sectors	0%	0%	0%



7 Certifications & Memberships

CERTIFICATIONS AND RATINGS

MVO Prestatieladder, Level 4

An ISO 26000-based certification for corporate social responsibility that assesses our social and environmental management. We have held it for more than 12 years, covering all sites.

Certex (ISO 9001)

Our quality management system for laundry and textile services, including hygiene standards, certified at every location and renewed in 2025.

RABC (NEN-EN 14065)

The European standard for biocontamination control in textile processing, which safeguards the microbiological quality of the textiles we deliver. Held at every location and renewed in 2025.

EcoVadis

An independent assessment of sustainability performance, benchmarked against industry peers. We currently hold a Bronze medal, placing us in the top 17% (December 2025).

RECOGNITION

Inclusive Employer 2025

Named Inclusive Employer 2025 for the Gooi en Vechtstreek region, in recognition of the way inclusion is put into practice on our production floor.

MEMBERSHIPS

Cibutex

Co-founder and board member of this cooperative enabling circularity in the B2B textile chain

Circular Plastics Alliance

Connects companies across the plastics value chain towards a circular plastics industry

PRO Collective for Circular Textiles

Collective working towards circular textiles in the Netherlands

Denim Deal

Public-private initiative to accelerate circularity in denim

MaxTex

German textile innovation platform for sustainable and circular business models

Future Up

Dutch network supporting companies in their sustainability strategies

FTN

Dutch association of textile service companies

DTV

German association for textile service providers and industrial laundries

Community support: local sports clubs, fire brigades and community initiatives near our sites, and our long-standing work with Chetna Organic on Fairtrade and GOTS-certified organic cotton.

8 Appendix

METHODOLOGY AND BASIS FOR PREPARATION

Basis for preparation

This report covers Lamme Groep B.V. and its subsidiaries in the Netherlands, Germany and Belgium for the calendar year 2025, and has been prepared in line with the VSME standard, Basic and Comprehensive modules. Environmental data cover our laundries in Nederhorst den Berg, Hilversum, Schiphol and Bad Vilbel. Data are taken from our KPI dashboard and CO2 footprint overview; targets are those of our Clean for the Future strategy.

Greenhouse gas emissions

Emissions are calculated following the GHG Protocol and expressed in CO2 equivalents. The base year is 2019; 2020 and 2021 are excluded from comparisons because production volumes during the Covid period were not representative. Scope 2 is calculated using the market-based method. Scope 3 covers purchased detergents, packaging and water (category 1) and upstream emissions of fuels (category 3). Intensities are expressed per kilogram of washed textile.

VSME CONTENT INDEX

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