

Blycolin

Building a Sustainable Linen Service together

ESG-REPORT 2024



Blycolin

Table of contents

1	Foreword	3
2	Reflecting on 2024 and Beyond	4
3	The power behind carefree linen management	6
4	Linen as a service	9
5	Creating Value and Impact Together	11
6	Our Double Materiality Assessment	13
7	Staying on Course for 2030 and 2050	15
8	From Strategy to Execution	19
9	On a final note	33
	Annex	34



1 Foreword

Sustainability lies at the heart of Blycolin. As a specialist in linen services for the hospitality industry, we take responsibility at every link in the chain. What began as a natural ambition to care for people, use resources responsibly, and conduct business with integrity has evolved into a clear direction. Today, we find ourselves at a new crossroads: one of deepening, substantiating, and taking accountability. Not because we are obliged to, but because taking responsibility is the foundation for real progress. It helps us look ahead, steer more effectively, and make conscious decisions.

The introduction of the Corporate Sustainability Reporting Directive (CSRD) supports us in this journey. In 2023, we began a comprehensive process to prepare for this European sustainability reporting regulation. We mapped our value chain more thoroughly, prioritized ESG topics more sharply, and translated our ambitions into measurable goals and concrete actions. This helped us ask better questions, make more informed choices, refine our operations, and take a more future-focused approach.

This report captures a snapshot of that progress. It is not an end point, but part of a broader movement that continues each day. In recent years, ESG has become increasingly embedded in our organization and in our collaboration with stakeholders, and supply chain partners. We have had meaningful conversations with suppliers and partner laundries, and we have worked alongside clients to develop sustainable linen solutions. It is inspiring to see more and more partners actively embracing this movement. That gives us both confidence and energy to keep building a sustainable linen service for today and tomorrow.



2 Reflecting on 2024 and Beyond

A conversation with Marc van Boekholt, CEO of Blycolin

In 2024, Blycolin took significant steps to make its linen services more sustainable and to embed ESG more firmly within the organization. The year was marked by deeper exploration, strengthened collaboration, and preparation for the new European Corporate Sustainability Reporting Directive (CSRD).

CEO Marc van Boekholt looks back on the movement Blycolin has initiated highlighting ownership, momentum, chain collaboration, and the opportunities that sustainability and circularity offer for the future of linen services.

What do you see as Blycolin's most important achievement this year?

"We succeeded in further integrating sustainability into our daily operations. Sustainability has always been part of Blycolin's DNA and that of our employees but over the past year, we've taken a real step forward. The topic has become more alive throughout the organization, and we've gone deeper. I'm proud of that.

I'm also proud of how we've translated our ambitions into a clear, forward-looking strategy one that resonates throughout every level of the company and inspires a sense of ownership. Another highlight is the long-standing relationships we've built with our partner laundries and suppliers. They embrace our goals and actively contribute to achieving them. We're also making strong progress toward circularity in our linen supply chain.

And just as importantly, we've become more transparent to our stakeholders."



Blycolin's ESG strategy is ambitious.
What is the biggest challenge?

"The main challenge isn't just about technology or resources it's about momentum. We want to move forward, but in a responsible way. For example, we're investing in recycled materials, but never at the expense of quality, and if you want to bring your partners along with you, your decisions must be well-founded. That takes time, and above all, dialogue."

Sustainable linen service sounds logical,
but might be harder to achieve in practice.
What does it take?

"Four things: insight, innovation, commitment, and patience. Insight into material flows, environmental impact, and lifespan. Innovation in processing, reuse, and production. Commitment from every player in the chain from manufacturers to laundries to clients.

Our current textile recycling pilots are promising. And in our laundries, we continue to focus on reducing water and energy consumption. But scaling up that sustainable mindset operationally is a real challenge. It takes time and patience."

What does 'responsibility' mean to you
as a business leader?

"It means making decisions with tomorrow in mind. It means being transparent about what works and what does not work. And it means organizing collaboration rather than trying to reinvent the wheel by yourself. Our strength lies in the chain, and that is exactly where we can make the most impact. A great example is our participation in founding Cibutex."

How is the CSRD approach being
implemented at Blycolin?

"Let me start by saying this: we do not see CSRD as an obligation, but as an opportunity. It provides a clear framework that helps us better understand and improve our impact.

In the summer of 2023, we began preparations in earnest. The announcement of the Omnibus proposal with revised thresholds and requirements expected in early 2025 could affect our timeline and scope. But our direction remains unchanged. We are fully committed to embedding ESG and reporting transparently, aligned with CSRD principles. And always with quality as our foundation."

"Our strength lies
in the chain.
Only when every
link moves along,
will we truly make
an impact."

Marc van Boekholt – CEO Blycolin

3 The power behind carefree linen management About Blycolin

Blycolin is a specialist in linen services for the hospitality industry. Since 1972, we have provided textile solutions for hotels, restaurants, and wellness locations. We do more than just clean and deliver on time. We offer true peace of mind: precisely tailored to the required quantity and quality. Our strength lies in the combination of international coverage, local partnerships, and a sharp focus on quality and sustainability.

From our headquarters in Zaltbommel, we coordinate our activities across the Netherlands, Belgium, Germany, and Poland, operating our own laundries and working with a network of over 100 partner laundries. Today, we serve more than 1,500 clients, supported by a team of 400+ employees committed to delivering comfort and quality every day.



Mission

Blycolin is *the* trusted international specialist and partner in linen services for the hospitality industry. With a passion for quality, we strive to deliver sustainable total solutions in close collaboration with our customers, partners, and employees.

Vision

We believe progress is made together. Strong, authentic collaboration with our clients, textile suppliers, owned laundries, and partner laundries forms the foundation of our success. With mutual care and attention to our environment, we inspire one another toward sustainable linen concepts and new experiences. Driven to be smarter, faster, and better we're always evolving, with our eyes on the future.



The Values That Guide Us

These core values shape our daily actions and strategic decisions:

A Passion for Quality

Ultimate comfort starts with exceptional service and quality. For that reason, we work with trusted suppliers, sustainable materials, and certified laundries. Every product is thoroughly tested and continuously monitored. The result: premium textile solutions and the assurance of Carefree Linen Management. At Blycolin, quality is a conviction deeply embedded in our DNA and the foundation of the trust our customers have placed in us for decades.

Sustainability

We take the long view which means looking beyond the boundaries of our own operations and even beyond our supply chain. We always prioritize people, the planet, and materials. Sustainability is embedded in everything we do in both our products and our processes.

Reliability and Delivery Assurance

Blycolin is a financially stable organization with a wide-reaching laundry network and a proven track record of over 50 years.

Personal Service and Dedication

Our clients are supported by dedicated account managers, available 24/7, who possess deep knowledge of their operations, linen needs, and the hospitality sector. We extend this same level of care and involvement to all our stakeholders.

Innovation

We are constantly improving and evolving in our textiles, where sustainability is the key focus, and in our laundries, where robotics and data solutions drive efficiency and resource savings.

Efficiency

We aim to deliver the best possible solution quickly and effectively, optimizing our processes to serve customers with maximum efficiency.

110.313.127

Kilograms dirty laundry per year

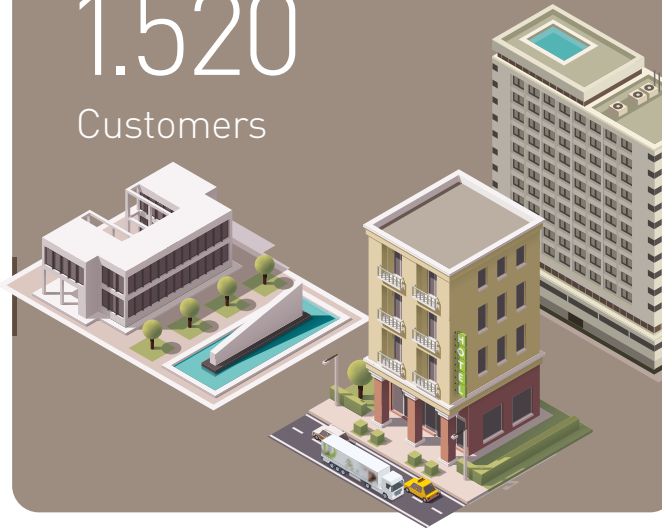
37%

Share own laundries



1.520

Customers



401

Employees per 31-12-2024

215



Women

186



Men



23.224.659

Hotelrooms provided with clean linen



Revenue

€141.900.503

9 Owned laundries



135 Partner-laundries

4 Linen as a service Blycolin's Business Model

Blycolin offers a complete linen concept for the hospitality industry, based on rental and full-service management. Clients choose from a broad collection of thoroughly tested linen designed for long-term availability rather than short-lived trends.

At the core of our business model is carefree linen management: we take care of procurement, storage, laundering, logistics, and performance monitoring so our clients can focus entirely on their guests. It is a service-driven approach where quality, reliability, and sustainability take center stage.

Selection and Composition

Clients choose a linen package from the Blycolin Collection durable, industrially washable, and consistently available. Each item is extensively tested for longevity and performance.

1

Rental and Inventory Management

Blycolin invests in the linen and operates a pay-per-use model. The linen remains our property and is managed, replenished, and replaced by us as needed.

2

Laundering and Logistics

Linen is cleaned through a reliable network of owned and partner laundries always close to the client. Smart logistics ensure flexibility, short turnaround times, and guaranteed delivery.

3

Client Relationship and Monitoring

Each client is assigned a dedicated account manager, supported by a customer service team. The linen package is regularly evaluated for composition, quality, and volume. Usage is tracked via dashboards, allowing us to proactively optimize stock levels and service.

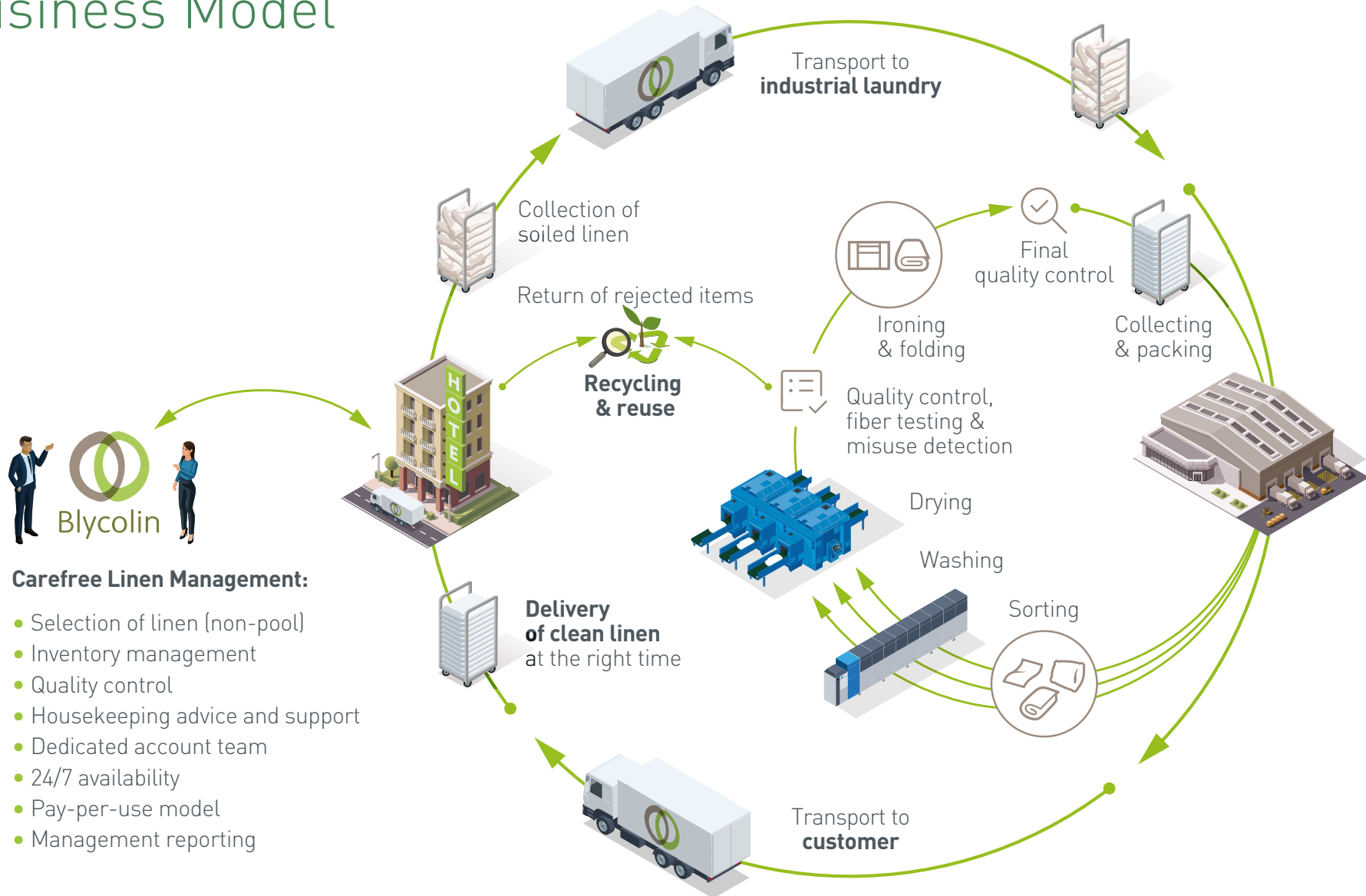
4

Quality Assurance and Sustainability

All laundered linen is continuously monitored for quality, performance, and wear. Quality controls, process checks, and client feedback drive improvements. Wherever possible, textiles are reused or processed through circular methods.

5

Business Model



Carefree Linen Management:

- Selection of linen (non-pool)
- Inventory management
- Quality control
- Housekeeping advice and support
- Dedicated account team
- 24/7 availability
- Pay-per-use model
- Management reporting

5 Creating Value and Impact Together

Blycolin's Value Chain

Sustainable linen service does not start at the laundry. It begins with the selection of raw materials, collaboration with suppliers, and the design of the collection. And it does not end at delivery, but only after reuse or recycling.

Together with our partners, we work to ensure the value chain not only minimizes negative impact, but also delivers positive value. Think of the use of responsible raw materials, reliable service for satisfied clients, and innovations that streamline processes. We have worked closely with 135 partner laundries, and an extensive supplier network for many years.

Every link in the chain contributes to the success of sustainable linen services from cotton farmer to hotel guest, from laundry staff to textile recycler.

Step by step, we are building a linen value chain that reduces its footprint while increasing its value for our clients, the chain, and the world around us.



Naomi Rasmussen,
accountmanager
Beirholm

“Our partnership with Blycolin spans more than thirty years. What has connected us throughout this time is our shared ambition to reduce environmental impact while improving quality. Together, we develop textiles that last longer, dry faster, and have a lower environmental footprint, without compromising on comfort. Innovations like the Andante duvet covers, which feature a lower LCA, contribute not only to more sustainable laundering, but also to a unique sleeping experience for hotel guests. Because sustainability starts with the choices that make a difference every single day.”

Value creation model

CHARACTERISTIC	 <p>1. Raw Materials</p> 	 <p>2. Suppliers</p> 	 <p>3. Own Locations & Employees</p> 	 <p>4. Customers & End Users</p> 	 <p>5. End-of-Life partners</p> 
STAKEHOLDERS	Linen manufacturers, raw material suppliers (cotton, polyester, yarns)	Linen suppliers, partner laundries, logistics providers, suppliers of detergents, energy and water, transport partners	Blycolin employees	Hotel management, housekeeping, purchasing organizations, hotel guests	Recyclers, fiber processors, yarn producers, upcycling partners, waste processors
ADDED VALUE	High textile quality, controlled origin	Availability, cleaning, logistical efficiency, traceability	Operational and supply chain control, customer relationship, quality assurance	Guest experience, availability, flexibility	Resource preservation, circular innovation
IMPACT	Water usage, CO ₂ emissions, social labor conditions	Energy and water consumption, chemical use, transport emissions	Safeguarding sustainable processes, applied innovation	Usage behavior, return quality, customer satisfaction	Waste reduction, lower incineration, closed-loop chain

6 Identifying What Matters Most

Our Double Materiality Assessment

Blycolin conducted a double materiality assessment on fifteen potential sustainability topics ranging from CO₂ emissions to workplace safety. This assessment considered both the impact on society, the environment and the importance of these topics to Blycolin and its stakeholders. The methodology is outlined in the appendix.

These material topics form the foundation of Blycolin's ESG ambitions. They guide our priorities and decision-making within our ESG strategy and roadmap.



Our Six Key Material Topics:

After analysing all themes, six were identified as **material**. This does not mean the other topics are unimportant, but these six **scored highest in terms of double materiality**. Meaning they combine significant external impact with strong relevance to Blycolin's strategy.

Product Quality & Hygiene



In the hospitality industry, guest experience is everything. Textiles must be clean, hygienic, comfortable, and reliable. This level of quality is not only a basic expectation it is what sets Blycolin apart and directly affects customer trust.

Water Use and Conservation



Water is essential to both textile production and laundering. Blycolin can directly influence this through collaborations with partner laundries and the implementation of water-saving systems. Water is also a priority topic for clients and NGOs alike.

CO₂ Reduction



The highest environmental impact in the value chain comes from energy use in laundries, transport, and textile production. Reducing CO₂ emissions is ecologically critical and economically wise, especially in light of rising energy prices and evolving regulations.

Sustainable Materials & Product Design



The choice of raw materials such as recycled polyester or BCI cotton determines both the lifespan and circularity of the textile. Procurement decisions also impact social aspects of the supply chain, including working conditions and pesticide use.

Reuse and Recycling



Rejected textiles create a direct waste stream. Blycolin actively works to reduce this through reuse concepts, upcycling initiatives, and collaborations with recycling partners. This theme is visible to customers and is an integral part of our circular strategy.

Safe and Healthy Work Environments



Both our employees and those of our partners work in environments involving machinery, chemicals, and high workloads. Health, safety, ergonomics, and well-being are essential not only as a duty of care but to ensure long-term employee engagement.

7 Staying on Course for 2030 and 2050

From Ambition to Action: Blycolin's ESG Roadmap

ESG as a Compass for a Sustainable Linen Service

Future-proof linen services require more than good intentions. That is why Blycolin has developed its ESG strategy as a practical compass guiding the entire organization and supply chain. This is not a series of isolated projects, but a structural, integrated approach embedded in our operations, partnerships, and decision-making processes.

Our four ESG ambitions set the direction. The ESG roadmap translates these ambitions into tangible steps, milestones, and measurable targets. In this way, sustainability becomes an integral part of everyday operations from textile procurement to laundry processes, from chain collaboration to customer relationships.

From Strategy to Structural Integration

In 2024, Blycolin made significant progress in structurally embedding ESG throughout the organization. Baseline measurements, internal dashboards, and deepened supply chain dialogues now form the foundation for targeted management and continuous improvement. ESG is no longer a separate initiative it is now embedded across procurement, human resources, laundry operations, and commercial activities. This approach is steered by four ambitions, united by one shared direction.

With this foundation laid in 2024, our focus in 2025 shifts to translating these ambitions into measurable (interim) targets.



Blycolin's four ambitions

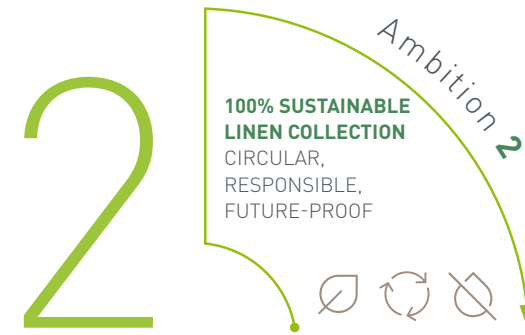


1. Quality as the Foundation for Continuity and Experience

Sustainable linen management begins with high-quality textiles and service. Textiles that last, feel good, and are reliably available. At Blycolin, quality is more than a value; it is the essence of what we deliver.

In 2024, we took major steps to strengthen our quality assurance processes. Based on inspection results and laundry evaluations, which align with our strategic ambitions, we initiated a complete revision of our laundry handbook and developed a new performance evaluation system. This will be rolled out in the Netherlands and Belgium in 2025, followed by Germany and Poland in 2026.

Recurring customer satisfaction surveys provide insights into perceived service and quality. By 2027, Blycolin aims to achieve a consistent, recognizable quality standard and an average customer rating of 8.0 out of 10.



2. Evolving Toward a Fully Sustainable Textile Collection

Textiles represent a significant portion of our environmental footprint. Blycolin aims to build a collection that is sustainable from fiber to final use, from material selection and production methods to reuse after end-of-life.

Beginning in 2025, all new products will be assessed based on sustainability criteria, including raw material type, origin, durability, and recyclability. Non-sustainable products will be gradually phased out. By 2030, 90% of our rental collection must consist of sustainable materials, with a growing share of recycled content.

End-of-life is just as important: Our ambition is that by 2028, 100% of retired linen will be repurposed or sent for high-quality recycling. By 2050, all returned materials should contribute to the production of new fibers.

Blycolin's four ambitions

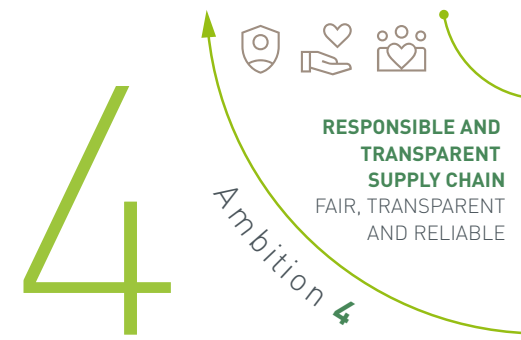


3. Greening Our Laundries

Laundry operations represent a major environmental impact. Blycolin is actively working to make these processes more sustainable both in our own laundries and in those of our partners.

In 2024, we laid the groundwork for baseline measurements of water and energy consumption. In 2025, these measurements will be completed across all owned sites (scope 1 and 2), followed by key partner locations (scope 3) in 2026. Based on this data, Blycolin will set clear reduction targets. Improvements will be driven by smarter washing techniques, heat recovery, renewable energy, and innovations co-developed with technology partners. Partner laundries are encouraged to continuously improve through benchmarking, audits, and knowledge-sharing.

Through these efforts, Blycolin is gradually moving toward its climate target: operating within the 1.5°C pathway of the Paris Agreement by 2030, and achieving full climate neutrality by 2050.



4. A Responsible and Transparent Supply Chain

A responsible and transparent supply chain is ethical, traceable, and dependable. Blycolin is committed to long-term partnerships where these values are shared and upheld. Together with our partners, we aim to improve both social and environmental performance.

We hold partner laundries and suppliers to the same standards of safety and working conditions as we apply to our own operations. All suppliers are expected to comply with pre-defined social and environmental requirements. We take an active role in identifying, discussing, and mitigating risks throughout the chain.

Our goal is to regularly assess all strategic textile suppliers and partner laundries against social and environmental criteria. Within Blycolin, we also foster a safe, healthy, and respectful work environment for all employees.

The ESG Roadmap as a Guide

	Theme	2025	2030	2050
Ambition 1	Service & Quality	Uniform quality standard (min. 7) in all laundries (NL/BE)	Score of 8 at 80% of total volume (EU coverage)	Quality standard serves as industry benchmark
	Customer Experience	Recurring customer satisfaction surveys in all countries	Satisfaction targets achieved	Quality as a driver for client retention and trust
Ambition 2	Sustainable Collection	100% of new products contain sustainable materials	90% of total collection is sustainable	100% of collection is circular
	Circularity	100% of end-of-life products offered for recycling	25% processed into new raw materials	Fully circular chain, all textiles reused
	Raw Material Impact	Insight into CO ₂ and water footprint of textile products	Reduction in CO ₂ and water use during production	Production free from fossil fuel dependency
Ambition 3	Water & Energy – Owned Laundries	Baseline established for energy/ water use & CO ₂ emissions	Reduced CO ₂ and water per kg of laundered textile	Climate-neutral owned laundries
	Water & Energy – Partner Laundries	Insight into energy and water use at 80% of partner laundries	80% of partner laundries meet ESG targets	Climate-neutral partner laundries
	Footprint – Scope 1, 2, 3	Environmental policy and risk assessment completed	Operating within Paris Agreement thresholds	Net zero across full value chain (Scope 1, 2, 3)
Ambition 4	Responsible Textile & Laundry Partners	80% of strategic textile suppliers sign Code of Conduct	100% ESG-audited and all improvements implemented	Full due diligence embedded in supply chain partnerships
	Health & Safety	Insight into absenteeism and LTIF* + new KPI definitions	Targets for absenteeism and safety achieved	Sustainable employability as standard
	Responsible Procurement	Procurement policy updated (textiles, chemicals, facility)	100% of strategic suppliers meet ESG criteria	Procurement as a lever for a sustainable supply chain

From Foundation to Acceleration

With the foundation laid in 2024 and 2025 as a year of refinement, the focus now shifts decisively toward implementation. Through internal alignment, transparent reporting, and close collaboration with partners, Blycolin is making sustainability both tangible and measurable for customers, employees, and the entire supply chain.

The following chapters outline how this momentum translates into real-world impact and concrete results.

8 From Strategy to Execution

Quality as Our Foundation, ESG as Our Compass

For us, quality is the foundation. ESG is the compass that guides our choices in processes and collaboration. From water conservation to human rights, from circular solutions to supply chain transparency — sustainability is becoming increasingly concrete and visible, both in and behind the linen services our clients experience.

Quality

At Blycolin, quality goes far beyond delivering clean, presentable linen. It means textiles that withstand intensive use and repeated washing while supporting an elevated guest experience. It also means dependable processes and long-term partnerships built on improvement and innovation. Sustainability, longevity, and traceability are all essential components of how we define quality.

That's why Blycolin assesses quality across three key dimensions: Textile quality, Laundry process quality, and Service and customer experience.





Textile Quality: Managing at the Source

Quality starts at the source with the textiles we purchase and the suppliers we partner with. That is why textile procurement is a strategic tool for ensuring both technical performance and sustainability. Our procurement process is driven by criteria such as product lifespan, origin, circularity, and material composition.

All textile products are tested for properties such as shrinkage, colorfastness, whiteness, tensile strength, and washability. In the hospitality sector, every additional wash cycle without quality loss counts. The longer a textile lasts, the lower its environmental impact and the greater its value to the customer. In 2024, the technical specifications for all product categories were updated. These insights form the basis for improved product development and more targeted purchasing decisions.

Also in 2024, the evaluation system for textile suppliers was updated. The assessment now goes beyond product quality and also includes criteria such as innovation, sustainability, and supply chain transparency. The business units carry out the evaluations, focusing on both product performance and operational collaboration.

Starting in 2025, the procurement department will apply this new evaluation framework to all strategic suppliers, with a focus on sustainability performance and ESG strategy.

This approach makes quality a shared responsibility across the entire supply chain. From spinning mill to laundry every link contributes to a reliable, sustainable linen service that meets the highest standards.

Laundry Process Quality

The second crucial link is the laundry process itself. That is why Blycolin is actively updating and tightening the quality standards for all laundries.

We conduct routine quality measurements to monitor stain removal, whiteness, and fabric wear. Based on these results, we guide laundries toward optimization. Any deviations trigger corrective actions, carried out in close collaboration with our partners.

This structured approach led to major progress in 2024: 128 quality inspections were conducted in the Netherlands. Existing guidelines and test methods were comprehensively reviewed. Updates to the laundry handbook were initiated and new evaluation criteria were developed.

The revised standards will be rolled out in the Netherlands and Belgium in 2025, with Germany and Poland to follow in 2026. This directly improves both product quality and customer satisfaction while also helping reduce environmental impact.



Rita,
Production
Employee,
Laundry Kolham

In 2003, she started working at Klein Laundry, which became Blycolin Laundry Kolham in 2021. She has been an Allround Production Employee at the Kolham location for quite some time now.

“What do I like most about my job? Honestly, pretty much everything. I do not have a fixed station, and I really like that. Challenges? I do not really have any anymore. I did at the beginning, of course. Everything was new and a bit overwhelming, haha. You look up to the people who have been here for years. You watch how they do things. One was even faster than the next. But in the end, it is all about quality, not quantity. And that is a good thing; after all, it is all about the customers. They need to be satisfied.”





Service and Customer Experience

The third pillar of quality assurance is the customer experience itself. In 2024, Blycolin introduced a new customer feedback system. Since September, clients have received a short email survey following their account manager's visits.

Initial insights are already being used to drive targeted improvements in both product and service delivery.

In 2025, we will evaluate and refine the setup of the satisfaction survey. Learnings from 2024 will guide the rollout of this approach in Belgium, Germany, and Poland.

All customer feedback is structurally analyzed and used to continuously improve. Our ambition: to reach an average customer rating of 8.0 by 2027.



Mareke Watson,
General Manager
VOCO

We strive to deliver excellent service every single day and we look for partners who do the same. Day in, day out. Year after year. In our sustainability efforts, we seek the support of Blycolin.”

“Blycolin and voco share many of the same values when it comes to quality, operational excellence, and sustainability. We aim to source our suppliers as locally as possible. We eliminate single-use plastics and reduce waste wherever we can. With recycled duvets and water and energy-saving showerheads, we continue to offer guests the same exceptional experience. We also rely on Blycolin in our sustainability journey, ensuring that linen is sourced responsibly, transport is carried out sustainably, and laundry processes are as energy and water-efficient as possible. We seek partners who are committed to long-term solutions that benefit both business and the planet. As a company, we have a responsibility and we expect transparency from ourselves and from our partners.”

Environmental

Sustainable Washing: Measuring, Managing, and Improving

Sustainability starts with insight. That’s why Blycolin works on multiple fronts to systematically measure and improve the environmental footprint of production, laundering, and transportation. The focus is on water consumption, energy use, CO₂ emissions, and cleaner logistics.

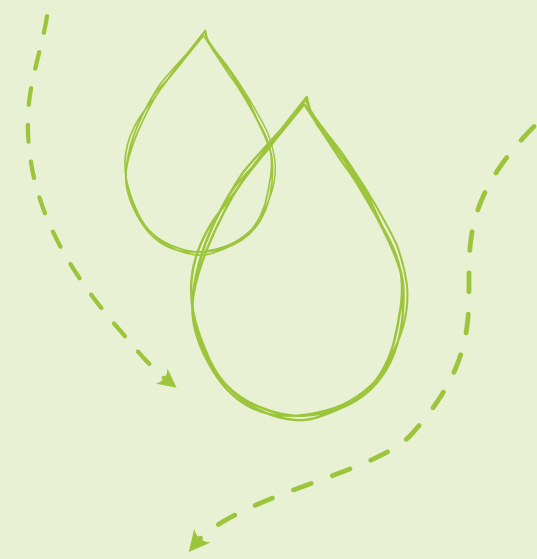
This chapter outlines the progress made in 2024 to reduce environmental impact and the steps ahead. Always with the goal of delivering better linen services, from laundry to final delivery.

Water: Using It Smarter and Treating It Cleaner

Water is essential for linen services not only in the laundering process but also in textile production. At the same time, global awareness of water scarcity is growing. That is why we focus on efficient water use through both technology and everyday behavior.

The results are tangible. At Blycolin locations, water consumption per kilogram of laundry has decreased by 27% over the past four years. Starting in 2025, consumption data will also be collected from partner laundries, providing broader insights and greater control over resource savings.

Technology and behavior go hand in hand. In Kolham, we overhauled the entire water system. Innovations such as Laundry X-Pert, EPIC, and HydRo further increased efficiency in water and chemical use. At the same time, awareness plays a major role. Our Good Housekeeping program is active in every laundry, helping employees identify and reduce daily waste.



	2021	2022	2023	2024
Bunschoten	4,04	3,81	3,88	3,61
Bad Münster			5,71	5,97
Heerenveen	7,96	6,74	5,32	5,36
Katwijk		4,5	4,57	4,43
Kolham		4,1	3,98	4,09
Maasmechelen	5,62	4,33	6,97	5,08
Mechelen	6,42	6,43	6,07	4,14
Renkum	5,74	3,69	3,94	4,32
Spijkenisse	8,15	3,85	3,33	3,42
Average	6,32	4,68	4,86	4,49



Energy & CO₂: Cleaner Washing, Lower Emissions

From heating wash water to transportation energy consumption and emissions affect every part of the linen service chain. Blycolin has been improving performance in this area for years.

Since 2014, we've monitored CO₂ emissions per location using the Milieubarometer (Environmental Barometer). In 2024, the average CO₂ emission was 0.226 kg per kilo of laundered textile. In 2025, this data will be fully integrated into our ESG dashboard, which will track water, gas, and electricity use across all sites (laundries and offices), as well as transport fleets.

In recent years, structural improvements have been implemented at various Blycolin locations. In Bunschoten, the entire washing process has been converted to steam-free operations, while in Heerenveen, 1,750 solar panels were installed. In Mechelen, two new washing lines and a more efficient detergent dosing system were introduced in 2024, resulting in significant energy savings. Across multiple sites, heat recovery systems, LED lighting, and improved insulation have contributed to reduced energy consumption and emissions. Blycolin aims for all its own laundries in the Netherlands to switch to certified green electricity by 2026. This will enable direct CO₂ reduction, even at locations without solar panels.

Sustainable Transport in Motion

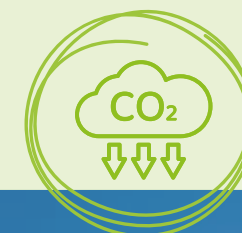
Fully electric transport is not yet broadly applicable for Blycolin, due to high volumes and long-distance routes. However, pilot programs with electric vehicles are underway in several urban areas, in collaboration with city distribution partners. In 2024, Blycolin invested in seven new Euro 6 trucks. At the same time, we are optimizing existing routes through smarter planning, fuller loads, and the deployment of the cleanest available technologies. Step by step, Blycolin is working to reduce the emissions impact of its transport operations.

Collecting Data from Partner Laundries

Until now, our data collection has focused primarily on our own laundries and transport covering Scope 1 and 2 emissions. But to fully understand our environmental footprint, we must look across the chain. Partner laundries play a major role in this: their water and energy use represents a significant portion of our overall footprint.

In 2024, we explored the willingness of partner laundries to share sustainability data. The response was positive: the eight largest partner laundries in the Netherlands are open to collaboration. At the same time, it became clear that partners need clear guidance on what is expected.

That is why in early 2025, Blycolin will host a stakeholder session to explain our ESG policy and agree on standards for environmental data sharing. This step lays the groundwork for tracking Scope 3 emissions and for taking joint action toward reductions with our partners.



CO ₂ per kg dirty laundry			
Overview per owned laundry			
		2023	2024
Belgium	Maasmechelen	0,240	0,200
	Mechelen	0,222	0,206
	Average	0,231	0,203
Germany	Bad Mnder	0,260	0,237
	Average	0,260	0,237
	Netherlands		
	Bunschoten	0,179	0,173
	Heerenveen	0,245	0,248
	Katwijk	0,230	0,221
	Kolham	0,270	0,247
	Renkum	0,238	0,234
	Spijkensisse	0,253	0,236
	Average	0,236	0,226

Textile Procurement & Circularity

Driving Impact from Raw Material to Reuse

At Blycolin, textile procurement is a powerful lever for sustainability. We look far beyond price and lead times. Transparency, environmental impact, social responsibility, quality, and durability are core elements in how we evaluate our suppliers.

Together with strategic partners such as Beirholm, Wevotex, Lamperti, and Dibella, we have intensified our collaboration focusing on innovation, circular applications, and supply chain transparency. Together, we aim to develop textiles that last and retain value at end-of-life.

Circularity as a Strategic Priority

Over the past years, circularity has become a structural focus within our procurement and product development strategy. Our ambition is clear: when linen can no longer be used, it must be transformed into a resource for the future. Since 2012, Blycolin has actively participated in innovation projects to make this possible. Textiles that are no longer fit for rental can still offer value if the right solutions and scale are in place.

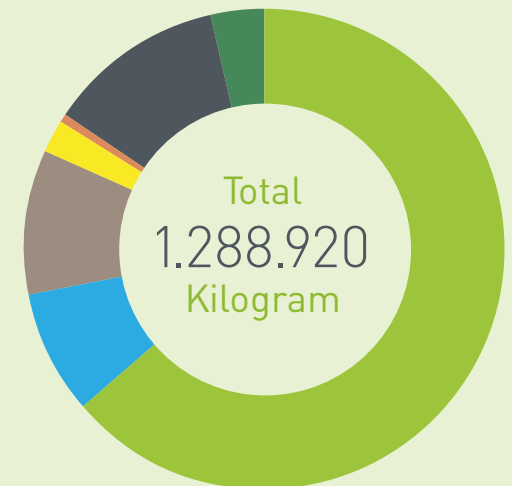
Sustainable Material Use Step by Step

Textile choice strongly influences both environmental impact and the guest experience. Within our rental and purchase collections, we are steadily increasing the share of sustainable raw materials. In 2024, we began a detailed breakdown of material content by product. This analysis now gives us insight into the total weight of textiles purchased per material type categorized by virgin fibers, recycled content, and certified raw materials.



Purchased kilograms of linen product content in 2024

Cotton		
Virgin Cotton		63,8%
BCI Cotton		8,2%
CMIA Cotton		9,9%
Fairtrade Gots Cotton		2,1%
OCS Cotton		0,0%
Recycled Cotton Pre-Consumer		0,6%
Recycled Cotton Post-Consumer		0,0%
Lyocell		0,1%
Polyester		
Virgin Polyester		11,7%
Recycled Polyester		3,6%



Creating Insight Through LCAs

Since 2018, Blycolin has been using validated Life Cycle Assessments (LCAs) to provide a clear picture of the environmental impact of textile products. Water consumption, CO₂ emissions, and chemical use are made transparent for each product group. Currently, validated LCAs are available for approximately 65% of Blycolin's in-house rental collection.

In 2024, efforts were made to further expand this information. In the coming years, these insights will be shared more actively, enabling customers to make more informed and evidence-based choices.

LCA

LCA analyse	CO ₂ Emissions (kg)	Energy consumption (MJ)	Water usage (liters)	land use (m ²)
Bedsheet 50% cotton/ 50% polyester	21,70	254,60	1176,00	5,70
100% Cotton	13,70	140,00	4039,00	7,10
100% Fairtrade/ GOTS Cotton	8,40	92,20	187,00	11,40



Blycolin
Bedsheet Pure Eco



Respect Code
C8FELQPF

Product Info

Traceability | Brand Info

- 1 RAW MATERIALS +
- 2 PRODUCTION +
- 3 CONFECTION +
- 4 LOGISTICS +
- 5 DISTRIBUTION +

Bringing Waste Streams Back to Life

Circularity is becoming increasingly tangible within Blycolin's linen value chain. In 2024, we launched and scaled up multiple initiatives to give new life to waste textiles and plastics. The table below highlights each project's application, partners, and 2024 status:

Project/Initiative	Application	Partners	Status 2024
Laundry bags with recycled content	White-gray striped laundry bags made with recycled yarns (60% recycled cotton: 30% Blycolin waste, 40% rPET; gray stripe: 100% rPET)	Vodde, Lautretext	First production run in July 2024, tested in large German laundry, positive results
Plastic container covers	100% LDPE (51% post-consumer recycled), collected at clients, compacted, and returned to supplier	Paardekooper	Pilot launched August 2024, baling press installed for efficient return stream
Plastic bags in reject/overflow systems	Transparent bags made with 75% PCR and 25% virgin plastic	Paardekooper	Fully implemented in 2024; colored bags replaced to improve recyclability
Towels from pre-consumer waste	GRS-certified towels made from New Atlantic's textile waste	Wevotex	Development started in 2024, first client testing underway in Germany
Verdi-white bed linen	50% recycled polyester, 50% BCI cotton	Beirholm	Part of the collection since March 2024
Andante bed linen	80% cotton, 20% recycled polyester, wave design	Beirholm	Added to the collection in October 2024
Prelude & Fuga test products	Variants with recycled content	Beirholm / Dibella	Tests conducted in 2024; decision pending on inclusion in collection
SaXcell	Kitchen towel & bath towel made from chemically recycled cotton	SaXcell	Tested in 2024 and distributed as a client gift
CIBUTEX tea towels	Tea towels with recycled content	CIBUTEX	Tested in Kolham in 2024, further development planned for 2025
Cornice Green table linen	Recycled table linen	Lamperti	Tested in 2024, mixed results; redesign planned in 2025
Duvet covers into duvets	Upcycling old duvet covers into filled duvets	Beirholm	Idea discussed in 2024; not adopted due to visual appeal

Collaborating for Reuse and Social Impact

Circularity requires more than technology and design. It also relies on strong partnerships. Blycolin is a founding partner of CIBUTEX, a sector-wide initiative focused on collecting post-consumer textile flows and developing in-industry recycling capacity. By organizing these return streams efficiently, textile recycling becomes scalable. In collaboration with CIBUTEX and SaXcell, we are developing innovative recycling solutions.

At the same time, we are actively working on reuse. Discarded textiles are increasingly given a second life for example, as shopping bags (via Reused Remade) or even as high-fashion garments in partnership with Martan.

A particularly impactful example from 2024 is our collaboration with Remake Society, a social enterprise that transforms old bed runners into bags and linings including for use as promotional gifts. In doing so, we give waste materials a second purpose while also contributing to positive social impact. Not all discarded textiles are suitable for premium applications. Remaining materials are repurposed as cleaning cloths or reused in automotive applications.

Beyond commercial reuse, Blycolin actively supports humanitarian projects regularly donating linen to hospitals and children’s homes in Ukraine and Moldova.

Once again in 2024, we implemented tangible circular solutions:

Project	Application	Status 2024
Reused Remade	Bags made from discarded linen	Ongoing
Martan	High-fashion garments made from discarded linen	Ongoing
Remake Society	Bags made from old bed runners (also used by other clients)	Occasional
Humanitarian donations	Linen supplied to hospitals and children’s homes in Ukraine and Moldova	Structural
CIBUTEX	Raw material for new yarns through chemical or mechanical recycling	Ongoing / Partnership
SaXcell	Raw material & new products using SaXcell chemically recycled yarns	Ongoing / Partnership



Christian Kleinpass,
Account Manager
Dibella

“We’ve worked closely with Blycolin for years and share the same ambition: driving sustainability from within the supply chain itself. With initiatives like the Pure Eco line, made from Fairtrade and GOTS-certified cotton, we make sustainable choices visible to the end user. And through CIBUTEX, which we co-founded with Blycolin and other partners in the chain, we are giving textiles a second life after use. Together, we are shaping a future-proof textile supply chain.”



Zenzi Schutte,
Director of Wevotex and
Shareholder at SaXcell

“Our partnership with Blycolin proves that circular innovation only succeeds when done together. For over twenty years, we have been supplying towels, bathrobes, and bed linen to Blycolin. From the very beginning of the SaXcell project, we were able to use their rejected terry cloth as raw material. The fact that Blycolin is now the first to test and incorporate these circular terry products into their collection underlines their leadership in future-proof textile management.”

Sociaal

Safe, Healthy, and Socially Responsible Business

A Safe and Healthy Work Environment: The Foundation for Sustainable Employability.

Blycolin has long been committed to creating a safe and healthy work environment at its own facilities and is gradually extending these efforts across the entire supply chain. The international guidelines of the ILO, OECD, and UNGPs form the foundation for this approach. Within this framework, Blycolin is developing its own safety policy, tailored to the culture and day-to-day reality of each location.

Safe and Healthy Work: Attention to Both Physical and Mental Wellbeing

People are at the heart of quality. Blycolin views a safe and healthy work environment as essential for both long-term business continuity and workplace satisfaction. All of our laundries actively manage safety, health, and well-being. Risk Inventories and Evaluations (RI&E) are up to date, and the zero-accidents policy is central to daily operations. The safety campaign launched in 2022 expanded its focus in 2024: in addition to physical safety, there is now explicit attention to mental workload, awareness, and sustainable employability. Progress was also made in the area of integrity.

In 2024, the whistleblower policy that had been in place at the Heerenveen laundry was evaluated. Based on the findings, the policy is being rewritten to enable implementation across all locations. At the same time, Blycolin began updating its internal Code of Conduct and developing a comprehensive health and safety policy that includes a clear focus on inclusion and social safety.

Greater Visibility and Control Over Safety at Partner Locations

Safety does not stop at the front gate. In 2024, preparations began for conducting safety assessments at partner laundries. These inspections will be phased in over the coming years. Other social aspects within the supply chain are also gaining prominence, in line with Blycolin's ESG roadmap. Safety is becoming a shared responsibility throughout the entire linen supply chain.



Hanneke Goesten,
Customer Service Representative

“To me, a healthy work environment is about more than ergonomics or a few plants in the office. It is about atmosphere, mutual trust, and having the space to do your work with care. That mindset carries over into how I interact with customers: you think a step further, look at the root cause of an issue, and offer solutions that truly work in the long term. I believe that lasting relationships with both colleagues and customers start with a solid foundation. When you take good care of each other internally, then you can really make a difference externally.”

Human Rights: Addressing Social Risks in the Supply Chain

Supplier Code of Conduct: A Standard for Shared Values

Blycolin operates under a clear Code of Conduct, which outlines social, ecological, and ethical standards. Originally drafted in 2012, revised in 2021, and re-evaluated in 2024, the Code now aligns with evolving legislation and our ESG ambitions.

Active compliance is expected from strategic textile suppliers. As of 2024: 100% of A-suppliers had signed the Code of Conduct, 37% of B-suppliers, and 60% of preferred suppliers. These groups represent 69%, 10%, and 21% of Blycolin's total spend, respectively.

Identifying and Addressing Risks

Based on the Modint high-risk country list and industry analyses, Blycolin evaluates risks per production site and engages in active discussions with suppliers. Where necessary, SA8000 audits are used to assess social working conditions.

In 2024, Blycolin strategically reconsidered its use of SA8000 audits. While these standardized audits remain important, more emphasis will be placed on ongoing dialogue, improvement plans, and building long-term relationships with suppliers who actively demonstrate social responsibility.

This approach fosters mutual trust and drives sustainable improvements throughout the chain.

Creating Social Impact Together

Blycolin contributes to social impact in multiple ways through client collaborations, partner projects, and targeted initiatives that support communities and equality.

■ Education & Empowerment: Chetna Project

For nearly a decade, Blycolin has supported the Chetna Project in India in partnership with Lamme Textile (colleague) and Dibella (supplier). This collaboration delivers tangible results for children in vulnerable communities. Our support has helped fund a covered dining area for 352 girls, new bicycles for elementary school students, a playground, and a stage for dance and theater. These efforts promote access to education, physical activity, and creative expression investing in growth and equality from a young age.

■ Clean Water: Made Blue

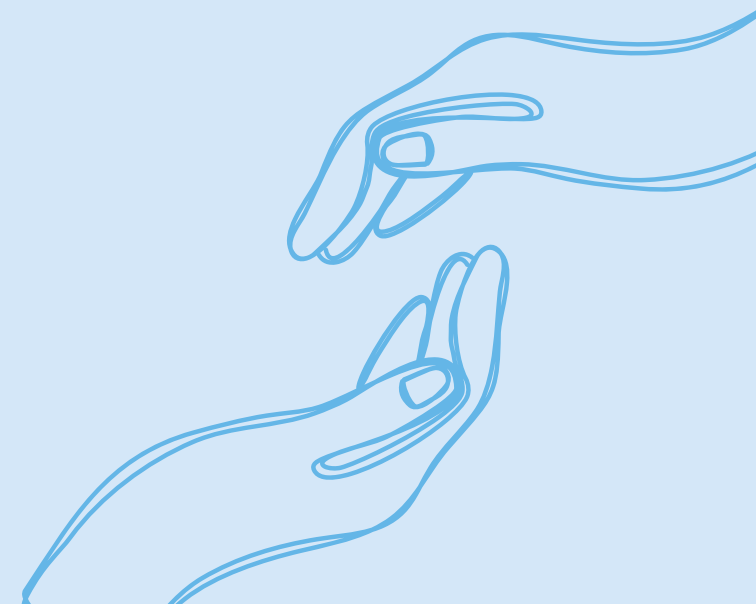
Through our partnership with Made Blue, Blycolin helped provide access to more than 160 million liters of clean drinking water in vulnerable regions in 2024. This initiative directly supports improved access to a basic human need clean and safe water.

■ Tree Planting: Hotels for Trees

In 2024, over 600,000 trees were planted through the Hotels for Trees initiative. This program connects sustainability with the daily operations of the hospitality sector. In collaboration with our hotel clients, we contribute to global reforestation structurally and measurably.

■ Humanitarian Support & One-Off Projects

Blycolin also provides structural linen donations to shelters, hospitals, and children's homes in Ukraine and Moldova, in cooperation with local partners. In addition, we regularly support one-time social initiatives, often in close collaboration with our clients. These contributions help make social impact a visible and meaningful part of our broader stakeholder relationships both within and beyond the supply chain.



Governance & Ethical Business

Good Governance as the Foundation for Sustainable Impact

Strong governance ensures that our ambitions in environmental, social, and quality domains are more than just words: they are realized and secured. Transparency, accountability, and integrity are essential principles of Blycolin's ESG policy.

In 2024, we strengthened our ESG governance structure. This included the appointment of an ESG Manager and the development of a clear governance model around all ESG topics.

ESG Governance: Clear, Consistent, and Embedded

The Executive Board (CEO and CFO) holds ultimate responsibility for the ESG strategy and sets the ESG agenda. The Core ESG Team consisting of the Corporate Procurement & Sustainability | ESG Manager, Executive Board, and Corporate Marketing & Communications Manager oversees direction and progress.

The ESG Steering Committee includes country directors, the operational director of laundries, the commercial director, and core team members. This group translates strategy into execution. Each ESG topic has a dedicated owner responsible for implementation.

The ESG Manager coordinates all initiatives and reports directly to the CEO. ESG progress is reviewed every four weeks, with a formal quarterly evaluation.



Compliance: Building Trust and Ensuring Transparency

The introduction of the CSRD and growing attention to ESG topics prompted a comprehensive internal policy review in 2024. All relevant codes and documents were assessed, updated, or newly developed where needed creating a cohesive and up-to-date framework for responsible business conduct.

Responsible business starts with clear expectations and a culture of integrity. That is why in 2024, we decided to revise both the Internal Code of Conduct (for employees) and the External Code of Conduct (for suppliers). These form the basis for long-term cooperation built on mutual trust and shared responsibility.

We also re-evaluated our existing whistleblower policy, which was already active in our Heerenveen facility. The policy is now being rewritten and prepared for implementation across all locations, further strengthening a safe reporting culture and ethical business practices.

Looking Ahead: Sustainable Leadership, Transparent Reporting

In the years to come, Blycolin will continue investing in robust ESG governance. Our priorities include greater transparency, stronger performance monitoring, and anchoring responsibility and accountability into processes and decision-making. We will continue to report ESG performance in this annual report and, increasingly, share impact data directly with clients such as LCA data and other ESG metrics.

With this forward-looking approach, Blycolin reaffirms its ambition: to lead sustainably and report transparently creating visible impact for clients, employees, and society.



9 On a final note Building a Sustainable Linen Service Together

Sustainability is not a paper exercise. This report is not an endpoint, but a moment of reflection and an invitation to keep collaborating. The insights, ambitions, and results you have read here are the product of commitment across our entire organization, and of close partnerships with clients, suppliers, and stakeholders in our value chain.

In the coming years, we will stay the course on our four ESG ambitions. We will continue learning, improving, and connecting because only when every link in the chain moves with us, can we make lasting progress in quality, impact, and trust.

Do you have questions, suggestions, or ideas for contributing to our sustainable direction? We'd love to hear from you. Together, we'll keep building a future-proof linen service: clean, honest, and reliable.





Annex

Annex 1

About this report

GENERAL INFORMATION ON REPORTING PRINCIPLES

Basic Information

The Blycolin ESG Report 2024 covers the fiscal year from January 1 to December 31, 2024. This report outlines our ESG strategy and its development, current activities and initiatives, and, where available, details of our ESG performance. The report presents the most relevant developments and insights in a concise format.

We report on the impact, risks, and opportunities material to our business. The reporting scope aligns with the entities consolidated in our financial statements. Unless otherwise stated, ESG data includes all Blycolin operations in the Netherlands, Belgium, Germany, and Poland.

Basis for Preparation

In preparation for complying with the EU Corporate Sustainability Reporting Directive (CSRD) in 2026, we have drafted this report in line with CSRD principles as closely as possible. Although we are awaiting final decisions on the Omnibus proposal, we intend to progressively align our sustainability reporting with CSRD standards.

This report is not yet fully aligned with the ESRS (European Sustainability Reporting Standards) disclosure requirements. The ESG topics and key performance indicators reported are based on Blycolin's double materiality assessment, conducted in 2023/2024 in line with the ESRS double materiality principle.

The process for defining our material topics, which forms the foundation of this report, is described in the section Material Sustainability Impact, Risks, and Opportunities. Further details on the materiality assessment can be found on page 35-37.

Risk Management and Internal ESG Controls

Internal control of our ESG reporting is based on the most material identified risks, in accordance with best practices. ESG reporting risks include data accuracy and the timing of data availability. To ensure timely and accurate information, we are currently developing and implementing a governance model that clearly defines roles and responsibilities in ESG reporting.

Data Quality, Collection Process, and Completeness

Our sustainability dataset is built using various sources, including direct exports from core systems (e.g., energy and gas consumption, HR data), standardized Excel templates completed by data owners, and internal financial reports.

After collection, the 2024 data was consolidated. Where possible, trend analyses were performed and accuracy validated by comparing against previous years, internal reports, environmental dashboards (such as Milieubarometer), and direct confirmation with data owners. All reported data has been quantified, and where data was unavailable, reasonable estimates were made. No significant uncertainties or limitations were identified related to measurement, estimation, or calculation methods. We are currently continuing to collect, calculate, and consolidate ESG performance data to formulate Blycolin's long-term goals.

To further enhance data quality, we will take the next step in 2025 by professionalizing and standardizing data flows. The aim is to ensure that ESG data is either directly generated from source systems or embedded in the standardized monthly financial reporting cycle, enabling full verification of data accuracy, completeness, and reliability.

Organization of Our ESG Activities

We believe ESG must be fully integrated into daily operations. ESG is an essential part of Blycolin's corporate strategy. To ensure effective implementation, we have entrusted the responsibility to the ESG Steering Committee. For more information about the governance structure and responsibilities, please see chapter 31: Governance & Ethical Business – ESG Governance: Clear, Consistent, and Embedded.

MATERIAL SUSTAINABILITY IMPACT, RISKS & OPPORTUNITIES

The materiality assessment was conducted in accordance with the CSRD principle of double materiality. To determine relevance and assess impact, a wide range of stakeholders were engaged at various levels of the organization.

The project structure that ensured this engagement included:

- Core Team: Composed of the Executive Board (CEO and CFO), ESG Manager, and the Corporate Marketing & Communications Manager. This team coordinated the overall process. The ESG Manager facilitated the materiality assessment and supported the Executive Board in determining final material topics.
- Steering Committee: Includes the Core Team along with senior representatives from business units and countries. This committee reviewed relevance and materiality, assessed impact, risks, and opportunities, and provided final approval on internal and external ESG documents.
- Project Group: A broad cross-section of business units and countries at management level, responsible for identifying impact, risks, and opportunities based on operational insights, value chain perspectives, and stakeholder interests.

Identifying and Assessing Material Impact, Risks, and Opportunities

To identify relevant impact, risks, and opportunities, we used international ESG and reporting standards, industry-specific sustainability benchmarks, peer practices, and sector trends. To ensure alignment with CSRD, we also mapped relevant (sub)topics from the ESRS standards.

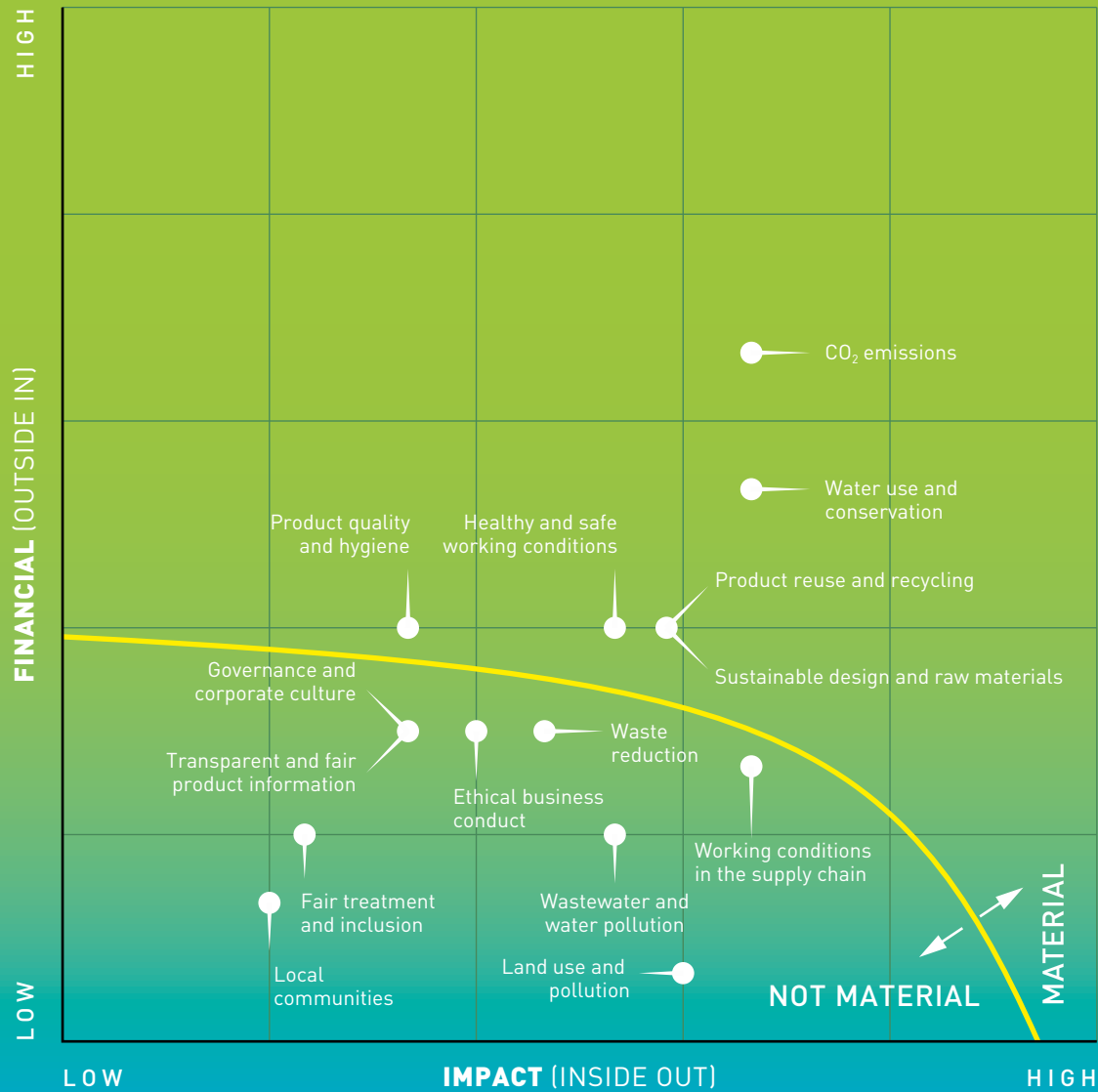
All impact, risks, and opportunities were tailored to Blycolin's specific value chain context, examining where they occur in the chain and how they relate to our operations.

Blycolin continuously monitors the perspectives of both direct and indirect stakeholders (such as society at large, peers, government bodies, and industry associations) by tracking sector and market trends, consumer developments, and changes in international legislation.

The needs and interests of Blycolin's key stakeholders (customers (and end users), employees, partner laundries, and suppliers) were analyzed and played an important role in identifying material ESG topics, risks, and opportunities.

Stakeholders Blycolin

Stakeholder Group	Starting Point	Key Topics	Engagement	Frequency
Customers (hotels, hospitality)	Customer focus and reliable service	Sustainable linen, delivery reliability, quality, circularity, transparency, usage insights (gas, water, energy), waste streams, eco-labels, end-of-life, and labor conditions in the supply chain	Account management, service visits, customer service, social media, customer satisfaction surveys	Ongoing
Partner laundries	Long-term partnership and operational collaboration	Water and energy consumption, quality, safe working environment, technical innovation, need for transparent and predictable cooperation, support needs regarding ESG (chain) transparency/reporting requirements (regulations and customers)	Operational meetings, partner gatherings, sustainability projects, quality measurements, visits, monthly reports, and benchmarking	Monthly
Textile and other suppliers	Sustainable procurement, open chain collaboration	Transparency, traceability, LCAs, circularity, labor conditions, certification, continuity, innovation partnerships, market-based conditions, and reliable off-take	Supplier meetings, code of conduct, sourcing policy, audits, procurement evaluations	Quarterly / per project
Own employees	Engaged teams are key to quality and continuity	Safety, health, training, job satisfaction, safe culture, development tracks, work-life balance, inclusiveness, cultural differences, and diversity in management and representation	HR policies, development talks, satisfaction surveys, team meetings	Continuous / quarterly
Industry associations (FTN, FBT)	Joint standardization and innovation in the textile service sector	CLA, legislation, benchmarking, sectoral ESG standards, innovation, chain assurance	Member meetings, policy notes, committees, industry-wide initiatives	Periodic / theme-based
Governments and regulators	Laws and regulations as a framework for impact management and reporting	Producer responsibility, ESG accountability, transparency, certification (especially in Belgium/Germany), subsidies, reporting pressure for partners	Compliance processes, reports, industry consultations, chain initiatives	Annually / per dossier
Local communities & NGOs	ESG as a shared responsibility	Social impact, reuse, recycling, regional support, partners like Hotels for Trees, Made Blue	Partnerships, networks, joint projects, events	Initiative/ project-based
Schools and knowledge partners	Inspire new generations and co-innovate on sustainability	Design thinking, circularity, chain insight, innovation	Guest lectures, presentations, internships, inspirational talks	Occasional
Shareholders	Return and long-term value creation	Financial performance, ESG integration, transparency, governance	Reporting, shareholder meetings, management reports	Periodic



Double Materiality Analysis

Determining Relevance and Assessing Impact

The impact, risks, and opportunities were prioritized during a dedicated workshop with the ESG Steering Committee. Prioritization was conducted in line with the principles of double materiality, meaning that participants assessed both Blycolin’s impact on the environment, society, and stakeholders, as well as the qualitative and financial risks and opportunities for the company itself.

Impact was assessed based on scale, scope, likelihood, and the degree to which it was reversible or irreversible in case of negative outcomes. Risks and opportunities for Blycolin were assessed based on likelihood and magnitude, taking into account the relevant time horizon.

Based on this double materiality analysis, the Executive Board determined the final list of material topics and their implications for Blycolin’s strategic direction and reporting priorities. The matrix below presents the topics identified as material.

The topic of working conditions in the supply chain was assessed as highly relevant during the double materiality analysis. However, we concluded that there is currently insufficient insight into Blycolin’s actual impact on this topic to accurately evaluate or score it. As a result, we will further investigate and reassess this impact in the coming year to determine its materiality.

Material Sustainability Topics



The table below shows the alignment between Blycolin’s material topics and the relevant ESRS themes and subtopics.

In the sections below, we provide an explanation for each material topic, outlining the identified impact, risks, and opportunities, as well as how we manage these in practice. Where possible, we include objectives and KPIs, along with an explanation of the relevant metrics to track progress against our goals. Our policies, actions, and 2024 performance are described in detail in our ESG Report.

ENVIRONMENT: CLIMATE CHANGE, WATER & MARINE RESOURCES, AND CIRCULAR ECONOMY

The material impact, risks, and opportunities related to climate change, water and marine resources, and the circular economy were identified and assessed as part of our double materiality analysis, described on page 38. In our ESG Report, we outline our actions and refer to the relevant policies. Below, we present the underlying performance metrics as published in the ESG Report under the chapter “Environmental”, along with clarifications on the calculations.

For more information on our objectives and their development, please refer to the chapter “ESG Roadmap & Ambitions” in the ESG Report.

Material ESG topics	Blycolin topic	ESRS	Topic
	<ul style="list-style-type: none"> ■ CO₂ emission reduction ■ Water conservation ■ Sustainable design and raw materials ■ Product reuse and recycling 	<ul style="list-style-type: none"> ■ E1 Climate Change ■ E3 Water and marine resources ■ E5 Circular Economy ■ E5 Circular Economy 	<ul style="list-style-type: none"> ■ Climate change mitigation/energy ■ Water consumption ■ Resources inflows ■ Resource outflows related to products and services
	<ul style="list-style-type: none"> ■ Healthy and safe work environment ■ Product quality and hygiene 	<ul style="list-style-type: none"> ■ S1 Own workforce ■ S4 Consumers and end-users 	<ul style="list-style-type: none"> ■ Working conditions ■ Personal safety of consumers and/or end- users
	<ul style="list-style-type: none"> ■ Working conditions in the supply chain 	<ul style="list-style-type: none"> ■ G1 Business Conduct 	<ul style="list-style-type: none"> ■ Management of relationships with suppliers

E1 CLIMATE CHANGE

The table below summarizes the material impact, risks, and opportunities related to climate change mitigation and energy, as well as our management approach.

Blycolin has not yet established formal targets related to climate change. A climate strategy and corresponding objectives will be defined based on the baseline figures for 2024 presented in this report and the Scope 3 emissions, which are still to be determined.

IRO's related to Climate change mitigation and energy



Topic	Impact	Risks / Opportunities	Management
Greenhouse gas emissions in our own operations and upstream supply chain			
<ul style="list-style-type: none"> ■ CO₂ emissions reduction in own operations ■ CO₂ emissions reduction in the supply chain <div data-bbox="168 1157 436 1428" style="text-align: center;"> <p>ENVIRONMENT</p> </div>	<ul style="list-style-type: none"> ■ The impact of our own operations (washing textile products and transport movements between (partner) laundries and customers) on the environment through greenhouse gas emissions. ■ Indirect emissions in the supply chain related to the activities of partner laundries. ■ Indirect emissions in the supply chain related to purchased goods (textiles). ■ Incoming logistics flows (between production suppliers and Blycolin) that involve high-emission transport contribute to climate change. 	<ul style="list-style-type: none"> ■ WLegislation: Transition risk due to changes or tightening of regulations, which may lead to higher compliance costs and potential fines or penalties for non-compliance. ■ Customer / Market demand: Sustainability is becoming an important consideration for Blycolin's investors and customers (and their end users) when purchasing linen services. High costs are associated with making products and processes more sustainable. 	<ul style="list-style-type: none"> ■ We actively monitor energy consumption within our laundries and use these insights to make energy-saving (re)investments in our washing processes. ■ We optimize routes in terms of distance, load, and frequency, and deploy electric vehicles wherever possible. ■ Partner laundries are required to commit to our SCOC, which includes social and environmental requirements. ■ We monitor the energy use of our partner laundries through quarterly reports and benchmark performance. ■ We organize meetings with partner laundries to share experiences and learn from one another. ■ We expect collaboration from our suppliers when it comes to transparency in the supply chain and data.

E1-6 GROSS SCOPE 1, 2, 3 AND TOTAL GHG EMISSIONS

Total GHG emissions (tCO ₂ eq)	2024	2023	Difference
Gross Scope 1 GHG emissions	8.798	9.055	-257
Gross Scope 2 GHG emissions (market based)	719	864	-145
Total	9.517	9.919	-402

Energy consumption and energy mix (MWh)	2024	2023	Difference
Fuel consumption from crude oil ad petroleum products	7.028	6.762	266
Fuel consumption from natural gas	38.269	40.096	-1.827
Consumption of purchased or acquired electricity, heat, steam and cooling	3.131	4.297	-1.166
Total consumption from non-renewable sources	48.428	51.155	-2.727
Consumption of purchased electricity, heat, steam, cooling from renewable sources	1.464	346	1.118
Consumption of self-generated renewable energy	420	459	-39
Total consumption from renewable sources	1.884	805	1.079
Total energy consumption	50.312	51.960	-1.648
Share of fossil fuels in total energy consumption	96%	98%	-2%
Share of renewable sources in total energy consumption	4%	2%	2%

Reporting principles for metrics

Explanation of Scope 1, 2, and 3 Calculations and Energy Metrics

We measured our GHG emissions using the operational control approach, which includes all owned laundries, offices, and vehicles in the Netherlands, Belgium, Germany, and Poland. GHG emissions were calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The report includes direct GHG emissions (Scope 1) from Blycolin's own operations and indirect GHG emissions (Scope 2) from the generation of purchased energy. To calculate indirect GHG emissions across the wider value chain (Scope 3), we have started collecting and documenting relevant data. Full reporting on Scope 3 will start in 2026.

Scope 1

Our material Scope 1 emission categories are: stationary combustion (natural gas use in owned laundries and office heating), mobile combustion (trucks and company/lease cars), emission calculations for gas consumption (in cubic meters) for our laundries in the Netherlands (approximately 72% of total) based on actual usage, as recorded via meter readings. Gas consumption in our laundries in Belgium and Germany, and office locations in various countries, is based on a combination of meter readings and supplier invoices.

Emissions from trucks and (lease) cars are based on primary physical data, specifically, liters of gasoline and diesel.

Scope 2

Our only material Scope 2 emission category is purchased electricity for our own laundries, offices, and (leased) cars. Calculations for electricity consumption are based on physical data (kWh) obtained from meter readings or supplier invoices.

Scope 2 emissions were calculated using both the market-based and location-based methods: In the Netherlands, the market-based method is based on the electricity label provided by the energy supplier. In Belgium, Germany, and Poland, this information is not yet available. Therefore, we used the location-based emission factors for these countries.

Energy

The data presented in the energy table on page 41 are derived from the Scope 1 and 2 calculations, and carry the same assumptions, and limitations. Figures were converted from their original units (e.g., m³ of natural gas, liters of gasoline/diesel) to megawatt-hours (MWh) using standard conversion factors.

E3 WATER AND MARINE RESOURCES

The table below summarizes the material impact and risks related to water and marine resources, along with our management approach.

Blycolin has not yet established formal targets for water consumption. In 2025, we will define this objective based on the 2024 baseline data, taking into account historical figures for comparison.

IRO's related to Water and marine resources



Topic	Impact	Risks	Management
Water consumption			
<ul style="list-style-type: none"> Water consumption in own operations and upstream partner laundries 	<ul style="list-style-type: none"> Water scarcity impact: Blycolin's own operations and supply chain activities impact water consumption and water scarcity. This includes the water used for purchased textile products (cotton cultivation and textile production) and the water usage of (partner) laundries. 	<ul style="list-style-type: none"> Service disruption: Inability to access or increased costs for adequate water supplies due to drought/ scarcity, potentially disrupting operations (own laundries) and/or the supply chain (partner laundries). 	<ul style="list-style-type: none"> We actively monitor water consumption per kilo of laundered textile in our own laundries. Per location, we collect data and take corrective action where needed. Starting in 2025, this system will be extended to our partner laundries. We invest in new machines and the implementation of new technologies and innovations for more efficient water use. Partner laundries are required to commit to the External Code of Conduct, which sets out social and environmental requirements. We monitor water consumption at our partner laundries through quarterly reports and benchmark their performance. We organize knowledge-sharing meetings with partner laundries to learn from each other

Water consumption 2023 en 2024

Water consumption (m³)	2024	2023	Difference
Drinking water	153.991	164.499	-10.508
Groundwater	35.308	36.463	-1.155
	189.299	200.962	-11.663
Per kg laundry	4,62	4,94	-0,33

Reporting principles for metrics

The reported water consumption is largely based on data collected through actual meter readings. Where this was not possible, water usage was estimated based on supplier invoices. In some cases, assumptions were made, as invoice periods did not always align with the reporting period of this ESG report.

E5 CIRCULAR ECONOMY

The table below summarizes the material impact and opportunities related to the circular economy, along with our management approach.

IRO's related to Circular Economy



Topic	Impact	Opportunities	Management
Resource inflows			
<ul style="list-style-type: none"> Sustainable design and raw materials 	<ul style="list-style-type: none"> Choices regarding the use of materials and raw materials in textile products, as well as (circular) product design, influence raw material (re)use, circularity, product lifespan, and energy consumption in the initial production process and in laundries. 	<ul style="list-style-type: none"> Growing customer demand for sustainable products may offer a competitive advantage. 	<ul style="list-style-type: none"> Blycolin is committed to offering a fully sustainable rental collection as a market differentiator. We conduct Life Cycle Analyses (LCAs). In collaboration with bAwear and our suppliers, we analyze textile products based on CO₂ emissions, water consumption, energy use, and land use. These insights give us a full picture of the environmental impact of the Blycolin Collection. We evaluate all new product developments based on their environmental impact. We expect our suppliers to collaborate on transparency in the supply chain and data.
Resource outflows related to products and services			
<ul style="list-style-type: none"> Product reuse and recycling 	<ul style="list-style-type: none"> The (re)use and recycling of Blycolin's textile products as secondary raw materials can extend the lifespan of textile products and their materials, increase circularity and reuse, and thereby reduce environmental impact. 		<ul style="list-style-type: none"> Blycolin is committed to building a circular textile chain and achieving full reuse of textiles. We create structured collaborations to jointly organize return flows, making recycling not only feasible but also scalable. We collaborate with innovation partners for upcycling rejected linen and partners who give it a second life. We develop clear product specifications per product group with a preference for mono-materials, recyclable fibers, and, where possible, recycled content.

RESOURCE INFLOWS

In 2024, the following targets were defined for our sustainable rental collection:

- As of 2025, all new products in our rental collection will contain partially sustainable materials
- By 2030, 90% of the collection will be sustainably sourced
- By 2035, at least 50% of the articles in Blycolin’s rental collection will include fibers produced from end-of-life textiles within our (industrial) supply chain

Kg	2024	%
Virgin Cotton	822.394	64%
BC Cotton	105.174	8%
CMAA Cotton	128.158	10%
Fairtrade Gots Cotton	27.400	2%
OCS Cotton	45	0%
Recycled Cotton Pre-Consumer	7.122	1%
Recycled Cotton Post-Consumer	-	0%
Lyocell	1.682	0%
Virgin Polyester	150.734	12%
Recycled Polyester	46.257	4%
	1.288.965	100%

Kg	2024	%
Virgin content	973.128	75%
Virgin content with sustainability label	262.459	20%
Recycled materials	53.379	4%
	1.288.965	100%

Reporting principles for metrics

Our preferred suppliers periodically provide Blycolin with data on the number of purchased articles per country. For each article, the weight and material composition are known. Based on the quantity purchased, the item weight, and its content, the table above was compiled.

RESOURCE OUTFLOWS

In 2024, the following targets were set regarding product reuse and recycling:

- By 2028, 100% of our end-of-life products will be offered for recycling or given a sustainable second life
- By 2030, 25% of the end-of-life volume we place on the market will be converted into new raw materials for textile production
- By 2050, 100% of the end-of-life volume we place on the market will be converted into new raw materials for textile production

Kg	2024	%
Polishing cloths & Automotive	245.736	52%
Second life and recycling	140.650	30%
Charity	82.078	18%
	468.464	100%

Reporting principles for metrics

Our textile waste stream is collected at warehouses in each country and then either shipped to or picked up by designated partners. For each country, we record the number of kilograms of textiles sent to each partner. Each partner has provided information on how the textiles are processed. In 2024, we categorized these flows according to the three categories shown above.

SOCIAL: OWN WORKFORCE, CONSUMERS, AND END USERS

The material impact, risks, and opportunities related to our own personnel, consumers, and end users were identified and assessed in our double materiality analysis, as described on page 38. In the ESG Report, we outline our actions and refer to the relevant policies. Below, we present the underlying performance metrics as reported in the chapters “Social” and “Quality as Foundation, ESG as Compass”, along with explanations of the calculations.


For more information on the development of our objectives, please refer to the chapter “ESG Roadmap & Ambitions” in the ESG Report.

S1. OWN WORKFORCE

The table below summarizes the material risks related to Blycolin’s own workforce, along with our management approach.

Blycolin has not yet established formal targets related to healthy and safe working conditions. These objectives will be defined in 2025, based on the development of clear definitions and initial baseline measurements.

IRO’s related to Own Workforce

Topic	Impact	Risks	Management
Working conditions			
<ul style="list-style-type: none"> ■ Healthy and safe work environment 		<ul style="list-style-type: none"> ■ Risk of accidents in the workplace (laundries, offices) and/or on the road (transport, commuting) due to a lack of health and safety procedures and culture, potentially leading to absenteeism, operational disruption (especially in laundries), lack of insurance coverage in case of incidents, employee claims, and reputational damage. 	<ul style="list-style-type: none"> ■ Blycolin is developing a comprehensive health and safety policy that applies across all countries, in compliance with national laws and regulations. This policy is based on clear principles inspired by ILO conventions, UNGP guidelines, and OECD standards. ■ Each facility has a dedicated safety officer, an up-to-date risk inventory and evaluation (RI&E), and concrete emergency plans. Mental well-being receives specific attention, including confidential advisors and a policy to prevent stress, bullying, and inappropriate behavior.

INFORMATION ON EMPLOYEES BY CONTRACT TYPE, GENDE

(end-of-period)	Male	Female	Other	Total
Total employees (headcount)	186	215	0	401
Total employees (fte)	160,3	191,0	0,0	351,3

Number of employees (end-of-period headcount)	Male	Female	Other	Total
Total employees with a permanent contract	n/a	n/a	n/a	354
Total employees with a temorary contract	n/a	n/a	n/a	47
Non-quaranteed hours employees				
Total employees with a part-time contract	n/a	n/a	n/a	129
Total employees with a full-time contract	n/a	n/a	n/a	272

Number of employees (end-of-period headcount)	NL	DE	BE	PL	Total
Total employees with a permanent contract	218	53	73	10	354
Total employees with a temorary contract	24	23	0	0	47
Non-quaranteed hours employees	0	0	0	0	0
Total employees with a part-time contract	84	28	16	1	129
Total employees with a full-time contract	158	48	57	9	272

Reporting principles for metrics

Personnel-related data is primarily sourced from HR systems across the various countries. For data related to laundries, internal production reports were also used, for example, to track weekly working hours.

In addition, certain data points (such as the number of accidents and fatalities) were collected directly through surveys of managers across the different countries and business units.

Employee Turnover	Headcount
Total employees departures	54
Annual turnover percentage	1,1%

Senior Management (Male/Female)	2024	%
Total employees (male)	13	59%
Total employees (female)	9	41%

Accidents	
Total recordable work-related accidents for own workforce	14
Rate of recordable work-related accidents for own workforce	0,025

Injuries, Fatalities & Ill Health	
Total fatalities in own workforce as result of work-related injuries and work-related ill health	0
Total fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	0

Specific clarifications:

- The number of FTEs, headcount, and contract type breakdown reflects end-of-year (2024) figures
- Employee turnover = number of employees who left in 2024 / (total number of employees at year-end × 12)
- Rate of recordable work-related accidents for own workforce = number of recorded accidents / total hours worked in 2024. Most hours worked were taken from internal production reports. The remainder was calculated by multiplying the year-end FTE count by the average number of hours worked (contract hours minus vacation days and public holidays)

54. CONSUMERS AND END USERS

The table below summarizes the material risks related to Blycolin’s consumers and end users, as well as our management approach.

Blycolin has not yet established formal targets related to product quality and hygiene. These objectives will be defined in 2025, based on the development of clear definitions and initial baseline measurements.

IRO’s related to Consumers and end users

Topic	Impact	Risks	Management
Personal safety of consumers and/or end- users			
<ul style="list-style-type: none"> ■ Product quality and hygiene <div style="text-align: center; margin-top: 20px;">  <p>SOCIAL</p> </div>		<ul style="list-style-type: none"> ■ The reliance on partner laundries for hygiene and the quality of washing processes (and thus the products) may lead to imbalances between supply and demand. This could result in an inability to deliver products and services at competitive quality and pricing. 	<ul style="list-style-type: none"> ■ Blycolin ensures quality through strict specifications, structural quality controls, and continuous monitoring in both its own and partner laundries. Customer feedback is actively used to continuously improve processes and products.

G1. GOVERNANCE: BUSINESS CONDUCT

The material impact, risks, and opportunities related to business conduct were identified and assessed as part of our double materiality analysis, as described on page 38.

In our ESG Report, we outline our actions and refer to relevant policies in the chapters “Social” and “Governance and Ethical Business Conduct”, along with explanations of the associated metrics.

For more information on the development of these objectives, please refer to the chapter “ESG Roadmap & Ambitions” in our ESG Report.

The table below summarizes the material governance-related impact and risks, as well as our management approach.

In 2024, the following targets were set concerning responsible sourcing and working conditions in the supply chain:

- By the end of 2027, all partner laundries (representing 80% of our outsourced volume) will have signed our External Code of Conduct
- By 2030, all partner laundries will have undergone an audit on safe and healthy working conditions
- By the end of 2025, all strategic textile suppliers (representing 80% of our direct spend on the Blycolin collection) will have signed our External Code of Conduct
- By 2030, all strategic textile suppliers of the Blycolin collection will have undergone an independent third-party ESG audit
- By 2028, all facility procurement will be fully sustainable

IRO’s related to Business Conduct

Topic	Impact	Risks	Management
Management of relationships with suppliers			
<ul style="list-style-type: none"> ■ Responsible sourcing / working conditions in the supply chain 	<ul style="list-style-type: none"> ■ The impact of working conditions among supply chain partners in cotton cultivation, the production process, partner laundries, and suppliers of (partner) laundries (production resources) on the well-being of workers in the chain. Key themes include: fair and living wages and decent working conditions at supply chain partners and suppliers (textile and production resources) of Blycolin. 	<ul style="list-style-type: none"> ■ The expectations of stakeholders and regulations (CSDD, CSRD, HRDD) increasingly demand action, policies, and data on working conditions in the value chain. Failing to establish mechanisms and procedures aligned with these evolving expectations may increase the risk that products or services are unintentionally sourced from production areas or partner laundries prone to unsustainable (production) practices, leading to risks related to reputation and non-compliance with legislation. ■ The risk that unknown (poorly visible) upstream suppliers, due to ineffective internal controls, may cause financial losses (solvency issues) or reputational damage (e.g., child labor or poor working conditions in laundries). 	<ul style="list-style-type: none"> ■ Suppliers are required to commit to the External Code of Conduct, which sets standards for social and environmental aspects. ■ Blycolin selects its suppliers and audits them to monitor compliance with environmental and social standards.

Heksekamp 33
5301LX Zaltbommel
the Netherlands

P.O. Box 288
5300 AG Zaltbommel
the Netherlands

T +31 (0)418 54 18 00
E welcome@blycolin.com
www.blycolin.com

