



2022, the year we started breathing sustainability



Hi there,

Although sustainability has been a priority since the beginning and initiatives have come in many forms, it was only in 2021 that B.I.G. formalized its sustainability model. The founding team had taken the time to work out a sustainability vision and strategy that everybody believed in and – equally important – was willing to fight for. No hollow words to please stakeholders, but **an authentic, high-impact plan**.

And that's what triggered me. It's exactly because of B.I.G.'s deeply rooted commitment to sustainability, combined with a down-to-earth yet ambitious mentality, that I gladly accepted to become the Group's first Sustainability Director in spring 2022.

Our model, Route 2030, had already been formed. The first steps were taken, and people were willingly involved. Over the next months, we steadily accelerated and achieved various **milestones**:

- ✔ **Governance** – Besides a Core Sustainability Team, we also set up a Sustainability Acceleration Team, with direct participation of an Executive Committee member and 3 General Managers. On top of that, we appointed Sustainability Specialists and Partners in the different business divisions, while we also launched cross-divisional Centers of Excellence for various sustainability topics.
- ✔ **Methodology** – Our ambition was translated into a set of quantitative targets, leading KPIs and an overall Sustainability Score. This data-driven methodology eliminates interpretation issues and inspires us to continuously improve.
- ✔ **Assessment** – We meticulously measured and assessed our Group's environmental impact on various fronts, including water consumption, greenhouse gas emissions and waste. This gives us clear insights into opportunities to reduce our impact.
- ✔ **Collaboration** – We're not in this alone, so we've intensified our collaborations with external partners, from recyclers and suppliers to universities, to tackle industry-wide challenges.

- ✔ **Communication** – To raise awareness and get the creative juices flowing, we keep our 4.907 employees in the loop on what we're doing and where we're heading. The same principle of full transparency applies to external communication. We share our progress with an unfiltered and fact-based lens.
- ✔ **Recognition** – We received EcoVadis Silver medals for Beaulieu Fibres International and BerryAlloc. Beaulieu Fibres International and B.I.G. Yarns were internationally recognized as SDG Pioneers for their sustainability achievements over the last 3 years. These and other recognitions stimulate us to step up our game in the coming years.

Don't get me wrong, there's still plenty of work to be done in the next years. In fact, we've only just embarked on our journey, but you can already feel the difference when you walk around our facilities.

Our people now identify sustainability with B.I.G. the same way they believe salt and pepper go together. It has become an integral part of our DNA and it's this vibe of **embedded sustainability** that sums up 2022 best for me.

I look forward to sharing more information on our progress in the coming months and years. Transparency on positive and negative impacts is not negotiable. You'll get the truth and nothing but the truth. That's also one of the reasons why we committed to **Science Based Target initiative (SBTi)** at the beginning of 2023. We're all in now.

Sustainable greetings,

Clara Carelli
Group Sustainability Director

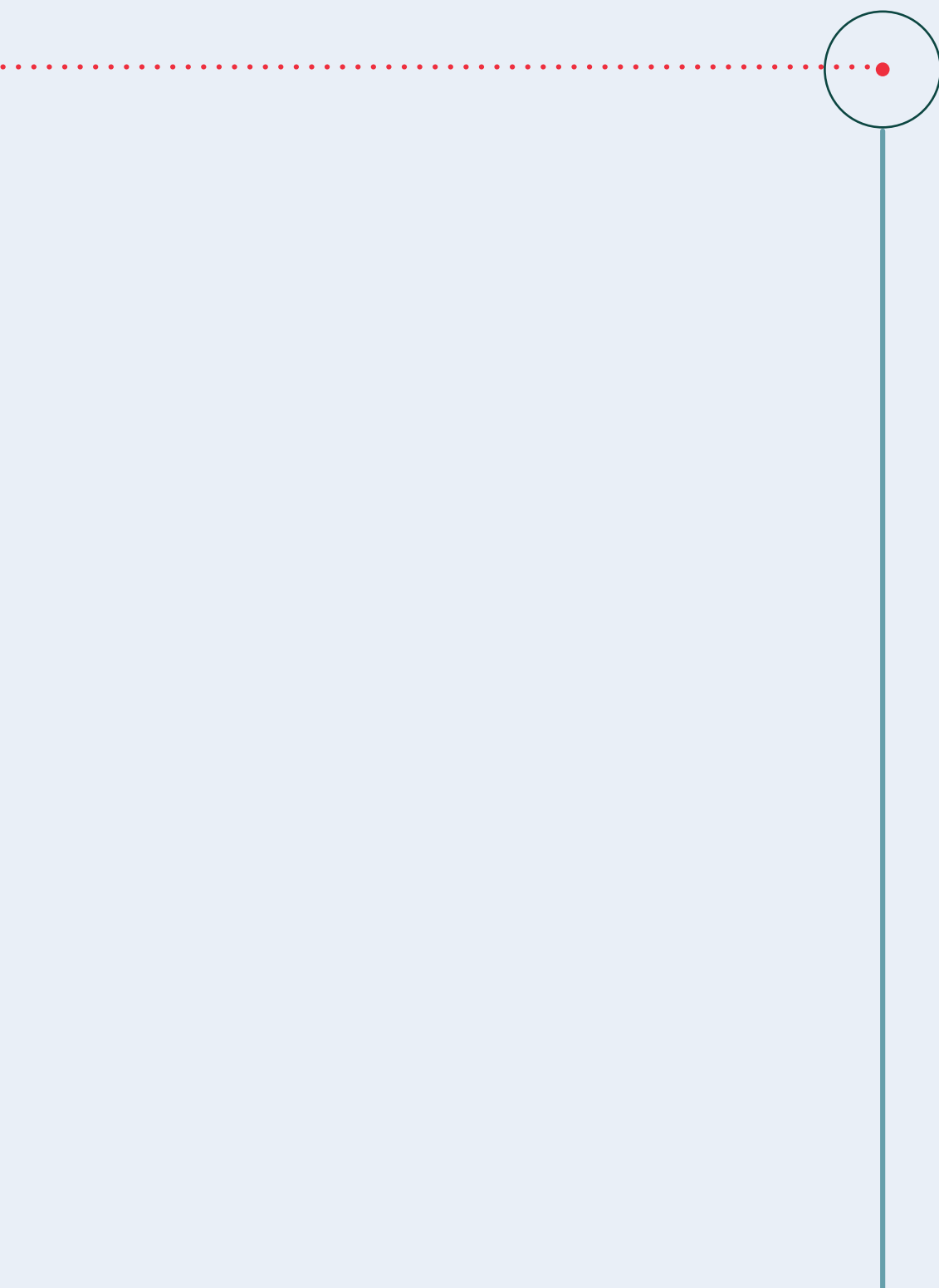


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Our vision

Sustainability isn't something we do, it's who we are. As a value-driven family business, we've made **'Shaping sustainable living, together'** our very *raison d'être*. In other words, we've always had the best interests at heart of both people and planet. We aim to do well by doing good. By being simply us.

But there's more. Sustainability is also the biggest business opportunity of our times. From inspiration for new business models to improved talent acquisition, benefits abound. There's no need to be ambiguous about it.

So, we set ourselves a **big hairy audacious ESG goal for 2030:**

To set the example in our industry by reducing our environmental footprint to zero, taking good care of our people and those around us, and doing business in a transparent, ethical way with like-minded parties. ● ● ●

Yes, we realize the evident risk of not being able to live up to our strong commitment. Yes, we know that our goal requires solutions that don't yet exist. Yes, we can't do it all alone. But that doesn't frighten us. Instead, we know being bold will encourage us to push the limits of what is achievable.

Part of our confidence is the way we stand united behind our **sustainability strategy Route 2030**. This roadmap encompasses our material ESG topics, contains actionable initiatives and reflects the spirit of B.I.G. in a sincere way.

Now, it's all about **connecting the right dots**.

"Fortune favours the bold.

So, instead of backing down on sustainability when the going gets tough, we double down on it. Time will prove us right."

Pol Deturck,
CEO



Identifying must-win ESG topics

Before we dive into Route 2030, our sustainability strategy, a word on our priorities. After all, **strategy is choice**.

We want to make a lasting impact. So, we focus our attention and efforts on domains in which we can really make a difference. That means saying ‘absolutely’ to certain ESG topics and ‘no’ or ‘not now’ to others. But how do you separate the wheat from the chaff? Only one way to go about it: **a (double) materiality assessment**. In 2021, we completed a first assessment to identify the highest-impact topics for B.I.G. At the beginning of 2023, we updated our analysis, following the approach introduced in the new European Corporate Sustainability Reporting Directive (CSRD).



Methodology

Starting from all ESG subtopics proposed by the CSRD, we made a first selection based on the relevance for B.I.G., leading to 28 potential material topics. We then assessed the financial impact of these topics, with financial ESG ratings in mind. An analysis of our peers and value chain was performed, as well as an internal consultation of stakeholders, consisting of interviews and a survey with 132 participants. As to the topics’ impact materiality, we based our assessment on internal data and an external stakeholder analysis (i.e. sector organizations and federations).

The results of this materiality assessment were consolidated in a workshop with our internal Sustainability Network. Now, we can rest assured that Route 2030 addresses B.I.G.’s main impacts, risks, and opportunities.

B.I.G. Double Materiality Matrix*

IMPACT MATERIALITY	Very high		S4 Product transparency (information impacts)	- E2 Air pollution - E2 Substances of concern - E5 depletion of non-renewable resources	- E1 Greenhouse gas emissions - E1 Energy consumption and mix - E5 Circular material and business models - E5 Waste generation and prevention	Very high
	High	- G1 Protection of whistle-blowers - S1 Assurance of human rights, fundamental freedoms, democratic principles	- E2/E3 Water pollution - G1/S2 Management of working conditions in the value chain - S2 Assurance of human rights in the value chain	- G1 Corruption and bribery - S1 Occupational health & safety - S1 Employee training and skills development - S1 Employee inclusion (equal opportunities) - S4 Product safety		High
	Medium	E4 Biodiversity loss	- E3 Water consumption - E5 Regeneration of renewable resources - E2 Pollution of soil - S2 Diversity and equality in the value chain - S3 Community development: economic impacts - G1 Political and industry engagement	- S1 Employee working conditions - G1 Corporate culture		Medium
	Low		- S3 Community development: social & cultural rights - S4 Affordability of products - S1 Management of operational safety and emergencies	E1 Management of physical effects of climate change		Low
		Low	Medium	High	Very high	
FINANCIAL MATERIALITY				FINANCIAL MATERIALITY		

*Check the Appendix for more info on the ESG subtopics in this double materiality matrix and how they relate to the CSRD subtopics. In the Appendix, we also list all impacts, risks and opportunities by Route.

ROUTE 1

We take responsibility for the environmental impact of our operations

- Air emissions & substances of concern
- Waste generation and prevention
- Energy consumption and mix
- Water consumption
- Pollution of soil and water



ROUTE 2

We value our employees and the people around us

- Occupational health & safety
- Employee training and skills development
- Inclusion, at B.I.G. and in the value chain
- Community development: economic impacts
- Nurturing corporate culture



ROUTE 3

We work towards a circular economy with the whole value chain in mind

- Depletion of non-renewable resources
- Circular materials and business models
- Regeneration of renewable resources



ROUTE 4

We take responsibility for our climate impact

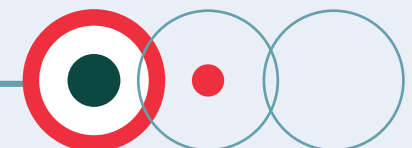
- Greenhouse gas emissions
- Energy consumption and mix



ROUTE 5

We act with integrity and value open communication

- Product safety
- Battling corruption and bribery
- Product transparency
- Management of working conditions in the value chain
- Assurance of human rights in the value chain
- Political and industry engagement



Our Sustainability Score

Why?

Sustainability has become a bit of a catch-all concept. Therefore, it's often hard to give a straightforward answer to the question 'How well is your organization performing when it comes to sustainability?'. Rather than just leave it at that, we looked for a way to measure our progress, based on annual targets. Our Sustainability Score is the answer.

What?

Every division keeps track of its own Sustainability Score (between 0 and 100), and together they determine our B.I.G. Sustainability Score. These scores are updated quarterly and reported across the whole organization.

How?

As part of Route 2030, we created a set of 8 KPIs, including leading and lagging KPIs. Before we get into the Sustainability Score itself, it's important to note that each division monitors all KPIs and reports on them every quarter. In other words, all divisions are accountable to become sustainable.

The Sustainability Score, however, is based on annual priorities. The math is simple: each division includes our 2 leading KPIs, and then adds 2 from the 6 lagging KPIs. That means every division commits to improving in 4 key areas, which have an equal weight in the Sustainability Score.

"If you're not keeping score, you're just practising.
So, we update our Sustainability Score every quarter
and already made good progress in 2022.
More to follow in 2023."

Clara Carelli, Group Sustainability Director

Leading KPIs

#1

The impact of sustainability projects

With a custom-made tool (check Route 4, page 68), we measure the impact of projects by evaluating their potential contribution to our zero environmental footprint targets.

#2

Sustainability awareness and expertise

This is measured by the number of hours employees spend on awareness sessions as well as internal or external training courses, normalized by the number of employees.

Lagging KPIs

#3

The share of green energy in our operations

The exact formula is (renewable energy produced + renewable energy bought) / total energy consumed.

#4

Energy consumption per unit

For this second energy-related KPI, we calculate the total amount of consumed energy and divide it by the number of units in production.

#5

Greenhouse gas emissions per unit

The measurements in 2022 included Scope 1 and 2 emissions. As we learned more, and successfully estimated all our GHG emissions in 2022, divisions that focus on this KPI can also add their Scope 3 emissions from 2023 onwards.

#6

The share of waste that is recycled or reused

With waste, we mean all materials leaving our sites that are not going to an end customer, excluding waste water and gas emissions.

#7

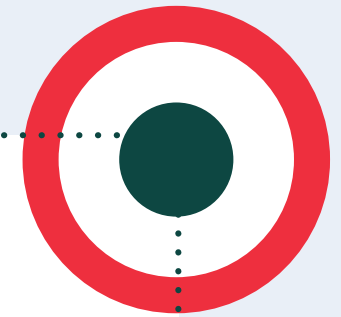
Water consumption

This KPI is aimed at both reducing our total water consumption and increasing the relative amount of recycled, reused or storm water.

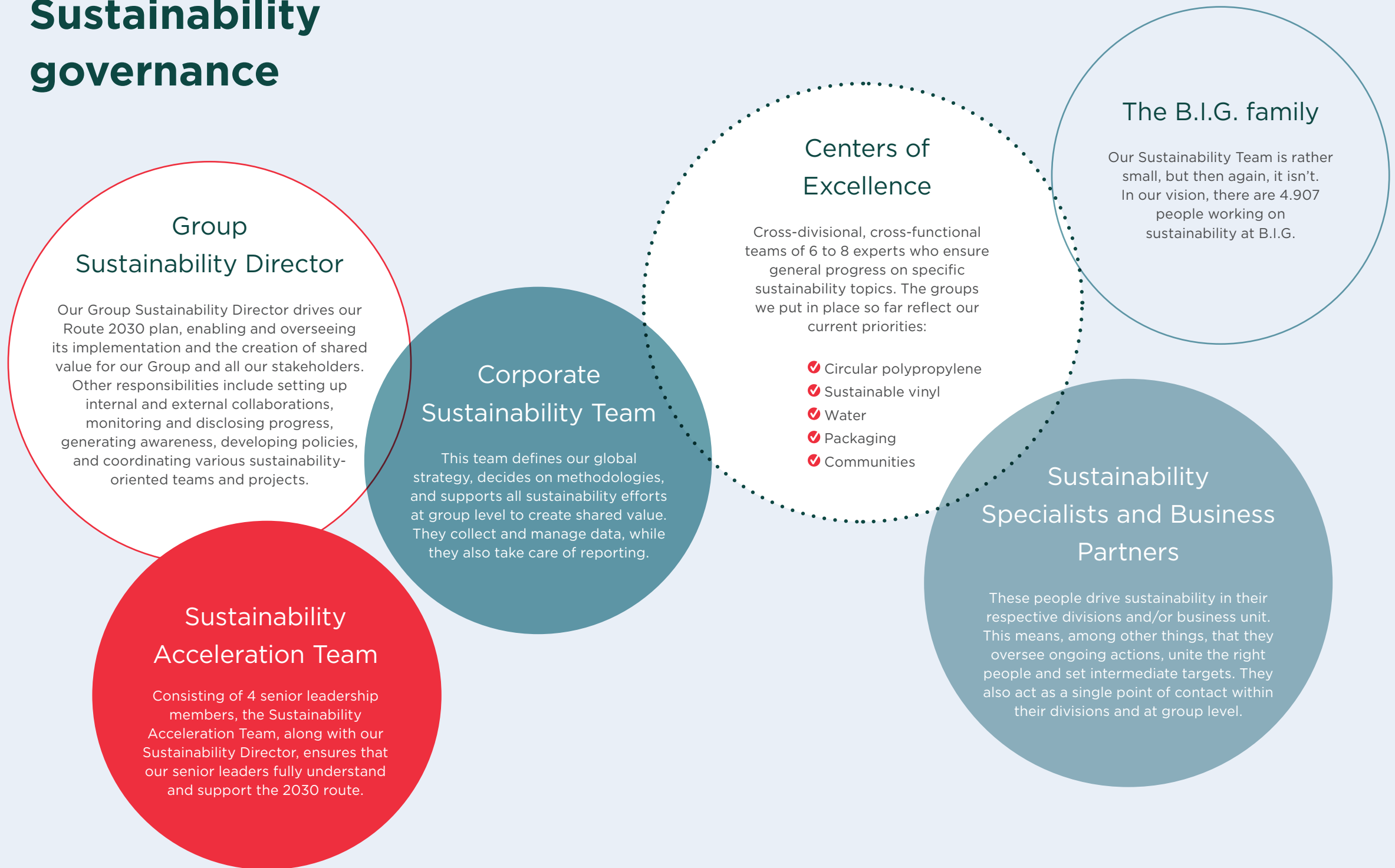
#8

The share of recycled or renewable content in our products

Through our Fossil Free Index, we measure the amount of non-virgin, non-fossil raw materials we use from open and closed loops, as well as our contribution to a more circular economy.



Sustainability governance





ROUTE 1

We take responsibility for the environmental impact of our operations

If you're serving over 18.000 unique customers in various industries, with solutions ranging from polypropylene polymers to premium flooring solutions, you inevitably have a direct impact on the environment. Therefore, our own operations are the first focus in Route 2030. We want to put our own house in order before anything else.

Energy consumption and efficiency



Why does it matter?

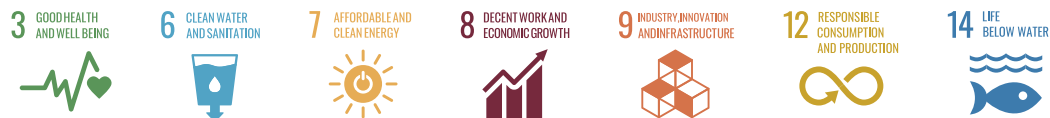
There was no escaping the energy crisis in 2022. It held not only Europe, but the entire planet in its grip. **Affordable, reliable, sustainable and modern energy for all** – the bottom line of Sustainable Development Goal 7 – was under great pressure, and chances are that it will continue to be for the foreseeable future.

Large industrial groups like B.I.G. have a **big responsibility** in turning the tide. If we all take action, we'll not only reduce the environmental impact that comes with consuming such a massive amount of energy, but we'll also safeguard access to energy in general.

Last but not least, using exactly **the right amount of energy to operate effectively**, as opposed to using more than what is necessary, also brings B.I.G. significant benefits. These include reduced energy dependence, less exposure to energy price swings and lower operating costs.

“We're moving towards a make-to-order business, in which batch sizes are getting smaller and smaller. Reducing the specific energy consumption is more important than ever.”

Korneel Verleden,
Automation and
Data Science Manager



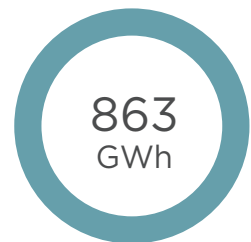
What are we aiming for?

By 2030, we aim to **lower our global energy consumption by 20%**, compared to 2021.

This goal is something we wish to achieve by:

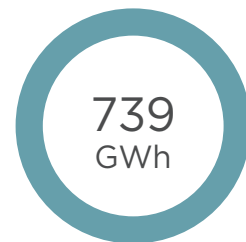
- ✓ proactively replacing old machines and equipment with energy-efficient ones
- ✓ continuously reviewing our most energy-intensive production processes, such as polymerization, extrusion and heating
- ✓ creating a culture of energy awareness across all our destinations and divisions
- ✓ focusing on data to draw up evidence-based energy policies and guidelines
- ✓ leveraging international standards, such as ISO 50001
- ✓ developing and/or implementing new techniques and technological tools
- ✓ improving the energy efficiency of our buildings and facilities

Where do we stand?



Energy consumption
in 2021

(Check the Appendix for more figures)



Energy consumption
in 2022

The figures show **a reduction in energy consumption of ~14% in 2022**. This is largely accounted for by the reduced activity in some divisions, as well as the regulatory maintenance shutdowns of our Polymers plants during several months. In other words, we'll need to step things up to reach our energy consumption target.

A prime course of action are **energy reduction roadmaps**: plans to reduce our energy consumption by combining process engineering, automation, data analysis and other areas of expertise. In 2022, we started with dedicated energy projects in Belgium. The idea is to let all B.I.G. sites follow suit in the coming years, building on synergies within our Group and working together as ONE B.I.G. to improve.



First energy roadmap already bearing fruit

Thomas Lefebvre, Plant Manager

Energy by operational excellence

"We meticulously map energy use to detect major consumers and pinpoint possible gains. This is something we do for all our Needle Felt products and will soon result in a centralized database. Moreover, we focus on measuring energy consumption in real time, so operators can keep their finger on the pulse.

This exercise resulted in an action plan, aimed at prioritizing the biggest wins. For example, by adding a new component to our backing, we run certain qualities up to 15% faster without increasing the temperatures. Savings in our gas and electricity consumption are estimated at about 250-300 MWh. Another significant energy saving is the way we succeeded in lowering the temperature needed to make carpets with soft precoated backings. A major breakthrough if you know this activity accounted for 10% of the plant's total gas consumption in 2022. Besides that, the action plan also includes smaller interventions to generate awareness on the floor, such as automatic door closers."

Energy by design

"Improving our current production processes in terms of energy consumption can only take us so far. To take bigger steps, it's important to already include energy efficiency in the design phase. Our recyclable event carpet Rewind® is a textbook example of this. Since it's free of latex, we can drastically reduce energy consumption in production, while adding value for our customers. Good to know: we are building a new industrial line to make this type of product on an even larger scale. This will further reduce our overall energy consumption."

A waste of energy: idle machines

Bet Breyne,
R&D Manager

“We’ve been using our AVEVA™ Manufacturing Execution System to decrease the energy consumption at Beaulieu Technical Textiles in Komen, Belgium. For example, with a data mining tool, we determined a basic algorithm that indicates when machines are in production, on stand-by or shut down. Every day, we derive a report that indicates if certain machines were on stand-by for too long. Based on those findings, we implemented actions to reduce the amount of energy that doesn’t contribute directly to production.”

New machines, new energy savings

Michiel Leys,
Manufacturing Manager

“B.I.G. is gradually revamping its machinery to, among other things, drastically reduce its energy consumption. A telling example are the new machines at B.I.G. Yarns in Comines, France. With the financial support of the Hauts-de-France region and the ‘France Relance’ Program, the site invested in extra production capacity for its best-in-class 1-step 3-color PA yarns. Another benefit of this investment is directly related to energy efficiency. Thanks to process and technology improvements, the new production lines – which are operational since mid-2022 – led to an energy saving of 20%.”



“B.I.G. is strongly committed to water stewardship. It minimizes our environmental footprint, while freeing up funds, reducing our dependency on water and leading to valuable expertise.”

Matteo Agostini,
Chair of the Center of Excellence for Water

Water stewardship



Why does it matter?

Water is vital for all life on the planet. That makes it our most precious resource, it’s as simple as that. In case you’re not entirely convinced, take a map from any period in history and you’ll see that almost every major urban center is situated near a river or body of water.

Yet, today, the once-so-abundant resource is running dry, with more and more regions facing water stress. That’s because the world’s population has increased enormously in the last century. And global water consumption is rising even faster, at double the rate. The resulting issues concerning **water scarcity and water pollution should alarm us all.**

The main culprits? Next to agriculture and the energy sector, the bulk of the world’s water is used by industrial organizations. B.I.G. is no exception. For us, water is often an irreplaceable resource in our operations, which makes water stewardship a key priority.

What are we aiming for?

We’re well aware of the effect our water footprint has on the environments and communities we operate in. That’s why we focus on 3 main goals:

- ✓ decreasing water consumption at all our sites
- ✓ sourcing water responsibly (e.g. no withdrawal from underground reserves)
- ✓ increasing the share of recycled, reused and non-fresh water

Specific targets, at plant or organizational level, have not yet been set. The newly launched Center of Excellence for Water will define these in 2023.

Where do we stand?

Water consumption in 2022: 1,5 million m³ of water, mostly groundwater and fresh water. Check the Appendix for more figures.

To be able to define ambitious yet realistic targets for the future, we optimized our data collection and analysis system in 2022. This allowed us to build **a complete and reliable database** with figures related to water consumption for all B.I.G. sites.

From 2023 onwards, water consumption will also be **an integral part of our Sustainability Score**: each plant will have to monitor its water consumption and report quarterly, as well as consider ways to reduce consumption.

In short, we're knee-deep in **formalizing our water stewardship**. No victory laps so far, but that doesn't mean we're sitting on our hands. Over the years, we've already made good progress with distinct projects and 2022 was no different.

Water consumption drops by 25% at BFS Europe

Seppe Van Loo, Process Engineer

"At BFS Europe in Kruisem, Belgium, we use water for different purposes: for producing the backing of our products, as well as for cleaning and rinsing processes. In the past, we used to pump water without considering the actual need. To give you an idea: in total, we pumped about 19,5 million liters of water per year. The surplus was discharged into the local stream Zaubeeek."

Pump less, discharge less, save more

"In an effort to reduce the amount of water we use in our operations, we first mapped all our water flows. Calculations showed that we were pumping 5 million liters in excess each year. By adjusting our pumping system, we were able to bring this excess down to zero, reducing our total water consumption by 25%. As more water stays in the ground, less water needs to be cleaned and our costs go down significantly. To further improve cost efficiency, we also carried out work on our water-cleaning system, increasing the amount of water we clean internally."



Waste management

Why does it matter?

Every year, global population dumps over **2 billion tons of waste** on the planet, with a giant share of non-biodegradable and inorganic elements. The effects are far reaching and include contamination of soil, air, oceans and groundwater. This, in turn, poses serious **threats to human health and the environment**.

While this is an issue that people are aware of, waste build-up continues to increase at an alarming rate. It will take a **collective and global effort** to flatten the curve.

Industrial groups are ideally placed to **set the example**. For their waste management to be truly effective, they should focus on different areas. Waste prevention, waste collection, transportation, recycling and waste disposal are all part of the equation. At B.I.G., we've embraced that broad challenge as part of Route 2030. No more time to waste – literally.

What are we aiming for?

By 2030, our ambition is to become **100% 'landfill-free' and 'incineration-free' for manufacturing waste**. That means that we'll fully valorize the output of our operations, either to be used in our own operations again, or by another party.

As to non-manufacturing waste, such as ICT waste, packaging and other types of waste, we aim to be 100% landfill-free. There'll always be a small share of domestic-type waste that may have to be incinerated, so aiming for 100% incineration-free on all fronts is simply not feasible.

First, we focus on **waste prevention**. This means, among other things, that we invest in state-of-the-art equipment to generate less waste, strictly use high-quality raw material, cut unnecessary steps from our operational flows, train employees to detect irregularities early on, and rigorously track data on our waste.

Second, waste is only waste if we waste it. So, we complement our focus on reduction with strategies to **reuse and recycle**.

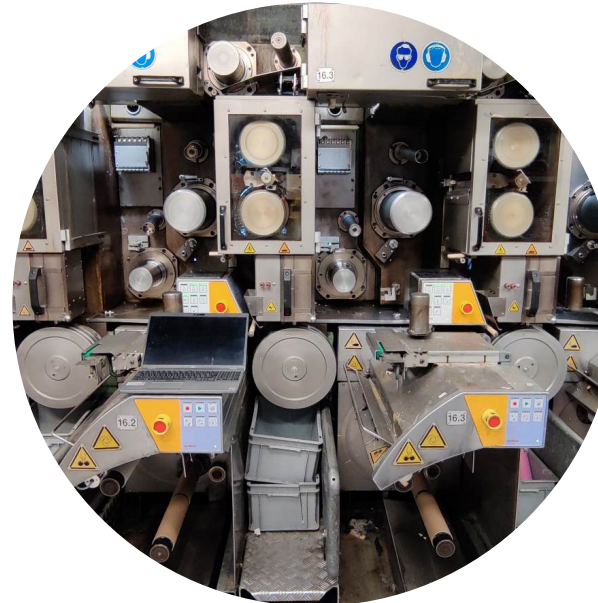
Where do we stand?

At group level, **we valorize ~55% of our waste**. Check the Appendix for more figures.

Good to know: 18 sites are already at zero waste to landfill, and in 6 of these sites, the share of waste that's being recycled is above 90%:

- ✓ Beaulieu Fibres International: 2 Belgian sites are at ~97%
- ✓ Beaulieu Technical Textiles: Belgian site at ~92%
- ✓ Flooring Solutions: Russia's Cushion Vinyl site is at ~92%
- ✓ B.I.G. Yarns: Belgian and French site are respectively at ~91% and ~90%

However, we're not entirely there just yet: **15% of our total waste still goes to landfill**. Mainly in the USA, Canada and Australia, we need to make progress.



Winders retrofit drastically lowers extruder waste

Jorn Vanderstraeten, Group Automation Engineer

"Our Assistant Supervisor Maintenance, Edward Hubrecht, has been optimizing the yarn winders step by step for the past 15 years at B.I.G. Yarns in Komen, Belgium. Thanks to him, the frequency of yarn breaks was down to a tenth. A major success, especially when you know that yarn breaks are the second largest cause of waste in our extrusion department. However, with the old control system, further optimization was impossible. So, we developed a new, easily adaptable control system which we understand perfectly. And it's bearing fruit already: we halved the frequency of yarn breaks. Moreover, because the new system allows us to go to lower extruder outputs during break repair times, the generated waste in case of yarn breaks has also been significantly reduced. In 2022, we updated 20 machines with the new system, and 14 more will follow in 2023."

Berry Wood halves waste bill going to zero landfill

Jean-Marc Legrand, Operational Manager

"In response to the Extended Producer Responsibility law in France, we defined a roadmap to significantly reduce our waste going to landfill in 2022. A first crucial step was our investment in 3 baling press machines to make our waste more compact. This made transport easier and reduced the need for on-site movements. We also found ways to better sort our different waste streams, such as HDF boards, plastics, cardboard and non-valuable waste, and we provided training to our staff. To top it off, we set up a partnership with Veolia Environmental Services. They now collect and sustainably process our waste. The result: we went from 540 landfilled tons of waste in 2021 to zero in 2022. Meanwhile, we managed to cut our waste bill in half, even with the investments in baling press machines included."

4.980 kg of ICT waste gets a second life

Thibault Vanderbeken, ICT Workplace Manager

"Laptops, servers, printers, cables, phones, etc. An organization like B.I.G. uses all kinds of ICT equipment. But as we all know, electric and electronical material doesn't last forever. So, what do we do when a monitor, switch or other item stops serving its purpose? Well, over 10 years ago, we contacted ABa Recycling, a specialized recycler that processes all electric and electronical waste within its own facilities in a sustainable way. They've been collecting and recycling our ICT equipment ever since. In 2022, this amounted to nearly 5.000 kg in just one year. And to stress our strong partnership, ABa Recycling also gave us their Green Feet Award 2022."





ROUTE 2

We value our employees and the people around us

No sustainability strategy without people. But it isn't just a numbers' game, you need the right people in the right place at the right time, surrounded by the right conditions. That's when the magic happens. This people-centric focus and our family values are something we like to extend to local communities as well. Behold: Route 2.

Our workforce

Why does it matter?



People are the base of every strong and long-running organization. *They* run the show, not business units, divisions or departments. So, we make it our mission to surround every single employee with the respect, care – and yes – love they deserve. This talent-first approach, inspired by our Group's family values, adds to our resilience, because **in times of test, family is best**.

We're not saying anything remotely new with this. But we can't stress the importance of our workforce hard enough. **Happy, healthy and committed employees** matter in numerous ways. They stay longer with us, become ambassadors of our brands, increase profitability, create a warm culture, inspire new ideas ... And that's just the tip of the iceberg.

As an organization that employs 4.907 people, we have an overwhelming responsibility. Most of all because employees have several hats, of which being a B.I.G. employee is just one. They're also brothers, daughters, mums, friends, volunteers, sports fanatics, hobby chefs ... You name it. Only by seeing them as Farid, Anna or Céline, and not as a Process Engineer or Team Manager, can we make a positive impact on their lives – and that should always be the goal.

“As soon as you realize that your people are the true value creators, and not some product or business line, you'll see nothing but opportunities to enhance that strength.”

Beatrice Marinescu,
HR Manager

3 GOOD HEALTH AND WELL BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH

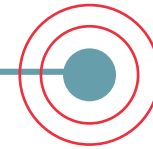


10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS





What are we aiming for?

We want to be an exemplary **talent-first organization** in our industry. Something we wish to achieve by:

1. fostering a culture of transparency, open communication, recognition and togetherness
2. providing various opportunities for our people to do what they love most and do best
3. creating an environment that allows for healthy minds in healthy bodies
4. building a diverse workforce, where everyone feels included



Where do we stand?

Goal 1:

Fostering a culture of transparency, open communication, recognition and togetherness

All Voices Count: our finger on the pulse

Kristin Gansbeke, HR Director

“With our global campaign All Voices Count, we took our renewed purpose and mission to our teams across the world. In other words, why do we do business, what do we stand for and what do we want to achieve? Then, it was on to our strategy: how will we get there as a Group and how does this translate into local strategies? We wanted to make sure that everyone knows exactly how they contribute to our B.I.G. goals – as an individual and in teams. But the main focus was on our employees themselves. We asked about how they are experiencing B.I.G.’s transformation and what they find important. We’re convinced that getting workplace diversity and inclusion right, starts by building a culture where everyone feels valued and heard.”

Creating a recognition-rich culture at Pinnacle USA

Connor Ingram, HR Manager

“During our employee engagement session, we learned that one of the biggest concerns of our employees had to do with meaningful recognition. We immediately took the observations to heart and started looking for solutions. That’s how we found Bonusly, a reward and recognition platform that allows for specific, personal and instant feedback. It has a social-media feel and makes the feedback visible to the entire organization. Others can comment on the recognitions and provide encouragement from peer to peer. To add meaning, we created 5 tags that are connected to our values: #safetyfirst, #teamwork, #aboveandbeyond, #pinnacleprogress and #shapingsustainableliving. We even connected Bonusly to our wellness platform, so people can praise participations in activities such as step challenges.”



Goal 2:

Providing ample opportunities for our people to do what they love most and do best

Getting a good mix of people on board only makes sense if you also allow them to become the best versions of themselves. This is something we do, among other things, by focusing on **internal growth and continuous learning and development initiatives**. Talent first is rapidly becoming a mindset.

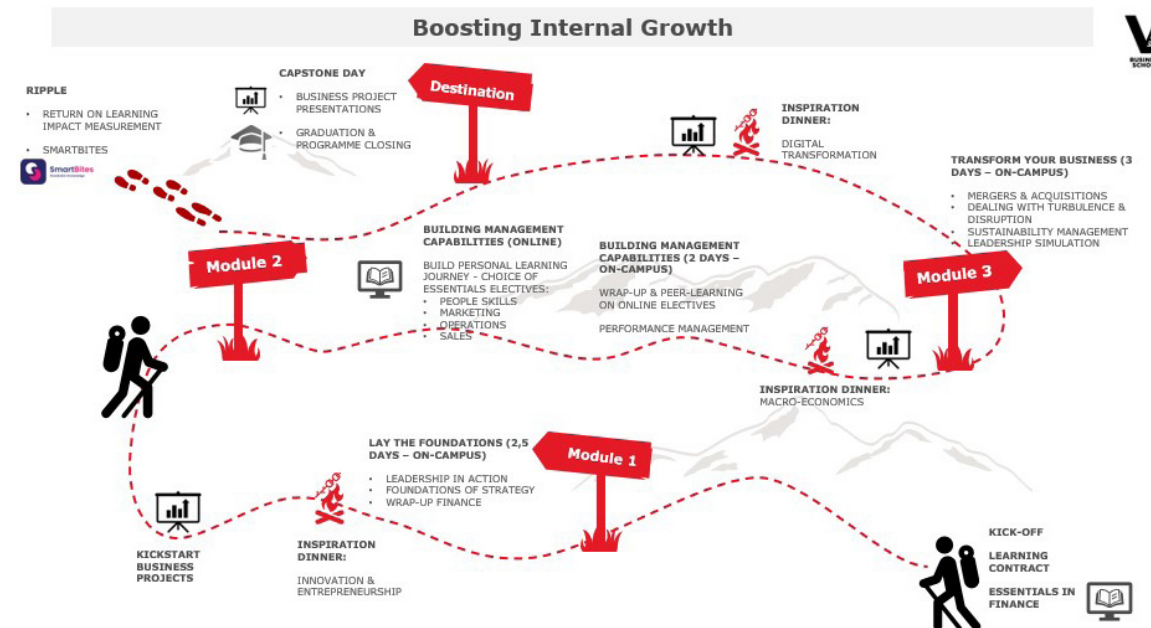
Measuring our current 'talent first status', however, is no easy task. Why? Even smaller initiatives can have a big personal or collective impact. That said, we feel a company's internal growth numbers do paint a realistic picture of the opportunities it provides. At B.I.G., for example, no less than **10% of all employees moved on to a new role** within the Group in 2022.

In the coming years, we want to further promote internal growth, as we believe that finding the perfect professional match for each employee is key to employee retention. Instead of looking elsewhere for talent, we try to make the most of the motivated workforce we already have – a win-win deal.

Boosting Internal Growth: a unique learning track

Vanessa Dutrieue, Talent Development & Learning Director

"Opportunities don't happen, you create them. With this motto in mind, we launched a new global training program in collaboration with Vlerick Business School: Boosting Internal Growth. This customized, 11-month learning track dives deeper into key management areas, such as leadership, finance, strategy, HR and sustainability. The pilot course in 2022 was a big hit, with 100 participants from across the globe. So, we look forward to continuing Boosting Internal Growth in the years to come. It will allow us to further build a global B.I.G. culture centered around development, responsibility and top performance."



Your life, your career, your choice

Tim Vanderhaegen, Plant Manager

“After my studies in bio engineering, already 10 years ago, I immediately started working for B.I.G. in Wielsbeke, Belgium. First as a Process Engineer in the Vinyl department, later in the role of Production Manager. When the Vinyl and Luxury Vinyl Tiles activities were split, I moved up to Plant Manager of the Vinyl plant. But not so long ago, I felt it was time for a change again. I wanted to expand my horizon beyond operational duties. My manager sent me on a leadership course at a renowned school in France. And HR was supportive as well: we agreed on an international experience. In July 2022, I moved with my wife and 3 kids across the Atlantic, where I became Plant Manager at Beauflor USA.”

Monica Reiersdal, Warehouse Operator

“I worked as BerryAlloc’s Canteen Chef for many years. I felt completely at home in the kitchen, but I was experiencing back problems due to standing on my feet all day. A colleague pointed out that it was time to try something new, so I approached my HR Manager Ivar Holm, and he suggested I work in the warehouse. And that’s where I am now. I have less backache and I can move around much more easily. I haven’t felt this good in a very long time. Cool detail: I also got my forklift license. I had never driven a forklift before, so that was exciting, and it still is!”



Goal 3:

Creating an environment that allows for healthy minds in healthy bodies

Our **global wellbeing program Energize2GROW** was launched in 2021 and accelerated to full speed in 2022.

The 4 pillars of Energize2GROW

- ✓ On the go: staying fit
- ✓ Go slow: reducing unhealthy habits
- ✓ Glow: healthy eating
- ✓ Flow: mental health and resilience

Our ambition is to organize at least one initiative per pillar each year. In 2022, we certainly hit that target with ...

- ... fruit at Work
- ... microbreaks: videos showing which relaxation exercises employees can do at their desks
- ... a campaign to quit smoking
- ... a bike day with free bike check-up for our employees
- ... a keynote on health at work
- ... and much more!

Incoming: vitamin boost

Mathieu Vandenbussche,
Wellbeing & Vitality Specialist

“At all our Belgian sites and the B.I.G. site in Comines, France, we’ve started providing our employees with a weekly dose of fresh fruit – nature’s candy. Colorful displays in office spaces and operational working environments guide everyone with both a sweet tooth and a love for healthy food to the right spot. The reactions have been great and we’ve already ordered extra fruit in some locations to make sure everyone gets his or her piece of fruit.”

On top of that, we launched **2 global active challenges**:

✓ From 21 March to 18 April, we organized our ONE B.I.G. Million Step Challenge. Teams of 6 people were put to the test to take 1 million steps in that time frame, either on foot or running. About 455 participants participated and collected a whopping 109.945.576 steps together. That's 3 times the distance from Beaulieu Canada to Beaulieu Australia!

50.000 steps on a Saturday or Sunday

Nele Vandoorne, ICT ECM Coordinator and Management Assistant

"It's actually very simple. Within our team, we agreed to walk in group as much as possible, for example over lunch. We also continuously motivated each other to do better, resulting in a healthy internal competition. To illustrate, on most weekend days, we challenged each other to take 50.000 steps in a day."

✓ At the end of 2022, we organized a second challenge. This time not with steps, but with time in motion, meaning swimmers, cyclists and other athletes could also participate. For 4 weeks, the 250 participants spent an average of 57 minutes of exercise per day, almost twice as much as the World Health Organization recommends.



Goal 4:

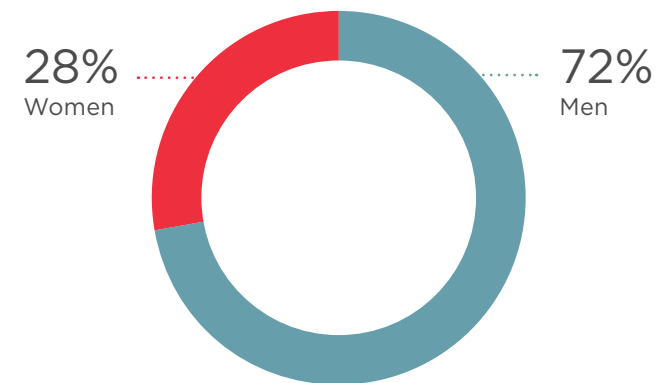
Building a diverse workforce, where everyone feels included

A healthy variety of people from different backgrounds and cultures provides us with the balance of voices and diversity of thought that we need. We make sure that our employees feel that their presence, ideas and contributions are truly valued and taken seriously. Nevertheless, we set the bar as high as possible, as there are still many opportunities to seize and we want to become a benchmark example in diversity and inclusiveness.

B.I.G. nationalities



B.I.G. gender balance



(Check the Appendix for more figures on diversity.)

Local communities



Why does it matter?

Manufacturing companies like B.I.G. are no islands in society. On the contrary, they often only reach success with the help of their local communities. It's where they source many of their (future) employees, suppliers and customers from, while it's only by being a good neighbor that they'll get **a social license to operate**.

Besides the social aspect, there's also the environmental side of things. Manufacturers are often large energy consumers, they come with increased (heavy) mobility around their facilities, they generate a significant amount of waste, leave a water footprint and so on.

To sum up, there's a lot of taking. And we believe there should be plenty of giving back as well. Not just in the form of charity donations, but particularly by being **an exemplary community member that creates shared value**.

This is already the case if you operate in just 1 local community, so it's definitely true if you operate in 19 different countries, like B.I.G. does.



What are we aiming for?

We aim to be a **responsible, well-respected and unifying member** of the communities we operate in by:

- ✓ minimizing the nuisance for our direct neighbors
- ✓ donating to charities with a local impact
- ✓ maintaining good relationships with governments, educational institutions, NGOs and other parties
- ✓ blending in with respect for habits and culture
- ✓ economically empowering local entrepreneurs with solid and sustainable business plans

On most of those points, we can present a strong track record. However, we feel it's mainly through **economic empowerment** that we can make a lasting difference. This is also what the communities themselves hope to get in return from businesses, according to various studies. So, economic empowerment will be a clear focus point in the coming years, because we can still take big steps on that front.

Where do we stand?

Giving back to communities is very much a grassroots thing in our organization. All B.I.G. sites handle their own charity, student and other social programs, mainly driven by what our employees find important. After all, they're part of the local community as well, so they know best what's needed and how to connect with different local stakeholders.

To complement the bottom-up initiatives, we formed a new cross-divisional **Center of Excellence for Communities** in 2022, led by our CEO, Pol Deturck. This team will, among other things, strengthen our overall focus on economic empowerment.

21 golden tickets for close-to-my-heart charity goals

Emma Van Praet, Project Communications Specialist

“In November 2022, we sent our internal ONE Magazine to all our employees across the globe. We randomly added golden tickets to 21 copies and made sure that these special copies were evenly distributed among our production sites as well as headquarters. Long story short, one employee from each site got a golden ticket in his or her magazine. This ticket had a value of 500 euros, which could be donated to a charity of choice, from supporting traffic victims to taking care of abandoned animals.”



International master students get a taste of the B.I.G. life

Sylvie De Bock, Talent Acquisition Partner

“In December 2022, we welcomed 20 students of the International Master of Science in Textile Engineering from the University of Ghent to our Fibres and Needle Felt sites in Kruisem, Belgium. They received tours at both sites, with an emphasis on interaction. For example, at our Fibres plant, the students were asked to sort weaving thread according to texture. At the end of the day, we received a lot of interest in internships and job openings – something we will definitely follow up on with our B.I.G. Campus Recruitment. These students might well be tomorrow’s Innovation Directors or Plant Managers.”



From growing moustaches to keeping bees

A selection of grassroots community initiatives at B.I.G.:

- ✓ **Beaulieu Australia** – In support of the Movember movement, 5 co-workers grew moustaches for a month to raise money for mental health, suicide prevention, and prostate cancer. Great mowing, guys!
- ✓ **Juteks Slovenia** – The team helps students from underprivileged families as well as young athletes whose families are unable to finance participation in sports camps.
- ✓ **Beauflor USA** – We donated to the Kentucky Flood Relief Fund. The money is destined for funeral expenses, home repairs, new homes and emergency help for survivors.
- ✓ **Beaulieu Mats Poland** – Employees collected corks and bottle tops for a charity cause that supports a child with spinal muscular atrophy.
- ✓ **Pinnacle USA** – With over 200 kg of food donated to the local food bank and the adoption of 4 military families, Pinnacle once again proves its value for the local community.
- ✓ **Beaulieu Technical Textiles Comines, France** – We made our very first honey with the beekeeping program at our Comines-Warneton facility. This will boost biodiversity in the community – definitely something worth buzzing about.
- ✓ **Beaulieu Canada** – A total of over 11.000 dollars went to charities like Fondation santé Daigneault-Gauthier, Lowe's Foundation, Club Lions Acton Vale, City of Hope, and École des métiers de la construction.
- ✓ **Beaulieu Fibres International Terni, Italy** – This site provides plastic waste to Iconoplast, a modern art project at Museo Caos in Terni, Italy. The plastic waste is the main material of the artwork.



Safety



Why does it matter?

As an employer, we have the **moral and legal duty** to provide a safe workplace. No employee should ever compromise their health and bodily integrity to carry out a job. Everyone should always go home safe and sound at the end of the working day.

Moreover, **a safe workplace is a productive workplace**. When safety is a priority and there's a culture of wellbeing within the workplace, team members thrive: they deliver a higher quality of work and increase effectiveness.

What are we aiming for?

In 2021, after interactive workshops, we defined our **Safety, Health and Environment (SHE) ambition, together with a grand plan for 2025**. This is what we want to achieve in a nutshell:

Leadership:

We want to establish a culture of leadership that prioritizes self-awareness of each employee to recognize SHE as their responsibility and to act upon it.

Tools:

We want to develop user-friendly tools and systems, and implement them to make our SHE performance visible, to stay self-aware and to keep moving forward. This includes a set of leading and lagging KPIs, as well as SHE software to follow up on events and actions.

Additionally, all sites will have management systems in place in accordance with the international standards ISO 14001 (environmental management) and ISO 45001 (occupational health and safety management).

Standards:

We want to determine global SHE standards for tools and equipment, which we will implement in a structured way across our sites.

Impact:

We want to create a safer and healthier working environment, while we also want to reduce the ecological impact of our activities and products.



“We want to make a major change in our safety culture. After putting the basics in place and moving safety up the agenda, we’re now further implementing our 2025 plan. The focus for 2023 will be on behaviour, visible leadership and improving incident investigation. These topics require the entire organization’s attention and contribution, but are essential to achieve our SHE goals.”

Sybil Saelens, Corporate SHE Director



B.I.G.safety

STOP UNSAFE WORK AUTHORITY

I have the responsibility and authority to intervene and stop unsafe work or behavior.



LOCK OUT, TAG OUT, TRY OUT

I always ensure that all energy sources are isolated and under my personal control before intervening on work equipment.



SAFETY DEVICES

I never bypass safety devices without written authorization and assurance that a safe alternative is available.



VEHICLES

I never drive a vehicle without wearing my safety belt, having good visibility, and having my full attention on driving and my surroundings.



WORKING AT HEIGHT

I always protect myself and my tools from falling when working at height.



PERSONAL PROTECTIVE EQUIPMENT

I always wear the required general and task-specific personal protective equipment.



WORK PERMIT

I always ensure that a valid work permit is used for risk activities and carry out a risk assessment when required.



SLIPS, TRIPS & FALLS

I always consider the risk of slips, trips and falls.



These rules save lives!

Where do we stand?

Leadership:

✓ **Safety at the top of the agenda** – We made good progress in this area in 2022 and the SHE organization has been put in place. All sites now organize regular safety walks and talks, and SHE has been integrated in our Operational Excellence Program. We also held Safety Days at several sites, involving over 1.000 employees. On those days, we shut down production and completely focus on safety by sparking discussions within teams.

✓ **Sharing of best practices** – In 2022, we appointed regional SHE managers. They are ideally placed to inspire local SHE managers with examples from other sites. We also finetuned our digital communication of safety-related topics.

✓ **Local SHE improvements plan** – All sites now have SHE plans in place to reach our B.I.G. SHE goals for 2025 and to address site-specific risks and opportunities. Follow up is being done.

Tools:

✓ **SHE software** – Proven software for accident and risk management was rolled out in all B.I.G. sites. This will benefit sharing and evaluating results.

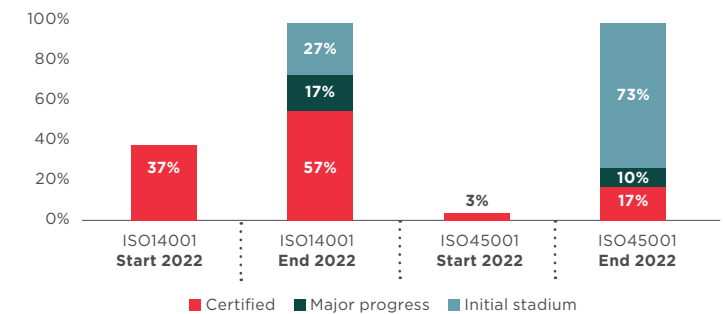
✓ **Safety score** – We have a set of KPIs to track progress, bearing our 2025 goals in mind.

One of these KPIs is the safety score, which is determined by 3 mandatory KPIs (housekeeping, accident risk rate, and safety walks and talks) and 2 plant-specific leading KPIs.



✓ **SHE management systems** – We took big steps to achieve our 2025 goal of having ISO 14001 and ISO 45001 management systems in place at all production sites, but there's also plenty of work to be done.

ISO 14001-45001 progress 2022



Standards:

✓ **Minimum requirements for safety critical activities** – We established 1 golden rule and 7 life-saving rules, and organized safety campaigns on all sites.

2022 Global Safety Campaign

A selection of safety initiatives at B.I.G.:

Pinnacle, USA

At Pinnacle, a row of road signs along the driveway features our golden rule: "I can stop unsafe work." It helps us to remind ourselves of both the importance of safety in the workplace, and the fact that everyone is allowed to stop unsafe work at any time.



Turfgrass, Spain

The Turfgrass team in Spain received T-shirts with our life buoy and rules printed on them, as well as some delicious cupcakes with the message "These rules save lives."



Belgian sites

The team in Oostrozebeke came up with the original idea of making donuts and cakes in the form of a life buoy – and many other Belgian sites quickly followed in their footsteps.

OPUS, Russia

In just a few weeks, OPUS Russia managed to put together a fully-fledged safety day with workshops, management speeches, gadgets, banners, cupcakes and a website.



Beaulieu Australia

At Beaulieu Australia, the safety rules are displayed on a large board in the office. Also, life buoy key chains were handed out to all employees, so they always have a reminder close by.



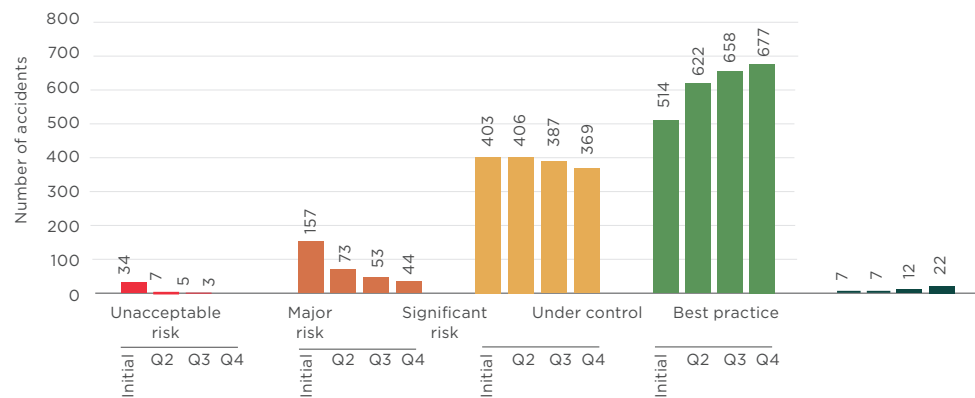
Impact:

- ✓ **Elimination of major safety risks** – B.I.G. organized a company-wide SHE screening in 2020, giving an overview of all SHE risks in our operational sites. These risks were categorized in:

We first focused on eliminating the highest risks and managed to eliminate over 90% of our red risks and 70% of the orange risks.

- **Red** or unacceptable risks
- **Orange** or major risks
- **Yellow** or significant risks
- **Light green** or under control
- **Dark green** or best practice

SHE Screening Score Evolution

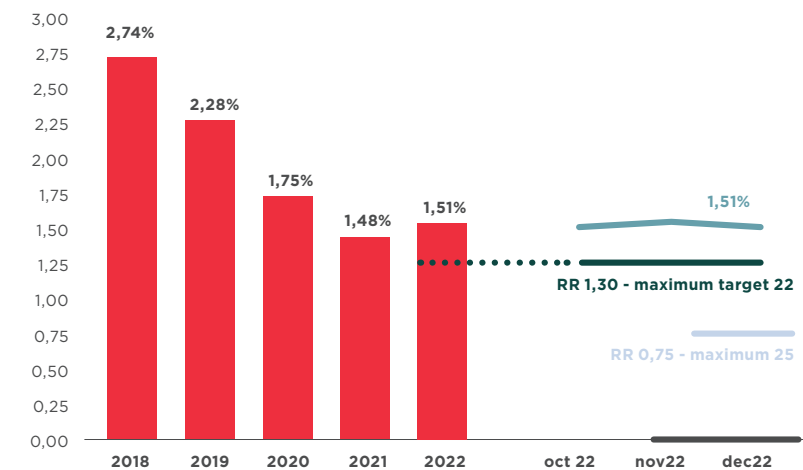


We went from an overall risk control score of 3,27 at the beginning of 2022 to 3,61 at the end of the year. Our goal is to reach an overall score of 4 by 2025.



- ✓ **Improved safety scores** – All sites worked hard and improved their overall safety scores, with the housekeeping results and safety walks and talks being particularly encouraging. However, we didn't succeed in further improving our accident risk rate: we registered 68 work-related accidents in 2022, resulting in more than 2.000 working days lost.

Accident risk rate all sites





ROUTE 3

We work towards a circular economy with the whole value chain in mind

From reducing the pressure on our environment and securing the supply of raw materials to increasing competitiveness and stimulating innovation, the benefits of a circular economy are plentiful. That's why we prioritize responsible material sourcing, circular products and sustainable packaging to break through the take-make-waste model.

Circular solutions



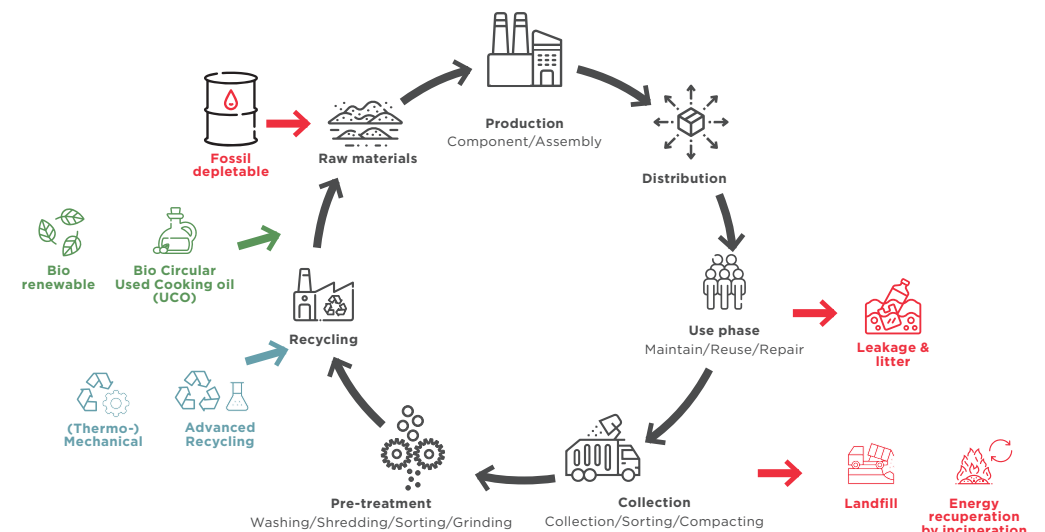
Why does it matter?

Climate change and the scarcity of natural resources are two severe consequences of the linear production and consumption model that we're all too familiar with. It's basically nature's way of saying stop. And if we want any future on this planet, we'll have to listen.

The solution lies in the circular economy – or at least partly. This model is all about **keeping materials at their highest value for as long as possible and, secondly, closing loops**. Doing this right will minimize the use of precious resources, the creation of waste and the emissions of greenhouse gases.

Moving towards a more circular economy could deliver benefits, such as reducing pressure on the environment, improving the security of material supplies, increasing competitiveness, stimulating innovation, boosting economic growth and creating jobs. What's not to like?

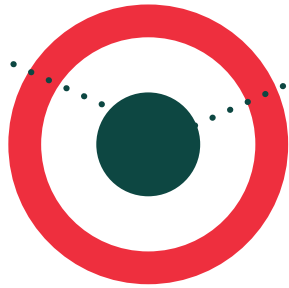
As a large industrial Group, we're ready to play our part in the transition.



What are we aiming for?

Our 2 key circularity goals are as simple as they are ambitious:

by 2030, we only want to offer
100% recyclable flooring solutions*.



by 2030, we'll drastically reduce our consumption of fossil-based, depletable resources, by **using at least 50% recycled or renewable raw materials in our production.**

* according to ISO 14021, in which recycling is defined as the processing of waste materials for the original purpose or for other purposes, excluding energy recovery, with commercially available technology at scale.

But there's more. Although the essence of circularity – reusing resources and eliminating the creation of waste – is easy to grasp, it's still a broad concept with many different elements. Therefore, we aim for a **holistic approach**:

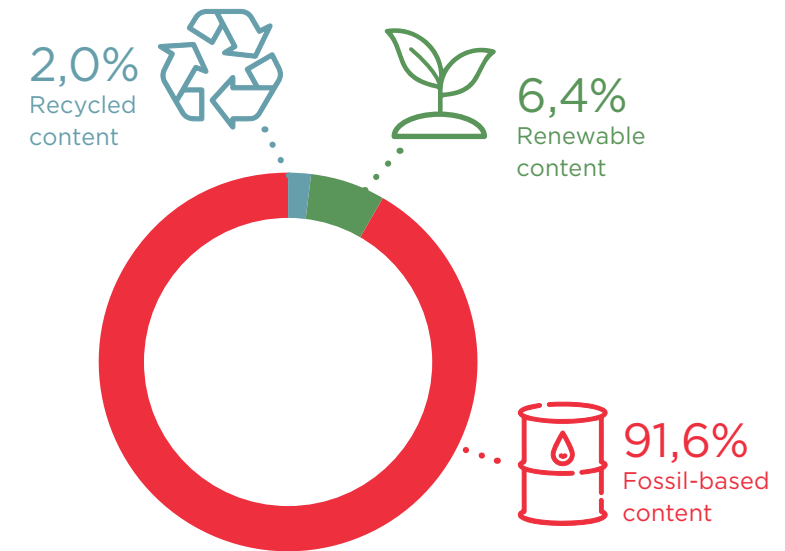
- ✓ We want to significantly increase the durability of our solutions. After all, if solutions last a lifetime, there's no need to dispose of them.
- ✓ We want to strictly use sustainable packaging practices. For example, by 2030, we aim for a minimum of 50% recycled content in our packaging, of which at least 40% should be post-consumer recycled.
- ✓ We want to generate awareness within B.I.G. of the opportunities that come with circularity.

In short, we want to excel in circular solutions to facilitate sustainable living.

Where do we stand?

To keep track of our first circularity goal, we set up a metric to monitor the origin of consumed materials. Our ambition is to shift from fossil-based, depletable resources towards renewable and recycled materials. Important: for polymers, we included both post-industrial and post-consumer recycled content.

Our **Fossil Free Index**, which we created in 2022:



“Several divisions have proven to be true circular champions over the last years and are already close to our 2030 target, such as BerryAlloc, Luxury Vinyl Tiles (LVT), Tessutica and Distriplast. Other divisions are still at an early stage, but also for the most complex product groups, we are knee-deep in circular projects, either within B.I.G. or with external partners.”

Pieter Vanoosthuyse, Business Development Manager for Recycled Polypropylene (rPP)

Telling business cases

Wood & laminate

With an average share of **81% renewable content** at the end of 2022, wood is the product group that tops the Fossil Free Index when it comes to avoiding depletable resources. However, we feel there's still some progress to be made, so we keep on investing in projects that get us closer to 100%. Go hard or go home, right?

Good to know: BerryAlloc solutions strictly contain wood that is sourced from responsibly managed forests.

Wanted: eco-friendly binding agents

Trygve Martinsen, General Manager

"We started our sustainability journey for high-pressure floors and wall products back in 2015. One of our main priorities has been to find ecological binding agents for wood products. In our search, we collaborated with the Norwegian Technical University (NTNU), the Paper and Fiber Research Institute (PFI) and a consortium of like-minded companies. Among the first results was a new recycled kraft paper which we integrated into products. Next step: developing a lock based on 100% recycled material. In 2022, we managed to complete this innovation and it will be integrated into our new Senses collection as from 2023."



Needle Felt

It's time to Rewind® (and recycle)!

Bénédicte Lobel, Business Development Manager

"Every year, more than 100 million m² of carpet is being produced to bring a pop of color, a soft touch and lots of ambiance to events all across the globe. When the event is over, most of that carpet winds up in landfills and incinerators. No more. It was time to rewind. So, we made the world's first Cradle-to-Cradle Certified event carpet: Rewind®. A major gamechanger was replacing the latex backing with a thermal bonding process, thus reducing our raw material needs, as well as our water and energy consumption. Even more, the mono-material carpet is perfectly apt for recycling, something we stimulate by setting up partnerships with recyclers to collect the carpet from our clients."

Total sustainability impact of Rewind®
(up until the end of 2022):

1.482.508
liters of water saved

1.468.494
kWh of energy saved

1.572
tons CO₂e reduced

Polymers

Today, fossil-based polymers still make perfect sense from a commercial point of view. It's simply the most (and often the only) feasible way to go. But we fully realize that's not the future. So, our focus shifts increasingly to renewable feedstock and advanced recycling as means to avoid using fossil fuels.

A big milestone on this front is the **ISCC Plus Certificate for our Polychim production plant** that we received in 2022. This paves the path to the production of "bio-based low-carbon" polypropylene using renewable feedstocks, as well as "circular" polypropylene, derived from chemical recycling of post-consumer plastic waste, which otherwise would be landfilled or incinerated.

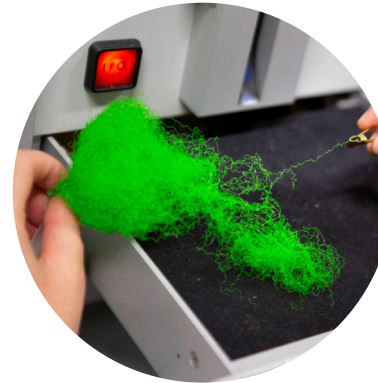
Fibres

Coming up with circular solutions for fibres is challenging. Simply put: adding recycled content to fibres without compromising their quality is a complex undertaking. For example, fibres are commonly between 15 to 100 micrometers thick. The risk of contamination or even rupture is very high if you use recyclate, as it often contains dust particles, sand grains or other irregularities, compared to virgin materials.

Despite these complexities, we're looking into **chemically and mechanically recycled PP** as materials for our fibres. VLAIO – short for Flanders Innovation & Entrepreneurship – gives us financial support to realize this transition.

"Our vision is to become the first European PP producer of fully segregated low-carbon and circular PP. This way, we'll better meet the growing demand for sustainable alternatives."

Hery Randria,
General Manager



Hot off the press: fibres made with renewable feedstocks

Maria Teresa Tomaselli, General Manager

"Since 2022, Beaulieu Fibres International in Terni (Italy) offers ISCC Plus certified bio-attributed MONO-PP and BICO PP/PE Fibres. The full product portfolio is available (1,3-8,9 dtex, all finish classes). These drop-in solutions, without loss of quality, support our customers in reducing their reliance on virgin resources for nonwoven and engineered fibres applications. In the first quarter of 2023, the underlying technology will be extended to B.I.G.'s other Fibres plants in Belgium to support our goal of reaching zero environmental footprint by 2030."

PP Corrugated Sheets

Distriplast ups usage of recycled material by 13% in 2022

Vincent Boggio, General Manager

"For the same production volume, we managed to increase the total share of recycled material in our solutions by 13%. Mainly for the construction industry, we've developed a sustainable solution line. To illustrate, our black corrugated sheets for walls, floor covers and concrete slab casing contain between 50% and 62% of rPP. Also worth mentioning is that we found a source of recycled material by Beaulieu Technical Textiles that we can work with. This further boosts circularity within our organization!"



Upholstery Fabrics

Tessutica turns waste into first-class sofas, cushions and more

Annette Van Driessche, Brand & Commerce Manager

“Tessutica makes upholstery fabrics for various kinds of furniture. Our people at Tessutica are – quite literally – the ones giving you that warm feeling when you get into your couch. And at Tessutica, we also have a deep love for our planet. That’s why our Greencare collection is made out of 100% recycled waste: upcycled cotton from garments and recycled PET from land and sea waste. As a proud SEAQUAL licensee, we want to be a partner for organizations fighting marine and river pollution.”

Innovation: circularity’s best friend

Cushion Vinyl

In 2022, we set up different projects with industry partners to explore options to increase the share of recycled and renewable content in vinyl solutions. Two examples:

- ✓ Project Robinson: together with Sioen, a specialist in technical textiles and apparel, we examine how we can mechanically recycle complex PVC waste, such as the polyester backing of cushion vinyl products.
- ✓ Project DSSOLV: B.I.G. teams up with Sioen, Empire Carpets, Centexbel and Inovyn to assess the pros and cons of dissolution recycling of PVC products.

Besides these projects in Belgium, we also participate in international projects.

European CISUFLO project: cooperation beats competition

Lara Misseeuw, Innovation Project Manager

“Within the CISUFLO consortium – short for Circular Sustainable Flooring – B.I.G. is leading the way for PVC vinyl flooring, namely cushion vinyl and luxury vinyl tiles (LVT). Something we do alongside various industry partners, associations and research institutions.

Different tests from 2022 showed promising results. For example, we succeeded in producing the rigid composite board of LVT with 100% mechanical recycled PVC waste on a lab scale. Now, we’ll do industrial tests to further assess feasibility. For cushion vinyl, on the other hand, we investigated mechanically recycled cushion vinyl, through SEM measurements (Scanning Electronic Microscopy) and chemical characterization. Consequently, we adapted the paste formulations for the foamed backing layer with inclusion of 5 wt% of mechanically recycled cushion vinyl. This was already tested in an industrial trial. Next up to: commercial roll-out.

Besides product trials, CISUFLO also focuses on the traceability of recycled waste streams, as well as the ecological and economic impact. All project partners will benefit from the results to accelerate the transition towards a circular economy.”



Artificial Grass

Landscape turf: the backing is key for recyclability

Nuria Villena Lerin, R&D Manager

“Our landscape turf always comes with a double backing: a primary backing, which the yarns are tufted onto, and a secondary backing, which is applied to the primary backing as the outer material. Depending on the environment – lots of traffic or nearly no traffic, humid or dry, etc. – these backings can be made of different types of material. If that’s the case, recyclability is next to impossible. Think of it as mixing black and white. You end up with grey, but you can never go back to white or black. In the end, you are left with a mix of materials, which cannot be recycled or reprocessed due to the materials’ different properties.

To sort this issue, we designed a new type of secondary backing: Ecobacking. Unlike our previous secondary backings, ecobacking is made of a polyolefin, which is of the same type as the pile yarns and primary backing. The outcome: higher recyclability, less material needs, and premium stability and durability. It doesn’t make our landscape turf mono-material just yet, but it’s coming close.”



A holistic approach

Generating awareness

Circularity is so much more than material choices and recycling

Laura Dewulf, Innovation Project Engineer

“After participating in trainings on eco-design and ecosystem & design thinking, I shared my findings on our B.I.G. Innovation Days. Above all, the fact that circularity is about much more than sustainable material choices and recycling programs was a real eyeopener. It’s also about:

- ✓ making products more functional, thus eliminating the need for certain other products
- ✓ increasing the longevity of products to decrease the number of products being used
- ✓ designing revenue models across the whole value chain
- ✓ engaging customers with an attractive value proposition
- ✓ optimizing logistics by setting up synergies and collaborations both internally and externally

The eco-design session was well received, so we decided to turn it into a workshop. In 2022, I organized sessions for our teams responsible for needle felt, tufted carpet, turf and mats to increase awareness and to change people’s perception about circularity. Different profiles joined in, from Quality to Marketing and Sales. This type of awareness building is definitely something we’ll continue to do in 2023.”

Increasing longevity

Ostend-Bruges Airport chooses geotextile that lasts over 100 years

Roy Kerckhove, Sales & Marketing Director

“For the renovation of the runway at Ostend-Bruges Airport, the airport authority installed over 160.000 m² of Terralys KF57/57. This polypropylene woven geotextile by Beaulieu Technical Textiles was selected over the conventional method of applying 10 cm of gravel to strengthen the asphalt structure. The results: 252 tons fewer CO₂ emissions, 3 trucks of geotextile instead of 593 trucks of gravel, and an extended lifespan of the runway. This last key benefit is related to the superior durability – over 100 years! – of our Terralys product, while its wear resistance avoids microplastics from being released into the environment.”



Introducing sustainable packaging practices

Sustainable packaging has moved up the agenda

Dieter De Jans, Global Category Manager Indirect Spend

“Our new B.I.G. Center of Excellence for Packaging has set itself ambitious short and long-term goals, such as a share of post-consumer recycled content that exceeds 65% by 2035. And we already made good progress in 2022. Concrete examples include our Artificial Grass production site in Spain reducing the thickness of their plastic foil from 112,5 to 100 micron, in accordance with our Belgian benchmark, and their stretch foil from 23 to 17 micron, with the help of new technology. Distriplast and Beaulieu Technical Textiles carried out similar actions. We've also made headway with recycled content for our plastic packaging. Today, we're at about 30%, but the goal is to increase this share quickly in order to meet the targets proposed by the European Commission well ahead of the deadline.”





We take responsibility for our climate impact

This route is about our long-term impact on the climate. We are fundamentally transforming the way we generate energy for our facilities as well as the way we produce and distribute our goods. Next to the efforts mentioned in Routes 1 and 3, a focus on renewable energy, low-carbon production and sustainable mobility should lower our GHG emissions.



Renewable energy

Why does it matter?

A large chunk of the greenhouse gases that blanket the Earth and trap the sun's heat are generated by burning fossil fuels, such as coal, oil and gas, to produce electricity and heat. That means **energy is at the heart of the climate challenge**. And, consequently, it is also key to the solution.

To change course, we urgently need to **transition to alternative sources of energy that are clean, accessible, affordable, sustainable and reliable**.

Looking at the options, most eyes are on renewable energy sources today. They are available in abundance all around us, provided by the sun, wind, water, waste, and heat from the Earth, but also offer plenty of other benefits on top. They emit little to no greenhouse gases or pollutants into the air, while they're also cheaper in many cases, create jobs and make economic sense.

The energy transition is **a positive story** and we're determined to help writing it.

7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



What are we aiming for?

By 2030, all B.I.G. sites will use **100% renewable energy**.

Renewable energy is a burning topic at all levels of society, from individual households and businesses to supranational organizations. For example, Australia is going for 82% renewable energy by 2030, the White House is targeting 80% by 2030, and the European Commission backs a goal of 45% by 2030.

To each his own, but we feel 100% renewable energy in our operations is within our reach, so it was never up for debate when we defined Route 2030.

Where are we today?

By the end of 2022, the total share of renewable energy for electricity and heat at B.I.G. sites was **12% (up 4% from 2021)**.

For electricity, we've been making good progress in the last couple of years, with a main focus on **solar panels** to provide for our own energy, as well as **green energy contracts** with external providers. So far, 14% (up almost 5% from 2021) of our total electricity use stems from renewable energy sources.

Thermal energy like gas is trickier, but we're assessing our long-term options carefully and will take prompt action when the time is ripe.



Scan this QR code to watch our solar panel video!



Solar and wind energy power B.I.G.'s future

Maxime Vuylsteke, Group Energy Manager

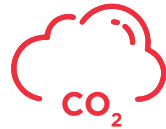
23.790 solar panels provide green energy for 6 B.I.G. sites

"After a successful photovoltaics project in Kruisem, we selected 5 more locations for similar projects: Oostrozebeke, Wielsbeke, Menen, Komen and Comines – all situated in Belgium, except for Comines, which is in France. In this way, we're able to use solar energy in many of our product groups: Artificial Grass, Needle Felt, Fibres, Technical Textiles, Yarns, Laminate, LVT and Cushion Vinyl. Together, all sites are equipped with 23.790 solar panels. About 7% of the energy we use at these sites comes from the solar panels, which amounts to a total of 8.597 MWh – equivalent to the energy used by 2.605 families each year. In addition, we save 1.183 tons of CO₂e per year, roughly the annual emissions of 117 households."

B.I.G. windmill in Kruisem approved

"When it comes to investing in your own wind turbine, there are still a lot of misunderstandings out there. For example, you don't need an enormous area of free space to build one, it's financially much more attractive than some groups want you to believe, and the sustainability benefits far outweigh the environmental impact related to the construction of a wind turbine. Therefore, we're glad to announce the approval of 2 wind turbines at our site in Kruisem, Belgium. They will generate around 20.000 MWh, which accounts for about 25% to 30% of the site's energy needs. Meanwhile, we're also exploring the option of private wind turbines for other B.I.G. sites."

Greenhouse gas emissions



Why does it matter?

By trapping heat from the sun, greenhouse gases have kept Earth's climate habitable for humans and millions of other species. But those gases are now out of balance and threaten to change drastically which living things can survive on this planet, and where.

Newsflash for those who think we're already turning the tide: atmospheric levels of carbon dioxide – the most prevalent greenhouse gas – are at the **highest levels ever recorded**. In other words, we need to collectively step up our game.

Fortunately, effective strategies for ramping down greenhouse gas emissions already exist. And as a Group with high sustainability ambitions, B.I.G. is determined to use those strategies to **help restore the balance**.

What are we aiming for?

We want to bring our **greenhouse gas emissions balance (Scopes 1, 2 and 3) to zero by 2030**.

This means cutting greenhouse gas emissions from our own operations (Scope 1 & 2) to as close to zero as possible. However, part of our impact also comes from what happens beyond our own gates. **When looking at the complete value chain (Scope 3), we aim to reduce our emissions by at least 42%, compared to our base year 2021**, while also compensating for residual emissions that cannot be abated – thus bringing the overall balance to zero.

Where do we stand?

In 2022, we primarily focused on assessing our carbon footprint and understanding the main causes of it. This is something we did in **collaboration with Climact**, a company that specializes in **calculating Scope 1, 2 and 3 greenhouse gas emissions** for both businesses and public organizations, following the GHG Protocol.

Among the **main challenges** were gathering all data (e.g. not all our suppliers quantify the impact of raw materials) and assessing what happens to our products beyond our gates (e.g. when they are no longer in use).

In the end, we got the job done by combining our internal expertise – including our databases and Life Cycle Analysis (LCA) team – with Climact's expertise and information shared by our suppliers. In the coming years, we will continue to further refine the data to obtain even more precise calculations.



“Climate science is clear: to avoid the most catastrophic impacts of climate change, global warming must not exceed 1,5°C above pre-industrial temperatures. So, at the start of 2023, we submitted a commitment letter to join the Science Based Target initiative (SBTi).”

Jelena Mnacakanjan,
Sustainability Data
Manager

Our Group's total carbon footprint for 2021, which will be our base year:

Scope 1, 2 & 3 = 2,7 Mt of CO₂e (+/- 10%)

To make it more tangible, this equals the GHG emissions of a city with approximately 300.000 inhabitants.

Important!

In this calculation, we didn't include the impact from the 'Use phase' and 'End-of-life phase' for our Polymers (except for Distriplast) and Engineered Solutions. As our Polymers (except for Distriplast) and Engineered Solutions are used in a wide variety of applications, we lack the visibility to make reasonable estimates.

For our Flooring Solutions and Distriplast, we included an estimate of the GHG emissions related to the 'End of Life' phase. Also, we attempted to estimate the impact of our flooring products when in use, considering, for instance, installation and cleaning, but our calculations led to numbers lower than 20 kt of CO₂e, which we did not include.

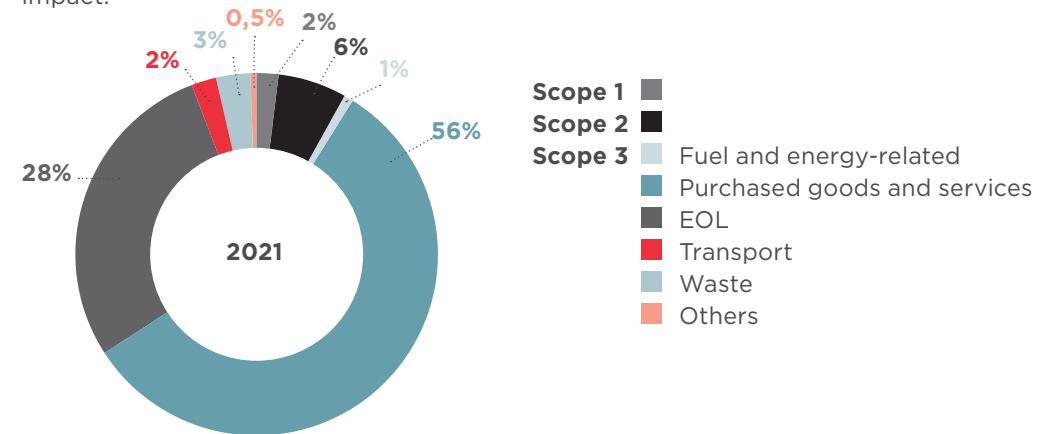
The split between Scope 1 & 2 and Scope 3 emissions:

Scope 1 & 2 = 209 kt of CO₂e (+/-5%) *

Scope 3 = 2,5 Mt of CO₂e (+/- 10%) *

*These figures don't include our Tuft division in Belgium, so that we can compare GHG emissions estimated for 2022. Figures for our Tuft division in Belgium, however, are mentioned in the Appendix of this report.

Scope 3 emissions account for over 90% of our carbon footprint, with raw materials as well as the end-of-life treatment for our finished solutions having the biggest impact.



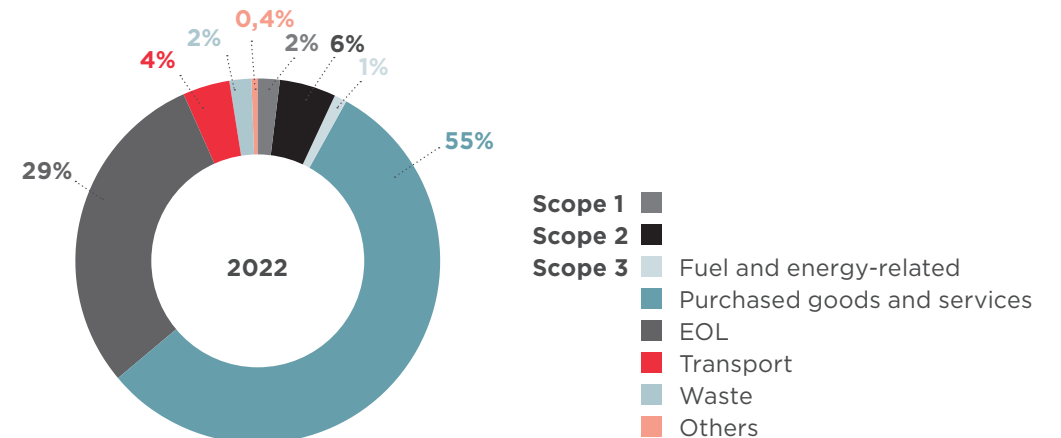
In 2021, we accounted for **more than 225 kt CO₂e removed from the atmosphere** and stored as biogenic carbon in the renewable raw materials we sourced.

The same exercise for our **Group's carbon emissions in 2022** was scheduled for the first quarter of 2023. The results are shown below.

Scope 1 & 2 = 174 kt of CO₂e (+/-5%) **

Scope 3 = 2,3 Mt of CO₂e (+/- 10%) **

**These figures don't include our Tuft division in Belgium nor Act Global.



Progress between 2021 and 2022: our global carbon footprint decreased by almost 9%

This decrease is mostly due to reduced activities in 2022, as well as the shutdown of our Polymer plants in the USA and France for maintenance. We are well aware that we'll need to pull out all the stops to reach our ambitious objectives for GHG emissions.

However, we've already started making some important steps forward:

- ✓ an increase of 4% in renewable energy used
- ✓ an increase of the share of recycled/reused or less carbon-intensive raw materials within some divisions (e.g. B.I.G. Yarns and Tessutica)
- ✓ a reduction of waste, by increasing valorization and reducing landfilled waste

Beyond our global carbon footprint

Next to measuring our global carbon footprint, we're also looking at **the impact of our solutions and projects**.

As to our solutions, the idea is to make the right choices and the most sustainable designs, always bearing in mind the impact. Moreover, we openly communicate about this to our customers.



Making conscious choices with LCAs and EPDs

Sharon Temmerman, Innovation Project Engineer

"In 2022, we performed several Life Cycle Assessment studies (LCAs): from organizational LCAs for Polychim and Tessutica, to targeted LCAs for laminate and Pure, one of our LVT products. These studies enable us to map the environmental impact associated with our operations or with a product's entire lifecycle, from raw materials extraction to end-of-life solutions. This, in turn, allows us to determine the most harmful moments and their causes. Moreover, LCA studies are key to officially communicate the environmental impact of a particular product by means of publicly available Environmental Product Declarations – or EPDs. These EPDs offer customers a reliable way to compare products and thus buy more sustainably."

As to our projects, we've developed a project assessment tool. With this tool, we can now assess the contribution of innovation, investment and other projects to our zero environmental footprint goal.

Environmental score can push projects up the agenda

Femke Faelens, Sustainability Manager

"If we want to reach our zero environmental footprint goal by 2030, we need to prioritize projects with the biggest positive impact. That sounds logical, but pinpointing the exact environmental impact of each project – big or small – within a global, diversified industrial group like B.I.G. is no walk in the park. So, we've developed a user-friendly project assessment tool in 2022 to quantify the impact more easily and speed things up. In short, every project now gets a score, based on a detailed questionnaire. That score helps our business units and divisions in deciding which projects to focus on."

How we've been lowering our GHG emissions

B.I.G tightens its grip on carbon footprint

Now that we've quantified and visualized our carbon footprint, it's time for action. In a first phase, we are planning to build a roadmap, both at group and divisional level, defining intermediate milestones that will allow us to achieve our 2030 targets. We will work together focusing on our GHG hotspots.

Other impactful initiatives at group level include:

- ✓ continuously improving our production processes to increase yield and reduce energy consumption.
- ✓ shifting to more efficient equipment.
- ✓ switching to renewable energy, both considering on-site production and purchasing.
- ✓ innovating, working together with our business partners, to reduce the use of virgin raw materials.
- ✓ implementing design for recyclability in all our product developments.
- ✓ valorizing our waste, exploiting synergies across the Group.
- ✓ increasing the use of post-consumer recycled materials within packaging.
- ✓ setting up new internal trainings to raise knowledge and awareness about sustainability.
- ✓ establishing stricter supplier assessments, considering carbon footprint and sustainability as purchasing criteria.

Full electric fleet by 2026

Kathleen D'Haene, Fleet Manager

"Our Executive Committee and Board decided to move towards a 100% electric company car fleet by 2026. In 2022, we worked on a phased approach to get there, and from 2023 onwards, we'll get things off the ground. It's stimulating to know that many employees already fully embrace the opportunity to go electric. I dare to say that 9 out of 10 employees who recently had to choose a new car already picked the full electric option. To provide ample charging solutions, we'll also be equipping our sites with first-class charging stations. In the end, it's our goal to power our employees' vehicles with the green energy that B.I.G. produces on its sites."





We act with integrity and value open communication

In our quest for zero environmental footprint, we want to protect the interests of our employees and other stakeholders, such as customers, suppliers and local communities. Ethical business conduct, such as supply chain due diligence, and complete transparency through solid communication plans are the yin and the yang of that resolution.



Responsible business conduct

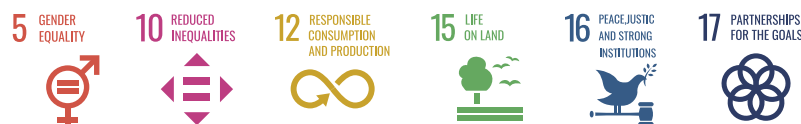
Why does it matter?

As a large industrial Group, we operate in multiple countries and in diverse cultural, legal and regulatory environments. That puts responsible and ethical business conduct **across the whole value chain** right on top of our agenda for Governance – the G in ESG.

The truth is that even in 2022, things many of us take for granted, such as human rights, safe working conditions, fair remuneration and legal compliance, aren't guaranteed at all times – making **due diligence a must** for businesses. We should all move forward.

Responsible business conduct is also an internal priority, from safeguarding product quality to treating all employees with respect and integrity. Businesses should **set the example** within their facilities.

Important benefits of responsible business for B.I.G. include risk management, access to capital, long-term relationships, brand reputation, cost savings and eventually profit.



What are we aiming for?

To secure a value chain that's aligned with us on key sustainability principles and values, we've defined several **supplier goals for 2023**:

- ✓ develop processes to enable the remediation of any adverse human rights impacts we may cause or to which we may contribute and more specifically within our supply chain.
- ✓ actively advocate our Code of Conduct for Suppliers.
- ✓ calculate sustainability scores for suppliers (accounting for 80% of our total spend).
- ✓ screen new suppliers on 3 domains: anti-bribery & corruption, environmental performance, and human rights.

As to our own business conduct, we'll continue to focus on **third-party recognitions and finetuning our B.I.G. policies and guidelines**. For example, with additional and improved labels and certificates, we want to add further credibility to our claims and assure unconditional quality for our customers.

Where do we stand?

In 2022, we formalized our commitment to be a Responsible Business with a new Policy. We reaffirmed our commitment to conduct our business in a manner that respects the rights and dignity of all people, adhering to the UN Guiding Principles on Business and Human Rights and the 10 Principles of the United Nations Global Compact.

We support the elimination of all forms of forced labor, the effective abolition of child labor and the elimination of discrimination based on race, national origin, religion, gender, age, sexual orientation, disability, or any other characteristic protected by the relevant laws.

We do not tolerate any form of harassment. We combat any abuse, including sexual and psychological harassment, mental and physical coercion and any verbally inappropriate behavior.

We are committed to providing a safe and healthy working environment, fair remuneration, adequate healthcare assistance, working hours that comply with the relevant laws and ensuring workers' welfare in line with international standards.

Beyond compliance with local labor laws, we have the same respect for the basic values and principles of freedom of association in all the countries in which we operate. We also respect our employees' freedom to negotiate and to bargain collectively.

We expect our employees and all our business partners to respect human rights, fully adhering to the content of this statement as well as to our other policies and complying with our Code of Conduct.

Within the fields of our business activity, risks to the integrity of human rights occur particularly in upstream supply chains. We have therefore developed a Third-party Risk Management program, which means that we can perform a comprehensive assessment and risk analysis within our supply chain and take measures to reduce any risk.



United Nations
Global Compact

Human rights due diligence

In 2022 we also performed an assessment to identify the more salient risks related to human rights:

More salient human rights risks	
Own workforce	• Right to safe and healthy working conditions • Right to equal treatment and opportunities for all • Right to training & development
Value Chain	• Right to safe and healthy working conditions • Right to fair working conditions (adequate wages, freedom of association, ...) • Diversity and equal opportunities in the value chain • Child labor, forced labor

In 2023, we will assess whether current measures to prevent and mitigate more salient human rights risks, but also other, are sufficient. We will also develop processes to enable the remediation of any adverse human rights impacts we may cause or to which we may contribute.



Measurements to prevent and mitigate

In 2022, we added our Code of Conduct for Suppliers to the general terms and conditions in our contracts. Moreover, we laid the groundwork for extensive supplier screenings as well as supplier ratings.

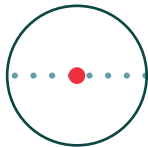
To stress the maturity of our own responsible business practices, we also succeeded in obtaining various external recognitions.

Sanctions screening for suppliers is only the beginning

Els Hostyn, Group Internal Audit and Risk Director
Darie Robbrecht, Group Legal Director

“Sanctions screening is an important process in responsible business conduct. By identifying parties that are committing illegal activities or are suspected of doing so, we can avoid them and, instead, do business with ethical parties. However, sanctions screening is also a complex process. First, many governments and international institutions maintain sanctions lists, which include sanctioned countries, entities, individuals and transactions. Second, these lists often change and, in many cases, companies owned or controlled by a sanctioned party are also deemed to be on the sanctioned list and hence sanctioned. But in 2022, we found a reliable software tool to help us with sanctions screening for our suppliers and clients. The tool does this automatically and continuously, based on several international databases and lists.

As of January 2023, we’ll also start implementing our new Third-Party Risk Management methodology, developed in 2022. This will allow us to identify third parties and suppliers with a high-risk score for anti-bribery and corruption, environmental performance, and human rights. Again, a tool with handy dashboards will provide us with valuable insights into our supplier base.”



Sustainability scores for suppliers: all systems go

Wout Miechielsens, Group Supply Chain and Procurement Director

“Working together with suppliers that share our values to achieve common goals is important. In 2022, we carried out a first sustainability assessment of our key suppliers, accounting for 80% of our total spend. We particularly looked at their commitment to fight climate change, their engagement in circularity, and their values and responsible business practices. The result: more than 50% of the assessed suppliers are already (partially) aligned with our commitments and ambitions. But scoring suppliers is a delicate undertaking, so we want our methodology to be spot on. That’s why we continue to work on a more robust sustainability assessment, integrated within our Third-Party Risk Management program. In 2023, we will repeat the exercise and send out new surveys. In a second phase, we will take actions to support those suppliers that are not yet aligned.”

Certificates and labels give consumers extra reassurance

Valérie Bouckaert, Marketing Manager

“Many B.I.G. solutions carry external labels or certificates to highlight certain qualities, from clean air labels like IACG, to responsible wood sourcing certificates like PEFC. But that can also be the case to stress circularity. Two examples from B.I.G. Yarns:

- ✓ Global Recycled Standard (GRS) Certificate: proof that EgoCycle yarns originating from either one of our 3 plants contain recycled content.
- ✓ REDcert² Certificate: proof that our 2 European Yarn plants produce biomass-balance polyamide yarns for carpets.

These sustainable stamps of approval make it easier for customers to separate the wheat from the chaff.”



Third-party recognition for our sustainability efforts

Lieven Flamée, QHSE Director

“Getting third-party endorsement for the way we operate and handle our corporate responsibility often says more about B.I.G. than we could ever say about ourselves. For example, the increasing number of sites that receive certifications from Bureau Veritas for international standards, such as ISO 14001, ISO 45001 and ISO 9001, proves that we continuously improve our performance in various domains.

We are also proud to announce that 3 sites from Beaulieu Fibres International and 1 site from BerryAlloc received a Silver medal from EcoVadis, a global sustainability ratings platform. This renowned award places our divisions among the top 25% of over 100.000 companies assessed by EcoVadis for 4 categories: Environment, Labor and Human Rights, Ethics, and Sustainable Procurement. Next destination: Gold. B.I.G. Yarns, our third account on the independent platform, made good progress as well.

A second important sustainability recognition from 2022 was by Flanders’ Chambers of Commerce and Industry – or VOKA. Several B.I.G. sites in Belgium, France and Italy were awarded the Voka Charter for Sustainable Entrepreneurship. What’s more, since it’s the third year in a row that these sites received a positive evaluation, they obtained the SDG Pioneer certificate from the United Nations Institute for Training and Research.”

Communication



Why does it matter?

Open and engaging communication is one of the key paths within our sustainability roadmap.

On the one hand, because we're a group that employs 4.907 employees in 19 countries, spread over dozens of sites. Some of those sites have been with B.I.G. for decades, while others have recently joined the family.

On the other hand, because our external network has rapidly grown over the years. As stated in our vision on sustainability, we can't achieve zero environmental footprint on our own. So, it's not only about getting the B.I.G. family on board, but also about getting our friends and acquaintances to do the same – so to speak.

What are we aiming for?

To be completely **aligned with each other on one sustainability agenda**, our team in Australia should know what our French facilities are up to, and so on. This form of transparency generates trust and boosts motivation. And although we cherish the uniqueness of each employee, strong internal communication also creates **a shared identity, a sense of belonging and – ultimately – a common purpose**.

Towards the outside world, we value open communication just as much. **Transparency on ESG performance**, including both strengths and flaws, is the only way to provide customers, suppliers, business partners, communities, governments and other stakeholders with accurate information that informs their decisions, which should, in turn, create a more sustainable world.

Where do we stand?

The results from our 2022 Global Engagement Survey show that communication, interpersonal communication in particular, is still a key opportunity for our organization. Indeed, if we truly want to operate as ONE B.I.G., we need to further invest in **continuous and clear-cut internal communication** on how we're doing as a Group, where we're heading and why each individual matters in achieving the goals we've set on all levels.

The key to success are our managers and supervisors. Each and every one of them has a role to play. They're ideally placed to pass on important information to their teams, while they are also a sounding board for the wishes and needs of individual team members. In 2023, we'll further emphasize this **crucial engagement for managers and supervisors** in order to turn interpersonal communication into a strength.

To complement this, our Corporate Communications team outlined an integrated communications strategy that implemented numerous communication channels and initiatives to **engage all 4.907 employees** in their own language and time zone, such as Spencer for B.I.G., the Global Engagement Survey and ONE Magazine. Nevertheless, we keep on looking for additional ways to spread the B.I.G. vibe.

As for our external communication, we aim to **inspire others within our network**, so that they can take action themselves or join us in our efforts. In 2022, we've put several highly visible communication projects in motion to achieve this goal.





First ONE Magazine finds its way to all employees

Sara Geris, Corporate Communications Director

"In 2022, we launched a new yearly magazine: ONE. The magazine takes our employees on a tour around the world to see what their colleagues are up to. In other words, it's a magazine for the people of B.I.G., by the people of B.I.G. And it includes a mix of fun, inspiring and must-know content: which B.I.G. innovations shape our daily lives, who's been with us for over 40 years, what's on top of your colleagues' bucket list, how do we intend to achieve zero environmental footprint, what you can do to give your career a new spin, and much more. A copy of our ONE Magazine was distributed to all employees worldwide, in their own language. A big thanks to all the colleagues who made this first edition a success!"

Global Engagement Survey: amplifying people's voice

Lisa Xia, HR Manager

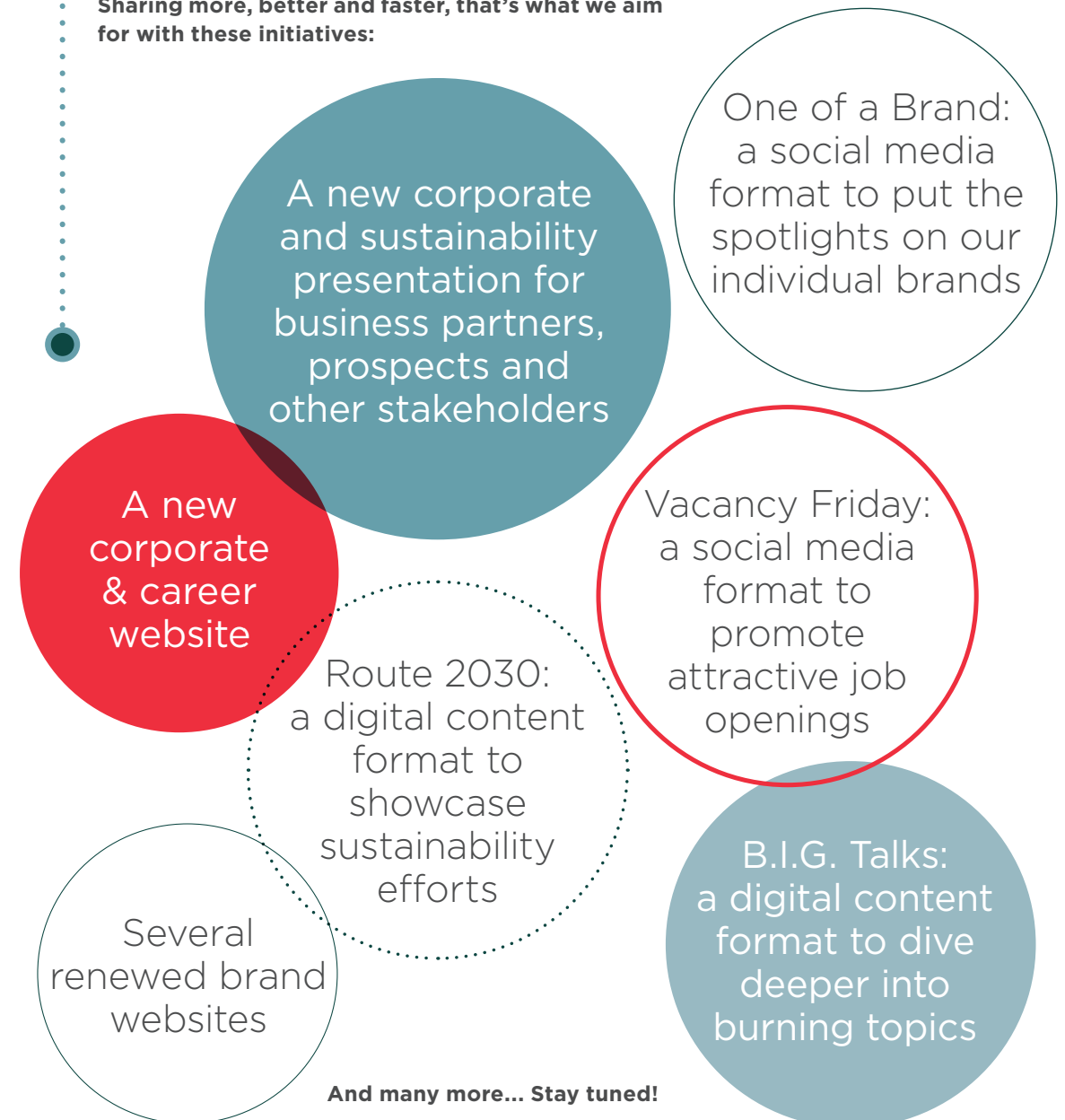
"Engagement surveys are crucial because they give employees a venue for open feedback. They provide an opportunity to establish two-way communication and involve employees in the development process by giving them a direct voice to the management team. Similar to the other B.I.G. plants, we have translated the results into action points that will allow us to maintain our strengths and improve our opportunities. Our ultimate goal? Making our plant an even happier place to work for all our employees."

**Top 3
B.I.G. strengths**
Empowerment
Belonging
Work-life balance

**Top 3
B.I.G. opportunities**
Communication
Inclusive leadership
Recognition

Improved visibility and transparency to the outside world

Sharing more, better and faster, that's what we aim for with these initiatives:



Partners and memberships

Many artists have sung the lyrics ‘One is the loneliest number’. And although they probably weren’t singing it with sustainability in mind, it aptly summarises one of the key principles in corporate social responsibility: alone, you can only do this much. That’s not a criticism, but a simple fact. Every company has restricted expertise, know-how and experience in certain domains, while resources can’t be targeted to do everything at once.

B.I.G. is no exception, but we strive to fill in the gaps with complementary partners and valuable memberships. Whether we work together with business partners, universities, research institutions, public authorities or other organisations, everyone has something to bring to the table. And connecting the right dots – or competencies in this case – is essential in bringing us closer to our goal: zero environmental footprint by 2030.

Universities and knowledge institutes



The top 3 Belgian universities assist B.I.G. with several projects, while the Norwegian University of Science and Technology (NTNU) is a valued partner of BerryAlloc Nordics in finding sustainable solutions.



Flanders’ innovation clusters like Catalisti (chemical and plastics industry) and VIL (logistics industry) actively promote collaboration between forward-looking businesses, and B.I.G. is a proud member.



Centexbel, the Belgian textile research and testing center of which B.I.G. is a board member and even supplies the Chairman, shares its textile expertise in various innovation projects, while Sirris does the same for everything that concerns technological innovation.

Business partners

CLIMACT



möbius

To organize for sustainability excellence, we team up with Climact and Möbius. They support us in addressing sustainability challenges and seizing opportunities.

KAPERNIKOV

THE GRAIN

Various renowned companies within the data science and digitalisation sector think along to optimise our manufacturing processes, supply chains and maintenance systems with Industry 4.0 solutions.



VANHEEDE.COM
ENVIRONMENT GROUP



For many years, we have been working with specialised waste management companies, like these above.

VERHAERT

The multidisciplinary services Verhaert offers for industrial design and modelling accelerate our product innovation strategy.

AGFA

We partner up with the labs of the Agfa Gevaert Group to perform chemical analysis, to define the look and feel of our products, and to experiment with physical characteristics.

SIOEN

As one of the global market leaders in coated technical textiles and technical apparel, Sioen has high sustainability ambitions that resonate with our own.

inovyn
An INEOS company

Inovyn is a global player in PVC. We have a common ambition on how to make the world more sustainable.

CFA Institute

By joining the UK Contract Flooring Association, we have access to a wealth of resources. It's the depth and breadth of information that makes CFA so much more than a trade organization.

CIRFS
EUROPEAN MAN-MADE

As a member of the European Man-Made Fibres Association, we benefit from the expertise and advocacy services on a number of issues: trade, environment, energy and technical. Together, we also ensure a level playing field and gather statistics and other data.

edana

EDANA, the leading global association and voice of the nonwovens and related industries, offers a wide range of services that help B.I.G. to achieve its goals.



EuPC is the professional representative body of plastics converters in Europe, whose activity embraces all sectors of the plastics converting industry, including recycling.



The European Association of Geosynthetic product Manufacturers (EAGM) promotes the knowledge and usage of European synthetic products and underlines their sustainability benefits.

POLYVIA

Polyvia is the French Union of polymer processors, serving a strong, ambitious and innovative profession. They use innovation, social relations and skills to build a sustainable sector based on the circular economy.



essenscia

Together with essenscia, the Belgian Federation for Chemistry and Life Sciences Industries, we develop and promote innovative as well as sustainable solutions.



As a partner in the European Plastics Recycling Branch (EPRB) of the confederation representing the interests of the European recycling industries at EU level - also known as EuRIC - we promote the recycling of different types of plastics.

Standardization bodies



NBN



We take part in multiple workgroups for standardisation committees. These address product categories such as resilient, textile and laminate floor coverings (CEN/TC 134 & ISO/TC 219), geotextiles (CEN/TC 189 & ISO/TC 221), textile and textile products (ISO/TC 38), man-made fibres (ISO/TC 38/SC 23), parquet & wood flooring (ISO/TC 218), chemical recycling of organic materials (ISO/TC 47) as well as processes, including the circular economy and sustainability for textile and plastic products (CEN/TC 249) (Centexbel). This way, we co-create standards in our key markets and are always up to date on the latest developments.

Sectoral organisations

vinyl plus

We are an active member of VinylPlus, the European PVC industry's commitment to sustainable development, which aims to improve the sustainability performance of PVC.

ERFMI

ERFMI, the European Resilient Flooring manufacturer Institute, groups all resilient flooring manufacturers and drives, as a sector organisation, sustainability, waste collection,

eufca
European Floor Coverings Association

The European Floor Coverings Association ensures the maintenance of high standards from a social, environmental, economic, ethical and technical point of view.

Sustainability report

2022 - Appendix

DOUBLE MATERIALITY MATRIX

ESG subtopics in B.I.G. Double Materiality Matrix vs. CSRD subtopics

	ESG topics (derived from CSRD)	Final formulation of ESG topics in B.I.G matrix
1	E1 GHG emissions	E1 Greenhouse gas emissions
2	E1 Energy consumption and mix	E1 Energy consumption and mix
3	E5 Circular material and business model	E5 Circular material and business model
4	E5 Waste generation and prevention	E5 Waste generation and prevention
5	E2 Air pollution both indoor & outdoor	E2 Air pollution
6	E2 Substances of concern	E2 Substances of concern
7	E5 Depletion of non-renewable resources	E5 Depletion of non-renewable resources
8	G1 Corruption and bribery	G1 Corruption and bribery
9	S1 Own workforce - Health & safety	S1 Occupational health & safety
10	S1 Own workforce - Training and skills development	S1 Employee training and skills development
11	S1 Own workforce - equal treatment & opportunities	S1 Employee Inclusion (equal opportunities)
12	S4 Consumers & end-users - Personal safety	S4 Product safety
13	S1 Own workforce - working conditions (excl H&S)	S1 Employee working conditions
14	G1 Corporate culture	G1 Corporate culture
15	E1 Physical effects of climate change	E1 Management of physical effects of climate change
16	S4 Consumers & end-users -Information-related impacts	S4 Product transparency (information impacts)

	ESG topics (derived from CSRD)	Final formulation of ESG topics in B.I.G matrix
17	E2/E3 Water pollution & discharges	E2/E3 Water pollution
18	G1 Management of relationships with suppliers (in-cluding payment practices)	G1/S2 Management of working conditions in the value chain
19	S2 Value chain - Working conditions (incl H&S)	Topic merged with n°18
20	S2 Value chain - Human rights, fundamental freedoms & democratic principles	S2 Assurance of human rights in the value chain
21	E3 Water withdrawals, consumption, and use	E3 Water consumption
22	E5 Regeneration of renewable resources and ecosystem	E5 Regeneration of renewable resources
23	E2 Pollution of soil	E2 Pollution of soil
24	S2 Value chain - Equal treatment & opportunities	S2 Diversity and equality in the value chain
25	S3 Communities - Security related impacts	S3 Community development: economic impacts
26	G1 Political engagement and lobbying activities	G1 Political and industry engagement
27	S3 Communities' social & cultural rights	S3 Community development: social & cultural rights
28	S4 Consumers & end-users - Social inclusion	S4 Affordability of products
29	S1 Operational Safety, Emergency Preparedness & Response	S1 Management of operational safety and emergencies

Impacts, risks and opportunities by route

Routes 2030	Potential Impacts	Main Financial risks	Main Financial opportunities
ROUTE 1 We take responsibility for the environmental impact of our operations	- Energy consumption dependency - Waste generation - Releases in air, soil and water	- Increase in energy costs - Stricter regulation (air, substances of concern, micro-plastics) - Pollution related costs	- Resource efficiency - Lower compliance costs - New revenues (solid waste in open loop)
ROUTE 2 We value our employees and the people around us	- Our working conditions impacting a large workforce - Health and Safety of our employees and communities around our sites - Diversity and equality amongst our workers	- Attractivity as employer (business continuity) - Environmental externalities (Reputation) - Lack of training and development leading to low engagement (productivity loss).	- Engaged and futureproofed workforce - Reputation of our company (new talents attractivity)
ROUTE 3 We work towards a circular economy with the whole value chain in mind	- Low recyclability of our products - Use non-renewable & virgin based raw materials	- Regulation on end of life management of our products (eg. EPRs) - Public opinion on plastics	- New business models (take back/recyclability) - Access to new finance
ROUTE 4 We take responsibility for our climate impact	- Fossil based raw materials - End of life of our products	- Carbon Regulations - Reputation and market share loss	- Low carbon products - Leadership in climate stewardship
ROUTE 5 We act with integrity and value open communication	- Our products are affecting daily life of many customers - We deal with an important number of suppliers	- Increasing demand for transparency - Misconduct or breach of laws (costs and negatively influence our reputation)	- Strong brand reputation related to products quality of information - Confidence of our customers through strong due diligence and business ethic policy

ROUTE 1 & 4

Energy

Energy consumption and mix	2021	2022
(1) Fuel consumption from coal and coal products (MWh)	not used	not used
(2) Fuel consumption from crude oil and petroleum products (MWh)	not used	not used
(3) Fuel consumption from natural gas (MWh)	256.494	217.095
(4) Fuel consumption from other non-renewable sources (MWh)	not used	not used
(5) Consumption from nuclear products (MWh)	not used	not used
(6) Consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable sources (MWh)	536.218	434.166
(7) Total non-renewable energy consumption (MWh) (calculated as the sum of lines 1 to 6)	792.712	651.261
Share of non-renewable sources in total energy consumption (%)	91,9%	88,2%
(8) Fuel consumption for renewable sources (including biomass, biogas, nonfossil fuel waste, renewable hydrogen, etc.) (MWh)	14.899	15.857
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	51.896	64.220
(10) The consumption of self-generated non-fuel renewable energy (MWh)	3.157	7.170
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	69.952	87.246
Share of renewable sources in total energy consumption (%)	8,1%	12%
Total energy consumption (MWh) (calculated as the sum of lines 7 and 11)	862.664	738.508

ROUTE 1

Water stewardship

Water (m ³) for 2022	
Total water consumption*	1.553.501
Municipal water	254.772
Groundwater	748.447
Stormwater	2.610
Freshwater Surface water	546.197
Recycled or reused water	1.474
Wastewater discharged in Surface water	59.377
Wastewater discharged in Groundwater	401
Wastewater discharged in Seawater	793
Wastewater discharged in Public Sewer, followed by public treatment	58.834
Wastewater collected by sister company	938.960

* Figures include all B.I.G. entities except for Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD and ActGlobal.

ROUTE 1

Waste management

Waste (ton) for 2022	
Total waste*	51.299
Non-hazardous waste	
Non-hazardous waste recycled	19.002
Landfill with non-hazardous Waste	4.825
Incineration with energy recovery of non-hazardous Waste	14.282
Incineration without energy recovery of non-hazardous Waste	38
Reuse of non-hazardous Waste	9.017
Other non-hazardous waste	259
Hazardous waste	
Hazardous waste recycled	287
Landfill with hazardous Waste	3.022
Incineration with energy recovery of hazardous Waste	63
Incineration without energy recovery of hazardous Waste	118
Reuse of hazardous Waste	163
Other hazardous Waste	223

* Figures include all B.I.G. entities except for Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD and ActGlobal.

ROUTE 2

Our workforce

Headcount* by country	
Country	Head count 2022
Belgium	1930
Russian Federation	706
France	482
Canada	381
United States	344
Norway	207
Slovenia	142
Romania	116
Spain	110
China	105
Italy	100
Australia	82
Poland	34
Kazakhstan	27
Germany	21
Ukrain	19
United Kingdom	13
Sweden	7
Turkey	3
Total	4.829

* All headcount figures in this Appendix are defined as the number of physical people in all B.I.G. entities. These figures include employees on long-term leave, but exclude contingent workers. Also, our brand Act Global is not represented in the headcount figures, as the detailed split info was not (yet) available at the time of publication. The total number of employees including employees on long-term leave and employees working at Act Global is 4.907.

Headcount by age

Age	Headcount 2022
Under 30 years old	602
30-50 years old	2.556
Over 50 years old	1.671
Total	4.829

Headcount by gender

Gender	Head count by gender 2022
Male	3.485
Female	1.344
Total Employees	4.829

Headcount by gender

Regular**				Temporary***				Total			
Blue Collar		White Collar		Blue Collar		White Collar		Blue Collar		White Collar	
M	F	M	F	M	F	M	F	M	F	M	F
2.334	424	1.151	920	59	9	95	36	2.393	433	1.246	957

** Regular employees are defined as having permanent and fixed term contract, including employees on long-term leave.

*** Temporary employees are defined as contingent workers (interim, contractor, consultant, student, internship).

Headcount by contract type and gender

	Permanent		Temporary		Total	
	Men	Women	Men	Women	Men	Women
Asia Pacific	72	33	2	0	74	33
Europe, Africa and Middle East	2.948	1.051	152	44	3.100	1.095
SAMEA					0	0
North America	465	260	0	1	465	261
Total	3.485	1.344	154	45	3.639	1.389

Board of Directors: gender balance

Female	2
Male	6
Total	8

Global Leadership Team****: gender balance

Female	Male	Total
15	59	74

**** The Global Leadership Team consists of all members of the Executive Committee, the General Managers of our business divisions, the Plant Managers, the Sales Directors and all functional directors.

ROUTE 4

GHG emissions

	2021 (base year)	2022	% N / N-1
Scope 1 GHG emissions			
Gross Scope 1 GHG emissions (tCO ₂ e)	55.663	44.946	81%
Scope 2 GHG emissions			
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	138.314	116.409	84%
Gross market-based Scope 2 GHG emissions (tCO ₂ e)	153.513	128.970	84%
Significant scope 3 GHG emissions*			
Total Gross indirect (Scope 3) GHG emissions (tCO₂e) market based	2.496.169	2.250.604	90%
3.1 Purchased goods and services	1.529.310	319.451	
3.2 Capital goods	26.504	33.229	
3.3 Fuel and energy-related activities location based	38.940	33.156	
3.3 Fuel and energy-related activities market based	39.894	30.918	
3.4 Upstream transportation and distribution	48.202	65.744	
3.5 Waste generated in operations	61.376	53.870	
3.6 Business travels	1.467	2.921	
3.7 Employee commuting	9.522	3.657	
3.8 Upstream leased assets	73	73	
3.9 Downstream transportation and distribution	410	1.452	
3.10 Processing of sold products	not included	not included	
3.11 Use of sold products	not included	not included	
3.12 End-of-life treatment of sold products	777.501	730.258	
3.13 Downstream leased assets	3.732	3.732	
3.14 Franchises	n/a	n/a	
3.15 Financial investments	n/a	n/a	
Total GHG emissions (location-based) (tCO₂e)	2.689.179	2.417.028	90%
Total GHG emissions (market-based) (tCO₂e)	2.705.345	2.430.437	90%

* GHG emissions include all B.I.G. entities (exception: Beaulieu Rizhao Floorcoverings Ltd. Co, Beaulieu Technical Textiles Weihai Co. LTD, Tuft Belgium, and ActGlobal). GHG emissions for Tuft Belgium for 2021 were estimated at 60 kton CO₂e, but have not been included in the base-line).

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