

2025

# Environmental, social and governance (ESG) report





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## 1.1. CEO-Statement

Dear reader,

As CEO of Revor Group, a family-owned company with deep roots in the European sleep industry, I am proud to present our 2025 ESG Report. This document reflects not only our performance, but our direction. Sustainability is no longer a parallel track within our organisation – it is embedded in how we design, produce, and grow.

At Revor Group, we believe that good sleep and responsible entrepreneurship go hand in hand. The well-being of people remains our starting point. Our more than 200 employees are the foundation of our company. We continue to invest in safe workplaces, fair labour practices, and personal development. At the same time, we develop sleep solutions that genuinely improve the quality of life of our customers – because comfort without responsibility is no longer enough.

In 2025, innovation and sustainability converge more than ever in Neonest. With this concept, we rethink how sleep systems are designed and produced: modular, durable and prepared for circular end-of-life processing. Neonest represents our conviction that sustainability must be tangible – not a promise on paper, but a product people can see, feel and trust. It builds further on our earlier circular ambitions and translates them into scalable, future-proof solutions.

Environmental responsibility remains a structural pillar of our strategy. We continue to reduce our ecological footprint by prioritizing sustainable materials, increasing recyclability, and optimizing production efficiency. Local manufacturing remains a conscious choice, limiting transport emissions and strengthening regional economic ecosystems. Step by step, we are aligning our operations with a lower-carbon future.

Governance completes the foundation. Transparency, ethical decision-making, and long-term thinking guide our management. As a family business, continuity matters. Every strategic choice is evaluated not only on short-term return, but on its impact on future generations – of employees, customers and partners.

This report outlines our progress, but also acknowledges that sustainability is an ongoing journey. We do not claim perfection. We commit to improvement. With clarity, measurable objectives and the courage to adapt.

Thank you for your trust and interest in Revor Group. Together, we continue building a responsible and resilient future for the sleep industry.

***“Revor is derived from Rêves D’or: Golden Dreams.”***

Kind regards,  
Jan Maes  
CEO Revor Group NV



## 1.2. Scope & consolidation

This is the second voluntary Sustainability Report of Revor Group NV, hereafter referred to as Revor, now prepared in accordance with the Voluntary Sustainability Reporting Standard for Micro-, Small-, and Medium-Sized Undertakings (VSME) for the reporting year 2025.

The VSME is developed by EFRAG in preparation for the CSRD (Corporate Sustainability Reporting Directive) and gives SME's a reporting framework outside the mandatory scope of CSRD. The VSME contains core sustainability topics on general, environment, social and governance topics.

The **Basic VSME Module** was followed as starting point for this 2025 VSME report. It includes 2025, but also 2024 and 2023 metrics when available. Disclosures in this report are collected on an **individual basis**.

An overview of legal, site and financial information of Revor is provided in the tables below. Primary activities of Revor are situated in Kurne, Belgium. The factory in Hungary is out of scope of this report.

*Table 1: Legal information*

Company name	NACE code	NACE description	Founding year
Revor Group NV	31.03	Manufacture of mattresses	1978

*Table 2: Site information*

Site	Address	Country
Headquarters	Noordlaan 2, 8520 Kurne	Belgium
Factory	HRSZ 162, 3245 Recsk	Hungary

*Table 3: Financial information*

Reporting year	2023	2024	2025
Turnover [euro]	29.203.106	27.771.949	31.336.477
Size of the balance sheet [euro]	28.189.995	27.846.520	17.395.526
Total number of employees [FTE]	133,6	126,1	116

## 1.3. Certifications & labels

### 1.3.1. EcoVadis



Revor completed an EcoVadis assessment to benchmark its sustainability practices against international standards and industry peers. EcoVadis is a globally recognized assessment platform that evaluates companies on their performance in the areas of environment, social responsibility, ethics, and sustainable procurement. The EcoVadis assessment helps to prioritize actions, set realistic improvement targets, and track progress over time. This benchmarking step ensures that Revor's sustainability roadmap is also aligned with broader market expectations.

In October 2025, Revor Group was awarded a silver Ecovadis medal, with a total score of 77/100 and a 94th percentile ranking. The two most important themes for Revor are 'environment' and 'labor & human rights', for which both a score of 82/100 was obtained. This medal underlines Revor's continuous efforts in the field of sustainability and corporate social responsibility.

The ambition is to further improve the EcoVadis score by launching new initiatives and further optimizing internal processes. This includes strengthening existing policies, enhancing data collection and reporting practices, and implementing additional measures across environmental, social, and governance domains. By continuously refining and addressing identified improvement areas, Revor aims to achieve higher performance levels and reinforce its commitment to sustainable and responsible business practices.

### 1.3.2. Labels, standards & certificates

Certified sustainable materials help reduce environmental impact, promote ethical production practices, and build trust with customers. By choosing materials with recognized sustainability labels, standards or certificates, the company demonstrates its commitment to long-lasting products, environmental responsibility, and a healthier sleep environment for customers. The following labels, standards or certificates are incorporated into our procurement decisions:



#### Masters of Linen

The guarantee for a 100% Belgian, linen product. Masters of Linen stands for extremely high-quality linen, manufactured in a sustainable way.



#### LGA Tested Quality

The LGA Tested Quality certificate guarantees lasting elasticity and mechanical performance of the SIGNATUR natural latex mattress core.



#### Eurolatex

The Eurolatex label guarantees that the latex is manufactured in Europe without hazardous substances and according to the strictest European standards.



STANDARD  
100

#### OEKO-TEX STANDARD 100

OEKO-TEX STANDARD 100 is a label for textiles tested for harmful substances. It sets the benchmark for textile safety, from yarn to finished product. Every item bearing the STANDARD 100 label is certified as having passed safety tests for the presence of harmful substances.

## 1.3. Certifications & labels



### OEKO-tex Step

OEKO-TEX® Step certification sets the highest standards for both social and environmental aspects of textile and leather production, as well as for industrial laundries. This certification is a sign of responsibility towards employees and the environment and supports a company's journey towards more sustainable production.

### Global Organic Textile Standard (GOTS)

GOTS is the world's leading voluntary sustainability standard for textiles made from organic fibers, covering the entire supply chain from harvesting of raw materials to environmentally and socially responsible manufacturing and labeling. This is applicable to our Tuur pillowcase, sheets and duvet.



### Global Organic Latex Standard (GOLS)

GOLS-certified latex is natural rubber latex foam that has been independently verified to contain at least 95% organically grown latex. It also meets strict environmental, social, and emissions standards across its supply chain.



### De Slaapraad

SIGNATUR and Revor Group are recognized by De Slaapraad. The label is only awarded to Belgian manufacturers who choose fair materials and sustainable production.



### Forest Stewardship Council (FSC) & Programme for the endorsement of Forest Certification (PEFC)

Two major international organizations that certify sustainable forest management. They ensure that our world's forests can be preserved through responsible forest management, meaning that plant and animal habitats are protected and the rights of local people are respected. By choosing wood with an FSC or PEFC label, we contribute directly to the protection of global forests and a healthy living environment.

We only work with suppliers who can present FSC and/or PEFC certificates.

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## 1.4. About Revor Group

Revor Group is a Belgian, family-owned manufacturer of mattresses and boxspring beds since 1972. With several leading brands, we offer an extensive and diverse range to 25 countries worldwide. The head-office, factory and showroom are in a new 'state-of-the-art' industrial building in Kuurne, built with efficiency and sustainability in mind. A second factory is in Hungary.

Since 2000, Revor Group has been 100% owned by Jan Maes and Isabelle Malysse, which started with Revor and Styldecor. In 2009, Jaritex was acquired as well, which strengthened the company's market position and product range. That acquisition allowed Jaritex to continue to excel in providing quality mattresses and meeting customers' diverse needs. In 2014, Revor invested in a new plant in Hungary and in 2019, Revor, Jaritex and Styledecor had been centralized in one central production site in Kuurne.

With Tuur, an E-commerce business was started in 2020 and in 2021 the first Belgian Circular mattress was produced. In 2025 our most recent product: Neonest, a circular bedframe, was launched.

### 1.4.1. Mission & values

Our mission is to be a leading player in the bed and furniture industry, while being committed to sustainability, ethical business practices and developing our human capital.

1

#### Sustainability

We believe it is our responsibility to run our business in a sustainable manner, considering the impact of our activities on the environment and society. We aim to minimize our environmental footprint by using sustainable materials, reducing our waste and promoting energy efficiency.

2

#### Investing in human capital

We pride ourselves on developing our human capital through education and training. We believe that our employees are our company's most important asset and we invest in their personal and professional development. We strive to create a culture of diversity and inclusion where every employee is valued and respected.

3

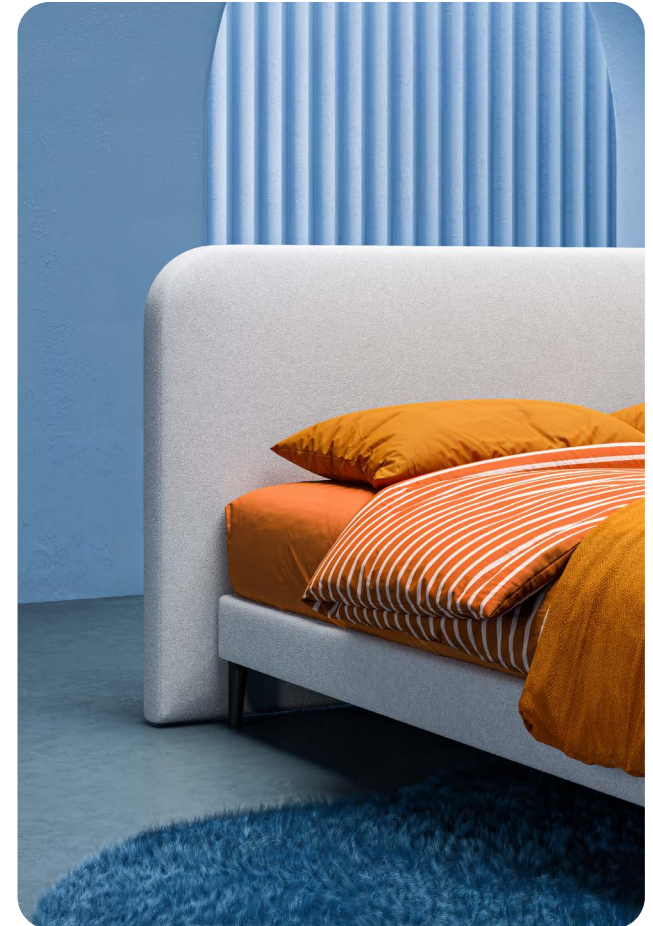
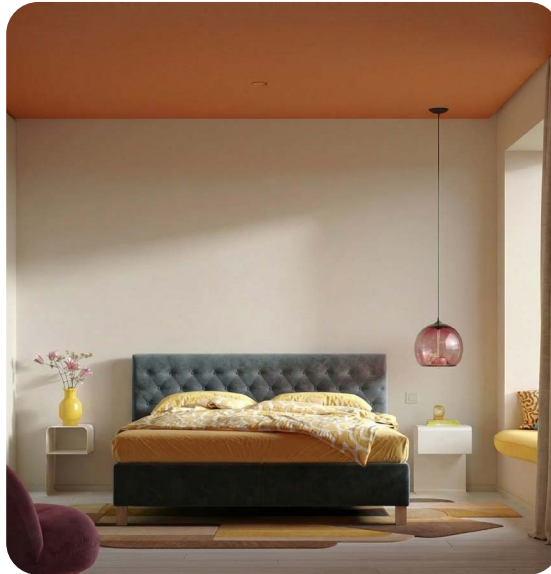
#### Ethical entrepreneurship

Corporate ethics is a fundamental aspect of our business. We have a strict code of conduct that promotes ethical behaviour and we support human and labour rights. We are committed to maintaining high standards of integrity in all aspects of our business and promoting fair and transparent business practices.

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## 1.4. About Revor Group

### 1.4.2. Products & service



Revor Bedding stands for Belgian quality and affordable sleeping comfort. With beautiful concepts, innovative products and a wide range, consumers can choose from a versatile collection. The combination of craftsmanship and attention to detail is a typical aspect of Revor Bedding.

The brand applies strict quality controls to ensure that every bed and mattress meets the highest standards. The use of durable materials and innovative technologies results in products that are not only comfortable but also provide long-term support.



## 1.4. About Revor Group

### 1.4.2. Products & service



The timeless Jaritex collection offers a wide range of beds and mattresses for the lower and middle segments of the market. Jaritex's basic models are specially designed to provide essential comfort and support at an affordable price. However, this does not mean compromising on quality.

Jaritex uses high-quality materials and modern technologies to produce mattresses and boxspring beds that are durable and reliable.



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## 1.4. About Revor Group

### 1.4.2. Products & service



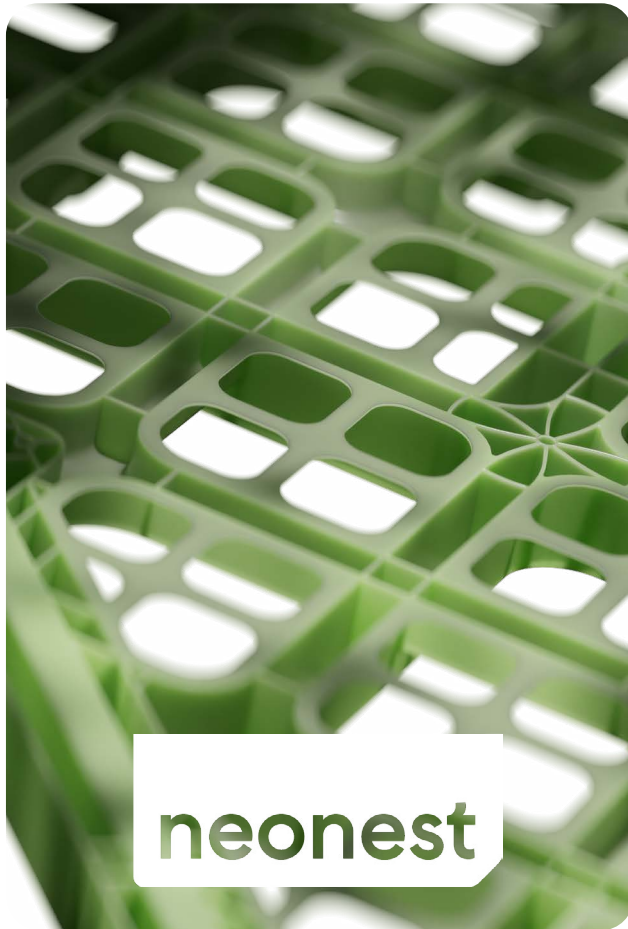
Styldecor is our luxury brand of Belgian handmade beds and mattresses. The high-quality materials and craftsmanship ensure an unparalleled sleeping experience. Craftsmanship is the beating heart of Styldecor. The brand's talented artisans combine traditional techniques with contemporary designs to produce boxspring beds and mattresses of exceptional quality.

Each piece is handcrafted, with an emphasis on precision, craftsmanship and the use of high-quality materials. The result is a collection of beds and mattresses that are not only beautiful to look at, but also durable and functional.



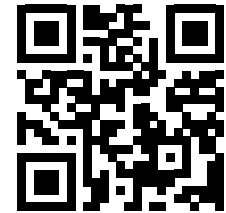
## 1.4. About Revor Group

### 1.4.2. Products & service



With Neonest, Revor Group takes a structural step toward a fully circular product architecture. Designed and produced in Belgium, Neonest is a modular bed frame system made entirely from post-consumer recycled plastic and engineered to be 100% recyclable at end of life.

Its mono-material design and tool-free assembly allow easy disassembly, refurbishment, and reconfiguration – extending product lifespan and reducing waste. By eliminating composite materials and simplifying construction, Neonest transforms sustainability from an ambition into a scalable industrial solution. Neonest represents our belief that innovation and responsibility must move together. It is not simply a new product platform, but a new foundation for circular growth within Revor Group.



## 1.4. About Revor Group

### 1.4.2. Products & service



#### Contract collection

At Contract by Revor Group, we are proud to work with a wide range of renowned partners in the hospitality industry. From cosy and charming B&Bs to leading luxury resorts and prestigious 5-star hotels, we ensure that our customers enjoy the ultimate sleeping experience.



#### Comfort hotel collection

Comfort and ergonomics go hand in hand. The boxspring bed with bonnell spring core is finished in high-quality furniture fabric or leather look, with a choice of colours. The upholstery fabrics are anti-allergic and fire-retardant, in accordance with European standards.



#### Premium hotel collection

The Premium mattresses and boxspring beds are equipped with an anti-slip mirror and are available at higher comfort levels. The extremely careful finish with double stitching and a very extensive choice of fabric colors ensure that all items from our Premium range meet the wishes of the most demanding customers.



#### Royal hotel collection

The Royal Collection is the most luxurious of our hotel ranges. The rounded corners and piping make this boxspring bed a luxurious eye-catcher in the room. The Royal mattresses offer increased, ergonomic support and have a luxurious finish. This collection is the perfect choice for those who want only the best for their guests.

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## 1.4. About Revor Group

### 1.4.2. Products & service



#### **Retail collection**

Revor Group is a leading player in the retail market and is represented by a wide network of distributors and partners who are passionate about our high-quality products. Thanks to its strong brand reputation and innovative product development, Revor Group remains at the forefront of the industry and has built a loyal customer portfolio.

#### **Care collection**

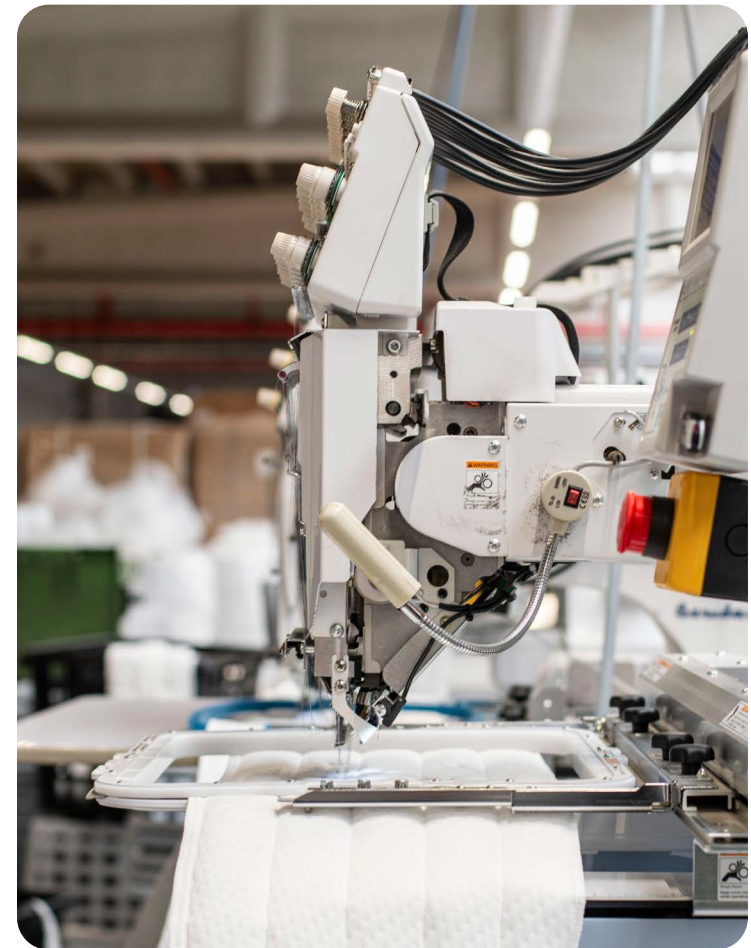
Revor Group's Care collection ensures optimal and restful nights in the care sector: hostels, care homes, hospitals, boarding schools and other public institutions where hygiene and wellbeing are important. Choosing our Care collection is choosing comfort and protection.

## 1.4. About Revor Group

### 1.4.2. Products & service

#### Other services

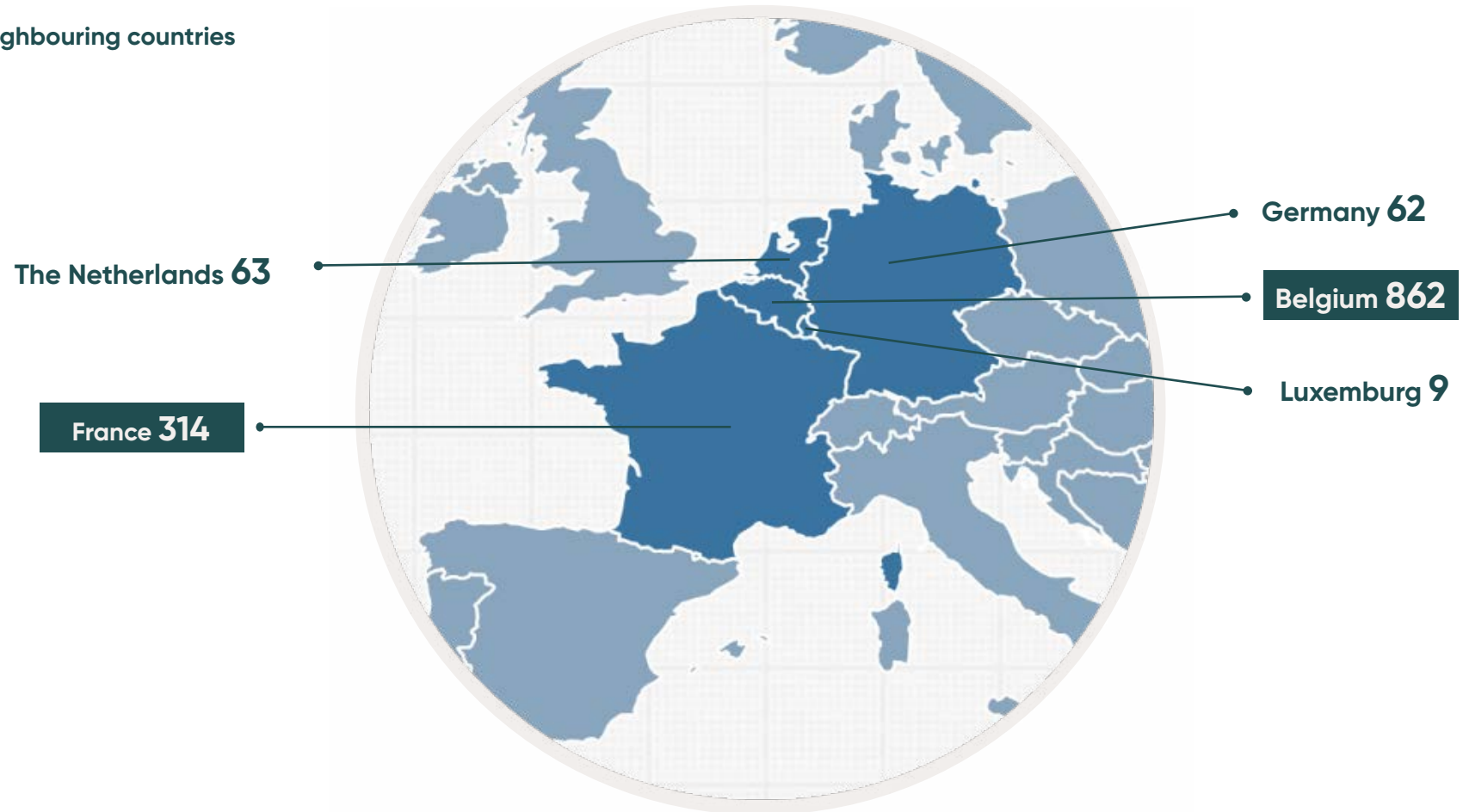
Revor Group offers a wide range of services to meet customers' diverse needs. In addition to several extensive private label collections, we also leverage the online market with our very own Tuur® brand. We also facilitate drop shipment, allowing our partners to benefit from direct delivery to end customers without the hassle of inventory management.



## 1.4. About Revor Group

### 1.4.4. Distributors & partnerships

#### Belgium & neighbouring countries

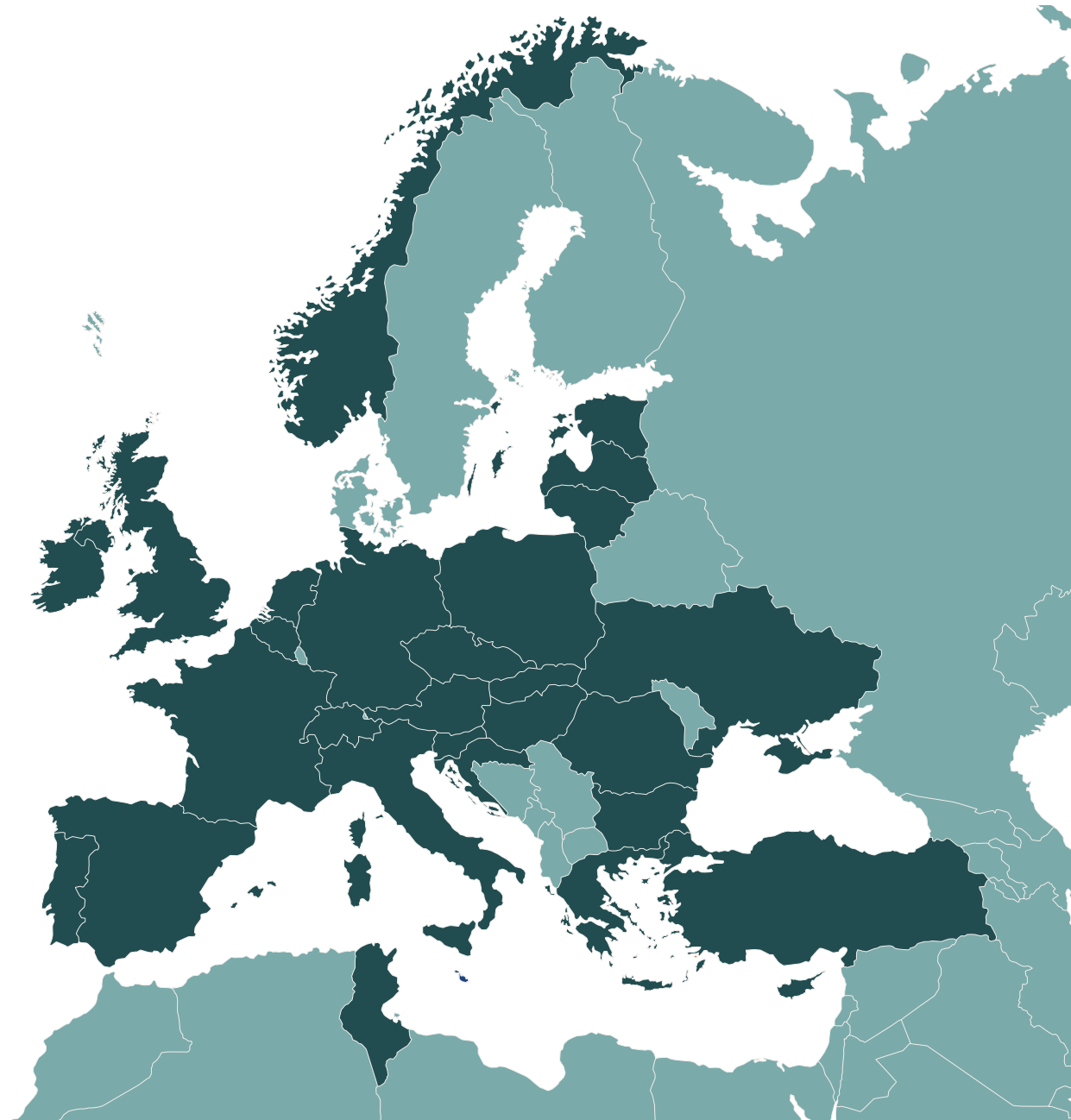


## 1.4. About Revor Group

### 1.4.4. Distributors & partnerships

#### Europe

-  Belgium
-  Germany
-  France
-  Greece
-  Hungary
-  Iceland
-  Croatia
-  Luxembourg
-  The Netherlands
-  Norway
-  Austria
-  Romania
-  Spain
-  Switzerland



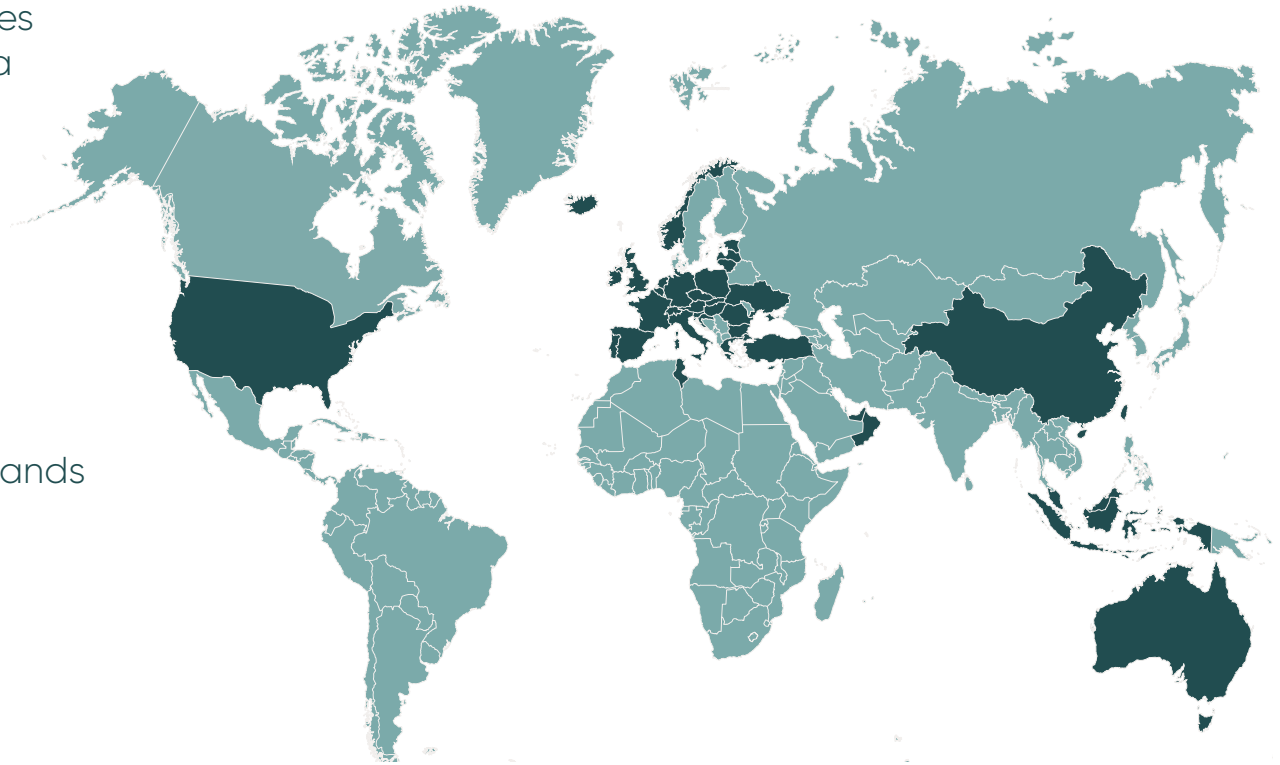
# 1.4. About Revor Group

## 1.4.4. Distributors & partnerships

### Worldwide

-  Arab Emirates
-  Aruba
-  Australia
-  Canada
-  Curaçao
-  Guadeloupe
-  Indonesia
-  Japan
-  Martinique
-  Mayotte
-  Oman
-  Réunion
-  Russia
-  Saudi Arabia
-  Senegal
-  Singapore
-  Tunisia
-  Turkey
-  United Kingdom

-  United States
-  South Korea
-  Belgium
-  Germany
-  France
-  Greece
-  Hungary
-  Iceland
-  Croatia
-  Luxemburg
-  The Netherlands
-  Norway
-  Austria
-  Romania
-  Spain
-  Switzerland



# 1.4. About Revor Group

## 1.4.4. Distributors & partnerships

### Our Contract Partners



## 1.5. Sustainability

Revor Group strongly believes in sustainability because it is at the heart of our long-term success. By adhering to sustainable practices, we build on:

1

### Positive reputation and trust

Sustainability strengthens our image and creates trust with customers and partners. It shows that we are not just pursuing profit but are committed to the well-being of society.

2

### Cost saving and efficiency

Sustainable business processes and energy-efficiency lead to long-term cost savings. By making smart use of resources, we improve our financial stability and can invest in growth and innovation.

3

### Future resilience and innovation

Sustainability stimulates innovation. It forces us to find creative solutions to environmental issues and societal needs. By leading in sustainable technologies and practices, we prepare our company for the challenges of the future.

With every step we take towards sustainability, we not only create a more resilient company but also contribute to a better world. Our commitment to sustainability reflects not only our values, but also our commitment to the well-being of our planet.

Revor also supports the Ten Principles of the United Nations Global Compact (UNGC) on human rights, labour, environment and anti-corruption. With this official endorsement, we express our commitment to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.



# 1.5. Sustainability

## 1.5.1. Double materiality assessment

To further strengthen our sustainability strategy and identify the most relevant sustainability topics for our organization, we conducted a double materiality assessment (DMA). This process enabled us to more accurately evaluate our impact on the environment and society, and to identify the topics that are most relevant for both our company and our stakeholders.

A DMA is an approach that examines both the impact of our activities on society and the environment (inside-out perspective) and the impact of sustainability issues on our business operations and financial performance (outside-in perspective).

Through this comprehensive analysis (figure 1), we gained valuable insights into the areas where we can make the greatest difference and the topics that are of strategic importance to us. Based on the European Sustainability Reporting Standards (ESRS) topics, we identified several areas of importance for Revor Group. The key themes emerging from our analysis are included in table 4 below.

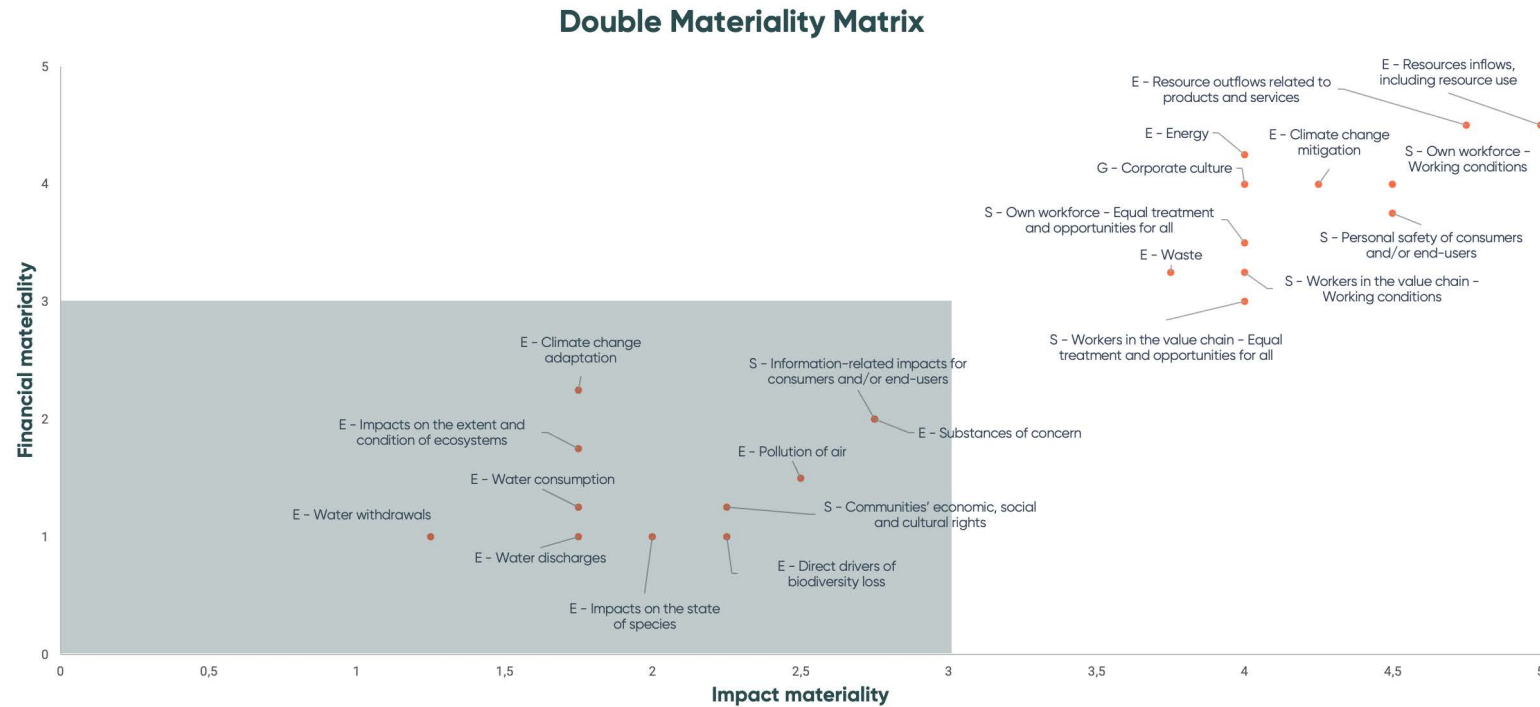
Table 4: material topics for Revor Group

Material sub-topic	ESRS-topic
<b>Environment</b>	
Climate change mitigation	E1 – Climate change
Energy	E1 – Climate change
Resource inflows, including resource use	E5 – Circular economy
Resource outflows related to products and services	E5 – Circular economy
Waste	E5 – Circular economy
<b>Social</b>	
Own workforce – working conditions	S1 – Own workforce
Own workforce – equal treatment and opportunities for all	S1 – Own workforce
Workers in the value chain – Working conditions	S2 – Workers in the value chain
Workers in the value chain – Equal treatment & opportunities	S2 – Workers in the value chain
Personal safety of customers and/or end-users	S4 – Consumers and end-users
<b>Governance</b>	
Corporate culture	G1 – Business conduct

# 1.5. Sustainability

## 1.5.1. Double materiality assessment

Figure 1: double materiality matrix



The insights obtained from the DMA will form the foundation for our future sustainability strategy and decision-making. This will include developing measures to address risks, capitalize on opportunities, enhance ESG performance, and maintain ongoing stakeholder engagement. These policies, actions, metrics, and targets form the basis of Revor's sustainability strategy. At Revor Group, we believe that our continued focus on these key sustainability themes will enable us to make a lasting positive impact on both society and the environment.

# 1.5. Sustainability

## 1.5.2. Social commitment

### Tailored employment organizations

We work together with tailored employment organizations for people who experience barriers to employment, including Zonnehoeve, Buseloc, OptimaT and Hansa Holz Kontor GmbH.

We work together with Zonnehoeve for their wood production facilities. In their wood department, they use wood that is PEFC certified. As an organization, they consider it extremely important to pay attention to corporate sustainability. Interwest is another example of a tailored employment organization that we collaborate with for woodworking. Both bespoke companies make and provide the wood we use in our box springs.

As an industrial supplier, Buseloc is mainly active in the manufacturing of mattress covers, box spring covers, incontinence covers, pillow covers, etc. Through strong technical innovation and the manufacturing expertise of their employees and supervisors, they deliver customized and high-quality products.

In collaboration with companies and partners, OptimaT aims to offer suitable and sustainable employment to individuals facing barriers to employment, enabling them to develop their full potential and integrate fully into society. Our collaboration with Optima T involves cutting and drilling profiles for bed frames, as well as powder coating and packaging these bed frames.

### Charities

We not only value the people within our company but also consider our role in society. We hope that through our donations a difference can be made and we can inspire others to do the same. This is why we choose to support some charities and make regular donations, for example, Doctors Without Borders, an international non-governmental aid organization that operates in around 80 countries worldwide. We

also support G-Football Marke that aims to let children with disabilities shine and De Kouter Kids, which aims to provide support in the broadest sense of the word to children covered by the Youth Protection Act or the special youth assistance decrees and, more generally, to minors in need and/or in need of help and assistance.



Our commitment does not stop at the Belgian border. We are also a member of 1% for the Planet, a global network of companies committed to donating at least 1% of their revenue to organizations that protect the planet. For Tuur, this means that 1% of our revenue goes to projects that protect the Amazon rainforest. That rainforest is one of the most important natural areas in the world and plays a crucial role for climate and biodiversity.

Through partners such as Wilderness International, we help purchase sections of endangered rainforest and protect them from deforestation. In this way, the habitat of countless animals and plants is preserved. For us, this is not marketing, but a clear choice: doing business with respect for nature, locally and globally.

Every year, 1% of our Belgian turnover goes directly to nature conservation in Flanders via Natuurpunt. That money supports projects that protect and restore forests, waterways, and animal habitats. In this way, we help make our nature stronger and more resilient. Because healthy nature also means a healthier living environment for everyone. It is our way of showing that doing business and caring for nature can go hand in hand. So, every purchase not only helps improve your sleep but also contributes to the preservation of nature close to home. Together, we ensure that Flanders stays green.

## 1.5. Sustainability

### 1.5.3. Biodiversity

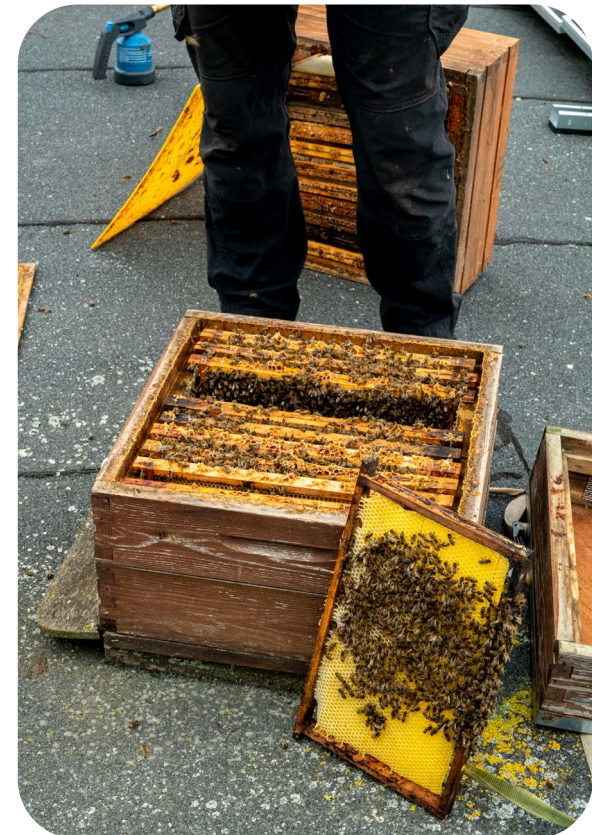
In 2020, we decided as a company to adopt some bees. Today, our rooftop bee hotel already counts **30,000 guests**. Bees provide cross-pollination of flowers and plants/ food crops within a radius of several kilometers. By having bees on our roof, we boost cross-pollination in our immediate vicinity.

In this way, we do our part for a sustainable and ecological society and invest in a local and green economy. We cooperate with BEEING, who maintain our beehives. Honey is gifted to customers, partners or suppliers as promotional gifts, putting our sustainable efforts in the spotlight.

### 1.5.4. ESG steering committee

The ESG Steering Committee is a cross-functional governance body responsible for overseeing Revor's ESG strategy and performance. Members from departments of Quality, HR, Customer Service, Purchase as well as the General Manager are included in the Committee. In addition, an external Sustainability Coordinator has been appointed to support the Committee and provide independent expertise.

The Committee provides strategic direction, ensures alignment with corporate objectives and regulatory requirements, and monitors progress against ESG targets. It facilitates coordination across departments and reports on ESG risks, opportunities, and outcomes to the board.



# ENVIRONMENTAL IMPACT

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## 2.1. Circular economy & resource use

### 2.1.1. Impacts

The furniture industry has a waste problem. Virgin raw materials are stretched thin, deforestation continues at alarming rates, and furniture ends up in landfills far too often and quickly. Most products are made from a mix of materials, glued or stapled together and cannot be recycled, let alone reused. It is a linear system in a world that desperately needs circular solutions. Every year in Belgium, 1 million mattresses end up in bulky waste for incineration. Traditional mattresses cannot be recycled because they consist of several parts that cannot be separated. Most of these mattresses contain foam, latex or other materials that are difficult or impossible to recycle and emit toxic substances when burned. As such, **waste** is defined as a material topic of Revor which goes hand in hand with **resource inflows including resource use and resource outflows related to products and services.**

### 2.1.2. Policy

At Revor, we are committed to reducing our dependence on virgin raw materials and to embedding circular economy principles into our operations, wherever technically and financially feasible. By increasing the share of recycled and recyclable inputs, using natural resources and minimizing waste by embedding circularity in the product design, we aim to lower our environmental footprint while ensuring product performance, quality and safety.

Revor also aims to minimize waste generation and improve waste management practices. Wherever technically and financially feasible, we will prioritize prevention, reuse, and recycling over disposal, in line with the EU waste hierarchy.



## 2.1. Circular economy & resource use

### 2.1.3. KPI's & targets

Efficient waste reduction and sustainable resource management are key components of Revor's circularity strategy. The following indicators (table 5) reflect the company's material use and waste management performance from 2023 up to 2025.

*\*All waste streams are correctly sorted and collected by a waste processor. The majority of this will be recycled, but exact figures are not known today and will be included in the ESG report for 2026.*

Following our commitments on circular economy and resource use, several key targets have been defined to translate these principles into measurable actions across the organization. These targets are intended to support the transition from linear to circular business practices by promoting more efficient use of materials, reducing waste generation, and extending the lifecycle of products and resources.

All targets apply exclusively to our Belgian production entity and cover the full Revor group product portfolio, including beds, mattresses, pillows and duvets. All supply chain-related KPIs are calculated based on the total purchase value of raw materials (in €), measured against the portion of spend within scope (also in €). This ensures a financially grounded and auditable measurement approach. Progress will be monitored and consolidated on a half-yearly basis.

The year 2026 serves as a foundational year, focused on establishing data structures, validating methodologies, and building internal capabilities. No binding percentage targets apply in 2026.

#### Resource inflows including resource use

We set the target to increase the use of reusable or bio-based input materials in our products, measured as a percentage of total material spend (€), to 70% by 2030. Reusable materials include recyclable, circular and refurbishable materials. Bio-based materials include wood, natural latex, cotton, viscose, wool, and metal components within a circular or reusable context. In addition, we will continue to remove hazardous substances across all operations year by year.

Table 5: Waste generation per type of waste and treatment

Reporting year	2023	2024	2025
<b>Total waste per category/year (tonnes)</b>			
<b>Non-hazardous waste</b>	169,1	184,2	178,4
Wood	3,2	8,4	6,8
Iron	4,6	6,1	4,9
Textile	49,2	63,8	58,5
Cardboard	47,5	57,4	56,9
Plastic	19,6	21,3	30,2
Residual	22,7	27,2	21,2
<b>Hazardous waste</b>	37,9	29,9	37,7
Trim foam	37,9	29,9	37,7
<b>Total waste*</b>	207,0	214,1	216,1

#### Resource outflows related to products and services

Revor aims to ensure that 100% of its products are designed for easy disassembly, remanufacturing, or recycling by 2030, with phased integration across new product developments from 2026 onwards.

In addition, Revor seeks to strengthen collaboration with external stakeholders to enhance product end-of-life management. This includes exploring take-back schemes, improving recycling processes, and facilitating the effective recovery and reuse of materials, thereby supporting a more circular and resource-efficient system.

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## 2.1. Circular economy & resource use

### 2.1.3. KPI's & targets

#### Waste

Revor commits to establishing a comprehensive mapping of all waste streams and implementing a structured approach to waste sorting and disposal from 2027 onwards. This will ensure that waste is consistently managed in line with clearly defined categories, enabling improved traceability, higher recycling rates, and reduced environmental impact.

In parallel, all employees will be trained on waste reduction and sorting practices starting in 2027, with annual refresher sessions to reinforce knowledge and maintain consistent application across operations. This will support behavioral change and ensure that waste management procedures are effectively embedded in daily activities.

Furthermore, Revor will implement product take-back or buy-back programs to facilitate remanufacturing, recycling, or safe disposal at end of life. Collaboration with specialized partners, such as Valumat, will be explored to ensure compliance with regulatory requirements and to enhance the efficiency and effectiveness of end-of-life product management.

### 2.1.4. What we do

#### Resource use & Circular economy

Our ongoing efforts for sustainable resource use and circular economy have resulted in the development of the **Neonest** frame as well as the Circular, SIGNATUR and Tuur mattresses.

Made entirely from **100% post-customer waste**, our mono-material Neonest frame is modular, durable, lightweight, fully recyclable, made in Belgium and designed for easy assembly and disassembly. No virgin materials, no deforestation, no glue or staples, just clever engineering designed to close the loop. It's a smart answer

to real-world challenges in production, logistics, and end-of-life reuse. Neonest adapts to every setting. Its modular system lets you create exactly what you need: a slatted base, a fully freestanding bed, a modern boxspring, or a headboard. With tool-free assembly, high durability, and effortless adaptability, Neonest helps manufacturers, retailers, and designers move toward a circular future.

The **CIRCULAR ORIGINAL** and **CIRCULAR SOFTTECH** mattresses are the real deal: **100% circular**, no waste. The entire mattress consists of only two raw materials: metal and polyester. We chose these materials because of their good recycling properties. Moreover, all raw materials were thoroughly tested for toxicity to meet our strict requirements. To separate these two raw materials after use, we use Niaga® adhesive instead of glue, a click-unclick Niaga® polyester-based adhesive. This material is applied hot and during curing it binds the different layers together. Each Niaga®-tagged product has a unique product passport. It shows exactly what it is made of and how it can be handed in for recycling. Thus, the Niaga® tag enables the collective effort needed for us to recover our materials at the end of each product's life cycle. After reheating to separate the layers again, waste streams can be converted into material streams.

To gently guide customers towards circularity, sustainability and environmental awareness, Revor Group developed the **CIRCULAR LATEX** and **CIRCULAR VISCO** mattresses, which are **80% circular**. The choice of natural latex contributes extensively to the sustainability of the Circular Latex version.

**SIGNATUR** is an exceptional collection with ergonomic and comfortable mattresses, handmade, from nothing but natural materials: wood, organic wool, organic cotton, hemp, natural latex, horsehair and Belgian linen and jute. Each of them used because of their typical qualities. A SIGNATUR bed is upholstered with linen from the Belgian Master of Linen certified 'Nelen & Delbeke'. Whether you choose a linen or jute upholstery, both are **100% natural, biodegradable, anti-allergic and exceptionally strong**.

## 2.1. Circular economy & resource use

### 2.1.4. What we do

As a proud branch of the Belgian family-owned Revor Group, our brand **Tuur**<sup>®</sup> can draw on half a century of experience in creating natural sleep comfort. Ever since its establishment in 1971, natural latex has played an important role in the product range of Revor Group, and our **100% natural latex** mattresses are one of our company's flagship products. Our commitment to an honest product is evident in every fiber of our mattresses. With no middlemen, we deliver directly to the customer, so quality and affordability go hand in hand. Our Belgian roots keep us connected to nature. Our production processes reflect this connection with a deep commitment to sustainability.

#### Waste management

Next to our efforts on sustainable resource use and circular economy, we have been mapping our waste streams since 2020 and set up a plan to reduce our waste streams.

We divide **textiles** into two streams: white textiles are compressed, allowing us to save up to six times the amount of waste on transport, whereas colored fabrics from boxsprings are collected and processed into felt, which we use as a pressure distributor in our boxsprings.

In addition, stricter controls on the work floor ensure that textiles are not discarded unnecessarily. Instead, we repurpose them for smaller sizes, giving the material a second life.

For our **pallets**, we collaborate with Recubela who take over and repair our broken pallets so we can reuse them. As a result, the amount of wood waste is significantly reduced. They provide certificates with the amount of CO<sub>2</sub>eq saved per year for reusing the pallets instead of burning them. In 2025, 17 tCO<sub>2</sub>eq were saved by reusing 2.728 pallets as pallet deliverer and 58 tCO<sub>2</sub>eq were saved by reusing 4.480 pallets as pallet buyer.



The **cardboard** boxes are reused and can even be taken home by employees. In addition, we have implemented a "return system" for the tubes used in textiles. In this way, we further reduce cardboard waste.

Our **latex and trim foam** waste streams are compressed on-site prior to processing by Novaya Solutions. These residual materials are subsequently upcycled into high-quality secondary raw materials, which are used as inputs for products in animal comfort, sports and leisure, building solutions, and other applications. Our foils are compressed as well.

Furthermore, we have implemented a **bonus plan** for our supply chain workers. This means that a bonus will be awarded when a certain reduction of the waste cost per unit produced is achieved. In this way, we want to stimulate sustainable procurement into the supply chain workers' daily practices.

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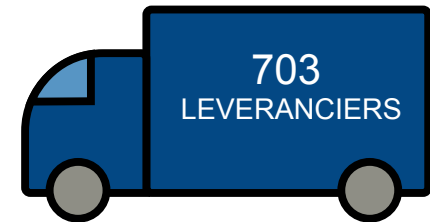
## 2.1. Circular economy & resource use

### 2.1.4. What we do

#### Supplier sustainability charter

We ask our existing and potential new suppliers to fill in a sustainability charter. Questions included in this charter are related to material use, production site location, product end-of-life, recyclability and reuse of materials etc. The intention is for suppliers to complete this as transparently as possible. In this way, we aim to ensure that our suppliers adopt more sustainable practices, while also helping us assess whether potential new suppliers are a good match for us.

This charter will not only apply to new suppliers, but also to our existing partners. For them, it can serve as a trigger to further improve their own sustainability performance. With these new conditions, we want to make our supply chain significantly more sustainable. Over time, it will continue to evolve and improve through experience and close collaboration with our suppliers, ensuring the most effective implementation.



### 2.1.5. Future actions

Training marketing and purchasing employees on circular economy and resource use principles is set as a future action, aimed at strengthening internal capabilities to integrate sustainability considerations into core business functions. This initiative is expected to support a transition from linear to circular practices by ensuring that employees involved in sourcing and market positioning are equipped to consider resource efficiency, lifecycle impacts, and circular business models in their decision-making.

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## 2.2. Energy & carbon emissions

### 2.2.1. Impacts

Energy is essential for Revor' operations: it powers production processes, building heating, and product transport. Energy use drives operating costs and has a close link with carbon emissions. Every increase in energy efficiency saves costs, lowers carbon emissions and reduces environmental impact. Reducing carbon emissions is vital to limit global warming and protect competitiveness in a low-carbon economy. As such, **energy and climate change mitigation** are material topics for Revor's daily operations.

### 2.2.2. Policy

Revor is committed to improving its energy efficiency and decarbonizing its energy consumption across all operations. This commitment is reflected in a structured approach to minimizing greenhouse gas (GHG) emissions from manufacturing, logistics, and administrative activities through the implementation of energy efficiency measures and the adoption of cleaner technologies.

Continuous improvement in energy efficiency is pursued in production processes, facilities, and equipment on an ongoing basis. In parallel, efforts are made to increase the share of renewable and low-carbon energy sources, where this is technically and economically feasible.

Climate and energy considerations are integrated into investment decisions, sourcing, and operational decisions, ensuring that sustainability is embedded within core business processes. All activities are conducted in compliance with applicable environmental and energy-related legislation.

To support these objectives, energy consumption and associated emissions are regularly monitored, enabling data-driven decision-making, continuous improvement, and transparent internal reporting. In addition, Revor commits to comply with all applicable environmental and energy-related laws and regulations. Through this approach, Revor aims to operate responsibly while maintaining the delivery of high-quality products over the long term.

### 2.2.3. KPI's & targets

Efficient energy use and emission reduction are central to Revor's sustainability strategy. The following indicators (table 6-8) provide an overview of the company's performance on total energy use and associated GHG emissions from 2023 up to 2025.

Together, these indicators form the basis for evaluating progress toward Revor's climate targets and for identifying opportunities to further reduce environmental impact.

## 2.2. Energy & carbon emissions

### 2.2.3. KPI's & targets

Table 6: Total energy consumption, broken down by renewable and non-renewable sources

Reporting year	2023	2024	2025
<b>Renewable energy source (MWh)</b>			
Fuels	0	0	0
Electricity (solar)	208	190	126
<b>Non-renewable energy source (MWh)</b>			
Fuels (mobile & stationary: natural gas, petrol and diesel)	746	836	964
Electricity (mobile & stationary)	521	584	509
<b>Total energy (MWh)</b>			
Total renewable energy	208	190	126
Total non-renewable energy	1.268	1.420	1.473
Total energy consumption	1476	1610	1.599

Table 7: Solar panel energy consumption, injection and production

Reporting year	2023	2024	2025
<b>Solar panels electricity usage</b>			
Injection (MWh)	101	99	211
Consumption (MWh)	208	190	126
Production (MWh)	309	289	337

Table 8: Carbon footprint and carbon intensity in line with the GHG protocol methodology

Reporting year	2023	2024	2025
<b>GHG emission category (tonnes CO<sub>2</sub>eq)</b>			
Scope 1	157,04	175,39	195,23
Scope 2 – LB	74,06	57,83	53,33
Scope 2 – MB	83,41	72,68	67,02
Total Scope 1 + 2 (MB)	240,46	248,07	262,25
Total Scope 1 + 2 (LB)	231,10	233,23	248,56
GHG intensity (tCO <sub>2</sub> eq LB / million EUR revenue)	7,9	8,2	7,9

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## 2.2. Energy & carbon emissions

In line with our environmental policy objectives, we aim to achieve several key targets that support the transition toward more sustainable and low-carbon operations. These include sourcing 100% green electricity by 2030, ensuring that all electricity consumed is derived from renewable energy sources, thereby significantly reducing indirect greenhouse gas emissions. In addition, we aim to achieve full electrification of the company fleet by 2030 through the phased replacement of conventional vehicles with electric alternatives, supported by appropriate infrastructure and planning.

Furthermore, we are committed to informing and training employees on energy-efficient working practices, with the objective of embedding energy awareness and responsible resource use into daily operations. Together, these targets are intended to drive continuous improvement in environmental performance and contribute to the organization's long-term sustainability ambitions.

### 2.2.4. What we do

Energy efficiency and emissions reduction are actively managed at the headquarters in Kuurne. The site is equipped with automated LED lighting systems and on-site solar panel installations, contributing to optimized energy consumption and a reduced carbon footprint.

Scope 1 and Scope 2 GHG emissions are calculated on an annual basis in line with recognized methodologies (GHG-Protocol), enabling the identification and prioritization of targeted mitigation measures.

Emissions associated with employee mobility are addressed through the implementation of a cafeteria plan and the progressive electrification of the company fleet.

In parallel, internal awareness initiatives are implemented to promote energy-efficient workplace practices among employees.

### 2.2.5. Future actions

Revor commits to undertaking a series of concrete actions to strengthen its energy management and climate performance. This includes organizing an energy and/or carbon audit to systematically assess current energy use and associated GHG emissions, identify inefficiencies, and define targeted improvement measures.

In addition, Revor will conclude a contract for 100% green electricity, ensuring that all purchased electricity originates from renewable energy sources and contributes to reducing indirect emissions. To further support data-driven decision-making, an energy monitoring system will be installed to track energy consumption in real time, enabling the identification of optimization opportunities and supporting continuous improvement.

Furthermore, all employees will be trained in energy conservation and climate action, with the aim of fostering awareness, encouraging responsible behavior, and embedding energy-efficient practices into daily operations. Together, these measures form a structured approach to reducing energy consumption, lowering emissions, and strengthening overall environmental performance.

# SOCIAL RESPONSIBILITY

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Within Revor Group, we strongly believe in creating value beyond mere financial results. We understand that the success of a company is not only determined by turnover and profit, but also by the positive impact we have on our employees, customers and suppliers.

We are committed to deeply engaging our employees, promoting diversity and inclusion within our organization, ensuring fair working conditions in our supply chain, and supporting the local communities in which we operate. These efforts not only reflect our ethical values but also form the basis of a sustainable business model that thrives in a world that increasingly values transparency. By transparently reporting on our social initiatives, we contribute to a more sustainable and just world, where companies play an active role in shaping a better future for all.

## 3.1. Own workforce

### 3.1.1. Impacts

Material topics for Revor include **working conditions** and **equal treatment and opportunities** for the **own workforce**. Both topics are important for Revor because its operations rely heavily on a stable and skilled workforce. By investing in the development and well-being of our employees, we will reduce staff turnover and absenteeism and retain valuable knowledge and experience within our organization. Satisfied and engaged employees contribute positively to our image in society, convey our corporate values and will also result in higher productivity and efficiency, which is essential for our business success.



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## 3.1. Own workforce

### 3.1.2. Policy

Revor's HR, Health & Safety Policy and Code of Conduct are based on fair employment, safe & healthy working conditions, and equal opportunities for everyone. Revor aims to attract and keep motivated employees through transparent employment practices, open dialogue, and regular training and development.

#### Labour & human rights

Respecting human rights demonstrates our ethical principles and integrity as a company. It demonstrates our determination to act fairly, respectfully and equitably and helps us minimize legal and operational risks. In a globalized world, where we work with diverse partners and suppliers around the world, respecting human rights is essential for building strong and sustainable business relationships. We expect all our employees, suppliers and business partners to adhere to our Code of Conduct.

In addition, we clarify the rules and standards for our employees through a General Collective Labour Agreement and Labour Rules. We also use a Third-Party Work Agreement when we cooperate with third parties.

#### Learning & development

We offer our employees several opportunities for personal and professional growth. By investing in education, training (formal and informal) and personal development (Learned platform), we ensure that our employees can improve their skills and adapt to changing market conditions.

#### Social dialogue

Social dialogue is essential for a healthy working environment. Open and honest communication between employers and employees cannot only avoid disputes but also improve working conditions. It allows us to work towards a fair and equitable workplace, so that all employees feel appreciated for their efforts. Moreover, social dialogue is a source of innovation and growth. By thinking together about challenges and opportunities, we can find creative solutions that not only improve our efficiency but also strengthen our position in the market.

#### Diversity & inclusion

We are committed to a respectful and inclusive workplace where all employees are valued and can reach their full potential, regardless of background, gender, race, religion, or sexual orientation. Discrimination, harassment, retaliation, and inappropriate behavior are not tolerated.

Equal opportunities are ensured across recruitment, development, and rewards, with decisions based on competence, performance, and potential. Leaders are accountable for advancing diversity, equity, and inclusion (DEI).

Employees are encouraged to report incidents. Suppliers and contractors must uphold these DEI standards; violations may result in termination of partnerships.

#### Health & safety

A safe working environment creates a sense of trust and security among our employees. This confidence translates into increased productivity, creativity and collaboration as employees can concentrate on their tasks without worrying about their safety.

Therefore, we commit to a safe and hygienic working environment, including necessary measures to prevent accidents and health risks. Proper sanitation, ventilation, and protective equipment should be provided where necessary.

## 3.1. Own workforce

### 3.1.3. KPI's & targets

The indicators below (table 9-12) give an overview of key workforce and social performance indicators of Revor from 2023 up to 2025.

*Table 9: General workforce characteristics*

Reporting year	2024	2025
<b>Workforce characteristic datapoints</b>		
Temporary contracts (FTE)	8	10
Permanent contracts (FTE)	130,82	112,96
Male employees (FTE)	60,66	49,57
Female employees (FTE)	70	63,39
Other/not reported employees (FTE)	0	0
Employee turnover rate (%)	10%	12%

NA = not available

*Table 10: Pay, collective bargaining and training*

Reporting year	2023	2024	2025
<b>Pay, collective bargaining and training datapoints</b>			
Employees covered by a collective bargaining agreement	89	90	92
Number of reports related to whistleblower procedure	0	0	0
Ratio of the annual total compensation for the highest paid individual to the median annual total compensation for all employees	4:1	4:1	4:1
Average annual training hours per employee – women	2	3	5,74
Average annual training hours per employee – men	5	7,5	7,76
Average annual training hours per employee – other	0	0	0
Gender pay gap	0	0	0

## 3.1. Own workforce

Table 11: Workforce diversity & inclusion

Reporting year	2023	2024	2025
<b>Diversity &amp; inclusion datapoints</b>			
% women employed in the whole organization	53	52	53
% women in top management level	33	33	33
% women within the organization's board	29	29	29
Employees from a minority or vulnerable group in the organization	22	16	19
Employees from a minority or vulnerable group at top management	0	0	0
Number of identified discrimination or harassment incidents or corrective actions	0	0	0

Table 12: Workforce and health & safety indicators

Reporting year	2023	2024	2025
<b>Health &amp; safety datapoints</b>			
Rate of recordable work-related accidents (according to Belgian definition)	3,19	6,91	5,93
Number of recordable work-related accidents (according to Belgian definition)	3	6	5
Work-related fatalities due to injuries and ill health	0	0	0
Number of hours worked	187.964	173.544	168.573
Number of days lost to work-related injuries, fatalities & ill health	211	142	74

Revor aims to strengthen employee development and foster an inclusive workplace by setting clear targets for training and diversity. By 2030, participation in employee training will be increased to 90%, with a minimum of three training days per employee per year. This objective is intended to support continuous professional development, enhance skills across the workforce, and ensure employees are well-equipped to meet evolving business and sustainability challenges.

In addition, Revor commits to ensuring that 90% of new employees complete their onboarding training within the first two months of employment by 2030. This will help accelerate integration into the organization and ensure that new hires quickly acquire the knowledge and competencies required for their roles.

Furthermore, a balanced and inclusive workforce will be maintained by ensuring that the proportion of female employees remains between 40% and 60%. This target reflects a commitment to gender diversity and equal opportunity, contributing to a more equitable, dynamic, and high-performing working environment.

## 3.1. Own workforce

### 3.1.4. What we do

#### Labor & human rights

Employees are compensated for extra or atypical working hours in accordance with applicable policies and regulations, ensuring fair recognition of their time and effort. In addition, flexible work arrangements are supported through the availability of teleworking, enabling employees to organize their work in a way that promotes both productivity and work-life balance.

#### Learning & development

Individual performance is regularly assessed through structured growth conversations, supporting continuous development and alignment with organizational objectives. Internal mobility is actively promoted by sharing new vacancies internally before external publication, ensuring equal and gender-neutral recruitment and selection processes, as well as transparency and support for employees interested in internal opportunities.

In addition, employees are offered a wide range of skills development training opportunities, including first aid, cybersecurity awareness, forklift operation, and leadership training, among others. These efforts are further supported by the implementation of an internal mobility plan, designed to provide employees with clear pathways to grow and develop within the organization.

#### Social dialogue

Working conditions are governed by a collective bargaining agreement covering key aspects such as working hours, overtime, leave arrangements, career management, and training. In addition, a cafeteria plan is offered, allowing employees to exchange part of their salary for a range of attractive benefits tailored to their individual needs.

A whistle-blowing policy is also in place to enable the reporting of alleged violations of laws and regulations, breaches of internal policies, or ethical concerns within the organization. All reports are taken seriously, thoroughly investigated, and followed by appropriate actions to address any identified irregularities.

#### Diversity & inclusion

Guidelines are in place to support gender-neutral recruitment practices, promoting diversity and inclusion across the workforce. In addition, regular pay gap analyses are conducted to ensure fair and adequate remuneration for all employees.

Multiple reporting channels are available for employees to raise concerns related to discrimination, harassment, or retaliation, including access to a confidential advisor. All reports are handled with strict confidentiality and are followed by appropriate actions where necessary.

#### Health & safety

Employee well-being is supported through regular health check-ups and comprehensive health and safety risk assessments. A structured emergency action plan is in place to ensure an effective response to potential incidents, while preventive measures are implemented to reduce the risk of repetitive strain injuries (RSI).

In addition, appropriate personal protective equipment (PPE) is provided to mitigate risks such as noise exposure and other workplace hazards. Employees also receive training on health and safety risks, as well as on good working practices, to promote a safe and healthy working environment.

### 3.1.5. Future actions

Revor commits to fostering a safe and inclusive working environment by implementing a formal grievance mechanism to address issues such as discrimination and harassment. This mechanism will provide employees with confidential channels to report concerns, ensuring that all cases are handled in line with established policies and legal requirements. In addition, employee resource or support groups will be established that are open to all employees. These groups will serve as platforms for open dialogue, helping to strengthen employee well-being across the organization.

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## 3.2. Workers in the value chain

### 3.2.1. Impacts

For Revor Group, it is not only important to work sustainably and ethically responsible, but also to collaborate closely with suppliers who share the same standards and commitments. It is therefore our responsibility to carefully select the suppliers that align with our values to make sure that the **working conditions as well as equal treatment and opportunities for workers in the value chain** are respected. Ensuring equal opportunities, fair treatment, and safe working conditions for all workers within the value chain has a profound, positive impact on both people and the environment, resulting in less occupational accidents, inclusion, empowerment, poverty alleviation as well as higher quality products, less waste and more environmental stewardship. Failing to invest in these material topics may result in reputational damage, supply chain disruptions, exploitation, inequality, discrimination and dangerous situations. For Revor, it is not only a moral obligation, but also an investment that ensures sustainable, long-term business success, risk reduction, and resilience.

### 3.2.2. Policy

We consider two key aspects of our suppliers: the environmentally responsible management of their activities, as well as the ethical standards of the company. Suppliers are expected to adhere to the highest standards of integrity and fairness in all their business dealings. Business transactions should be documented accurately and fairly. When entering a commitment with a new supplier, our human rights expectations are always discussed in detail. The supplier is also required to commit to this by signing our Supplier Code of Conduct, based on the ten principles of the UNGC.

Suppliers must establish management systems to ensure compliance with the Code of Conduct and demonstrate continuous improvement. This includes training employees, monitoring performance, and addressing any violations of the code. Suppliers should also allow periodic audits and inspections to verify compliance with this Code of Conduct. Non-compliance must be addressed promptly, and corrective actions must be taken. If we identify a breach of standards, Revor Group will negotiate an appropriate improvement plan. However, if Revor Group continues to identify violations, the contract will be terminated.

## 3.2. Workers in the value chain

### 3.2.3. KPI's & targets

The following indicators (table 13) are monitored to assess performance in sustainable procurement, providing insight into the integration of environmental and social criteria within sourcing activities from 2023 up to 2025.

These indicators support the evaluation of supplier sustainability performance. By systematically tracking these metrics, Revor can identify areas for improvement, enhance transparency, and drive continuous progress toward more responsible and sustainable sourcing practices.

*Table 13: sustainable procurement indicators*

Reporting year	2023	2024	2025
<b>Sustainable procurement datapoints</b>			
% of suppliers that formally signed the Supplier Code of Conduct	72	93	86
% of targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	NA	76	85
% of audited/assessed suppliers engaged in corrective actions or capacity building	NA	10	NA
% of targeted suppliers that have gone through a sustainability on-site audit	NA	21	NA
% of targeted suppliers that have gone through a sustainability assessment	NA	12	15
% of supply chain workers that received training on sustainable procurement	NA	75	75

NA = not available

Revor commits to the progressive expansion of supplier engagement and compliance based on annual supplier spend thresholds, with a threshold of  $\geq$  €30,000 by 2030. This includes that the supplier code of conduct, the Compliance and Business Integrity Statements and the supplier sustainability questionnaires are signed by 80% of total supplier spend by 2030.

Furthermore, Revor aims to ensure that 80% of textile suppliers hold an OEKO-TEX certification and 80% of wood suppliers hold FSC or PEFC certification. We will work proactively with suppliers to improve the environmental sustainability of purchased materials. Finally, we aim to maintain zero tolerance for serious ethics issues (fraud and corruption) across the supply chain.

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## 3.2. Workers in the value chain

### 3.2.4. What we do

Supplier contracts include the integration of a Compliance and Business Integrity Statement, ensuring that all partners formally acknowledge and commit to ethical standards. In addition, suppliers are expected to sign and adhere to the Supplier Code of Conduct, reinforcing alignment with the company's principles on responsible business practices.

An internal procedure is in place to identify, assess, and address adverse sustainability impacts within the supply chain, supporting a structured and consistent response to potential risks. To strengthen implementation, supply chain colleagues receive targeted training on sustainable procurement practices, enhancing awareness and decision-making capabilities.

Furthermore, on-site audits are conducted to evaluate suppliers' performance on environmental and social issues, providing direct insight into compliance and enabling continuous improvement.

### 3.2.5 Future actions

Revor commits to performing risk assessments of adverse environmental and social impacts in the supply chain. This includes assessing risks related to issues such as resource use, emissions, labor conditions, human rights, and ethical business practices across suppliers and sourcing regions. By systematically evaluating supply chain risks, Revor aims to enhance transparency, strengthen responsible sourcing practices, and ensure alignment with its environmental and social commitments.



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## 3.3. Customer safety

### 3.3.1. Impacts

Safety of customers is material for Revor because its products are used directly by end customers and can affect their health, well-being, and quality of life. Product safety risks such as defects, harmful materials, or inadequate instructions can lead to injuries, health issues, product recalls, legal liabilities, and reputational damage. Ensuring customer safety through responsible design, manufacturing, testing, and clear information builds customer trust, supports regulatory compliance, and protects Revor's brand reputation and long-term commercial success.

### 3.3.2. Policy

Mattresses are engineered with customer safety at the forefront. This includes structural integrity, ergonomic support, and long-term durability. Our objective is to provide mattresses that are safe, reliable and transparent for customers to use and understand. To achieve this, we are committed to designing and manufacturing products that are safe for their intended use.

We aim to minimize risks associated with materials, construction, and performance and providing clear, accurate, and verifiable product information to customers. We commit to ongoing enhancement of customer safety by reviewing performance and safety incidents, updating designs, materials and processes based on insights and monitoring changes in regulations, standards and sector best practice.

We comply with all relevant product safety laws, regulations and standards in the markets we serve. This includes obligations related to product performance, labelling, documentation and conformity.

### 3.3.3 KPI's and targets

To date, no specific customer safety indicators are being monitored. Revor intends to address this gap by implementing relevant metrics and tracking mechanisms, which will be included in the sustainability report for 2026. This will enable a more structured approach to monitoring customer safety.

Several targets have been set to support the objectives on customer safety. First, we aim to ensure that 100% of mattresses placed on the market comply with applicable customer safety regulations and industry standards year-on-year. We want to eliminate the use of hazardous substances and ensure materials are safe for customer use in compliance with actual regulations year-on-year (e.g. replacing chemical products to plant-based alternatives).

To achieve these targets, the organization has committed to training all relevant employees in customer safety requirements. This initiative aims to ensure that employees are fully aware of applicable safety standards and regulations as well as internal procedures, enabling them to effectively integrate customer safety considerations into their daily activities.

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## 3.3. Customer safety

### 3.3.4. What we do

Customers receive clear and concise instructions for use, care and maintenance to ensure safe enjoyment of the product. All product labelling, documentation and marketing claims are accurate, evidence-based and not misleading.

We actively monitor customer feedback, complaints and safety incidents. Any concern linked to safety is investigated promptly, and where necessary, corrective actions are taken, including product modifications, customer communications or recalls in line with regulatory requirements.

Materials are selected based on compliance with relevant safety, health and environmental standards. For example, textiles carry recognized labels such as OEKO-TEX that verify the safety of fabrics used. Our suppliers are expected to meet applicable safety, quality and compliance requirements.

Employees involved in design, manufacturing, quality control and customer service receive training on product safety and regulatory expectations. Responsibility for customer safety is shared throughout the organization with clear accountability at management level.

In addition, research is conducted on the potential health impacts of latex mattresses in collaboration with physiotherapists, supporting continuous improvement in product safety and user well-being.

In collaboration with Triple R, we have initiated the implementation of Digital Product Passports (DPP) for our mattresses. These digital passports provide structured, reliable product data across the lifespan of the mattress, aligned with emerging European DPP frameworks such as Project Crossroads. This enhances traceability and empowers customers and partners with transparent, verifiable information throughout the lifecycle.

### 3.3.5 Future actions

Continuous efforts are undertaken such as maintaining ongoing vigilance in the selection of suppliers and materials, to align production processes with current regulations concerning hazardous substances and material safety.

In addition, we will carry out more specific quality checks, in which all departments are evaluated and followed up and improved individually per department. This targeted approach enables us to further strengthen our quality and respond more quickly to changes. Moreover, this will contribute to a reduction in the waste stream. In the future, we will further subdivide various matters to achieve even better waste management.



# CORPORATE GOVERNANCE

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## 4. Corporate governance

### 4.1.1. Impacts

**Corporate culture** is a material topic as we recognize the crucial role of good corporate governance in shaping our success and ensuring sustainable growth. It is essential in allowing us to thrive and of primary importance for our business to prosper in the long run. We believe in open communication and transparency, ensuring there is a clear understanding of our decision-making and operational processes. Our leadership team is ready to be accountable for their decisions and actions, which helps build trust and credibility.

We think about the future and focus not only on financial sustainability, but also on promoting social and environmentally responsible actions. As such, we strive to comply with all applicable laws and regulations. Corporate governance is designed to ensure that we operate in an ethical and lawful manner. Our strong governance foundation helps build and maintain a positive reputation, which is crucial for attracting investors, customers and talent.

### 4.1.2. Policy

#### **Ethics & integrity**

We act honestly and fairly in all our transactions, operations and relationships. This includes compliance with applicable laws and regulations, respect for human rights, and zero tolerance for corruption, bribery, discrimination, harassment, or unethical business practices. We expect the same standards from our suppliers and business partners, and we actively promote responsible sourcing and fair labor practices throughout our supply chain.

#### **Risk management**

We systematically identify, assess, and manage risks that could affect our employees, customers, operations, reputation, and financial stability. These risks include operational, financial, environmental, health and safety, and supply-chain risks. Clear procedures, internal controls, and regular evaluations help us anticipate challenges and respond effectively.

#### **Information security**

We attach great importance to data protection and privacy. We are committed to protecting the personal data of our customers, employees and partners, and we employ strict security measures to ensure their confidentiality.

#### **Continuous improvement & accountability**

Our commitment to ethics and integrity, risk management and information security is ongoing. We encourage open communication, reporting of concerns without fear of retaliation, and continuous improvement through monitoring, audits, and review. Management is accountable for embedding these principles into our strategy, daily operations, and company culture.

## 4. Corporate governance

### 4.1.3. KPI's and targets

Revor upholds strong ethical standards and transparent governance to ensure integrity across all operations, including a zero-tolerance policy toward corruption and bribery. To date, no convictions or fines were recorded, and no financial penalties were incurred for any form of unethical conduct. The tables 14–15 below give an overview of the governance body composition, business ethics and data security indicators.

*Table 14: governance body member division*

Reporting year	2023	2024	2025
<b>Governance body member division</b>			
Total number of board members	7	7	7
% male	71%	71%	71%
% female	29%	29%	29%
% <30 years old	0	0	0
% 30–50 years old	86%	86%	86%
% > 50 years old	14%	14%	14%
% from minority or vulnerable groups	0	0	0
% executive	42%	42%	42%
% independent	20%	20%	20%

*Table 15: business ethics and data protection indicators*

Reporting year	2023	2024	2025
<b>Business ethics datapoints</b>			
Number of convictions for violating anti-corruption and anti-bribery laws	0	0	0
Total amount of fines incurred for the violation of anti-corruption and anti-bribery laws	0	0	0
% of employees trained on business ethics	0	0	0
Number of confirmed information security incidents	0	0	0

By 2030, Revor commits to ensure that 100% of internal employees working with IT devices complete end-user data security training annually. In addition, Revor's aims to maintain zero tolerance for corruption and bribery, as well as compliance with GDPR regulations. Finally, we commit to yearly cybersecurity risk assessments to systematically identify, evaluate, and mitigate potential threats to our information systems and data.

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## 4. Corporate governance

### 4.1.4. What we do

A specific procedure is in place governing the giving and receiving of gifts involving customers, suppliers, and other stakeholders, ensuring transparency and the prevention of conflicts of interest. Employees are regularly engaged through training sessions, simulations, and internal campaigns focused on information security, strengthening awareness and preparedness.

Information security is further supported by the performance of regular risk assessments aimed at maintaining the robustness of systems and controls. A privacy policy is made available on the company website, outlining how personal data is handled and protected.

To manage potential breaches, a cybersecurity incident response plan has been established, complemented by enhanced security measures such as multi-factor authentication, state-of-the-art firewall and antivirus software, and the secure storage of third-party personal data on a dedicated local server with restricted access.

In addition, a whistleblower procedure is available for stakeholders to report concerns related to information security, corruption, or bribery, ensuring that such issues can be raised and addressed in a structured and confidential manner.

### 4.1.5 Future actions

Revor commits to strengthening its governance and risk management practices through a series of structured actions. This includes performing internal audits of control procedures to prevent information security breaches, ensuring that existing safeguards are effective and aligned with best practices.

In addition, corruption risk assessments will be conducted to identify potential vulnerabilities related to unethical behavior, enabling the implementation of appropriate preventive measures and reinforcing a culture of integrity. To support this, employees will be trained on business ethics and information security, ensuring awareness of key principles, policies, and expected behaviors across the organization.

Furthermore, clear guidance documents will be developed for workers and visitors, outlining requirements related to data security and general access to company premises. These documents will help ensure that all individuals on site are informed of applicable rules and contribute to maintaining a secure and controlled working environment.



# APPENDIX

*Appendix 1 - Overview of VSME datapoints ..... 50*

*Appendix 2 - Overview of non-VSME datapoints ..... 52*

## 5. Appendix 1 – Overview of VSME datapoints

Table 16: VSME datapoints provided in the report

VSME basic module datapoints	Unit	2023	2024	2025	Section
<b>B1 – Basis for preparation</b>					
Balance sheet total	EUR	28.189.995	27.846.520	17.395.526	1.2
Turnover	EUR	29.203.106	27.771.949	31.336.477	1.2
Number of employees (headcount or FTE)	FTE	133,6	126,1	116	1.2
<b>B3 – Energy and greenhouse gas emissions</b>					
Total energy consumption	MWh	1476	1610	1599	2.2.3
Total renewable energy consumption	MWh	208	190	126	2.2.3
Total non-renewable electricity consumption	MWh	1.268	1.420	1.473	2.2.3
Renewable electricity consumption	MWh	208	190	126	2.2.3
Renewable fuel consumption	MWh	0	0	0	2.2.3
Non-renewable electricity consumption	MWh	521	584	509	2.2.3
Non-renewable fuel consumption	MWh	746	836	964	2.2.3
Scope 1 GHG emissions	tCO <sub>2</sub> eq	157,04	175,39	195,23	2.2.3
Location-based Scope 2 emissions	tCO <sub>2</sub> eq	74,06	57,83	53,33	2.2.3
GHG intensity	tCO <sub>2</sub> eq/turnover [EUR]	7,9	8,2	7,9	2.2.3
<b>B4 – Pollution of air, water and soil</b>	<b>Not applicable</b>				
<b>B5 – Biodiversity</b>	<b>Not applicable</b>				
<b>B6 – Water</b>	<b>Not applicable</b>				

VSME basic module datapoints	Unit	2023	2024	2025	Section
<b>B7 – Resource use, circular economy and waste management</b>					
The total annual generation of non-hazardous waste	tonnes	169,1	184,2	178,4	2.1.3
The total annual generation of hazardous waste	tonnes	37,9	29,9	37,7	2.1.3
The total annual waste diverted to reuse or recycling	tonnes	207,0	214,1	216,1	2.1.3
<b>B8 – Workforce – General characteristics</b>					
Temporary contracts	FTE	NA	8	10	3.1.3
Permanent contracts	FTE	NA	130,82	112,96	3.1.3
Male employees	FTE	NA	60,66	49,57	3.1.3
Female employees	FTE	NA	70	63,39	3.1.3
Other/not reported employees	FTE	NA	0	0	3.1.3
Employee turnover rate	%	NA	10%	12%	3.1.3
<b>B9 – Workforce – Health and safety</b>					
Recordable work-related accidents (according to Belgian definition)	rate	3,19	6,91	5,93	3.1.3
Recordable work-related accidents (according to Belgian definition)	quantity	3	6	5	3.1.3
Work-related fatalities	quantity	0	0	0	3.1.3
<b>B10 – Workforce – Remuneration, collective bargaining and training</b>					
Pay gap between female and male employees	%	0	0	0	3.1.3
Employees covered by a collective bargaining agreement	%	89	90	92	3.1.3
Average annual training hours per employee – women	average	2	3	5,74	3.1.3
Average annual training hours per employee – men	average	5	7,5	7,76	3.1.3
Average annual training hours per employee – other	average	0	0	0	3.1.3
<b>B11 – Convictions and fines for corruption and bribery</b>					
Number of convictions	quantity	0	0	0	4.1.3
Total amount of fines incurred for anti-corruption or anti-bribery violations	€	0	0	0	4.1.3

NA = not available

## 6. Appendix 2 – Overview of non-VSME datapoints

Table 17: non-VSME datapoints provided in the report

Non-VSME datapoint included in the report	Unit	2023	2024	2025	Section
<b>Solar panels electricity usage datapoints</b>					
Injection	MWh	101	99	211	2.2.3
Consumption	MWh	208	190	126	2.2.3
Production	MWh	309	289	337	2.2.3
<b>Pay, collective bargaining and training datapoints</b>					
Number of reports related to whistleblower procedure	Quantity	0	0	0	3.1.3
Ratio of the annual total compensation for the highest paid individual to the median annual total compensation for all employees	Ratio	4:1	4:1	4:1	3.1.3
<b>Diversity &amp; inclusion datapoints</b>					
% women employed in the whole organization	%	53	52	53	3.1.3
% women in top management level	%	33	33	33	3.1.3
% women within the organization's board	%	29	29	29	3.1.3
Employees from a minority or vulnerable group in the organization	Quantity	22	16	19	3.1.3
Employees from a minority or vulnerable group at top management	Quantity	0	0	0	3.1.3
Number of identified discrimination or harassment incidents or corrective actions	Quantity	0	0	0	3.1.3
<b>Health &amp; safety datapoints</b>					
Number of hours worked	Quantity	187,964	173,544	168,573	3.1.3
Number of days lost to work-related injuries, fatalities & ill health	Quantity	211	142	74	3.1.3

Non-VSME datapoint included in the report	Unit	2023	2024	2025	Section
<b>Sustainable procurement datapoints</b>					
% of suppliers formally signed the Supplier Code of Conduct	%	72	93	86	3.2.3
% of targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	%	NA	76	85	3.2.3
% or number of audited/assessed suppliers engaged in corrective actions or capacity building	%	NA	10	NA	3.2.3
% of targeted suppliers that have gone through a sustainability on-site audit	%	NA	21	NA	3.2.3
% of targeted suppliers that have gone through a sustainability assessment	%	NA	12	15	3.2.3
% of supply chain workers that received training on sustainable procurement	%	NA	75	75	3.2.3
<b>Governance body datapoints</b>					
Total number of board members	Quantity	7	7	7	4.1.3
% male	%	71%	71%	71%	4.1.3
% female	%	29%	29%	29%	4.1.3
% <30 years old	%	0	0	0	4.1.3
% 30-50 years old	%	86%	86%	86%	4.1.3
% > 50 years old	%	14%	14%	14%	4.1.3
% from minority or vulnerable groups	%	0	0	0	4.1.3
% executive	%	42%	42%	42%	4.1.3
% independent	%	20%	20%	20%	4.1.3
<b>Business ethics datapoints</b>					
% of employees trained on business ethics	%	0	0	0	4.1.3
Number of confirmed information security incidents	Quantity	0	0	0	4.1.3

NA = not available

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