

# SUSTAINABILITY REPORT 2025



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# MESSAGE FROM OUR CEO

## WHY PUBLISH AN IMPACT REPORT?

“Writing this report forces us to take a step back to consider all the small steps we are taking within our company as a whole. This perspective allows us to objectively evaluate our efforts and better communicate them to the outside world. And if it can also inspire others, that would be the icing on the cake.”

## HOW IS THIS COMMITMENT REFLECTED IN EVERYDAY LIFE AT TURBEL?

“Numerous initiatives have been launched, such as the code of conduct and the organisation of “CSR lunchtime sessions”.

In addition, employee training courses now fully incorporate CSR issues, enabling everyone to fully understand the impact of their actions.”

## WHICH ESG ISSUES ARE CURRENTLY A PRIORITY FOR TURBEL? WHY?

“It is difficult to give a concise answer, as no single issue takes priority: progress must be made on all fronts. Given the current challenges facing the world, the environment is just as crucial as the inclusion of everyone.”

## WHAT MESSAGE WOULD YOU GIVE TO OTHERS WHO WOULD LIKE TO GET INVOLVED IN SUCH AN INITIATIVE?

“You don't need to have a CSR department to tackle these issues. What is important is to get started, begin with small projects in each area, and inspire employees so that they, in turn, can inspire others: suppliers, customers, their loved ones, etc.”



Aurélie Cuvelier, CEO of Turbel

# ABOUT TURBEL

Founded in 1955, Turbel is a **Belgian family-owned company** that has grown through decades of **expertise, innovation, and commitment**. In 1986, the company entered a new phase of development as **Roland Cuvelier took over the leadership**.

Originally operating as a distributor of Avery adhesive labels imported directly from the United States, Turbel made a significant decision in **1996**. That year, the company invested in its **first cutting machine and began producing its own labels**. This step was a major turning point, giving Turbel **full control over its production process**.

Thereafter, Turbel launched **its own brand, Multicom**, which would later become a key link between its two core activities. Manufactured at the Haren site and distributed through the Office Business Unit, **the brand embodies the company's know-how and quality standards**.

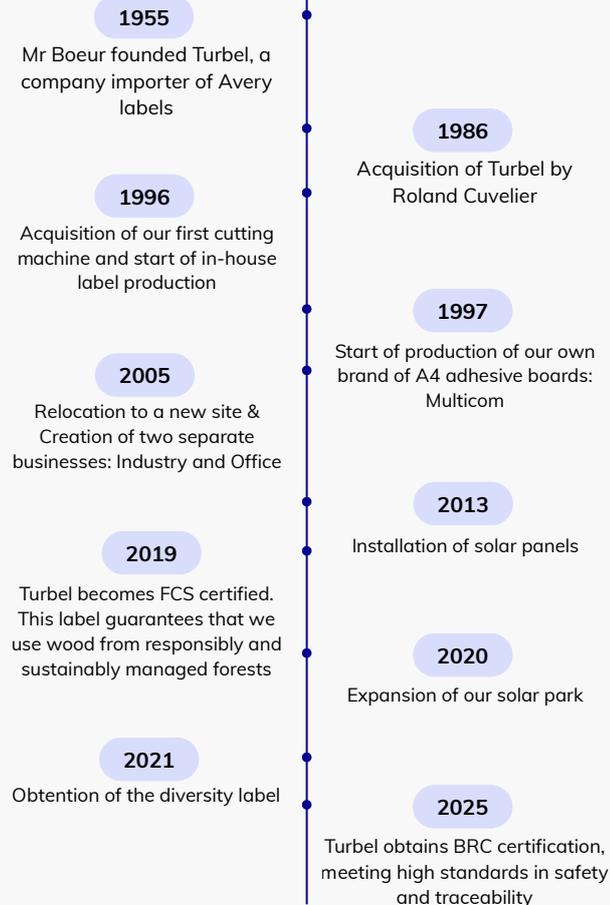
In 2005, Turbel officially structured its operations around **two complementary business areas: Industry and Office**. This evolution allowed the company to combine **brand distribution with in-house label production**, strengthening its position in both markets.

Alongside this strategic development, Turbel has slowly started to integrate environmental considerations into its activities. The installation of a set of **solar panels** on its roof in 2013 was an important first step. This marked the **beginning of a journey** towards more concrete ESG measures and strategy at the end of 2018. Since then, **environmental responsibility has been an integral part of Turbel's identity**.

Over the years, Turbel has continuously broaden its portfolio with high-quality brands, increased its fleet of machinery, and welcomed new talents. Today, the company managed by Aurélie Cuvelier, **is firmly established in both business areas** and is dedicated to **providing comprehensive, high-quality solutions tailored to its customers' needs**.

While evolving with the market, Turbel has remained faithful to its core commitments: **practical solutions, close partnerships, and reliable service**.

“Always better rather than always more”



“Identify and personalise objects and people”

## OUR CORE VALUES

### QUALITY

**Quality drives our daily work.**

We strive for precision, reliability, and consistency in every label, solution, and interaction.

### GREEN

**Sustainability is part of everything we do.**

We aim to reduce our environmental footprint through responsible choices in energy, materials, and production to optimise processes and minimise waste.

### AUTONOMY

**We empower initiative and personal responsibility.**

Each individual plays a key role in driving improvement and supporting our collective stability.

### TEAM SPIRIT

**Collaboration, trust, and mutual support are at our core.**

Working together helps us tackle challenges effectively and maintain a positive, dynamic environment.

### TOLERANCE

**We value respect and diversity.**

Different perspectives and ideas fuel our growth and shape the way we collaborate.



# TURBEL AT A GLANCE

Carbon footprint:

**5 443** TCO<sub>2</sub>e

Number of collaborators:

**48**

Turbel's turnover:

**11,5** M €

Number of solar pannels:

**1 168**

Gender distribution:

**31%** and **69%**  
Women and Men

M<sup>2</sup> transformed:

**6,5** m<sup>2</sup>

Solar energy produced:

**389 000** kWh

Average age:

**47** years old

Number of customers:

**> 1000**

Ongoing initiative:

**B Corp** Label

Number of origins:

**9**

Our partner brands:

**> 40**

# ENVIRONMENT

## REDUCING OUR IMPACT

Through our two core activities, **brand distributor** and **label manufacturer**, we recognise our **responsibility and impact** on the environment.

Indeed, although Labels are **essential** to everyday business operations, they inevitably generate **tonnes of waste every year...**

This reality encourages us to go further and actively **seek concrete solutions to reduce our environmental footprint.**

At Turbel, we are determined to be part of the solution through **concrete actions and a shared vision** across the entire company.

The following section highlights our key environmental initiatives and future improvement areas:



## EMISSIONS



## ENERGY



## WATER CONSUMPTION



## WASTE MANAGEMENT



## ECO-DESIGN

# EMISSIONS

In **2021**, Turbel initiated the development of a structured **decarbonisation approach** to measure its environmental impact for the first time, with the support of **D-carbonize**.

Aware that the majority of our emissions originate from our purchases, we chose to conduct a comprehensive analysis of our carbon footprint, taking **all scopes** into account in order to **achieve the most accurate and complete result possible**.

This exercise enabled us to quantify Turbel's carbon footprint and its distribution across our operations.

Since then, Turbel has recalculated its carbon footprint annually, using these results to **track progress and support actions to reduce and offset our emissions**.

In 2025 our carbon footprint was:

**5 443** TCO<sub>2</sub>e

In concrete terms, this represents:



**544 000** Trees per year



**625** Round-the-world trip by car



Average annual emissions of **544** europeans

● Purchase ● Energy ● End of life

● Logistics ● Other



## NEXT STEPS

### BY 2027:

- ➔ In order to successfully implement all our ESG projects, we plan to hire a transition and quality manager.

### BY 2029:

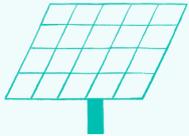
- ➔ We are committed to investing in offset projects that combine societal and environmental positive impact. That is why we plan to replant each tree used for producing our labels.
- ➔ We will define a precise carbon footprint reduction strategy with a specific trajectory for each area.

# ENERGIE

Thanks to significant investments in renewable energy, Turbel benefits from an **extensive solar panel installation** on its rooftop.

In 2024, **45 %** of the electricity produced was **used for on-site consumption**, while the remainder was fed back into the network.

In 2025:



1 168

photovoltaic panels



389 000 kWh

of green electricity produced

→ This initiative reduces our reliance on fossil fuels and forms the cornerstone of our long-term energy strategy.



## ENERGY COMMUNITY

Our goal is to make renewable energy accessible and stable.

Since July 2025, we have participated in the **Energilia energy community**, contributing to a shared, sustainable energy system.

This partnership enables us to support **local renewable energy** production, **optimise energy** use within the community, and **strengthen our energy resilience**.

Being part of Energilia reflects our ongoing effort to **foster a cleaner energy future for all**.

## NEXT STEPS

### BY 2026:

- We will install battery storage systems to manage solar energy better. The goal is to achieve full **self-consumption** through **battery storage** and **energy community** collaboration.

### BY 2030:

- We aim to **reduce by 70% our dependence on fossil energy**. Different projects are in the pipeline, such as **wood waste-based heating project** or the use of **UV LED technology** to reduce energy consumption in production.

# WATER CONSUMPTION

Today, our water management practices **remain limited**. Water is primarily **used for operational needs, including equipment and ink washing, and is discharged through conventional systems**.

While **compliant with current regulations**, these practices leave room for improvement in terms of resource efficiency and environmental impact.

## OUR AMBITION

We see water as a **critical resource** that must be managed more responsibly. As part of our environmental roadmap, **we aim to significantly improve how we use, treat, and reuse water** across our operations.

## OUR COMMITMENT

By progressively **transforming our water management practices**, we commit to **reducing our environmental impact** while **building more resilient and responsible operations**.

## NEXT STEPS

### IN THE COMING YEARS:

- We plan to **integrate rainwater harvesting systems to reduce reliance on potable water** for operational uses.
- We want to improve the **filtration and treatment** of ink washing water, **limiting pollutant discharge and enabling safer reuse or disposal**.
- Finally, we will **assess water consumption and discharge more precisely**, in order to **define measurable reduction targets** over time.



# WASTE MANAGEMENT

At Turbel, household waste generated on-site is **sorted and recycled** as much as possible.

Production waste is currently **handled by external service providers** in accordance with applicable waste management practices.

However, due to the presence of glue on almost all of our production waste, we are **not yet able to recycle most of it**. We are currently working on **finding a solution to this issue**.



## NEXT STEPS

### BY 2027:

- We will strive to recycle most of our production waste.

Our main challenge today is finding a solution for our production waste with glue on it.

So Turbel is **exploring solutions for the reuse of label backing** with glue, but also **mandrels**, with the objective of **ensuring these materials are properly recycled and reintegrated**.

# ECO-DESIGN

## INVOLVING OUR CLIENTS

We believe that **sustainability is a shared responsibility**. That's why we actively **involve our clients in the decision-making process with eco-designed alternatives**:



Optimised packaging on request – fewer boxes, more storage space.

### FSC® certified papers

This certification guarantees that the raw materials **originate from sustainably managed forests**.

It ensures responsible forestry practices preserving biodiversity, the respect of ecosystems, and the support of local communities, while maintaining traceability and good quality.

### Recycled materials

We offer options made from **100% recycled fibres**. Recycled papers have been shown to significantly **reduce CO<sub>2</sub> emissions and water consumption** throughout their life cycle. Choosing these alternatives helps reduce waste while obtaining an equivalent high-quality product.

### Optimised packaging on request

Upon request, we can package **all of your items in a single cardboard box** sized to fit a pallet.

This approach greatly reduces the number of individual boxes used, leading to **less packaging waste**. It also **optimises storage space and improves transport efficiency**.

### Biodegradable and compostable options

When suitable for the intended use, we propose **materials designed to decompose naturally at the end of their life cycle**. These solutions help **reduce long-term environmental impact and limit waste accumulation**.

### Lightweight materials

Lightweight material solutions provide **similar functionality** while using **less raw material**. It **improves productivity, reduces material consumption, and optimises storage capacity**.



# ECO-DESIGN

## PROCESS OPTIMISATION

We continuously improve our production practices to reduce material use and minimise waste.

This includes:

- More **precise label positioning** to avoid unnecessary losses.
- **Reducing side margins**, allowing us to use **less material** while maintaining quality.

## NEXT STEPS

### IN THE COMING YEARS:

We intend to **communicate the carbon footprint of every order.**

Being transparent allows us to keep involving our clients in our decarbonisation journey.

Our objective, ultimately, is to **offset the carbon footprint of each command completely.**

# SOCIAL

## LOOK AFTER PEOPLE AND COMMUNITY

At Turbel, we are above all a **family business**, placing people at the heart of everything we do.

We create a working environment where **everyone is respected, supported, and given the opportunity to grow**. Our social approach ensures **fair, positive, and inclusive working conditions for all**.

Rooted in Brussels, we are equally committed to **giving back to our community**. Over the years, various initiatives have been implemented to support local causes.

The following sections presents our efforts to create a supportive workplace and to contribute to our community:



### WORKPLACE ENVIRONMENT



### COMMUNITY & SOLIDARITY



# WORKPLACE ENVIRONMENT

## WORKING CLOSELY WITH A STRONG NETWORK OF DEDICATED PARTNERS:

### CITECO

Citeco is an **adapted employment company** and a long-term partner of Turbel. Citeco's workers maintain our green spaces, created our vegetable garden in 2023, and support us during peak production periods. **This reflects Turbel's commitment to offering everyone an employment opportunity.**

### MEETMYJOB

A **recruitment platform connecting jobseekers with value-driven companies.** Turbel job offers are published on this platform.

### ACTIRIS

Collaboration in recruitment. **This supports workforce diversity.**

### EXARIS

Exaris adopts an inclusive approach to **facilitate access to employment for young jobseekers, workers over the aged of 45, and individuals with migrant backgrounds.**

### UNAGO

Rather than relying on standard temporary staff, Unago supports candidates with a **criminal record** by highlighting their skills and providing them with genuine employment opportunities.

### NICE TO MEET YOU

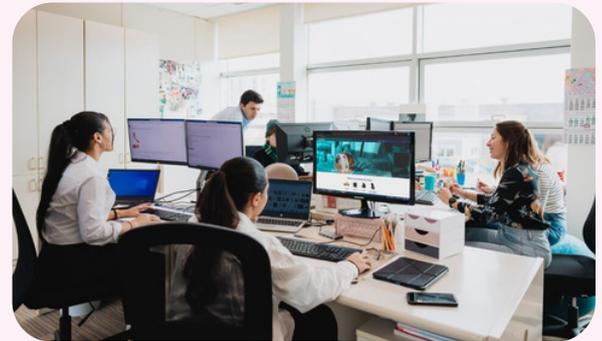
They **guide young people with limited qualifications toward sustainable employment.**



## DIVERSITY, EQUITY & INCLUSION

Turbel is firmly **committed to fostering diversity, equity and integrity** within its professional environment.

For the 2021–2025 period, the company has been awarded the **ACTIRIS Diversity Label**, a distinction granted by the Brussels-Capital Region to **employers that actively promote equal opportunities, fair treatment and inclusive communication.**



We **collaborate with students**, welcoming their fresh perspectives and new ideas.

Whether it is a work-study programme or an internship, we think that it brings real value: **we gain a youthful vision while they gain a valuable hands-on experience.**

# WORKPLACE ENVIRONMENT

## EMPLOYEE WELL-BEING

Turbel is dedicated to **creating a motivating and supportive workplace** that promotes both **physical and psychological well-being**.

Throughout the year, **various initiatives are implemented to enhance employee well-being**, including:

- **Wellness sessions** such as nutrition workshops and massage sessions.
- Participation in **sporting and team-building events** (e.g. WAPA, Fun with Sport).
- **Ergonomic workstations** adapted to individual needs.
- **Annual flu vaccination campaigns**.
- **Regular internal activities**, including communal meals, to strengthen cohesion and foster a positive working atmosphere.



## TALENT DEVELOPMENT & PERFORMANCE MANAGEMENT

Turbel invests in **structured, transparent and collaborative talent management practices** in order to **support individual growth and performance**.

### Continuous learning and feedback:

- Each employee benefits from a **minimum of 6 training days** per year.
- **Bi-annual skills assessments** enable the monitoring of progress and the identification of individual development priorities.
- **Regular meetings** between managers and employees, ensuring clarity, feedback, and structured dialogue.
- An **“observation report”** is conducted 2 to 4 months after hiring. It facilitates effective integration and encourages early feedback.

### Alignment with Turbel's values:

Our **“CSR lunchtime” sessions** enable employees to discuss sustainability challenges, foster collective reflection and **shape improvement actions** that positively impact internal practices.

# COMMUNITY & SOLIDARITY

Driven by a strong desire to **contribute positively to society beyond the workplace**, Turbel is committed to **participating in local development** and supporting initiatives that **strengthen its community and create social value**.

## KEY CONTRIBUTIONS IN 2025:

**87,000**

school supplies

donated to children in need through the collaboration with "Goods to give"

**€11,020**

raised

for SOS Children's Villages Belgium through the "Pentel Art Challenge"

**€500**

raised per team

for WAPA (World Animal Protection Association)

**Support**

of organisations

Cap48, Médecins Sans Frontières, Viva for Life, Kiwanis for Kids

## NEXT STEPS

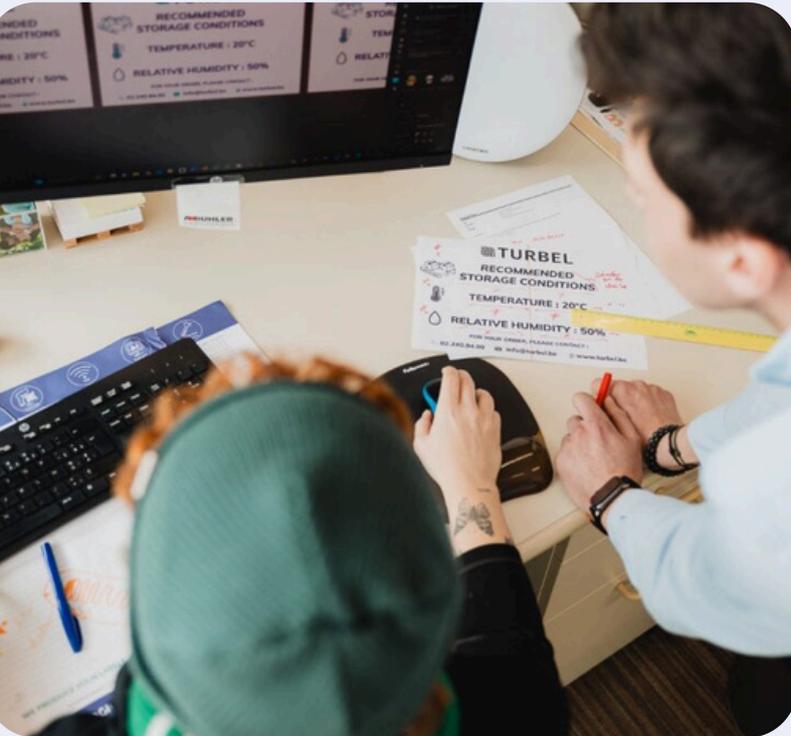
IN 2026:

- We plan to collaborate with **BETTER App** to further involve our employees in **supporting charitable initiatives**. Employees will be able to **choose** which charities they would like **their share of the charity fund to go to**.



# GOVERNANCE

## STRONG GOVERNANCE FOR RESPONSIBLE AND SUSTAINABLE DECISION-MAKING



Turbel promotes a governance framework that guarantees **transparency, data reliability, and shared responsibility** across its operations.

**Clear rules and regular communication** maintain structure in daily operations and **reinforce alignment** with our values.

**We cultivate a working environment where responsibility, openness and structure** promote collective progress.

The next sections outline our governance framework and future priorities:



### ETHICAL PRACTICES



### CERTIFICATIONS & LABELS



### EMPLOYEE INVOLVEMENT

# ETHICAL PRACTICES

Turbel incorporates **ethics, responsibility, and transparency at the core of its governance.** This commitment is reflected through its practices and measures:



## CODE OF CONDUCT

Our **Code of Conduct** is the foundation of **transparency and ethical business practices.** This **mandatory** charter oversees all operations with our partners and ensures their **compliance with our expectations regarding ethics, quality, and sustainability.** We do not work with suppliers who do not sign or comply with it.

## IT SECURITY & DATA PROTECTION

Turbel continuously updates its systems with the goal of **zero security incidents, safeguarding entrusted information.** Data protection is reinforced through **mandatory GDPR and IT agreements, promoting responsible and secure use of information systems.**

## SAFETY

Our preventive measures are monitored by internal and external safety services (LIANTIS and SIPP), **ensuring proper incident reporting, ergonomic improvements, and safe operations,** particularly in production areas.

# CERTIFICATIONS & LABELS

Certifications and labels act as levers for continuous improvement and contribute to **strengthening our governance maturity**.

Such initiatives guide us to **formalise our practices, increase transparency and ensure stronger alignment with established standards**.

They support the **long-term integration of our social and environmental commitments** into our operations.



## NEXT STEPS IN 2026:

- Complete and obtain **B Corp certification** (started in 2025)
- Take the necessary steps to **re-register as a diversity-friendly company with ACTIRIS**.

## B CORP LABEL

We are currently pursuing the rigorous B Corp certification process, with **completion expected in 2026**. The B Corp framework pushes us to **include social and environmental mission into every aspect of our decision-making, governance, operations and value chain**. Achieving B Corp certification will formally recognise our efforts and hold us accountable to continuous progress.

## BRC CERTIFICATION

The BRC certification is a necessary label for operating or being in touch with the food sector. It guarantees **high standards of safety, compliance and traceability systems**. This certification broadens our potential clients and market sectors and drives us towards greater quality and excellence.

## DIVERSITY LABEL

Obtaining this label requires **building a formal diversity policy**, defining **objectives** and annual **monitoring**. It forced us to reassess our existing inclusion and diversity policy in order to **find new ways to improve and encourage broader thinking**.

## FSC® CERTIFICATION

We are FSC certified, which guarantees that our raw materials come from sustainably managed forests.

# EMPLOYEE INVOLVEMENT

Turbel strengthens its governance framework through **structured talent and performance management practices** that ensure **transparency, alignment and accountability**.

## STRUCTURED PERFORMANCE MANAGEMENT:

- The **People Model Canva** is a tool that helps define each employee's **role, responsibilities, and expectations** within the organisation. It empowers managers to make **decisions about team skills, growth and alignment with business goals, while giving employees the tools to self-assess and plan their development**. Overall, it enables **employees and managers to be on the same page**, benefiting **organisational success**.
- **Bi-annual skills assessments** and **documented development plans** support objective monitoring and decision-making regarding talent development and succession planning.
- **Regular feedback meetings and performance tracking** reinforce consistency, fairness, and transparency across the organisation.



## FORMALISED ONBOARDING AND INTEGRATION PROCESSES:

- The **“observation report”** conducted two to four months after hiring provides early insights on **employee experience and integration**, enabling timely adjustments where necessary

### NEXT STEPS

BY 2028:

- We aim to implement **an employee share ownership scheme**

# BIG IMPACT STARTS SMALL ...

We take pride in every little step forward. That's why we foster a strong sense of team consciousness through **small, consistent habits**. These habits create shared norms that guide how we work together.



Sorting at all levels



Use of **bulk fair-trade coffee**



Every year, we have a **volunteering day, called Solidarity Day**

It brings together all employees who wish to participate in **social or environmental projects**



To limit unconscious bias, we **remove candidates' names and photographs from CVs**



Installation of **8 electric vehicle charging stations**



Promotion of **soft mobility**





We acknowledge that we are not perfect, but **we are fully committed to continuous improvement.**

At Turbel, we choose to progress one step at a time, guided by a clear principle: **“Always do better, not always more.”**

For future generations, growth at any cost is not sustainable. True progress requires moderation, mindfulness, and responsibility.

**Our focus remains on ensuring the resilience of our organisation, fostering a fulfilling work environment and offering opportunities for all, while respecting the world around us.**

**Turbel still has opportunities to improve** in areas such as energy and resource management, as well as its impact on biodiversity. **These are exciting challenges, and we look forward to sharing our progress with you every year.**



# TURBEL

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Photo credits: Meet my job