

Recognise the  
impact you have

Freedom to  
develop my ideas

Our  
colleagues

Cross-border  
cooperation

Informal and easy-  
going team spirit

Encourage happiness  
at work

---

# YOUR IMPACT

---

WORKING AT PAKi

Part of  
something bigger

Positive contribution  
to a better world

World Class  
Workplace

Involve employees  
in needs and benefits



# Contents

More about PAKi: Our world of load carrying	Page 4
Daily impact: A day at PAKi	Page 8
Professional impact: Employee story	Page 14
What we offer: Impact	Page 18
Working atmosphere: Team spirit	Page 20
Your future colleagues: Companionship	Page 26
Sustainable impact: Facts & Figures	Page 32
About Faber Group: Part of something bigger	Page 34
All over Europe: Opportunities for growth	Page 38
Be all you can be: More than just you	Page 40
Our World Class Workplace: Dedicated to our people	Page 44

## Colophon and disclaimer

© 2023 PAKi Logistics GmbH  
Thüngenfeld 1  
58256 Ennepetal  
Germany  
info@paki-logistics.com

EDITING & TEXT: Faber Group,  
PAKi and We're someone  
DESIGN: We're someone  
PHOTOGRAPHY: Sven Siebel, Faber Group

The content of this magazine  
has been compiled with care;  
however, no rights can be derived from it.





---

# What impact would you like to make?

---

# Our world of load carrying

Have you ever wondered at the supermarket how all these products get there?



We are PAKi Logistics, the provider for the open pool management, supply and relocation of standardised Euro pallets and containers. With our digital services and European network of 10,000 partners, we organise the exchange of load carriers such as pallets and boxes for our customers from industry, retail and logistics customers Europe-wide.

PAKi Logistics was founded in 1974 by a group of logistics experts who recognised the potential of exchangeable load carriers and have been promoting their use ever since. In 2012 PAKi became member of the Faber Group and stands out by being digitally innovative. At PAKi, various standardised load carriers are offered for rent or purchase. These include pallets such as the Euro pallet, the Düsseldorf pallet and the H1 hygiene pallet, as well as boxes such as the Euro box pallet, the E2 meat container and the Euro Container, which is foldable and space-saving.

### **Load carrier management**

Efficiency and sustainability are among our top priorities. Through our digital tools, such as the e-Voucher, the Drop and Drive App and our portal, we simplify load carrier management for our customers, such as Lidl, Zalando,

Tenneco, DHL as well as many other companies. With our European network of 10,000 partners, we organise the exchange of load carriers and ensure that the right quantities are always delivered to the right place at the right time. In this way, we provide a smooth and seamless process and make sure that, for example, enough pallets are available in the food industry to supply the consumer with food on a daily basis.

### **Simple allocation**

The PAKi e-Voucher, our digital pallet note, makes exchanging load carriers like pallets and boxes even more efficient – both in the office and on the ramp. With the help of secure and simple allocation, pallet vouchers can no longer get lost and processing takes place in real time. The PAKi portal enables manufacturers, logistics companies



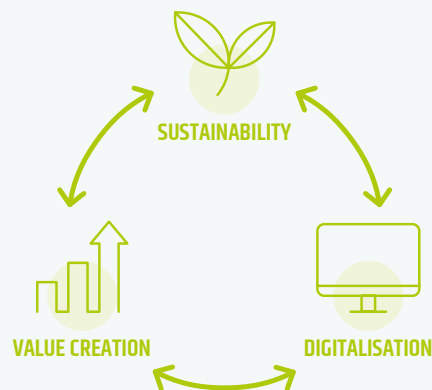
# Reduce the footprint of the entire supply chain

**PAki organises the exchange of load carriers for industry, retail and logistics customers Europe-wide. Scan the QR-code to find out more about us.**



and retailers to have a complete overview of their account balance, contracts and invoices 24/7. This ensures high transparency and reliability. Last but not least, there is our Drop and Drive app, which simplifies pallet drop-off of small quantities through a paperless pooling process. This makes it perfect for transport companies and logistics service providers, but also for manufacturers and retailers with their own fleets, as it displays all PAki spots along a route, ensuring easy and fast processing.

## BUSINESS STRATEGY FABER GROUP



## Contribute to sustainability

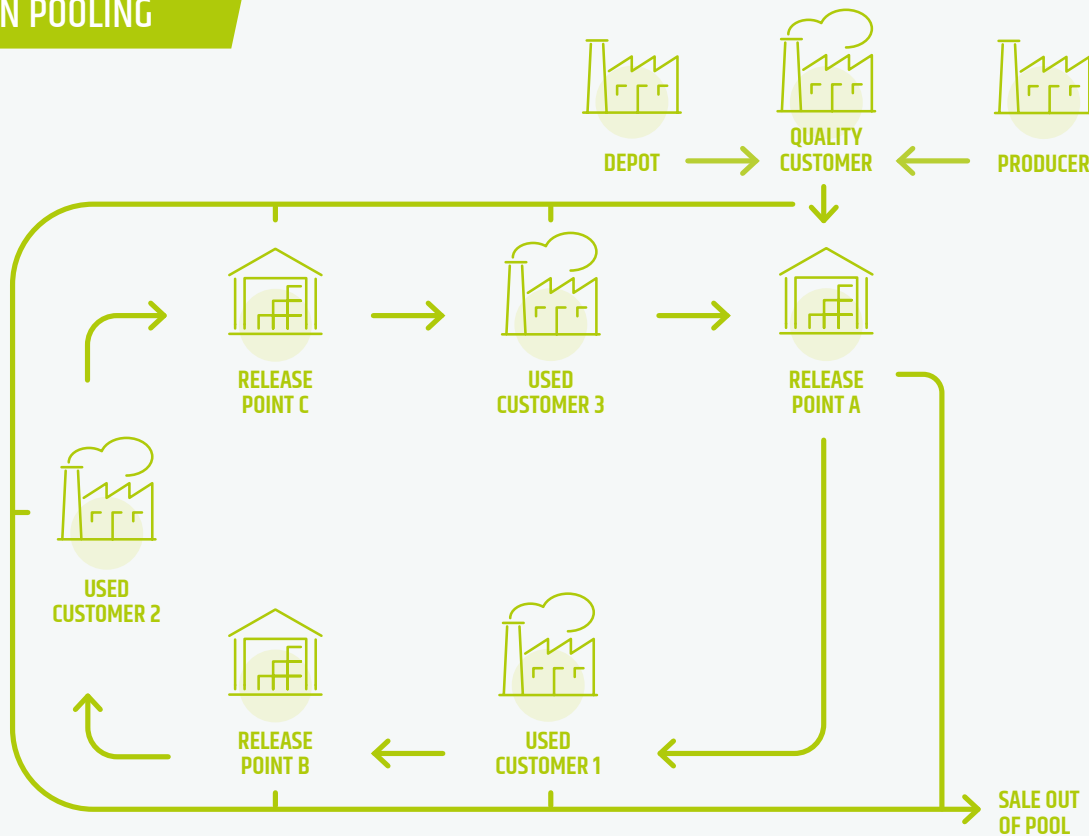
With the help of these innovations, we can provide not only more transparency and efficiency, but also contribute to sustainability, as we rely on paperless alternatives. But that's not the only thing we do to contribute to sustainability and the sustainability goals of our customers. The open pool of standard load carriers, such as Euro pallets and box pallets, offers many advantages: load carriers can be exchanged and organised flexibly and cost-effectively across Europe, which significantly simplifies logistics in the supply chains of industry, retail and logistics service providers and reduces the carbon footprint of the entire supply chain. The proven open pool system saves time for everyone involved, increases efficiency and is environmentally friendly. Expensive empty runs and time-consuming reloading of goods are avoided. This way, our customers and we at PAki can reduce resource consumption in supply chains. Furthermore, the load carriers are evaluated in licensed production and repair facilities in accordance with strict quality guidelines, ensuring a seamless material flow for a wide range of quality requirements on the market.

## Work in a growing, modern and sustainable company

### Circular economy of pallet pooling

The more users are involved, the more sustainable and efficient the system becomes. With us as a partner, customers can obtain pallets and boxes in the quality they need from anywhere in Europe and drop them off again where they are when they no longer need them. The circular economy of pallet pooling, the sustainable exchange principle, the reusability of the load carriers, sustainable materials and a

## OPEN POOLING



Open pooling, used by PAKi, is a system for reuse in which reusable exchangeable load carriers circulate among an unspecified number of system participants. Due to the exchangeability of the load carriers, "normal" ownership is replaced by the "right of return" of a similar load carrier.

certified group are also reasons why pooling is sustainable. With this approach, we can optimally implement our business strategy based on the "Green Triangle" of digitalisation, sustainability and value creation.

## Intercultural team consisting of over 20 nationalities

### Growing and modern company

In 2023, not only were we able to open our first national satellite in Essen, Germany, we also opened offices in Warsaw, Poland and Verona, Italy. This means that we are now represented in Germany, France, Poland, Italy and the Netherlands. This also means that we are always looking

for new employees looking to work in a growing, modern, sustainable company.

### Intercultural team

As a diverse company with a history dating back to 1974, employees are assured of collaboration in an intercultural team consisting of people from over 20 nationalities with a diversity of backgrounds. Working at PAKi is challenging, offers good career opportunities and a varied job. We place a lot of emphasis on collaborative relationships between our external and internal customers, and on flat hierarchies within the company. In addition, we offer many benefits, such as flexible working hours, home working facilities, various social events, as well as many health and leisure-related benefits. So, become a part of PAKi now!

# Working at PAKi

Whether it is our PAKi lounge in Ennepetal Germany, our extensive load carrier facilities in France or the local support team in Italy, at PAKi you will find a friendly and supportive team of colleagues working together to excel. PAKi combines the best of both worlds: local in the sense of the warm and informal culture, international thanks to the bigger European setting and contact with international colleagues. Being part of a company in transition, employees can really make a difference and contribute to its development.







# The first thing you notice is the friendly atmosphere



Mornings rush hour at the coffee machine, the perfect moment to catch up on the latest news. That could be the European Committee's latest regulations to reduce carbon emissions, or perhaps the latest post on LinkedIn. Either way, our coffee tastes good, and so does our tea.

Starting the day with a team meeting at the rooftop terrace. Why not mix business and pleasure, right?







Transporting standardised exchangeable pallets to customers across Europe to fulfil their specific load carrier needs *and* reduce waste.



While we're being updated on financial challenges, it's not only our minds that are being fed. "Lunch & Learn" at the office.

Coming up with clever, new solutions to reduce the amount of waste in supply chains doesn't always come easily. It's a great feeling when it succeeds though.





Just one of many brands that rely on our employees to ensure an effortless load carrier flow.



**“You need to drop off box pallets in Madrid and order new ones in Munich?” Our customer support team and transport planners just love an international relocation challenge.**



**We look beyond our jobs and are not afraid to take initiative**

Digitalisation is the future. Data driven process improvement enables us to maximise our impact



Working together for us means we help each other and tackle problems together.



Brainstorm with colleagues to gather bright ideas to improve a customer's efficiency and sustainability.



Pizza time! We make plenty of time for informal celebrations and small-scale events.

**Frédéric Marenbach is the marketing and communications manager at PAKi Logistics. He joined PAKi in February 2020.**





---

“Develop my  
ideas  
into  
something  
greater”

To really enjoy your job, we believe it is crucial to recognise the impact you have. Because meaning comes when we see the bigger impact of our work.

Frédéric Marenbach, PAKi  
Marketing and Communications Manager

---

# “Show how important and how relevant our business is”

Showing how important and relevant PAKi's activities are is Frédéric's main responsibility. His side job as PAKi's sustainability driver enables him to actively support that relevance.

## How did you come to work at PAKi and what made you choose this job/company?

“In 2020 I was looking for a new challenge and wanted to develop professionally. A headhunter offered me the interesting position of marketing and communication manager at PAKi and then I went through the normal application process. In my new position it was my responsibility to rebuild PAKi's marketing and communication department. It was very important to me to develop a modern and customer-focused marketing approach and to promote the importance of load carriers and especially the sustainable and circular open pooling system.”

## Your job is most certainly more than “just pallets”... Can you tell us a bit more about what you do?

“Indeed, my job is more than ‘just pallets’. In my role as marketing and communication manager I lead the marketing and communications team of PAKi. I develop strategies and concepts or plan and support all communication activities – internally and externally. I also develop and implement – together with my team and HR – the PAKi employer branding, which is closely connected to the Faber Group employer branding. Besides, I am also responsible for our online channels, such as our website and social media channels, national and international trade fairs and all marketing material in general.”

## How does that add value to the supply chain/business of customers?

“If no one knows what you do, you can be as good as you want and will still fail. One main goal for me was to promote PAKi as the sustainable, digital and future-oriented company that it is. We wanted to get rid of the boring, old-fashioned image of a pallet pooler and wanted to show how important and how relevant our business and especially our activities are for the market and our customers. And for this you need good marketing in strategy, concept and execution.”

## “I am also the sustainability driver”

### And how does it contribute to sustainability?

“In fact, I am not just the marketing and communication manager at PAKi. I am also the sustainability driver. This means, that I am the first contact point at PAKi who takes care of all sustainability ideas, concepts and activities. As sustainability driver I am also in close contact with the Faber Group sustainability manager, and all sustainability activities are aligned with the sustainability strategy of the group. So, we don't just shoot for the PAKi sustainability targets: all sustainability activities will also pay off directly for the Faber Group.”



### What do you like most about your job?

"I really appreciate the flexibility in my role to do what I want to do and what I think is right. I am glad to work in a company that is future oriented and trusts in me and in what I do and what I create. So, I have the freedom to test new concepts, to create new strategies and to develop my personal ideas into something greater."

### Who do you work together with, people within your division or internationally within the group?

"Both. As marketing and communication manager I have the opportunity to work with a lot of different departments. At PAKi these are of course the marketing and communications team but also HR, who I work together with for internal communications and employer branding. Then with sales to develop and deliver the needed marketing materials for their customer approaches. But I also work with controlling, strategic procurement, IT and operations. Within the Faber Group I mainly work with the marketing committee and the sustainability drivers. In both of these committees, we'll meet regularly to exchange best

practices, share ideas or simply align our activities in the relevant fields."

## "Faber Group is always interested in developing employees"

### Faber Group is a growing company, open for initiative and change. In what way does that offer you opportunities for personal development, learning, growth?

"The Faber Group is always interested in developing employees. As an employee you will get varied training possibilities, from simple educational offerings like language courses to support in obtaining an academical degree – and everything in between. Combine this with evolving your soft skills and you can develop exactly to the professional you want to be – and get promoted and supported by PAKi and the Faber Group on your way. This may be either a role at PAKi or a switch to another division of the group."

### And how do you feel you contribute to the development of the company and business?

"I know that every little contribution brings PAKi and the Faber Group one step further, and that means one step further towards the future-oriented activities of the group."

## "I have the freedom to develop my personal ideas into something greater"



---

# Just as you give your best, so will we

---

At PAKi we are looking for people who want to develop, look beyond their job and want to have a meaningful impact on the world around them. In return you can expect us to do the same when it comes to taking care of our employees and supporting them to grow and develop.



## Daily impact – Working environment

Your day-to-day working environment should support you in bringing out the best in yourself and stimulate cooperation to excel as a team.

- Pleasant working environment and modern facilities
- Possibility of hybrid working and flexible working hours
- The scale of our business offers you the possibility to broaden your skills every day
- Extensive onboarding programme
- And of course, there's plenty of room for fun during and after work



### Professional impact – Career and personal development

We want to create an environment in which you feel encouraged to keep growing and in which you can encourage your colleagues to do the same.

- Growing company, open for initiative and change
- Empowering scale of the work field
- Exciting work in an international environment, where you can really contribute to development
- Opportunities for personal growth within company and internationally
- Learning programmes



### Sustainable impact – Contributing to the world

In our view, sustainability is a core element of good corporate responsibility. That's why we encourage our employees to really make a difference.

- We are not just following the trend: we are a shining example of what it means to be a sustainable company
- Your activities will contribute to global waste reduction and a circular economy and help to reduce the carbon footprint and ensure a sustainable future
- Opportunities to keep developing sustainability goals
- Support to engage in social responsibility after work



### Personal impact – Salary and benefits

We feel we owe our success to the efforts of each and every one of our employees. That's why we value our people and recognise the contribution they make.

- Flexible opportunities to support work-life balance
- Attractive salary and fringe benefits
- Exceptional performance will not go unnoticed or unrewarded.
- We care about your wellbeing and offer fitness and health programmes
- We support your continuous development by offering learning and training opportunities



### Human impact – Culture and diversity

The best of both worlds: we are big enough to offer an international vibe and perspectives, small enough to keep a family-like feeling at work.

- Intercultural working atmosphere
- Family-like culture and we value entrepreneurship
- The general vibe is friendly and relaxed, with good energy
- Flat organisational structure where we motivate each other and tackle problems together
- Celebrations and events with local and international colleagues

Ingrid Faber,  
CEO Faber Group

A portrait of Ingrid Faber, CEO of Faber Group, smiling. She has short, wavy brown hair and is wearing a white textured blazer over a light-colored collared shirt. She is also wearing a gold necklace and a gold earring. The background is a neutral, slightly textured grey.

Informal  
culture and  
easy-going  
team spirit





Marc Groenewoud,  
CEO PAKi Logistics

At PAKi it's our ambition to have a positive impact on the environment, our customers and the world of load carrying. It is the same sense of responsibility that drives us to care for our employees. Marc Groenewoud (CEO PAKi) and Ingrid Faber (CEO Faber Group) reflect on the culture of the company, taking the core values as a starting point: Care. Dare. Deliver.

## CARE

### Encourage happiness at work

**Marc:** "I think as an employer we can facilitate and encourage happiness at work, as long as the fundamentals in atmosphere, communication and leadership are right. If you are still stuck in an old, traditional management style and you just offer employees some nice 'goodies', that's not going to work in the long term. Our company has a very informal and easy going way of working. It is not about hierarchies, but always about capabilities and knowledge. And that's what I truly enjoy."

### Communication on each level

**Marc:** "Our culture involves a mutual understanding of each

other, and also of communication at eye level. I believe it's important for the management to communicate what we are doing. And why. We need to explain our business concept, KPIs, performance and decision making. Also, we need to lead by example and take hierarchies out of the decision-making processes."

### Freedom and responsibility

**Ingrid:** "I very much believe in giving people freedom and personal responsibility. We want people to feel free to say things, do things and make mistakes. We create a pleasant workplace and working atmosphere so that people enjoy working with us – from flexible working hours to a personal trainer or bootcamp, and from a modern office



“I want people to feel free to say things, do things and make mistakes”

Ingrid Faber, CEO Faber Group



to team events. Furthermore, creating a healthy work-life balance is an important aspect of caring for people in my opinion. When it comes to the physical and mental health of employees, we are service oriented and offer them all the support we can.”

#### Impact on an impressive scale

**Marc:** “Putting sustainability at the core of the company is a major ‘caring asset’ of our company. It might not always be tangible for employees, but we are really making impact

“We put sustainability at the core of the company”

Marc Groenewoud, CEO PAKi Logistics

on an impressive scale. What employees do on a daily basis really matters in terms of the bigger picture, the larger scale. More visible on a smaller level, we have some sustainable activities that are evident to everyone: solar panels on the roof, fourteen charging stations outside the front door, electric cars, and so on.”

#### We can have a real impact

**Ingrid:** “We all share the conviction that sustainability is one of our priorities. We put sustainability before short-term profit maximisation. For me personally, sustainability is very important. I’m very committed to the forests in Europe for example, and feel that the EU’s forested area is far too low on the political agenda. I find it really shocking that climate change has caused the decline of pine trees in German forests because it’s becoming too dry. From that perspective, I do think we are working on a good cause. And the great thing is that we can see that our decisions make a difference. We can have a real impact.”

**DARE****Dare to go for it**

**Ingrid:** “As I said earlier, offering people space to take initiative is the biggest driver of our culture. We explain to employees their role and where we want to go and let them decide how to get there within the framework. Sometimes that will lead to solutions I would not have come up with – then I learn. And sometimes they will make mistakes – then they will learn. I like people to have ideas and dare to go for it, with the guts to develop and improve. That has always been the strength of our company and is the strength of our people. This implies offering people the space to make mistakes – within reason, of course. And encouraging people to show guts. We’ve got a ‘Dare to try award’ for our employees, open for any business improvements or ideas. There is quite a bit of enthusiasm to take part.”

“If employees take the decisions, they will also grow”

**Marc Groenewoud, CEO PAKi Logistics**

**Decision taking at the lowest possible level**

**Marc:** “We encourage decision taking at the lowest possible level, so that people will take action. I believe if people take the decisions, they will also grow. They will celebrate the immediate success of their decision. And learn from failures or mistakes that might occur from taking these decisions too. Of course, we have frameworks defining the maximum financial impact of individual decision making, so people feel at ease. And I think that works pretty well.”

**Down to earth mentality**

**Marc:** “What I mostly appreciate about the fact that our company is a family business is that that is very tangible. Ingrid attends at our parties for example, talking to everyone with an easy-going attitude and very down-to-earth mentality. So, people know who’s behind the group label. That increases the involvement. People can relate to her and are not afraid to walk up to her.”

“Each team needs people who think differently”

**Ingrid Faber, CEO Faber Group**

**DELIVER****Delivering on a massive scale**

**Ingrid:** “If you look at the massive scale of our load carriers, which are being used all over Europe, it’s not difficult to understand that ‘no’ is no answer for our customers. Load carriers might not be very visible, but they are an indispensable part of supply chains. For our customers they simply cannot be lacking – ever, as it would immediately disrupt deliveries. We always have to deliver. So, there’s a great common drive for efficiency.”

**Vibrant, international atmosphere**

**Marc:** “I think we have a very pragmatic, hands-on company. We try to get the job done in servicing our customers. So, ‘deliver’ really has a huge meaning for us. We really want to be the leading pan-European provider of open pooling. Today, already one third of our flows are going cross-border.”





**Marc:** "In the Ennepetal office, we have people from more than twenty countries. Italian, French, Polish, Romanian – it is such a vibrant, international atmosphere. Very diverse, and very much integrating different people from different backgrounds."

### A truly European network

**Marc:** "We used to be a purely German company. But now our strategy is to offer customers a truly European network of pooling activities. That cannot be arranged from a country perspective: it needs to be managed from a European perspective. We opened our first international office in Toulouse years ago. In addition, we have offices in Eindhoven, Verona and in Warsaw. And the transformation is continuing."



### Speak your mind

**Ingrid:** "When I look at how we should 'deliver', the diversity of the team became more and more important throughout the years. Previously, in any situation, out of two job applicants I would pick the person most skilled for the job. Now, I believe that a person's added value to the team weighs just as much. Of course, we need people to be capable of doing the job, but diversity in any sense of the word can add to the success of the team. I believe, every team needs a certain amount of people who think differently and speak their mind."

# "Flexible working times is a must"

Marc Groenewoud, CEO PAKi Logistics

### Employee necessities

**Marc:** "When it comes to delivering as an employer, in my opinion there are some absolute necessities nowadays: we need to be open-minded in terms of working times, in terms of locations and in terms of positions. The possibility of home working is a must. Flexible working times is a must. Or, in general, flexibility is a must."

### Family-owned company

**Marc:** "Furthermore, I think family businesses are a bit different from huge corporations and stock listed companies. That also delivers benefits. Family-owned companies are more long-term oriented and keen on achieving long-term success. And in the end, that is appealing to the employees as well. It gives them the reassurance that the company is permanently trying to reinvent itself to be successful and adaptive to market changes. The Faber Group has succeeded in that very well over the last hundred years, I would say. All major strategic changes the company has taken have been very successful. The changes were never leading to a dismissal of business opportunities, restructuring or laying off people. It was always with a positive attitude and proactive market approach."

### What we believe in

We asked the CEO's of the group and divisions to speak their mind and choose one of either options below. Of course, if it proved impossible for them to choose, they could use a wild card and pick both options.

Four-day working week

Hybrid working



Ambition

Commitment



European

Country culture



Improving processes

Getting more out of people



Training and development

Experience



Salary

Job satisfaction



---

# Com- panion- ship

---

Want to know what it is like to work at PAKi? Who could give you a better impression of the atmosphere and possibilities than our colleagues.







“Everyone is very open to suggestions and new ideas”

Mariana Domingos,  
Coordinator Logistics Service

“I have been working at PAKi for several years and am currently the coordinator of Logistics Service France/Iberia, more specifically the team who manages the Service Providers and the Einpooling Service.”

#### **Support each other**

“Not only is there a great team spirit within each department, everyone supports each other and shares expertise too. The fact that PAKi has employees from over 20 nationalities with a diversity of backgrounds also leads to diverse teams and departments, with everyone complementing each other. A great example is the Job Rotation project, which was newly introduced this year. This not only allows colleagues to get

to know each other better, but also to exchange knowledge and ideas. Even working remotely for the past four years, we were able to stay connected via chat, phone and video conference. There is actually a great connection between us, from the Trainees up to the C-level.”

#### **Fun activities outside work**

“Whether it is a coworker or a manager, there is always someone to ask when problems need to be solved, and everyone is very open to suggestions and new ideas. In addition, we have many fun activities outside of work, such as the badminton group, regular meetings at the gym, small dinners and much more. Team events take place at least once a year and

then there are the epic summer and Christmas celebrations where everyone comes together in one place to talk, eat and dance.”

“A great team spirit where everyone supports each other”



## “Inspiring work environment that drives careers to success”

Tanja Pruski,  
HR Director

“I have been working at PAKi since 2020. As HR Director of an international, medium-sized company, I am proud to be part of an open, modern and international family. With an outstanding team atmosphere characterised by cooperation and mutual support, an inspiring working environment can be created that nurtures talent and drives careers to success.”

### Cross-border cooperation

“At our company, great emphasis is placed on effective collaboration with

both colleagues and management. Accordingly, we maintain open communication and encourage the exchange of ideas and feedback. Within the group, all companies work closely together, share best practices and collaborate on strategic projects. This cross-border cooperation enriches the work and opens up a multitude of opportunities for further development and growth. After work, PAKi offers a diverse range of celebrations and events to promote team bonding and fun in the workplace.”

### Good team atmosphere

“Future colleagues are sure to enjoy working here because we are an international, medium-sized company that focuses on openness, modernity and a good team atmosphere. Here you will find an inspiring working environment where you can develop your potential. In addition, there are numerous development opportunities, a global group of companies for support, and varied events that make working a unique experience.”



## “A very open, young, modern company”

Tim Mönninghoff,  
Area Sales Manager D/A/CH

“I have been working at PAKi since 2015. For me, the corporate culture has changed in recent years and PAKi has become a very open, young and modern company. There is a great atmosphere, with the focus on achieving goals. An example of our corporate culture is the last trade fair in Munich, where, in addition to the great team spirit, the modern corporate culture stood out. At our company,

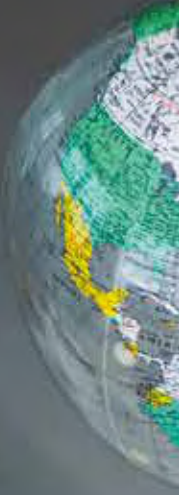
everyone supports each other to see that problems are solved quickly. This also applies to communication with our management.”

### After work events

“There are regular after work events with food and drinks. Furthermore, there is an international summer party and the Christmas party on a national level, where all employees can

celebrate together. And there is a big meeting with international colleagues once a year.”

“To future colleagues, I would like to share that PAKi is a growing company and offers a great, future-proof workplace, as a lot of emphasis is placed on sustainability. These factors offer every new employee the opportunity to contribute to the growth of the company.”



# Make— your job count

---





# 1 25,000 trees planted annually

Faber Group and Land Life Company agreed a multi-year reforestation programme with large-scale plantings in Europe. The planting of billions of trees across the world is one of the biggest and most cost-effective ways of removing CO<sub>2</sub> from the atmosphere.

# 3 Net zero in 2045

Our ambition is to achieve a 30% cut in carbon emissions per trip or barter in 2030 and eventually to become net zero by 2045.

# 2 Sustainability community

To ensure structural integration of sustainability into the organisation and decision making, Faber Group has established a Sustainability Community. This community has the objective to further integrate sustainability into our organisation, boost initiatives throughout our companies, and engage all colleagues to embrace sustainability into their daily work.

# 4 Sustainable by nature

Our circular pooling system is based on reuse of standardised load carriers and so, by its very nature, supports sustainability. The more customers opt for our pooling service, the more impact we make by improving their supply chains' sustainability.

# 5 Reducing our footprint

To provide a clear focus for our sustainability strategy and programme, Faber Group has put a lot of effort into creating insight into the impact we make. Measurements of our actual footprint and life cycle analyses have given us direction in setting ambitious, yet realistic sustainability goals.

# 6 Highest possible EcoVadis rating

Faber Group has been awarded the EcoVadis Platinum sustainability rating, placing our company among the top 1% best-scoring in the industry. EcoVadis is a leading provider of corporate sustainability assessments, with a network of over 75,000 assessed companies.



Check our website to find out more about our sustainable impact.





# PART OF SOMETHING BIGGER

**PAKİ IS A MEMBER OF THE FABER GROUP**

*At Faber Group, we believe that businesses can thrive while allowing the environment to prosper. As such, we are determined to make a positive contribution to a better world. With a sense of fun and a positive attitude, we bring circularity into demanding supply chains. For fast-moving consumer goods or (fresh) food. For hygiene & paper products or personal care. And for the car manufacturing business or the beverages industry.*



# Carrying impact with circular load carrier pooling services

Faber Group comprises several specialist pooling businesses – IPP, PAKi, PRS and vPOOL – and a sustainable timber supplier, Satim.

Scan the QR-code to learn more about Faber Group.



## There is so much more to the world of load carrying

Faber Group is an international family company specialised in circular load carrier pooling services. With several specialist pooling businesses, we have a robust, agile and sustainable network across Europe to streamline the supply chain. Together we provide sustainable, reliable, cost-effective pooling services for pallets and boxes to virtually all industries throughout Europe. We facilitate this by sharing our logistic resources and investing in innovation and digitalisation. It is our ambition to have a positive impact with our logistics solutions for supply chains. We bring circularity into logistics and make being circular a service in a shared economy. This way we carry impact.

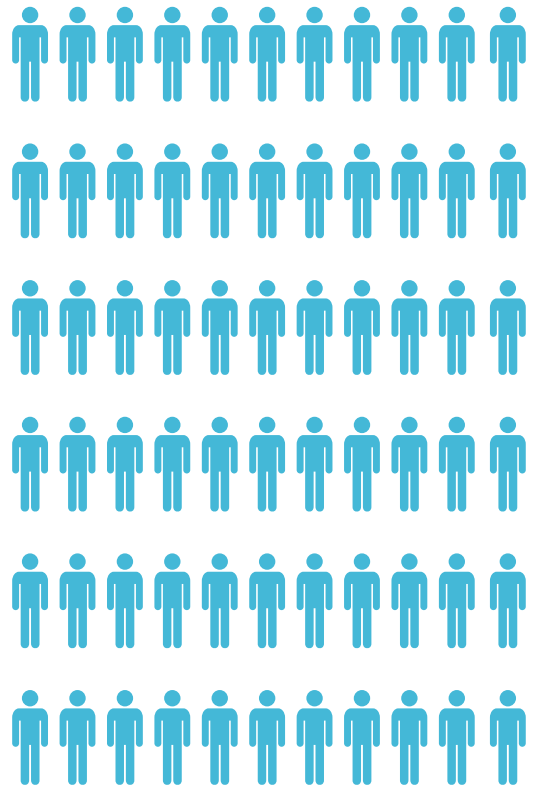
## Closed and Open pooling

In our business we speak of Closed and Open pooling. Closed pooling is a system for reuse in which reusable load carriers are circulated by IPP and PRS without change of ownership, meaning that IPP and PRS remain the owner of the load carriers. Open pooling, used by PAKi and vPOOL, is a system for reuse in which reusable exchangeable load carriers circulate among an unspecified number of system participants. Due to the exchangeability of the load carriers,

“normal” ownership is replaced by the “right of return” of a similar load carrier.

## Global 24/7 economy

Load carriers, like pallets and boxes, are indispensable for supply chains to function in a 24/7 and global economy. Most of the goods you have at home likely once travelled on a pallet. Pallets might be not the most visible part of a supply chain, but without them it would be impossible to quickly and efficiently transport goods. By providing circular, reusable load carriers on a pay-per-use basis, we work with over 600 employees to contribute to the sustainable impact of our customers’ business and make our own positive impact as well.



**618 employees (567 FTEs)**  
**425 million euros in turnover**  
**125 million load carrier movements**

## Sustainability at the core

Sustainability is at the core of our business and is in our hearts. Together with value growth and digitalisation it defines our business strategy, which we call the “Green Triangle”, with each side reinforcing the others. Together these drive our sustainable impact, while at the same time delivering profitable business growth.



The history of Faber Group dates back to 1891 when the Dutch Halbertsma family started producing wooden butter barrels, and to 1935 when the Faber family started a similar business in Assen. Around 1950, the allied forces introduced forklifts to Europe, which created a demand for wooden pallets. Pallet production eventually became the core business for both families, who merged in 1992 to form the Faber Halbertsma Group. Changes to environmental legislation soon led the group to discover a new angle to the pallet business: pallet pooling. After a number of acquisitions, in 2020 the group decided to terminate pallet production to fully focus on circular load carrier pooling. In 2021 the company was renamed Faber Group. That year we also introduced our purpose “Carrying impact” and revamped our company values, making these “Care, Dare and Deliver”.

## Circular in itself

Our business is, in itself, sustainable and circular: the majority of our load carriers is produced from certified sustainable timber that will last for a long time and can be returned to nature at the end of its service life. By providing the load carriers to our customers on a pay-per-use basis, they don't need to invest in these assets themselves and can focus on their core business. In turn, we make sure the load carriers are used in an optimal way and they are properly maintained to keep them in good condition throughout their lifespan.

We make the most impact by improving the sustainability of our customers' supply chains by providing them with circular load carrier solutions. So, the more our business grows, the more sustainable impact we make.

## Reducing our footprint

Furthermore, we have embraced three of the United Nations Sustainable Development Goals and incorporated these into our own Faber Development goals. The focus of these is also on where it matters most: reducing the footprint of our logistics operations and optimising the usage and lifespan of our circular load carriers. We do this in partnership with our customers, suppliers and other stakeholders to carry impact throughout the supply chains.

## Digitalisation

Digitalisation supports us in our current business, enabling us to better follow the movements of our load carriers so that we can optimise their usage in the most efficient way; this both drives our sustainability ambitions and profitable business. By providing insights to our customers on stocks and balances of load carriers, we also help them improve their supply chain, reduce their footprint, and cut costs.

# The whole is greater than the sum of its parts

## Family of companies

As a family of companies, Faber Group as a whole is greater than the sum of its parts. Though our divisions use different pooling systems and serve different customers in multiple markets, we are one group driven by the same purpose, "Carrying impact", and the same values of "Care, Dare and Deliver".

## Sharing knowledge

We also share knowledge, best practices and resources across divisions: we have cross-divisional communities, for example in HR, Marketing and IT, for which the Faber Group headquarters has an initiating and coordinating role. This way we make most out of our resources and we create synergies and efficiencies. Working with colleagues across businesses and in markets throughout Europe to learn and inspire each other also helps make for an interesting working environment.

### The Faber Group companies

- **PAKI** is one of Europe's leading sustainable open pooling services for exchangeable standardised load carriers, such as Euro pallets, for a broad range of customers and industries.
- **IPP** provides sustainable closed pallet and box pooling services for the FMCG and recycling industry, covering most of Europe.
- **PRS** is the main provider of sustainable closed pallet pooling services to the European polymer industry.
- **vPOOL** offers sustainable open pooling services for food grade load carriers throughout Europe.
- **Satim** is specialised in procurement of sustainable timber and load carriers, supporting our other divisions.

### Our purpose: Carrying Impact

We have a responsibility towards our customers and future generations to provide high-quality reusable and sustainable products and services. It is our ambition to have a positive impact with our logistics solutions for supply chains. We bring circularity into logistics and make being circular a service in a shared economy. This way we are carrying impact.

### Our values: Care, Dare, Deliver

**Care:** we feel responsible for people, products and the environment.

**Dare:** entrepreneurship, passion and teamwork challenge us to go further.

**Deliver:** we are motivated to simply deliver sustainable results.

# Growth

Being part of a bigger, international group offers employees opportunities for growth and development all over Europe. That could be through working together and sharing ideas with teams from other countries, or perhaps you will opt for a career abroad and develop yourself across the border.

## **IPP Pooling, Coventry, UK**

Regional office for the largest market of IPP Pooling in Europe: UK & Ireland.

## **IPP Pooling, Angers, FR**

Regional headquarters serving the French market.

## **IPP Pooling, Madrid, ES**

Regional headquarters serving the Spanish and Portuguese market.

## **PAKi Logistics, Balma, FR**

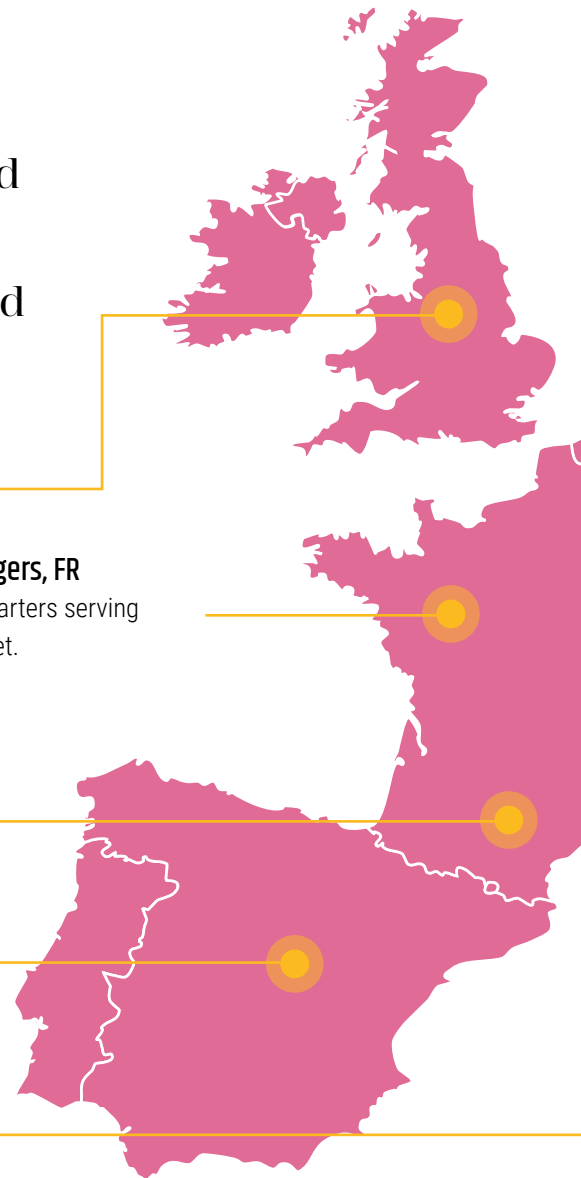
Regional headquarters serving the French and Spanish market.

## **PAKi Logistics, Ennepetal, DE**

European headquarters for our open pooling load carrier services.

## **IPP Pooling Germany, Ennepetal, DE**

Regional headquarters for Germany, Austria and Switzerland.





**IPP Pooling, Eindhoven, NL**

In the vibrant Strijp district of Eindhoven we house both our European headquarters and regional Benelux office.

**PRS Pooling, Eindhoven, NL**

Headquartered for Europe in the Strijp district, serving the European polymer industry. Regional managers based locally throughout Europe ensure close vicinity to our customers.

**PAKi Logistics, Eindhoven, NL**

Regional office for our open pooling load carrier services.

**Faber Group, Eck & Wiel, NL.**

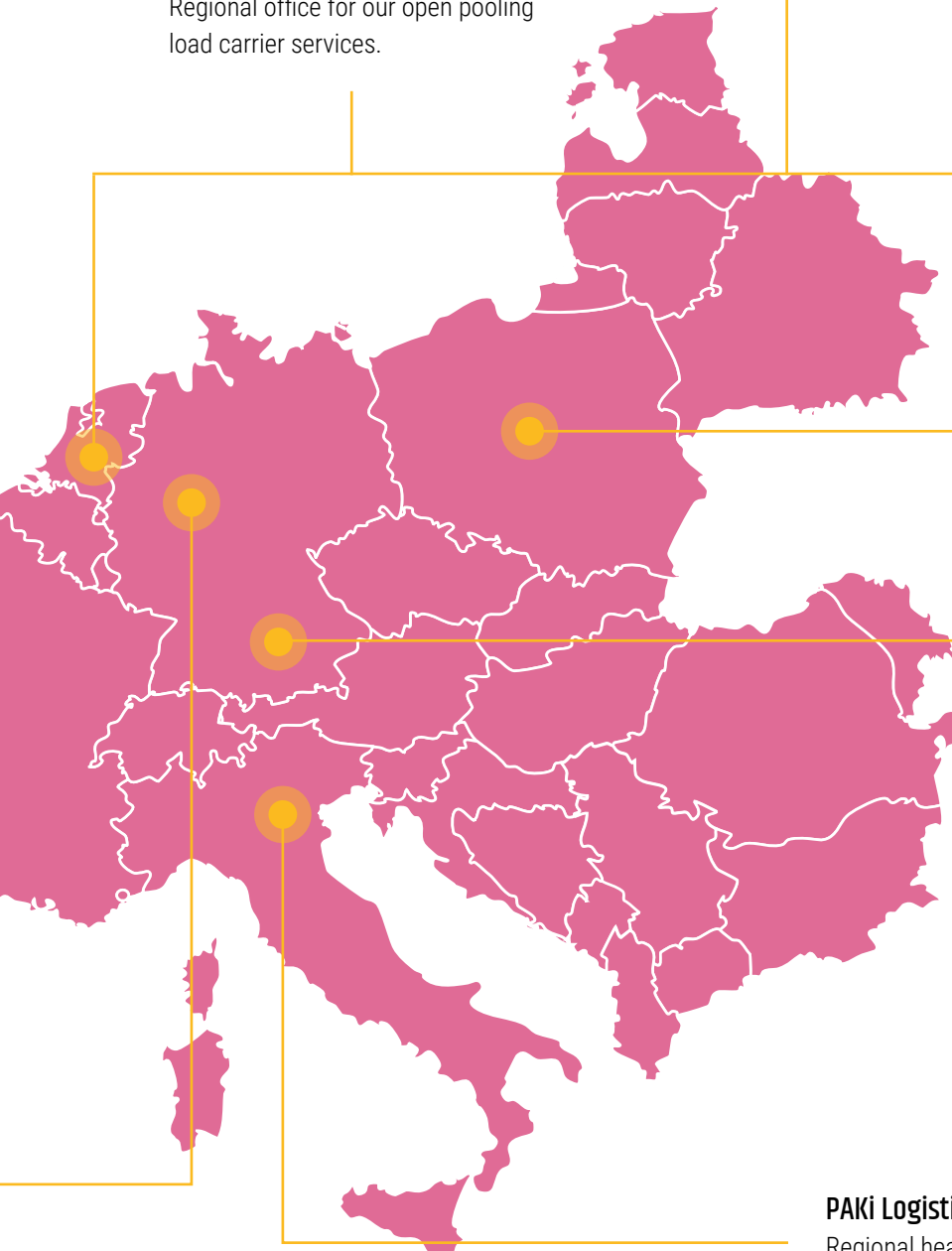
Our group headquarters, providing coordination, support and expertise to all divisions.

**Satim, Eck & Wiel, NL**

Our timber & load carrier procurement division, supporting all other entities.

**Poolservice, Deventer, NL**

Providing pool management for Dutch fresh food industry crate pool.

**IPP Pooling, Warsaw, PL**

Regional headquarters serving the Polish market.

**PAKi Logistics, Warsaw, PL**

Regional headquarters serving the Polish market.

**vPOOL Logistics, Wörnitz, DE**

Headquarters for open pooling food grade load carriers with focus on FMCG industry.

**PAKi Logistics, Verona, IT**

Regional headquarters serving the Italian market.

---

# More than just you

---

At Faber Group you can be so much more than just your job. Because we believe that that is ultimately what makes you get up every morning and keeps you happy.



## INNOVATIVE & Involved

**Denise Stobbe**  
(left)  
**HR Business**  
**Partner**  
**IPP and PAKi**

Denise Stobbe is working for the Faber Group since 2021 as HR Business Partner for IPP and PAKi. Her most important skill is that she is an enabler, a shaper, an innovator and a sparring partner. Whether in workshops, projects, coachings or change management, she looks forward to new challenges every day and enjoys working with people.

### **Make a difference**

Denise's goal is to find good solutions for her stakeholders so that employees enjoy coming to work and managers get the support they need. Work experience, taking different perspectives as well as different methods and ways of working help her in the implementation. Finding innovative, modern and digital solutions is also part of it. While actively shaping the future of IPP and PAKi, she also wants to use her strengths and apply her skills to make a difference



## MARKET SMART & Committed

**Tânia Goncalves**  
(right)  
**Asset Controller**  
**IPP Iberia**

Tânia Goncalves is an Asset Controller at IPP Iberia. Her journey at Faber Group started back in 2009 working for PRS. In 2017 she moved to IPP Iberia and in 2021 she became responsible for the development of the Portuguese market. The most important skill she has developed at this job is the emotional intelligence that enables her to establish long term relationships with IPP's partners.

### **With a smile**

Tânia's biggest goal is to strengthen IPP's presence in the market and position the company as a trustworthy partner who adds value throughout the entire supply chain. In a market as competitive as Portugal, your reputation is your greatest weapon, so every interaction counts in bringing IPP closer to its growth objectives. Every day represents a new challenge, which Tânia will face with a smile and commitment to give partners and customers the best service.

# Would you like to make impact?



## HOW

.....

+

.....

## DO YOU WANT TO GET?





## UNDERSTANDING & Future-orientated

**Robbert de Jong**  
(left)  
**Commercial**  
**Director, PRS**

Robbert de Jong is Commercial Director for PRS and has been working for the company for 1.5 years. From his knowledge in the petrochemical industry, his understanding of the dynamics and the needs of customers, he brings PRS' needs together with the needs of the customer and works towards a win-win scenario. What also helps is his genuine interest, not only to continuously understand the business better, but also get to know the people who work in the business. In the end, companies don't do business with companies, people do business with people is what Robbert believes.

### Bringing people together

Making an impact in his job is important for Robbert. Not only focusing on today, but also making sure we understand the needs of tomorrow and act on it. To balance the goal of improving sustainability, with retaining a profitable business model. We can't improve sustainability if we can't keep the business going, we need to stay relevant to exist. Robbert emphasises that he can't make impact on his own. Bringing the right people together, whether this is internally or within the market of our customers, suppliers and converters, is what makes it work.

## ANALYTICAL & Optimistic

**Kemane Aoufoh**  
(right)  
**Financial**  
**Controller,**  
**IPP France**

Kemane Aoufoh is the Financial Controller for IPP France. His major skill is his analytical capacity, which enhances his ability to adapt to every situation and apply the most appropriate response every time. For Kemane it is important to create a permanent positive environment, given that we spend almost a third of our lives at work. That's why, in his opinion, work should feel like home. Which means that leaving home to go to work should feel just as good as leaving work to head home. Creating and maintaining this environment depends on the employees who are on the work floor, day in, day out.

### Inspire positivity

Kemane is contributing to this by remaining open and accessible to colleagues, by being optimistic in order to inspire positivity, and by sharing knowledge to help create value and create reciprocity.



**Want to know more about  
working at Faber Group?  
Check out our careers site.**



Employees are a company's most important resource and contribute significantly to both its character and success. So, investing in employees is an important part of our companies' strategy. Our care for employees has been rewarded with the "World Class Workplace" mark of excellence in employment practices, which is awarded to high performing organisations based solely on the opinion of employees.

## Employees benefit from the international atmosphere

The international atmosphere is probably one of the first things new employees will notice at PAKi. Not only because we are part of the European Faber Group, but even more so within the PAKi organisation itself. Our headquarters are located in Ennepetal

in Germany, and we have satellite offices in Essen (Germany), Eindhoven (Netherlands), Balma (France), Verona (Italy) and Warsaw (Poland). At headquarters in Ennepetal you will find people from many different countries. Within that international organisation we have a close connection with one another. So, employees really benefit from the international atmosphere by meeting other people and encountering different views.

### Involving employees

Another important aspect of being a 'World Class Workplace' for us is,



## Topics like childcare, appreciation, IT, home working facilities are all discussed openly

involving employees in determining what a good employer should offer. Our HR department is way more than just an administrative unit and invests a lot in finding out what people want. We have an employee survey every two years, and very high results compared to our benchmark. The feedback we get from our employees is that the working conditions are good, and they appreciate the opportunities they get to develop themselves on a personal and professional level. There are opportunities to give input, take responsibility and make mistakes.

### **Needs and wishes**

Recently we have taken employee participation (in how we operate as an employer) a step further, by organising team meetings with HR on specific topics regarding employee benefits. These meetings offer valuable insights when it comes to the needs and wishes of employees. Topics like childcare, appreciation, IT challenges, home working facilities and more are all discussed openly, to create a working environment that best suits both employees and the business strategy within the legal framework. And once a month employees can drop

# Give input, take responsibility and make mistakes

in at "Talking PAKi Days", where C-level management and HR openly discuss any question or feedback to further improve the organisation.

## Care for employees

In our opinion, good employers provide employees with a working environment where they feel cared for. It means supporting employees in maintaining a good balance between work and private life, through flexible working hours and a hybrid work model, for example. When it comes to caring for our employees' health, we also value their input on what to offer, from back and skin checks and eye examinations to yoga sessions, free gym subscriptions and restaurant vouchers for lunch.

Speaking of lunches, we try to organise a special event to get together once a month. That could be either after work or at lunchtime, and for special celebrations, too, of course. And employees from various departments organise their own activities as well. We might even say that some have become best friends at the office.

## Fast-growing company

As a fast-growing company we are open to initiative, change and development. We really want people to grow, develop and have a meaningful impact in the work they do. Many innovations are driven forward and projects developed, together, by employees – the heart of the company.

## High level of commitment

Our employees have a high level of commitment and are happy to go the extra mile. Development opportunities bring them further and we attach great importance to ongoing training. There are various opportunities – from personal training to further education

in specific expertise or advancement to leadership – all in accordance with individual needs and wishes.

## Onboarding of new employees

For the onboarding of new employees, we work with the buddy system, where a colleague guides and supports a new employee over the first days – and even before their first day at the office – showing them around, introducing them to colleagues and generally making them feel at home in our company. There is a get-to-know-the-manager session as well as a meeting with other newcomers after a few months. To mutually support and benefit from each other, close communication across and along our organisation is a huge priority, so we want all employees to have a good start.

# A buddy makes new employees to feel at home

## Challenging each other

In short, working at PAKi is working at a place that gives you room to learn and grow, both personally and professionally. And that gives you a sense of belonging to an international work family where all members share the goal of bringing about a more sustainable supply chain. We promote openness and being friendly with each other, as these form a great basis for working together and challenging each other to get the best results and achieve growth.







# HOW PROUD & Meaningful CAN YOU GET?

Whether your impact is improving the logistic efficiency of major international brands, making your colleagues feel appreciated, or contributing to global waste reduction, at PAKi we are not just looking for employees with the right job skills, we are looking for people willing to take the next step with us. We are looking for people who want to develop and who want to have a meaningful impact on the world around them.

Are you looking for an impactful job opportunity in Finance, Sales, Commerce, Business Analytics and Data, IT, Marketing, HR, Operations, Logistics, Customer Service, Administration or Project Management? We would be happy to get acquainted. Check our vacancies at [career.faber.group](https://career.faber.group)

