



Here for you. Here for the better.

Sustainability summary report 2025



Contents

Purpose and strategy	03
Our 10 focus areas	04
Our 2025 achievements	05
Our approach to sustainability reporting	06
Our strategy execution	07
Our 2025 KPIs	20

Purpose and strategy

Being: "Here for you. Here for the better." means setting goals for the long term, and the longer term. It means adopting the latest innovations that help us reduce our environmental impact. It means making sure our people commitments are progressive – so we can continue to keep our employees safe at work and help them be the best they can be. And it means standing up as a catalyst for better in the communities we serve and the wider world.

Our approach? Embedding good, scalable sustainability practice into every single product, investing in people in every sense and committing to ethical standards and transparency along the value chain. These principles shape our Sustainability Strategy and reinforce our commitment to building a sustainable and socially responsible business that will continue to serve customers well for generations to come, while strengthening our positive impact on the world.

This approach is the foundation of the 10 key pillars that clearly define our priorities for the short and long term.

At the core of each pillar are the Sustainable Development Goals (SDGs) of the United Nations, which inspire our work and act as a guide as we set ambitions and engage with our partners.

To learn more about our Sustainability Strategy, visit our dedicated page on [ontex.com](https://www.ontex.com).



Our 10 focus areas



Better for the planet



Managing forests & fibres responsibly



Working towards net zero emissions



Reducing product carbon intensity



Removing fossil-based plastics from our products & packaging



Partnering for circularity



Better for people



Enhancing consumer safety



Being a caring employer



Elevating living standards in our value chain



Better for business



Practicing business ethics



Ensuring transparency

Our 2025 achievements

Planet



Renewable **electricity**



Scope 1 and 2 GHG emissions

(Goal: -71% by 2030)
*vs 2020



Intensity **Scope 3** GHG emissions

(Goal: -51.6% by 2030)
*vs 2020



Certified or controlled **wood based materials**

(Goal: 100% by 2030)



Organic cotton

(Goal: 100% by 2030)



Of our plastic **primary packaging** contains recycled content

(Goal: 75% by 2030)



Recycled content in **cardboard** packaging

(Goal: 100% by 2030)



Recyclable **packaging**

(Goal: 100% by 2030)

People



Women in leadership

4,908 employees

Signatory of the **United Nations Women's Empowerment Principles**



Accident frequency rate

(Goal <=1 by 2030)



Customer complaint reduction in core markets

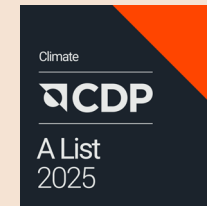
(Goal: 100% by 2030)



of our suppliers have signed the **Code of Conduct**

(Goal: 100% by 2030)

Business



Sustainability Performance 2025

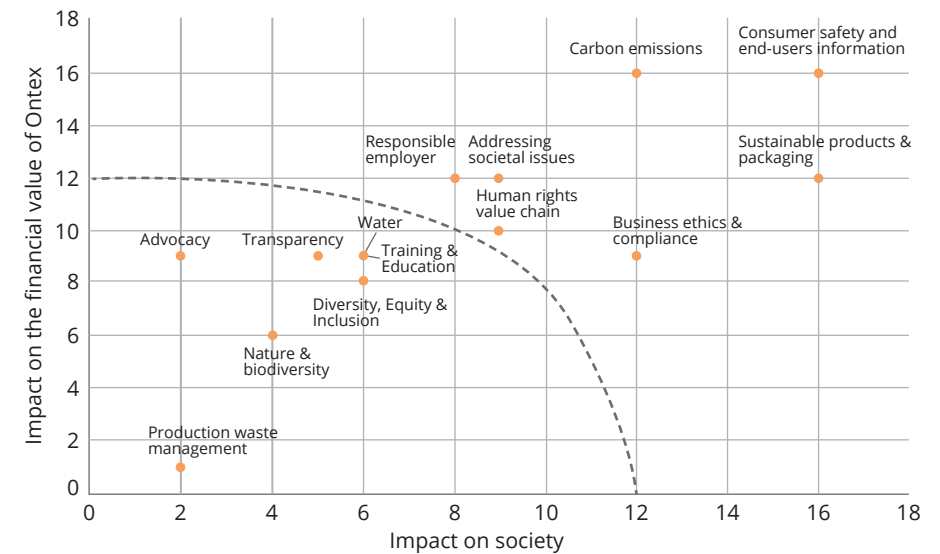


Our approach to sustainability reporting

Our priorities are based on the results of our Double Materiality Assessment (DMA), carried out in 2023 and still valid today. The DMA helps us focus on what matters most to our stakeholders.

To learn more about the DMA and how our key topics link to impacts, risks, and opportunities, visit our 2025 Annual Report.

Ontex Double Materiality Assessment results:



Our strategy execution

Better for the planet

Protecting the environment is essential, as nature provides the resources needed for society and our business to grow. We go beyond legal compliance—environmental responsibility is part of our strategy and daily decision-making. Our products depend on renewable materials, but our operations can also have an impact. To manage this, we focus on responsible sourcing, reducing climate impact, building resilience to climate risks, and developing more circular products and packaging. Overall, we aim to reduce our environmental footprint while using natural resources responsibly.



Responsible sourcing

Manage forests & fibres responsibly

- > 100% FSC® or PEFC certified forestry-based material
- > 100% organic cotton or cotton from other preferred schemes



*For the list of preferred schemes, please consult our Sustainable Sourcing Policy.



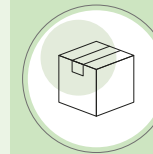
Reducing emissions

Working towards net zero emissions

- > Reducing emissions across our operations (Scope 1-2) by 71%*
- > Reducing emissions across our value chain (Scope 3) by 51.6% per € value added*
- > 100% Renewable electricity



*Target validated by the Science-Based Targets initiative (SBTi)



Developing sustainable products & packaging

Reduce our product carbon intensity between 5-20%

Remove fossil-based plastics from our products & packaging

- > 75% of our plastic primary packaging to contain recycled or renewable content by 2030
- > All our packaging is designed to be recyclable
- > All cardboard packaging to have 100% recycled content

Partnering for circularity

Manage forests and fibres responsibly

Our products depend on natural resources, with more than half of our raw materials and packaging coming from sources like wood and cotton.

We reduce our impact by setting clear requirements for sustainable sourcing, responsible forest management, and supply chain transparency. We also ensure traceability by working with suppliers and maintaining certifications such as PEFC and FSC® for wood, and GOTS for cotton.

These efforts support our goal of sourcing 100% certified nature-based materials by 2030 and are guided by our Sustainable Sourcing policy.

Our 2025 achievements:

93%

of our wood-based materials were certified by PEFC and FSC®

97%

of cotton-based materials were organic



Impact story:

"In 2025, we also began deepening our work on nature-related sustainability by exploring the emerging global frameworks in this space. As part of this journey, we selected the Taskforce on Nature-related Financial Disclosures (TNFD) as our guiding framework. It provides a structured approach for organizations to identify, assess, and disclose nature-related dependencies, impacts, risks, and opportunities. Leveraging this framework will help us strengthen our understanding of how our activities interact with natural ecosystems and support more informed decision-making going forward."

Julia Maximova
Group Sustainability Specialist, Madrid (ES)

¹ PEFC (PEFC/07-32-261)/FSC® (FSC®-C081844)



Working towards net zero emissions

Climate change is a major global challenge. We aim to reduce our impact while keeping our business strong and resilient, in line with the 1.5°C goal. We focus on cutting emissions, developing more sustainable products, and managing climate-related risks. We have set greenhouse gas (GHG) reduction targets validated by the Science Based Targets initiative (SBTi), and continue to improve energy efficiency. A key milestone is that all our operations now run on 100% renewable electricity.



Our 2025 achievements:

100%

100% renewable electricity

-66%

Scope 1 and 2 GHG emissions (tCO₂eq)
(vs. 2020)

-6%

absolute Scope 3 GHG emissions (tCO₂eq)
(vs. 2020)



Impact story:

In 2025, we made a significant leap forward in energy management, with the Ortona (IT) plant piloting an innovative real time, high accuracy energy measurement solution. This new system enables precise monitoring, supports the optimization of energy use, allows the creation of energy performance indicators, and helps identify potential savings across all utilities.

Francesco Lalli, Energy Manager in Ortona (IT), explains: *“The project was structured in three phases:*

- 1. Instrumentation and system integration*
- 2. Energy efficiency reporting, including identification of potential savings*
- 3. Execution to achieve the identified energy saving actions*

The scope covers all utility streams—electricity, gas, compressed air, water, and steam—fully aligned with the Energy & Environment and sustainability requirements. This will enable continuous CO₂ emission calculations consistent with the company's SBTi commitments, marking an important step forward in our E&E journey.”

This project fully supports our Energy & Environment strategy: achieving 100% accuracy in energy data and reducing CO₂ emissions to meet our sustainability goals.



Reducing product carbon intensity



Impact story:

"Sustainability is a key part of how we design and improve our products. Dreamshields baby diapers show how we put this into practice.

Thanks to a new superabsorber dual dosing system, we reduced the carbon footprint by 2% and the plastic content by 1% compared to the previous version—even with added front and back barriers. The result is a diaper that offers full 360° leakage protection and strong performance, while staying aligned with our sustainability goals."

Christina Lambertz
Head of Product Development Baby Diapers,
Mayen (DE)



Removing fossil-based plastics from products and packaging

The circular economy helps us make our products more sustainable and reduce our environmental impact.

We focus on using fewer fossil-based materials and increasing the use of recycled and renewable materials in our products and packaging.

Our 2025 achievements:

40%

plastic primary
packaging containing
recycled content

94%

recycled content
in cardboard packaging

100%

recyclable content
in packaging



Impact story:

"It was a tangible milestone exceeding 30% of total plastic primary packaging purchase containing recycled content in 2025. Our teams know that it is a marathon, not a sprint. Therefore, our 2030 journey continues; the momentum is here, fueled by collective cross departmental focus and efforts. The next milestone will be 2030 target with 75% of our total plastic primary packaging purchase containing recycled content."

Michal Kropiwiec
Global Packaging Category Leader, Radomsko (PL)



Partnering for circularity

Impact story

"In 2025, we continued to advance circularity through our close partnership with Woosh, whose innovative collection and recycling processes enable diaper waste to be recovered rather than incinerated or landfilled. Our core expertise lies in designing diapers specifically optimized for recycling."

Collaboration is a powerful lever in this journey. By combining our product design innovations with the operational know-how of partners like Woosh, we accelerate the shift toward an affordable and scalable circular diaper system. Each incremental improvement — in collection, recycling technologies, and product design — strengthens the system as a whole and brings us closer to a truly circular solution."



Bart Jansen
Innovation Expert, Aalst (BE)

Better for people

The well-being of our stakeholders – both within our workforce and across our value chain – is a core pillar of our sustainability strategy. We uphold the highest safety standards to ensure our products are safe for our consumers and we continuously work to provide healthy and safe working conditions for our workforce, in both our operations and in our sales offices.

Beyond our own sites, we are committed to improving the living and working conditions throughout our value chain by strengthening our value chain due diligence, establishing clear ethical standards and ensuring greater transparency in how we operate and source.



Enhancing consumer safety

Communicating the health & safety features of our products

- > 100% chemical transparency in our products

Aiming for 100% customer satisfaction

- > Annual reduction of 10% of customer complaint levels in core markets (2025/2024)



Being a caring employer

Aiming for zero workplace accidents

- > Accident frequency rate of 3.99 by 2025 and ≤ 1 by 2030

Empowering a resilient & engaged workforce

- > Above the median position vs peers, related to turnover and learning & development year-on-year
- > Continuous improvement of absenteeism and employee engagement & well-being survey scores
- > Gender parity in Extended Leadership Team



Elevating living standards in our value chain

Promoting human rights across our value chain

- > 100% raw material supplier Code of Conduct signed by 2025
- > 100% of high-risk suppliers' direct spend covered by sustainability assessments
- > 100% of high-risk suppliers covered by a valid social audit report

Broadening our societal impact

- > Community outreach program (awareness, donations) in 100% of the locations in which we operate

Enhancing consumer safety

Consumers are at the heart of our business. We embed safety and quality across the entire product lifecycle to protect their well-being and the communities we serve. We actively involve consumers and end-users to inform our decisions, and we go beyond legal requirements to ensure product safety.

We monitor global regulations, engage in industry initiatives, and integrate these into our processes. This includes setting clear supplier expectations, conducting chemical and toxicological assessments, testing for trace substances, and securing independent eco-label certifications.

In 2025, we expanded our OEKO-TEX® Standard 100 certification to key product categories—now covering 2,597 products across six certificates.



Impact story:

“Ensuring product safety has never been more complex. In 2025, we faced a rapidly shifting regulatory landscape, requiring us to respond to broader restrictions and shorter implementation timelines than ever before. To meet this challenge, we strengthened the role of science at the core of our decision-making. We enhanced our in-house toxicological expertise and invested in continuous education to ensure our teams remain at the forefront of emerging scientific knowledge. This shift has changed how we work every day. Safety is not a checkpoint at the end of product development; it is a constant, evolving process. Every ingredient is questioned, every formulation reviewed, and every decision made with a forward-looking mindset.

At the same time, we stepped closer to the source of change. By increasing our engagement with authorities and industry partners, we created a more direct line of sight into upcoming regulations. These conversations are not just about compliance—they help us challenge assumptions, share knowledge, and contribute to shaping safer standards for everyone.”



Julie Atлга
Scientific Affairs Manager, Aalst (BE)

Being a caring employer

Health & Safety remains a top priority at Ontex. We aim for zero accidents and a safe workplace for everyone, every day. In 2025, we further strengthened our safety culture across all sites, with clear progress and strong alignment with our Group ambitions—driven by leadership commitment and a shared mindset.

Our “Proud to be safe” framework guides daily actions through four pillars: safe conditions, safe behaviors, leadership, and continuous improvement—supporting strong compliance, risk management, and asset protection.

Beyond H&S, we foster an innovative and inclusive workplace by strengthening our culture, guided by P.R.I.D.E. values, investing in learning and development, and advancing diversity, equity, and inclusion.

Our 2025 achievements:

2.61

Accident Frequency Rate

ISO

45001

multi-site certification for the
Ontex Group



Signatory of the United
Nations Women's
Empowerment Principles





Impact story:

In 2025, our plants in Ortona, Stokesdale, Mayen and Sydney celebrated a key safety milestone with zero Lost Work Day Cases. Levi Ashby, says: *“Central to Ontex’s sustainability vision are our EHS achievements, which drive safer operations and long-term resilience. Safety is not a one-time initiative—it is a daily commitment woven into every level of our organization. Leadership, from the executive suite to the frontline, actively champions and supports our Zero Harm Commitment and ‘Proud to be Safe’ framework. The Stokesdale team promotes active employee involvement in hazard recognition and PPE selection, ensuring frontline insights drive practical, effective safeguards. Together, every individual contributes uniquely toward our shared goal: protecting workers and ensuring everyone returns home safe every day.”*

Levi Ashby
Environmental Health & Safety Manager, Stokesdale (US)



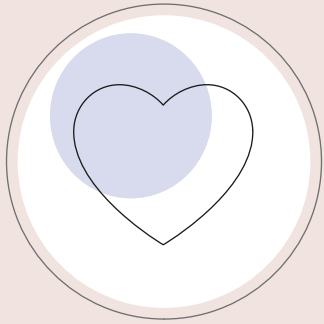
Diversity
Equity
Inclusion

powered by Here for you.

Impact story:

“As a DEI champion at our Tijuana plant, my focus is to promote a respectful and inclusive workplace aligned with our non-discrimination and human rights policy. We are committed to providing equal opportunities and hiring without discrimination based on race, gender, nationality, social origin, religion, age, disability, political opinion, sexual-orientation, or any other status. Each year, we also promote initiatives to raise awareness about diversity, equity and inclusion among our employees. These efforts help us reinforce a workplace culture where everyone feels respected and valued.”

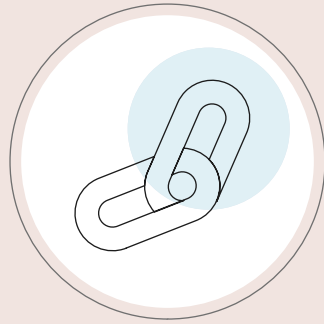
Esther Alejandra Leon Bellozo
HR Generalist, Tijuana (MX)



Passion

LET'S BE ENERGIZED.

We bring positive **energy** to work every day.
We invest ourselves to advance Ontex and our purpose and celebrate our achievements.



Reliability

LET'S COUNT ON EACH OTHER.

We take **ownership** and stick to our **commitments**.
We demonstrate **accountability** for the results we deliver.



Integrity

LET'S WALK THE TALK.

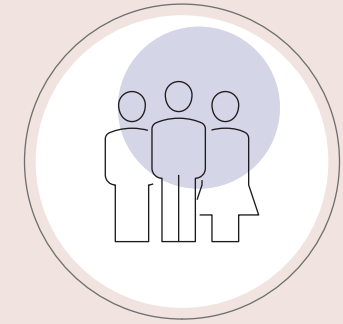
We stand up to **protect** and **respect**.
We **speak up** and **do the right thing**, even in challenging circumstances because **trust** is at the base of everything we do.



Drive for Results

LET'S PLAY TO WIN.

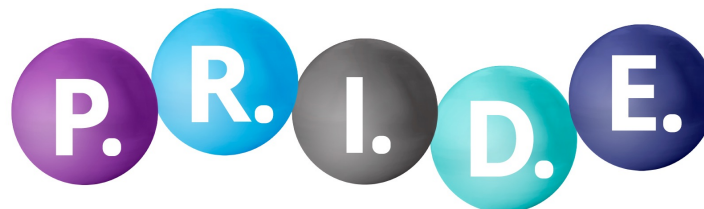
We plan and **play to win**.
We dare to take risks, **prioritize** our efforts on what really matters and act with **speed** and **pragmatism**.



Everyone

LET'S DO IT TOGETHER.

We succeed as one **team Ontex**. We act with unity and inclusion, embrace **diversity** and truly **care** for each other.



Elevating living standards in the value chain

Respect for human rights is central to our business. We follow international standards, including the UN Guiding Principles and OECD due diligence framework, to identify and address risks across our operations and value chain.

We take risk-based actions to prevent and mitigate impacts, going beyond compliance by embedding human rights into our decisions and daily practices, supported by clear commitments. Engagement with workers, suppliers, and other stakeholders is a key part of this approach.

Our Supplier Due Diligence Program is built around strong stakeholder engagement. Across diverse contexts, we maintain active dialogue with key suppliers. Our Supplier Code of Conduct and Ethical Sourcing Requirements set clear expectations and support responsible practices throughout our supply chain.



Quick facts:

100%

of our suppliers have signed the Code of Conduct.



Impact story:

"We focus our efforts on the human rights issues that are most likely and most severe in our business and supply chain, including non discrimination, anti-harassment, decent work, living wages, and health and safety. Our approach is practical and rooted in on floor operations, recognizing that reality is often more complex than policies suggest. We set clear expectations with our suppliers, check how things work in practice, and address negative impacts and risk step by step, knowing that real change takes time, honest engagement, and steady follow up."

Elise Barbé
Group Sustainability Manager, Aalst (BE)



Better for business

Our corporate culture is founded on the P.R.I.D.E. values and Code of Ethics, which set out the fundamental values and principles guiding business conduct and form the basis for all internal policies. We are committed to integrity, honesty, and ethical business practices, both towards employees and in all of its operations, while maintaining transparency in the way we do business. High ethical standards apply not only to employees but also to all third parties acting on our behalf.



Practicing business ethics

Conducting our global operations in a compliant & ethical way

- > 100% of employees regularly trained on Code of Ethics
- > Annual review of reputable key compliance risks, incl. mitigation strategies & priorities



Ensuring transparency

Providing clear and solid information on our ESG strategy & performance

- > Continued participation to key external sustainability platforms

Practicing business ethics

For us, it is imperative to ensure that we are conducting our global operations in a compliant and ethical way. To achieve this, we have established our Code of Ethics, which is the foundation of how we work together. It helps protect our people, build trust with customers, suppliers and stakeholders and keeps us strong and competitive. We have established a mandatory training on the Code of Ethics for all white-collar employees and we will be expanding our scope to blue-collar employees in 2026, ensuring that our workforce is empowered with the knowledge and confidence to uphold the company's values in their daily decisions and actions. To learn more about our Code of Ethics, visit our website.

Ensuring transparency

Transparency is the foundation of our relationship with our stakeholders, which is why we strive to participate in external ESG ratings which provide independent validation on our efforts on sustainability. In this way, we remain transparent and accountable towards our stakeholders and we ensure that their expectations are met.



Ontex achieved an A score in 2025, placing the company in the top companies evaluated by the CDP.



ISS ESG Rating: in 2025, Ontex received a C+ rating, obtaining Prime Status in the Consumer Goods sector.



Ontex was awarded a gold medal for its sustainability achievements by EcoVadis.



In 2025, Ontex received a rating of AAA (on a scale of AAA-CCC), maintaining its position as a leader in the Household & Personal Products sector.



Morningstar Sustainalytics' ESG Risk Ratings: Ontex maintained a medium ESG risk rating, consistent with last year.



Impact story:

"For the second year in a row, we have been awarded a gold medal by EcoVadis. Our journey to the EcoVadis Gold Medal is the result of many small steps taken with purpose: improving, learning, and raising the bar year after year. This recognition celebrates the collective effort of our teams and strengthens our commitment to responsible business."

Els Cools
Sustainability Commercial Manager, Aalst (BE)

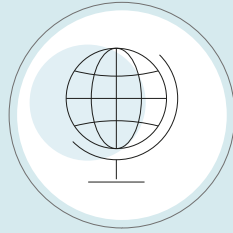
Our 2025 KPIs

General KPIs



11

production facilities



10

countries with Sales & Marketing sites



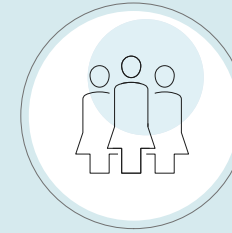
5

R&D centers



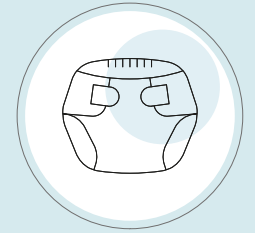
4,908

employees



22%

women in leadership



16.7 bn

hygiene items produced

Management systems

ISO
14001

Environmental Management System, covering 9 manufacturing locations (82% coverage), the HQ and 2 sales offices.

ISO
50001

Energy Management System, covering 7 manufacturing locations (64% coverage) and the HQ.

ISO
45001

Occupational Health and Safety Management System, covering 2 manufacturing locations (18% coverage), the HQ and 1 sales office.

9

SMETA social compliance scheme, covering 9 own manufacturing locations (82% coverage) in 2025.

Environmental KPIs

Energy consumption

Energy consumption (MWh)	2024	2025
Total fossil energy consumption	49,646	47,011
Total renewable energy consumption	301,591	283,818
Share of renewable energy consumption in total energy consumption	86%	86%
Total energy consumption	351,237	330,829

GHG emissions

GHG emissions (tCO ₂ eq)	2020	2024	2025	2025/2020
Scope 1 GHG emissions	7,780	11,859	10,620	-37%
Gross location-based scope 2 GHG emissions	75,290	71,076	68,424	-9%
Gross market-based scope 2 GHG emissions	23,524	5,451	11	-100%
Scope 1+2 emissions (market-based)	31,304	17,310	10,631	-66%
Scope 3 GHG emissions	1,758,436	1,806,849	1,651,560	-6%
Total GHG emissions (location-based)	1,841,506	1,889,784	1,733,603	-6%
Total GHG emissions (market-based)	1,789,741	1,824,159	1,662,191	-7%

Resource inflows/outflows

Resource inflows	2024	2025
Materials used (incl. packaging, pulp, polymers and other components) (tons)	571,000	452,794
Materials sourced from recycled components (tons)	46,000	36,298
Materials sourced from biological materials (tons)	287,000	235,035
Materials certified by schemes such as FSC [®] , PEFC, ISCC+, REDcert2 and GOTS	42%	44%
Share of wood-based raw materials certified by FSC [®] and PEFC	94%	93%
Share of cotton-based raw materials certified by GOTS	-	97%

Sustainable products	2024	2025
Recycled content in product	0%	0%
Recycled content in plastic packaging	13%	18%
Plastic primary packaging containing recycled content	29%	40%
Recycled content in paper and cardboard packaging	92%	94%
Recyclable content in products	0%	0%
Recyclable content in products' packaging	98%	100%

Waste	2024	2025
Hazardous waste diverted from disposal (tons)	118	155
Non-hazardous waste diverted from disposal (tons)	25,170	24,000
Hazardous waste directed to disposal (tons)	34	36
Non-hazardous waste directed to disposal (tons)	5,728	9,128
Total waste generated (tons)	31,049	33,318

Social KPIs

Own workforce

Workforce	2024	2025
Total number of active employees (headcount)	6,896	4,908
% of men	63%	63%
% of women	37%	37%
<30 years	17%	14%
30-50 years	60%	59%
>50 years	23%	27%
Employees covered by collective bargaining agreements	69%	64%
Employees covered by workers' representatives	88%	69%
Average number of training hours per employee	14	20
Accident Frequency rate	3.82	2.61
Accident Severity rate	0.25	0.15
Number of fatalities	0	0

Workers in the value chain

Value chain	2024	2025
% of suppliers signed the Supplier Code of Conduct by 2030	100	100
% of new suppliers screened using social criteria	100	100
Suppliers located in high-risk countries (n.)	30	25
% of high-risk suppliers covered by a valid social audit	60	80

Consumers and end-users

Consumer complaints	2024/2023	2025/2024
Consumer complaints reduction	-6.5%	-56%

Consumer complaints	2024	2025
% of active compounds covered by a completed RMIF (Raw Material Information Form)	43%	54%

An elderly couple is seated at a table in a cafe, smiling warmly at each other. The woman is leaning forward, and the man is looking down at her. They are both holding white coffee cups. In the background, other people are seated at tables, and a man in a suit is visible on the right. A blue arrow graphic points towards the couple from the right side of the frame.

For more information:
ontex.com/sustainability

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