PIP GLOBAL SAFETY

SUSTAINABILITY REPORT 2026

REPORTING PERIOD FY26:
FEBRUARY 1, 2025 - JANUARY 31, 2026

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FOREWORDS

To all our valued Employees, Customers, and Stakeholders,

At PIP Global Safety, our mission is clear: to be the trusted partner for all personal protective equipment (PPE) products, offering best-in-class customer service and support that delivers unparalleled value. This mission guides everything we do, from the products we design to the way we serve our customers around the world.

Over the past few years we have made progress towards our vision of becoming the leader in global head to toe PPE Brands and solutions. With our recent acquisition, we now have operations spanning in more than 50 countries, allowing us to serve and protect more workers in various industries around the world. We remain passionate in the pursuit of our vision, and are even more excited about our future and the future of our industry.

The past year marked an important new chapter in our company's journey, with the acquisition of Honeywell's PPE division. This transformational milestone strengthens our brand and product portfolio, deepens our manufacturing and technical capabilities, and adds additional talent to our combined team. Together, we are redefining what it means to lead in safety, through innovation, sustainability, and care.

Sustainability sits at the heart of our purpose. Across our business, we are driving continuous improvements in responsible sourcing, environmental stewardship, and innovative product design. This Sustainability Report celebrates the progress we have made so far. It showcases the dedication of our teams worldwide, who are working to make PIP Global Safety not only the most trusted name in PPE, but also a force for positive impact on people, communities, and the environment.

As we continue growing as one cohesive global organization, our shared values - customer centricity, innovation, accountability, tenacity, and integrity - remain our guiding compass. Together, we are building a future that protects, empowers, and sustains, leaving a legacy of safety and stewardship for the workers of tomorrow.

In this spirit, I hope you find our Sustainability Report an informative and inspiring read.

CURT HOLTZ
Chief Executive Officer

Dear Readers,

At PIP Global Safety, sustainability is not merely a compliance requirement, but a real value creator. It shapes how we innovate, build partnerships, and foster trust with every customer, supplier, and community we serve.

For decades, PIP Global Safety has been driven by an entrepreneurial spirit that combines high performance with a strong sense of purpose. What started as a small operation in Albany, New York, has evolved into a global presence with locations around the world - and that same mindset continues to push us forward.

As our company accelerates its growth, our responsibility grows with it. We now have the scale and reach to influence the PPE industry globally, and we are using that influence to lead responsibly. Sustainability at PIP Global Safety is not a separate initiative - it's embedded in how we create value. It's in the products we design and our commitment to ethical and transparent supply chains.

These efforts make us a more resilient, innovative, and trusted partner. They also help to ensure our customers remain safe, knowing the products they rely on are not only exceptional quality, but responsibly made and transparently sourced.

Our sustainability journey is one of ongoing improvement. We are continuously learning, evolving, and investing in solutions that redefine what it means to protect the workers who wear our PPE. This Sustainability Report celebrates the progress we've made, the partnerships that make it possible, and the passion of our teams worldwide.

Thank you for joining us in this journey as partners, as innovators, and as creators of real value.

ANTHONY DI GIOVANNI

Chief Marketing Officer

ABOUT PIP GLOBAL SAFETY

ESRS 2 SBM-1 SASB CG-MR-000.B SASB RT-IG-000.B

Protective Industrial Products, Inc. and its subsidiaries (referred to going forward as PIP Global Safety) is an independent leading global supplier and manufacturer of head-to-toe PPE for workers and safety professionals across every major industry, such as construction, manufacturing, utilities, and emergency response. PIP Global Safety also has been trusted for over 40 years by workers and safety professionals worldwide, and caters to retail customers and professionals who require safety products for maintenance, repairs, and other operational activities.

REVENUE
$1B
$300M IN 2018

WORKFORCE
1 729
300 IN 2018

PRODUCTS
39K SKUs[1]

ACQUISITIONS
20
SINCE 2018

PIP GLOBAL SAFETY

LOCATIONS
17 Countries
8 IN 2018

WAREHOUSE
222 M sqm
47 K sqm IN 2018

PLANTS
8
3 IN 2018

[1] Stock Keeping Units

Brand architecture

PIP Global Safety operates globally under a structured brand architecture designed to support its global presence and operational efficiency in both industrial and retail markets. Our corporate brand, which consolidates all legacy entities and acquired businesses into one unified identity, forms the core of this model. This central brand serves as the strategic anchor for all activities and brand expressions. Global brands are our primary product and category leadership layer. These include PIP®, Puma Safety®, Bisley Workwear®, and G-Tek®, among others[2]. Each brand is positioned to lead its respective category through consistent product quality, innovation, and international scalability. Worldwide, four of our global brands serve as centers of excellence for specialized expertise: PIP® (hand and arm and above-the-neck protection), Puma Safety® (footwear), Grippaz® (disposables), and Bisley Workwear®. With additional regional brands, we meet local market needs, form strategic alliances through licensed and partner brands, and differentiate our products with proprietary ingredient brands that showcase advanced protective technologies. Our transitioning entities, the newest being Honeywell's PPE division, reflect our ongoing integration of recently acquired operations. We are currently aligning these entities with PIP Global Safety's operational standards and brand governance framework.

[2] Selected PIP Global Safety brands are shown on the right side. Honeywell PPE division brands are excluded due to the report scope (see more details in *Report Profile*)

Business model, key markets, and products

We operate in the wholesale and retail trade sector and primarily serve industrial and retail business-to-business (B2B) customers. Our direct business-to-consumer (B2C) sales are limited to online sales. We offer PPE designed to ensure reliable safety and lasting comfort. All of our products and services comply with international and local regulations, and none are prohibited in any country.

Our key markets cover the Americas , APAC (Asia/Pacific), ANZ (Australia and New Zealand) and the EMEA (Europe, Middle East, and Africa) regions. Approximately 70% of our business operations take place in North America, which is why we have established production facilities in the US, Canada and Mexico. Additionally, we have one production facility in Vietnam.

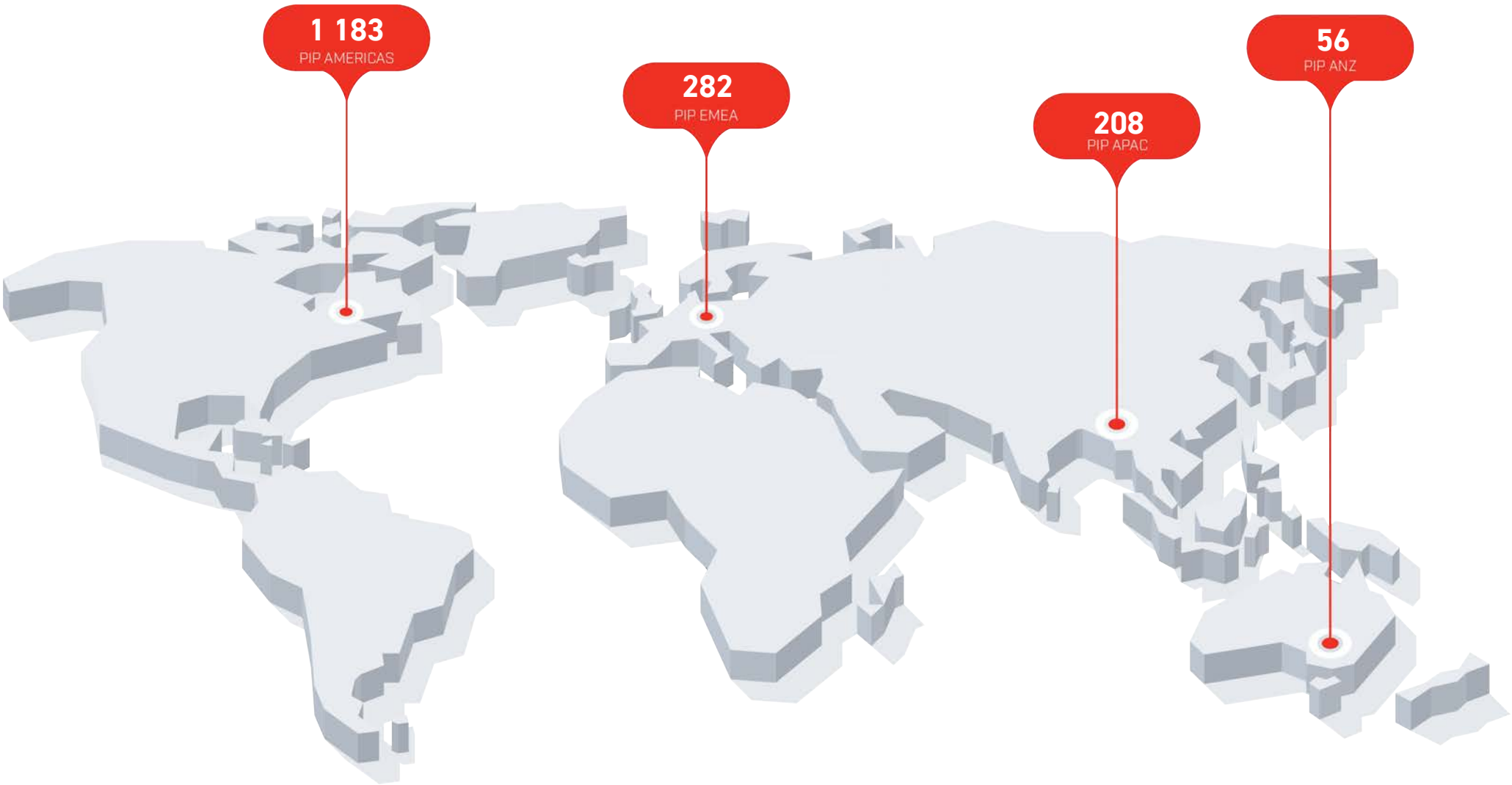
Changes to our business model during the reporting year (FY26)

PIP Global Safety has strengthened its existing strategy and business model, driven by evolving stakeholder expectations, market shifts, new regulations, and growth opportunities. Its acquisition of Honeywell's PPE business in mid-2025 has allowed PIP Global Safety to expand its product portfolio and global presence as well as enhance its supply chain and product development capabilities. While integrating this new business unit, we maintained a specific focus on upholding the existing values and ambitions relating to safety, innovation, and sustainability. This strategic acquisition has strengthened PIP Global Safety's ability to meet customer and end-user demands for improved service and enhanced product selection, accessibility, and quality.

RECENT ACQUISITION OF HONEYWELL'S PPE DIVISION

In May 2025, PIP Global Safety announced it had successfully acquired Honeywell's PPE division, including globally recognized brands such as Fendall®, Miller®, and Fibre-Metal®, among others. The move broadens and strengthens PIP Global Safety's head-to-toe protection offering, covering worker safety, electrical safety, hearing protection, head protection, respiratory protection, fall protection, eye protection, footwear, first aid, and first responder equipment. This acquisition has at least doubled our global manufacturing and distribution footprint and will further enhance our supply chain and product development capabilities.

Employees by region



REPORT PROFILE

General basis for preparation of the sustainability report

ESRS 2 BP-1

This Sustainability Report is PIP Global Safety's first voluntary non-financial disclosure aligned with EU Corporate Sustainability Reporting Directive (CSRD) by utilizing the 2023 Set 1 of the European Sustainability Reporting Standards (ESRS). It outlines the company's progress in environmental, social, and governance matters. While the report has been prepared on a consolidated basis for PIP Global Safety, the recently acquired Honeywell PPE division is excluded, as it was acquired in the middle of the reporting period. The reporting period (referred to as FY26 or 2026) aligns with the company's financial year, covering the period from February 1, 2025, to January 31, 2026. As PIP Global Safety is a privately held company under private equity ownership of Odyssey Investment Partners (OIP), it is not required to publish its financial statements externally.

This report includes the company's own operations and relevant aspects of its upstream and downstream value chains. Its business model primarily depends on its supply chain rather than in-house manufacturing.

For downstream activities, the report addresses the main distribution channels, customer segments, and the end-of-life impacts of products. Data coverage in these areas is currently limited, and measures are being taken to enhance data availability in future reporting cycles. Upstream, complete data from suppliers and indirect distributors is not yet available due to system and resource limitations. We acknowledge these constraints and plan to improve reporting capabilities through more centralized processes and better data integration in future cycles.

This report contains all relevant information, with no omissions due to considerations related to intellectual property, proprietary knowledge, or innovation outcomes.

Disclosures in relation to specific circumstances

ESRS 2 BP-2

PIP Global Safety draws on a combination of sustainability reporting frameworks and standards to guide its disclosures. While the report is mainly based on the ESRS, it also incorporates elements from the Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals (SDGs). The company's climate risk analysis was informed by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Where applicable, the report provides references to specific paragraphs or disclosure requirements from these frameworks to enhance transparency and comparability. However, it should be noted that the integration of these frameworks is partial and tailored to the company's current reporting maturity and relevance to its business model.

ESG as a value creator: Building trust through transparency in PPE

Over the past few years, ESG has undergone a profound transformation - from a ratings-driven exercise to a strategic framework shaping innovation, supply chains, and long-term value creation.

In this Q&A, we speak with Maxim Safieh, Global Sustainability Leader, about how PIP Global Safety is navigating new regulations, embedding ESG into business processes, and preparing for a future where transparency and responsible growth are non-negotiable.

How has ESG evolved over the last two years?

ESG has shifted from being viewed mainly as a ratings exercise or competitive benchmark to becoming a framework for continuous improvement across the organization. Today, it's less about external scoring and more about developing operational maturity - embedding responsible practices into governance, product design, supply chain management, and reporting.

At PIP Global Safety, this shift is central to how we operate. As our Chief Marketing Officer (CMO), Anthony DiGiovanni put it best:

> ESG is a value creator.

It drives innovation. strengthens internal discipline, and brings more transparency across our global operations. This integrated approach helps us manage risks proactively while uncovering new opportunities to improve our performance.

ESG data reporting is becoming more complex, especially with the European CSRD and new climate regulations such as the California Bills. How is PIP Global Safety preparing for this?

Transparency and compliance are core pillars of our strategy. We now report Scope 1, 2, and 3 emissions in alignment with the GHG Protocol, giving us full visibility of our climate footprint.

Our footprint will also be published in this first CSRD-informed Sustainability Report while we continue advancing our climate data so we can set robust targets. But compliance alone is not the goal. For us, it's about building trust, delivering accountability, and future-proofing the organization in a rapidly changing regulatory landscape.

What role does ESG play in product development and innovation?

Increasingly, ESG is a catalyst for better product development. Our focus on supply transparency and durability encourages collaboration with suppliers to source more sustainable raw materials and develop longer-lasting solutions. At the same time, customer expectations around circularity and waste reduction challenge us to think differently about design, packaging, and end-of-life considerations.

By integrating ESG principles early in product development - rather than treating it as an add-on - we create PPE that performs better, lasts longer, and delivers greater value for customers.

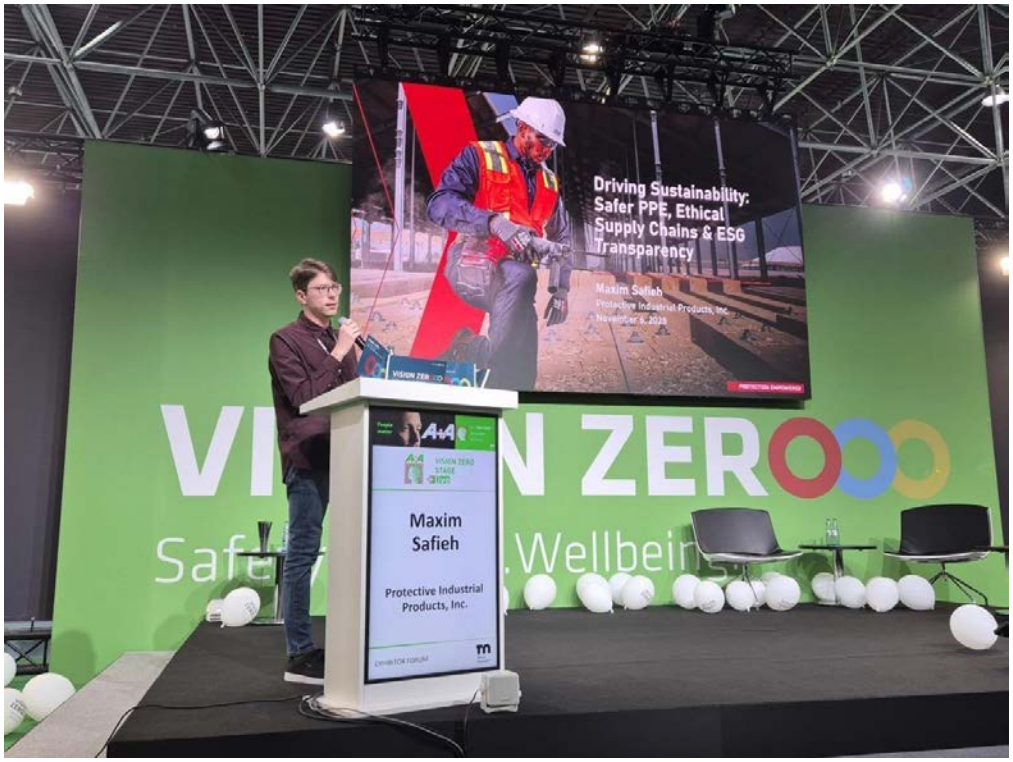
Customers often ask about sustainability when evaluating suppliers. What matters most to them today?

Customers want clarity and reliability. They are looking for consistent data, transparent reporting, and confidence that suppliers understand their own environmental and social impacts. The most common priorities we hear include material transparency, ethical and resilient supply chains, clear emissions information, and alignment with their own ESG requirements.

Our goal is to provide straightforward, accurate data and documentation that support informed decision-making and foster trust-based partnerships.

In November 2025, at the A+A in Düsseldorf, you spoke about the future of sustainability in PPE. What message did you want the industry to take away?

A+A is one of the most important global stages for workplace safety, so it was the right place to highlight that sustainability is quickly becoming a core expectation from customers, regulators, and end users.



We had a simple message: a strong and well-developed sustainability program will help PPE companies to be better and create value for customers. We outlined our three pillars - safer PPE, ethical supply chains, and ESG transparency - and how they create value for both customers and workers. The conversations and participation at A+A showed that the industry is ready for more transparency, more innovation, and more collaboration. PIP Global Safety is committed to leading by example.

Our mission is clear: make protection more sustainable and make sustainability more protective.

OUR APPROACH TO SUSTAINABILITY

Through our dedication to integrity, accountability, and customer service, we aim to embed sustainability into every facet of our operations - from ethical sourcing to innovative product design. We are committed to advancing environmental stewardship through more sustainable materials, greater supply chain transparency, and circularity initiatives. By actively engaging with our stakeholders and fostering a culture of openness and inclusion, we strive to align with evolving ESG standards while delivering innovative PPE solutions worldwide. Looking ahead, we will continue strengthening our sustainability ambitions, broadening our ESG compliance, and adapting to global developments to create long-lasting positive impacts.

SPOTLIGHT

First voluntary Sustainability Report aligned with CSRD.

Strengthened sustainability ambitions:

- Implementation of key sustainability-related policies,
- Expansion of sustainability governance structures,
- Completion of initial projects, including Climate Risk Assessment, EcoVadis rating, and GHG emissions calculation, among others.

How we pursue our sustainability ambitions

ESRS 2 SBM-1

For over four decades, PIP Global Safety has maintained a strong commitment to innovation, product quality, and operational responsiveness. Our approach is guided by the company's core values: integrity, innovation, accountability, tenacity, and customer centricity. These principles inform responsible manufacturing practices, ethical sourcing, and the ongoing integration of sustainability into product design and supply chain management.

We hold ourselves, our suppliers, and our distributors and retail partners to high standards regarding environmental management, ethical sourcing, and social responsibility. We will continue working to identify opportunities to reduce our environmental impacts, promote fair labor practices, and foster a more responsible global supply chain. Our approach integrates these priorities into every aspect of our operations, from manufacturing processes and sustainability-driven programs to the development of recycled products and future initiatives.

Our roadmap

Guided by our strategic roadmap, we prioritize advancing sustainability by continuously improving our materials, increasing supply chain transparency, and exploring product circularity. In doing so, we strive to contribute to environmental stewardship while emphasizing social concerns, such as protecting workers and their well-being.

During FY26, PIP Global Safety continued pursuing this roadmap, focusing on innovative PPE solutions and customer satisfaction, while integrating sustainability into product design, sourcing, and delivery. This year's report establishes a foundational baseline for future sustainability reporting; however, it does not yet include specific quantitative targets. Our key priorities during FY26 included advancing the company's global strategic sustainability roadmap, building internal and supplier capabilities, strengthening ESG compliance and reporting practices, and proactively addressing growing regulatory requirements and customer expectations.

OUR MISSION	OUR VISION	OUR CORE VALUES	OUR PURPOSE
To be the trusted partner for all PPE products, offering best-in-class customer service and support that delivers unparalleled value	To become the global leader in head-to-toe PPE solutions by bringing the best of the world to you	Customer-centricity Innovation Accountability Tenacity Integrity	We innovate personal protective solutions for a safer today and a more sustainable tomorrow

In preparation, we enhanced our customer engagement channels during the reporting period. For example, we launched our Sustainability Inbox which customers can reach out to and appointed lead sales representatives to gather and communicate field insights. In addition, the *Customer Portal* now gives our customers a dedicated platform for communication, support, and access to

personalized information. It promotes transparency and improves our responsiveness to customer needs (see more details in *Product sustainability*).

Internally, employee input collected through our whistleblowing and incident management software, regular surveys, and quarterly town hall meetings has prompted additional efforts to foster a culture of transparency, safety, and inclusion (see more details in *Our employees*).

At the time of publishing this report, a number of entities within our Group hold certifications such as ISO 9001, ISO 14001, and ISO 45001, including operations in Spain, Australia, New Zealand, and China. While these certifications are not yet consistently implemented across all entities, they reflect our company's broader commitment to quality and environmental and occupational health and safety management. As we continue advancing our sustainability organization, we will explore opportunities to extend these certifications to more regions wherever needed.

In the future, we plan to center our efforts on potentially using more bio-based or recycled materials, further increasing supply chain transparency, and promoting product circularity, through take-back initiatives. In addition, we implemented an updated ESG-focused Supplier Code of Conduct (SCoC) on labor and environmental expectations. We will continue to update the SCoC as international regulations evolve, as well as educating customers on PPE use and disposal, are important steps toward more sustainable business operations.

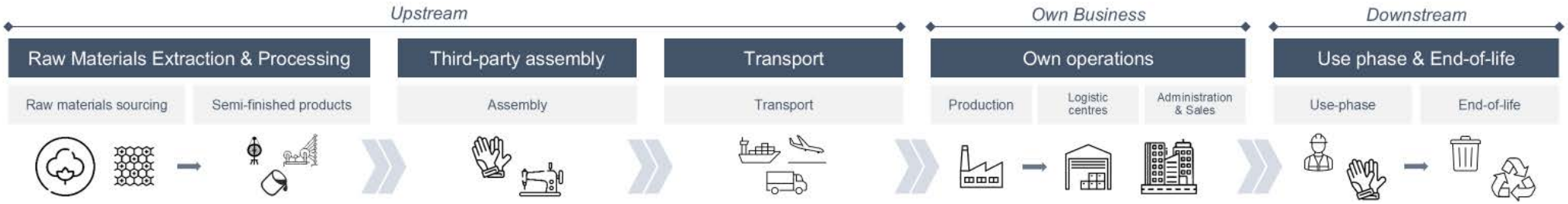
We plan to adapt our sustainability efforts in accordance with global economic developments, evolving ESG regulations, and the need for sustainability best practices in the PPE sector. In this context, PIP Global Safety's acquisition of Honeywell PPE presents an exceptional opportunity to leverage the company's unique strengths and global reach. While there may be challenges in aligning our operations and corporate cultures, we expect this integration will ultimately enhance our ability to deliver our safety solutions worldwide and advance our long-term sustainability goals.

We plan to continue shaping our strategy and business model based on proactive stakeholder engagement, investments in digital communication tools, and an agile approach to supply chain and sustainability management. These ongoing and anticipated improvements should ensure we efficiently respond to evolving stakeholder priorities and remain an industry leader in innovative and sustainability-oriented PPE solutions.

Throughout this report, PIP Global Safety applies the time horizons defined in the ESRS: short-term is up to one year, medium-term is one to five years, and long-term is more than five years. If a different definition is required for a specific disclosure, we clearly state and explain it in the report's relevant sections.

PIP Global Safety's value chain

The Group's value chain includes all its companies in North America, Europe, Asia, and Oceania, and covers both trading and manufacturing activities. It operates production sites in North America and Vietnam. Each company higher up in the chain fully owns the company directly below it. The overview below explains the main activities and product groups, with a specific emphasis on manufacturing operations.



The value chain begins with sourcing and processing raw materials, including cotton cultivation, the production of synthetic polymers, and leather extraction. These materials originate from countries such as China, India, the US, and Brazil. Processing involves polymerization, farming, forestry operations (such as wood collection and tanning), and mining. Intermediate products are manufactured using techniques such as cutting and finishing. Packaging materials used in this phase include paper, cardboard, wood, and plastic sheets.

The next stage involves the assembly of final products by third-party manufacturers. The main product categories include hand and arm protection (such as heat-resistant gloves made from aramid fibers) and above-the-neck protection (such as helmets made from high-density polyethylene (HDPE) or acrylonitrile butadiene styrene (ABS), and eye protection featuring polycarbonate lenses).

We use various modes of overseas transportation, including air and road freight, maritime shipping via containers, and rail transport.

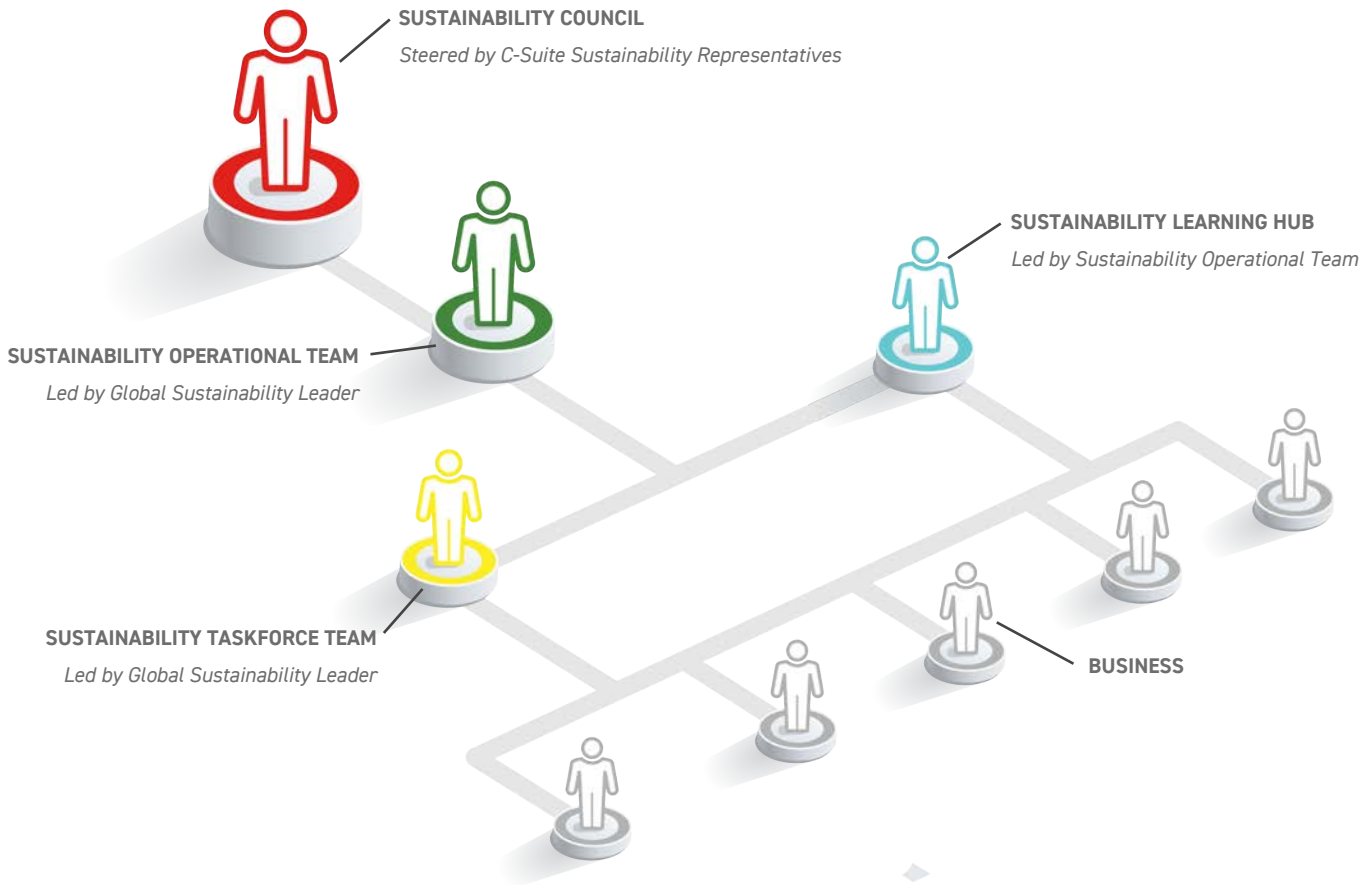
PIP Global Safety's internal operations encompass production, logistics, and administrative functions. The company operates ten production sites (nine in North America and one in Asia), specializing in manufacturing gloves and sleeves, fall, head, hearing and finger protection, as well as reusable clothing for various environments. Product distribution is managed through 29 logistics centers and warehouses worldwide. Administrative and sales functions are supported by 41 offices.

The final stage of our value chain includes the use and disposal of products. Our largest product groups by turnover are hand and arm protection gloves and above-the-neck protection. These products are primarily used in B2B industrial safety markets, including roadwork and electrical safety. When products reach the end of their life cycle, they are processed for either disposal or recycling.

To manage input-related risks, PIP Global Safety follows a comprehensive approach. It includes ESG-focused supplier engagement and due diligence, innovation partnerships, and contingency planning measures such as safety stock, dual sourcing, and business continuity protocols. This integrated strategy aims to ensure resilience, compliance, and the continuous advancement of our value chain, thereby supporting our long-term sustainability efforts.

Sustainability Governance

Our sustainability governance framework comprises four key entities: our Sustainability Council, Sustainability Operational Team, Sustainability Taskforce Team, and Sustainability Learning Hub. These teams collaborate to set sustainability priorities, drive implementation, and foster a culture of continuous improvement. By adopting this structured approach, PIP Global Safety positions sustainability as a core element of its corporate strategy. Each entity within our Sustainability Organization plays a crucial role in driving sustainability performance. By working together, we aim to continue aligning our operations with global ESG standards, creating positive environmental and social impacts, and ensuring long-term business resilience.



Sustainability Council

The Sustainability Council acts as the decision-making body for sustainability-related topics and is responsible for embedding sustainability matters into our corporate strategy and processes. The council comprises all C-suite members including our CEO. It provides executive support to ongoing projects and advises on key sustainability initiatives. The council is supported with ESG training sessions as needed. The council meets at least quarterly, and at other times when necessary. Its meetings are led by the Global Sustainability Leader, overseen by the CMO and supported by the PIP ISM Managing Director. Together, they are responsible for maintaining transparent and regular communication with the organization's administrative, management, and supervisory bodies, providing quarterly updates and additional briefings on an ad-hoc basis, if necessary. They also guide the strategic integration of sustainability principles into core business operations, ensuring alignment with corporate governance.

Sustainability Operational Team

The Sustainability Operational Team (internally also known as Global Sustainability) is responsible for directing and overseeing global sustainability strategy and management. The team, which encompasses professionals in environmental management, regional sustainability management, and supplier sustainability compliance, is headed by the Global Sustainability Leader, who reports directly to the C-suite. The team's primary goal is to continuously improve sustainability performance while staying aligned with evolving ESG regulations, customer expectations, and investor requirements. To achieve this, the team initiates sustainability-focused projects, manages both internal and external sustainability communications, and organizes Sustainability Taskforce meetings (see below). The team also maintains key sustainability policies and guidelines and facilitates internal training programs to build capacity and foster ongoing improvement. The team members regularly participate in training workshops with external consultants, attend conferences, engage in stakeholder meetings, and join online webinars to enhance their skills. The team holds weekly meetings to stay aligned and drive continuous progress.

Sustainability Taskforce Team

The Sustainability Taskforce Team acts as an extension of the Sustainability Operational Team. The Taskforce Team comprises representatives from various departments, including supply chain, operations, human resources, quality, legal, and sales. Its responsibilities include implementing sustainability strategies and maintaining coordination among business functions. Additionally, the team facilitates information exchanges on customer requirements and regulatory changes, and escalates sustainability risks and opportunities to the Sustainability Council. Its members also serve as sustainability ambassadors within their respective functional areas. Led by the Global Sustainability Leader, the team meets at least monthly, and every two weeks if necessary.

Sustainability Learning Hub

The Sustainability Learning Hub has been launched during the reporting year under the leadership of the Sustainability Operational Team. Accessible online via the PIP Global Safety intranet, it is available to all employees worldwide. The Hub serves as a central knowledge-sharing and training platform to build awareness and capacities. It features regular updates, a repository of sustainability policies, relevant training materials, and ESG information tailored to various functions across the organization. It also facilitates internal communication on sustainability initiatives, best practices, and external developments. The next step is to link the Sustainability Learning Hub to our broader Learning Management System (see more details in *Our employees*).

SUSTAINABILITY WORKSHOP IN LIPPSTADT

The Sustainability Operational Team, joined by the Director of Supplier Management and two external consultants, participated in a team workshop in Lippstadt, Germany, in May 2025. The workshop provided a valuable platform to align on priorities and goals, sustain motivation, and enhance collaboration. We prepared for sustainability developments internally, such as our recent acquisition of Honeywell's PPE division, and externally, such as changing ESG regulations. As the team is internationally distributed across multiple cities, countries, and even continents, in-person meetings are rare. This factor made the workshop particularly important for reinforcing collaboration, building closer teamwork, and fostering a sense of connection. It also supported upskilling and training through targeted sessions and expert input from external consultants, while contributing to capacity building by equipping participants with the knowledge and tools needed to advance our sustainability ambitions.

Sustainability matters addressed by the Leadership Team

ESRS 2 GOV-2

The Leadership Team formally approved various sustainability matters throughout FY26, including the following initiatives and projects:

- GHG emissions transparency: A company-wide project to report on Scope 1, 2, and 3 emissions aims to establish a clear understanding of the company's current emissions footprint. This project generates a benchmark for future improvements and potential goal-setting in the coming years (see more details in *Our approach to climate change*).
- Climate risk assessments: This project aims to assess climate-related risks and opportunities in different climatic conditions and scenarios. It provides internal and external stakeholders with information on the negative and positive consequences associated with climate change, including financial impacts (see more details in *Our approach to climate change*).
- Focus on sustainable supply chains: Recognizing the critical role of suppliers in our business model, the Leadership Team increased our emphasis on sustainable procurement practices. This included rolling out an updated SCoC and a comprehensive sustainability handbook for suppliers to reinforce our expectations across our global supply chain (see more details in *Managing social impacts in our supply chain*).
- EcoVadis rating: Our Leadership Team made the strategic decision to seek a global EcoVadis rating. This rating offers an external evaluation of the company's sustainability performance and highlights areas for continuous improvement.
- Expansion of the Sustainability Operational Team: To maintain regulatory compliance and drive new sustainability initiatives, the Leadership Team approved the hiring of additional full-time employees (FTEs) in the Global Sustainability Team.
- Ethical culture and accountability: We published internally our first consolidated Global (Employee) Code of Conduct and introduced a formal whistleblower system, aiming to promote transparency, ethical practices, and employee involvement across all regions.

Information on due diligence

ESRS 2 GOV-4

Core Elements Of Due Diligence	Sub-chapters In The Report
a) Embedding due diligence in governance, strategy and business model	> How we pursue our sustainability ambitions > Our actions and measures to reduce environmental impacts in our supply chain > How we foster a safe, fair, and respectful work environment > How we manage our relationships with suppliers and workers in the value chain > Our whistleblowing systems and reporting channels
b) Engaging with affected stakeholders in all key steps of the due diligence	> Interests and views of stakeholders > How we promote product safety for our customers > How we involve our employees > How we manage our relationships with suppliers and workers in the value chain
c) Identifying and assessing adverse impacts	> Material impacts, risks, and opportunities at PIP Global Safety > Process of identifying material impacts, risks, and opportunities
d) Taking actions to address those adverse impacts	> Refer to actions and measures in the respective topical chapters > How we promote product safety for our customers
e) Tracking the effectiveness of these efforts and communicating	> Our holistic approach to supplier management > Establishment of further tracking is being worked on

Risk management and internal controls over sustainability reporting

ESRS 2 GOV-5

While sustainability reporting is not currently part of our overall enterprise risk management process, we have embedded risk management and internal control processes related to sustainability reporting across our organization. The scope of these processes covers all business operations globally.

PIP Global Safety adopts a dynamic risk assessment approach for sustainability reporting, anchored in comprehensive governance, internal stakeholder engagement, and ongoing adaptation to regulatory and market developments. The Sustainability Operational Team centrally coordinates risk identification, our materiality assessment, performance monitoring, and compliance across various environmental and social dimensions. Each member of the team is accountable for identifying and managing sustainability-related risks within their respective areas of responsibility. The Sustainability Supplier Compliance Team provides further support for supplier-related due diligence and controls through systematic monitoring and supplier learning initiatives.

Key elements of our risk management system

> Clearly defined responsibilities and reporting lines for oversight, escalation, and decision-making.

> Region-specific risk assessments and ongoing monitoring by appointed managers.

> Supplier compliance reviews and capacity-building exercises.

> Frequent risk and control evaluations at the operational and leadership levels, with systematic upward reporting to the Sustainability Council.

> Documentation, training, and regular updates provided through the Learning Hub or other channels.

Our approach to risk management

> Risk identification: We identify risks at the global and regional levels at least annually, drawing on operational insights and regional and supplier feedback. Customer and market-driven insights are strengthened through the Sustainability Inbox (see more details in *Product sustainability*).

> Double materiality assessment (DMA): PIP Global Safety conducted a DMA in 2024, which evaluated the financial impact of ESG issues on the organization as well as the company's broader impacts on society and the environment. This dual perspective helps us capture and prioritize both inward (financial risks and opportunities) and outward (impacts) aspects.

> Global ESG regulatory assessment: In 2024, we conducted a global ESG regulatory assessment. It tracked current and emerging sustainability regulations and reporting standards across all our operating regions. The aim of the assessment was to empower our organization to anticipate, interpret, and act on legislative developments, strengthening our risk controls and regulatory compliance.

> Stakeholder and industry engagement: PIP Global Safety actively participates in sustainability-focused think tanks and industry associations. These include ISEA, the International Safety Equipment Association (US), Asepal (Spain), GermanFashion (Germany), and the China Textile Commerce Association (China). This ongoing involvement helps us stay ahead of ESG trends, benchmark best practices, and contribute to shaping industry standards - further enhancing our ability to identify emerging risks and opportunities.

> Risk evaluation and prioritization: We evaluate all identified risks for their likelihood and potential impact using qualitative and quantitative methods. The results of our annual materiality analysis refine risk prioritization, guiding the allocation of resources to the areas of highest relevance and concern.

Continuous review and learning

Risks and controls are reviewed periodically by our Sustainability Operational Team and Sustainability Council to incorporate new data, regulatory changes, and stakeholder feedback. The Sustainability Learning Hub provides ongoing training and shares best practices throughout our organization, fostering a culture of continuous improvement.

Through this integrated and stakeholder-responsive approach, we aim to ensure that our sustainability risk management process, even while in development, is comprehensive, agile, and aligned with best-in-class global standards.

The Sustainability Operational Team embeds risk and control insights into daily operations and supplier management. Customer feedback and internal assessments drive updates to policies, procedures, and reporting standards, improving responsiveness and transparency. Cross-functional collaboration and leadership oversight support strategic alignment and accountability across the business.

We strive to ensure that all sustainability risk insights and internal control findings are systematically shared with relevant teams and leadership. We send out monthly updates via the Sustainability Taskforce, and urgent matters such as new regulations or customer requests are escalated immediately. The key takeaways are presented quarterly to the Sustainability Council and selectively to managers and the Board, enabling strategic oversight and targeted action. We use feedback from these groups to drive continuous improvements in our risk management and sustainability reporting.

Our general governance

The role of administrative, management, and supervisory bodies

ESRS 2 GOV-1

Board of Directors

The Board of Directors is PIP Global Safety's highest governing body. It consists of one executive and seven non-executive members. Its eight members include PIP Global Safety operating executives, members of our primary investor, OIP, and three independent advisors (38% of the Board of Directors). As of the end of FY26, the Board comprises no female members.

The Board of Directors oversees our company's strategic direction while ensuring strong governance, financial discipline, and alignment with investment goals.

Leadership Team

Executive leadership plays a crucial role in setting the right tone from the top. Everyone, including our Chief Executive Officer (CEO), is responsible for upholding and championing the principles laid out in our sustainability frameworks such as our Global Code of Conduct and our Environmental Policy. PIP Global Safety's Leadership Team - comprising the CEO, the President, Chief Financial Officer (CFO), Chief Human Resources Officer (CHRO), Chief Information Officer (CIO), Chief Supply Chain Officer (CSCO), CMO, and the Chief Legal & Integration Officer (CLIO) - holds ultimate responsibility for overseeing sustainability across our organization. The members of our Leadership Team collectively bring extensive expertise in sustainability and regulatory compliance. Several members also have backgrounds in law, human resources, and corporate governance, while others have previously held leadership roles in health and safety and supply chain functions in global organizations.

The following table shows the composition of PIP Global Safety's key senior management roles:

	Gender	Year Of Birth	Date Appointed	Responsibility	Sustainability Agenda
Curt Holtz	m	1962	January 2023	CEO	Advancing sustainability standards and worker protection across the global supply chain.
Eric Bernstein	m	1973	September 2025	President	Partnering with regional business units to drive growth strategies that embed responsible long-term value creation principles.
Anthony Di Giovanni	m	1960	August 2022	CMO	Overseeing the Sustainability Department, including responsibility for sustainability communications.
Sean Linnane	m	1969	April 2022	CHRO	Promoting inclusivity and workforce well-being.
Mark Mazurkiewicz	m	1968	March 2023	CIO	Deploying ESG data transparency systems and digital tools to track supply chain performance and responsible sourcing.
Nathan McCormick	m	1973	August 2023	CSCO	Driving sustainability compliance across our supply chain through strategic partnerships, including the TrusTrace initiative.
Bridget Milot Ren	f	1980	January 2010	CLIO	Ensuring adherence to sustainability compliance, corporate governance, and ethical sourcing standards. Leading ESG due diligence processes in all acquisition activities.
Sean Weil	m	1977	January 2023	CFO	Ensuring robust financial governance, transparency, and resource ability.

In its oversight role, the Leadership Team regularly reviews whistleblowing reports and monitors regulatory developments to ensure timely and appropriate corrective actions. This governance structure embeds ethical and sustainable decision-making into our daily operations and aligns our company's conduct with international sustainability and compliance best practices. The Leadership Team actively integrates material impacts, risks, and opportunities (IROs) into strategic decision-making processes wherever relevant. Internal sustainability reports, presented by the Global Sustainability Leadership Team, serve as a key input for guiding business initiatives that may influence our overall sustainability performance.

Interests and views of stakeholders

ESRS 2 SBM-2

We engage with a broad range of stakeholders - including customers, employees, business partners, and regulatory bodies - to ensure we address their needs and expectations while advancing our sustainability efforts. Through active dialogue, we gain critical insights that inform strategic decisions, enhance product and service offerings, and drive targeted operational improvements. Our stakeholder engagements aim to reinforce transparency, accountability, and trust - key elements in building brand credibility and meeting investor expectations for responsible business conduct. By fostering open communication, PIP Global Safety strives to balance varying priorities, respond to emerging challenges, and foster innovation, ultimately strengthening long-term relationships and sustainable growth. The table below summarizes our main stakeholders and how we engage with them:

The feedback and insights we obtain from our customers, end users, employees, suppliers, and other stakeholder groups are systematically reviewed by relevant teams, notably the Sustainability Council. The results frequently inform decision-making, strategy development, and sustainability reporting, including priorities in our materiality assessments. Relevant insights and concerns are shared with the management and Leadership Team through reports and discussions. Suggestions or concerns can prompt enhancements in product design, operational practices, or overall business processes.

Following this approach, PIP Global Safety aims to maintain responsiveness and transparency, adjusting its sustainability initiatives when feasible to better align with stakeholder expectations and emerging needs. Going forward, we strive to further standardize our processes of integrating stakeholder feedback into the development of our business operations.

Stakeholders	Description Of Stakeholders	Type Of Engagement	Importance Of Engagement
Customers	Industrial and commercial customers who rely on PIP Global Safety's protective equipment to safeguard workers. Industrial customers tend to use our products to protect their employees, while commercial customers often use our products directly in their operations. For the purpose of this report, we adopt the term "customer" to refer to these industrial and commercial uses of our product.	Identifying sustainability expectations, product requirements, and regulatory demands. Engagement channels: Sustainability Inbox, direct contact through sales managers, and collaborative discussions to develop solutions (see *Product sustainability*).	Customers and end-user feedback indicated preferences such as product safety, reliability, affordability, and a growing emphasis on sustainability factors (such as environmental stewardship and ethical sourcing). These priorities motivate PIP Global Safety to pursue continuous product innovation, raise safety standards, and achieve greater operational transparency.
End users	Workers and professionals who use PIP Global Safety's products on a daily basis.	Direct engagement through our e-commerce channels.	

Cont.

Employees	Team members across global operations, including manufacturing, warehouses, sales, distribution, and administration.	Employee participation in sustainability, ethics, and organizational development. Engagement channels: quarterly global town hall meetings with employees, open forums, annual performance evaluations and a reporting platform enabling all employees to provide feedback and observations, grievance system (see *Our employees*).	Employees contribute to and are directly impacted by PIP Global Safety's sustainability performance. Direct engagement enables the company to shape an environment that meets their values and needs. These include safety, respect, ethical conduct, freely voicing opinions, well-being, competitive salaries, comprehensive benefits offerings, and opportunities for professional development.
Suppliers and business partners	Manufacturers, raw material providers, logistics partners, and service vendors who supply goods and services essential to PIP Global Safety's operations.	Engagement focuses on the company's sustainability compliance. Engagement channels: industry fairs, supplier audits, sustainable sourcing collaboration, and capacity building (see *Managing environmental impacts in our supply chain* and *Managing social impacts in our supply chain*).	Our suppliers' and business partners' practices and compliance with sustainability standards influence our global value chain. Direct engagement enables close collaboration that strengthens supplier confidence and builds trusting partnerships based on fair business practices, long-term agreements, investments that support their growth, stable and mutually beneficial relationships, and clear expectations around sustainability and compliance.
Regulators and authorities	Government agencies and regulatory entities in markets where PIP Global Safety operates.	Interaction encompasses the process of compliance reporting. Engagement channels: engagement in sector working groups related to sustainable business practices and regulatory trends, and contributions to peer learning and best-practice-sharing forums.	Regulators and authorities shape the legal and compliance framework for product safety, labor standards, and environmental performance. Direct engagement help us comply with market, safety, labor, and environmental regulations, especially in jurisdictions with evolving standards.
Industry associations	Organizations and networks focused on sector advancement, sustainability standards, and knowledge sharing.	Active participation in industry associations and think tanks. Engagement channels: network events, round tables, and consultations.	Participation in industry associations enables PIP Global Safety to remain informed about emerging trends, benchmark performance, exchange best practices, and contribute to advancing sustainability frameworks and policies.
Investors and ownership	OIP and other financial stakeholders.	Engagement consists of providing performance updates, management practices, and reporting on strategic sustainability initiatives to align with investor expectations for responsible business conduct. Engagement channels: regular OIP sustainability questionnaires and board meetings	Engagement with investors and owners (OIP) enables us to meet stakeholder needs regarding responsible risk management and business conduct, transparent ESG performance, and sustained progress toward long-term business value.

Material impacts, risks, and opportunities at PIP Global Safety

ESRS 2 SBM-3

In 2024, PIP Global Safety conducted a DMA in alignment with the requirements of the ESRS. It aimed to pinpoint key sustainability IROs throughout our operations and value chain. The assessment identified supply chain management, product compliance, climate and biodiversity, regulatory risks, workforce diversity, corporate culture, transparency, and end-user safety as our primary considerations. Most of these impacts originate in our upstream supply chain, emphasizing the importance of active supplier engagement and rigorous due diligence.

We expect material impacts to arise in the short- to medium-term, primarily through supplier and downstream relationships. For example, regulatory changes and enhanced due diligence could increase our compliance costs, influencing expenses and cash flows. However, initiatives aimed at improving supply chain resilience will help to mitigate financial risks. Upcoming regulatory and human rights developments may also lead to asset revaluations and new provisions. We will address these challenges by developing a climate transition plan, expanding circular economy initiatives, enhancing training, updating our Code of Conduct, and improving data collection. The company also plans to set SMART goals for emission reductions, circularity, and social compliance in the near future. This initial CSRD-informed sustainability report serves as the basis for future disclosures, with most of its content adhering to ESRS standards. By including SASB requirements, we added topics such as data security and activity metrics relevant to the sectors we operate in.

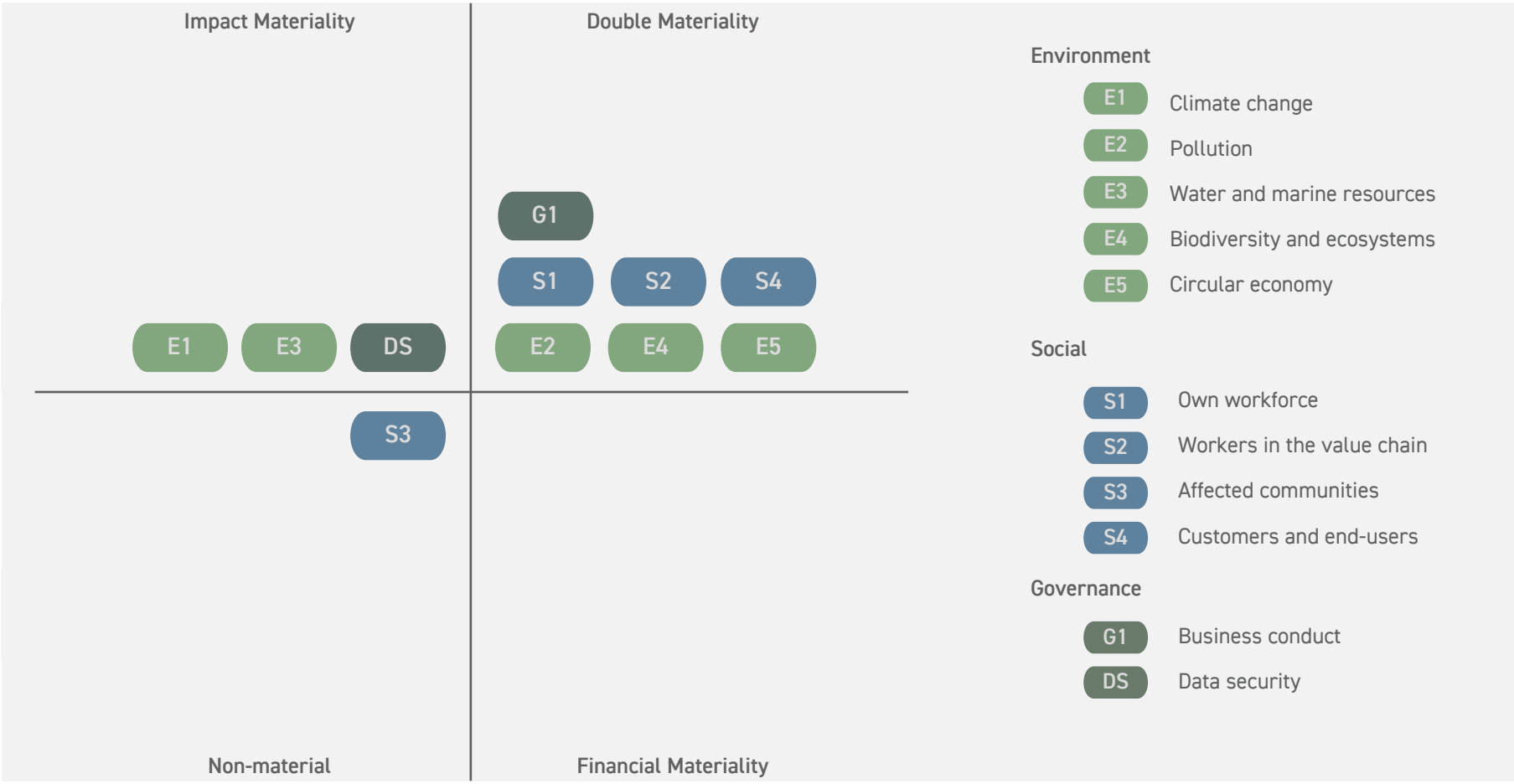
Value Chain Step	Type Of IRO	IRO Title	ESRS Ref.	Chapter Reference
Upstream	Actual negative impact	Impact on climate through upstream Scope 3 greenhouse gas emissions.	E1	Our approach to climate change
		Impact on the air quality from pollution during raw material sourcing and processing for cotton, latex, and leather.	E2	Managing environmental impacts in our supply chain
		Impact on air quality from raw materials sourcing and processing for synthetic materials.		
		Impact on water quality from pollution during raw material sourcing and processing for cotton, leather, and rubber.		
		Impact on water quality from raw materials sourcing and processing for synthetic materials.		
		Impact through the usage of substances of (very high) concern during the production of PIP Global Safety products.		
		Impact on biodiversity loss due to land use change and the use of pesticides in cotton cultivation.	E4	
		Impact on the environment due to waste generation during upstream manufacturing.	E5	
		Impact on the health of workers in upstream production and assembly due to long working hours.	S2	Managing social impacts in our supply chain
	Potential negative impact	Impact on water quality from upstream product manufacturing.	E2	Managing environmental impacts in our supply chain
		Impact on the environment through microplastic leakage during synthetic fiber manufacturing.		
		Impact on water resources through water intensive processes during cotton, leather, and latex sourcing and processing.	E3	
		Impact on water resources from upstream PPE manufacturing.		
		Impact on biodiversity and ecosystems through land use change and deforestation for leather, rubber, and corrugate products.	E4	
		Impact on workers salary through insufficient wages during raw materials sourcing and processing.	S2	Managing social impacts in our supply chain
		Impact on health and the working rights of workers in production and assembly due to inadequate working conditions and unfair labor practices.		
		Impact on the health and safety of workers in the value chain due to risky and hazardous working environments during raw materials sourcing and processing.		
		Impact due to discrimination and gender inequality in the upstream value chain.		
		Impact on human rights due to child labor or forced labor in raw materials sourcing, production, and assembly.		

Value Chain Step	Type Of IRO	IRO Title	ESRS Ref.	Chapter Reference
Upstream	Financial risk	Stricter legislation on biodiversity and land use change.	E4	Managing environmental impacts in our supply chain
		Regulatory changes to human rights and labor rights.	S2	Managing social impacts in our supply chain
		Human rights violations in the supply chain.		
		Insufficient ESG standards of suppliers.	G1	Managing environmental impacts in our supply chain
	Financial opportunity	Supply chain security through supply chain monitoring.	S2	Managing social impacts in our supply chain
		Cost savings from ESG supplier screening.	G1	
Own business	Actual negative impact	Impact on the climate through Scope 1 greenhouse gas emissions.	E1	Our approach to climate change
		Impact on the climate through Scope 2 greenhouse gas emissions.		
		Impact through energy use in our own business activities.		Managing environmental impacts in our own operations
		Impact on human health and the environment through the sale of products containing substances of (very high) concern.	E2	Product Sustainability
		Impact on resource use from sourcing products based on the procurement of products made from non-renewable, primary raw materials.	E5	Product Sustainability
		Impact on the circular economy through the sales of non-recyclable products due to their materials composition.		
		Impact on the environment due to waste generation in our own business operations.		Managing environmental impacts in our own operations
		Impact on corporate culture due to lacking coherent corporate policies and having heterogenous corporate identities.	G1	Corporate management
		Impact on equal opportunities due to lacking diversity in higher management bodies and our own workforce.	S1	Our Employees

Value Chain Step	Type Of IRO	IRO Title	ESRS Ref.	Chapter Reference
Own business	Potential negative impact	Impact on the health and safety of our own employees due to a physical demanding work environment and resulting accidents at owned facilities and warehouses.	S1	Our Employees
		Impact on the health and safety of our own employees due to a risky work environment and a lack of safety measures at owned facilities.		
		Impact on equal opportunities due to discrimination in our own workforce.		
	Actual positive impact	Impact on the circular economy by offering reusable product alternatives and a customer recycling program.	E5	Product Sustainability
		Impact on whistleblowers through the offering of anonymous channels.	G1	Corporate management
	Financial risk	Stricter legislation on chemicals and hazardous materials.	E2	Product Sustainability
		Stricter legislation on circular design and eco-design.	E5	
		Shortages of a skilled workforce.	S1	Our Employees
		Reputational damages and increasing personnel costs through unequal wages.		
	Financial opportunity	Efficiency improvements and lower employee absences through the mechanization of work processes.		
Downstream	Actual negative impact	Impact on the climate through downstream Scope 3 greenhouse gas emissions.	E1	Our approach to climate change
	Positive impact	Impact on the personal safety of end users through the sales of PPE.	S4	Product Sustainability
	Financial opportunity	Sales benefits through sustainability certifications.		
		Positive brand reputation from offering sustainable products.		

Material sustainability matters

This materiality diagram visualizes our double materiality assessment for sustainability topics at topic level. Each quadrant shows topics assessed as not material, impact material only, financially material only, or both impact and financially material.



Process of identifying material impacts, risks, and opportunities

ESRS 2 IRO-1

For our first DMA in line with the ESRS, we established a structured process for identifying material IROs, which we aim to continuously develop and improve. Our report includes information on financial risks and opportunities that arise from identified material impacts. In addition, there are some risks and opportunities that are not directly linked to impacts; information on these is also included in this report.

1. **Status quo analysis**

   We began the assessment with a Group-level status quo analysis across all PIP Global Safety entities, structured into three key steps:

   1.1. Topic list

   The ESRS topic list from ESRS 1 AR16 served as the basis for defining the topical frame of analysis. The analysis was performed at the sub-topic level to provide adequate detail for identifying IROs and disclosure requirements, following guidelines from EFRAG's document ID177. Entity-specific sustainability issues not addressed by the ESRS were considered, but no additional topics emerged through stakeholder input or research.

   1.2. Status quo query

   A structured query gathered company-wide and topic-specific ESG data from internal reports and documents. We addressed identified gaps through stakeholder engagement and desk research in later phases.

   1.3. Value chain profile

   We defined and prioritized key activities, countries, and materials to reflect the entire value chain - from raw material sourcing and processing, manufacturing activities, logistics, and operations, to product use and end-of-life management. For further information on the value chain, see the above subchapter *How we pursue our sustainability ambitions*.

2. **Stakeholder engagement**

   Stakeholder engagement was a key methodological step involving a pre-assessment survey and targeted interviews with members of the Sustainability Taskforce and the Global Sustainability Leadership Team. Input from various corporate functions helped identify and contextualize actual and potential IROs across direct and indirect business activities. To assess impacts related to specific topics, we employed various analytical instruments, including the ENCORE tool for environmental considerations (including climate change, pollution, biodiversity, etc) and the Aqueduct Water Risk Atlas for water-related risks, among others.

2.1. Pre-assessment survey

Eleven employees from supply chain, finance, retail, operations, and other functions participated in a pre-assessment survey. It focused on ESG-related IROs and financial risks across the value chain. Responses were analyzed by sub-topic and supplemented with secondary research such as industry studies, third-party rankings, public sustainability assessments, and reports by NGOs or international organizations. These served as proxies for external stakeholders to ensure that impacted communities, vulnerable groups, and silent stakeholders like the environment were appropriately reflected in the analysis.

2.2. Internal stakeholder engagement workshop

Three interviews were conducted to deepen our insights into environmental, workforce, and supply chain topics as part of the IRO identification process.

3. Double materiality assessment

Following stakeholder input and scope definition, we conducted a DMA, covering both impacts and financial dimensions.

3.1. Impact materiality

We evaluated actual and potential positive and negative impacts using ESRS 1 parameters: scale, scope, irremediability (for negative impacts), and likelihood (for potential impacts).

3.2. Financial materiality

We assessed financial risks and opportunities based on their likelihood and potential financial impact, using EBITDA as a reference. The methodology aligned with ESRS 1 and included both qualitative and quantitative elements. Validation was provided by finance teams at PIP Global Safety and its subsidiaries.

4. Validation and consolidation

Finally, we validated the results of the impact and financial materiality assessments through feedback from the core project team. All feedback was reviewed, discussed, and, if necessary, added to the results. The consolidated list of material IROs and disclosure requirements was approved at a validation meeting by the core project team.

Several key assumptions underpinned the materiality assessment process. The value chain profile was designed to emphasize those activities and product groups most pertinent to PIP Global Safety's business model and exposure to sustainability risks. Internal stakeholders served as proxies to external stakeholders to provide relevant insights. We established the assessment parameters and rating scales in line with ESRS guidance, while also tailoring them to reflect PIP Global Safety's specific context and operational realities. Additionally, we utilized secondary research to supplement primary

data sources and address any information gaps, particularly regarding sector-specific and geographical impacts.

A full list of all identified material IROs can be found in the subchapter above, *Material impacts, risks, and opportunities at PIP Global Safety*, or sorted by topic focus in the respective "What moves us" sections of each chapter.

Building our first CSRD Sustainability Report: A behind-the-scenes journey

For PIP Global Safety, preparing our first CSRD-informed Sustainability Report feels less like compliance and more like a defining moment for our company and its stakeholders. It brings together years of work on double materiality, responsible sourcing, and climate data into one coherent narrative designed to resonate with employees, customers, suppliers, lenders, investors, and the communities where we operate.

From idea to roadmap

When we decided to align our Sustainability Report with the CSRD, we did so ahead of formal scope requirements and with a clear understanding of the effort involved. Our Global Sustainability Leader, Maxim Safieh, took on the role of architect, translating the ESRS's requirements and the results of our 2024 DMA into a practical roadmap for a diverse, global organization.

That assessment, completed for PIP Global Safety in early 2025, became our guiding compass. Through structured stakeholder engagement, it identified material impacts, risks, and opportunities across our global value chain.

> CSRD now challenges us to turn that compass into a complete navigation system, connecting strategy, governance, impact management, and the metrics and targets by which our progress will be monitored."

MAXIM SAFIEH

Global Sustainability Leader

First-time data, real-time setbacks

Our biggest challenge was first-time data collection, which is to be expected for a company with PIP Global Safety's complex structure, brand diversity, and global footprint. In many cases, the data existed but was fragmented: energy and fuel data sat in local systems, health and safety indicators were not yet consolidated, supplier audits lived in separate procurement tools, and HR data varied by country. For areas such as Scope 3 emissions and selected value chain indicators, we relied on carefully chosen secondary data, paired with a clear plan to improve quality through deeper supplier and internal engagement in future cycles.

Regulatory changes also added complexity. Timelines shifted, interpretations evolved, and expectations around climate, double materiality, and value chain coverage were refined as EFRAG guidance and market practice matured. Our progress required flexibility, transparency about estimates, and careful management of "change fatigue" while still meeting ESRS expectations on completeness and reliability.

"We spent as much time finding the data as analyzing it, and all while the goalposts kept moving - standards were being refined, guidance updated, expectations sharpened - so we were really building the map at the same time as the landscape was changing."

ALBA GENOVÉS
Regional Sustainability Manager EMEA

Turning a project into a system

Managing this complexity required more than just technical expertise; it required translation. As the Regional Sustainability Manager for EMEA, Alba Genovés bridged the gap between CSRD/ESRS language and our daily business needs. She converted guidance into practical templates, reframed requirements into relatable questions, and helped teams see how their inputs contribute to the broader story of our impacts, risks, and opportunities.

It was also essential to anchor this work in PIP Global Safety's operational reality. Julia Krämer-Gümüs, PIP ISM Managing Director (Center of Excellence for protective footwear, part of PIP Global Safety) and member of PIP Global Safety's Sustainability Leadership Team, played a key role in linking sustainability and PIP ISM with the wider group. Drawing from her experience in integrating data and processes into a complex global matrix, she helped ensure that the sustainability reporting accurately reflects our day-to-day work. Together with our strengthened Sustainability Operational Team and cross-functional Sustainability Taskforce Team (see more details in *Sustainability Governance* , we have begun transforming a one-off reporting effort into a scalable system for collecting, validating, and using sustainability information across regions and entities.

What comes next?

Our focus now and over the next few years is shifting from collecting data to using it. On climate, the baselines and risk assessments we've developed will inform our transition plan and science-aligned targets, in line with ESRS E1. Across other areas - such as circularity, worker safety, human rights in the value chain, and governance - we will sharpen our objectives and establish consistent performance tracking across both legacy businesses and newly acquired entities.

> Getting our baselines in place was the warmup; now the real race begins as we turn numbers into actions, and work to ensure we're all running in the same direction."

JULIA KRÄMER-GÜMÜS
PIP ISM Managing Director

Above all, this report is not the product of a single team. It reflects contributions from colleagues across finance, IT, HR, operations, product, legal, regional leadership, and external partners. CSRD asks us to demonstrate that sustainability is embedded in how we run our business. This first CSRD-informed report is a meaningful step and an invitation for our stakeholders to engage in ongoing dialogue about how we continue to improve together. Welcome to the journey.

ENVIRONMENT

OUR APPROACH TO CLIMATE CHANGE

Addressing climate IROs is one of PIP Global Safety's key priorities. Our Environmental Policy and SCoC set clear expectations for reducing greenhouse gas (GHG) emissions and advancing low-carbon practices across our value chain. In 2025, we completed our first GHG baseline and Climate Risk Assessment aligned with international standards, providing a foundation for globally coordinated mitigation and adaptation measures. These steps mark the beginning of our journey to strengthen resilience, reduce our environmental impacts, and support the transition to a low-carbon economy.

SPOTLIGHT

Initial calculation of Scope 1, Scope 2 and selected Scope 3 emissions.

First Climate Risk Assessment (CRA) conducted to systematically identify climate-related risks and opportunities.

First-time publication of *Climate-related Risks and Opportunities Report*.

What moves us

ESRS 2 SBM-3

Standard	Sub-topic	Type	Title	Value Chain	Character[3]
E1	Climate change mitigation	Impact (negative)	Actual negative impact on the climate through Scope 3 greenhouse gas emissions in the upstream value chain.	Upstream	Actual
		Impact (negative)	Actual negative impact on the climate through Scope 1 greenhouse gas emissions in own business operations.	Own business	Actual
		Impact (negative)	Actual negative impact on the climate through Scope 2 greenhouse gas emissions.	Own business	Actual
		Impact (negative)	Actual negative impact on the climate through Scope 3 greenhouse gas emissions in the downstream value chain.	Downstream	Actual

[3] Character of the impact: actual impacts have already occurred, while potential impacts could occur in the future based on likelihood and severity.

Our concepts and policies related to climate change mitigation

ESRS E1-2

We have established comprehensive policies and standards - both within our own operations and throughout our supply chain - that guide our climate change mitigation and adaptation efforts.

Environmental Policy

We are committed to our environmental responsibilities and have set forth clear approaches in our Environmental Policy. This policy is available on the PIP Global Safety website to everyone working for or with PIP Global Safety, and it extends across our entire organization and supply chain partners. Our Global Sustainability Team oversees the policy's implementation and also ensures that it remains current and relevant through periodic reviews. The Sustainability Team reports directly to the Leadership Team, which approved this policy. By adhering to our Environmental Policy, we support internationally recognized standards and agreements. These include the Ten Principles of the United Nations Global Compact, the Paris Agreement, the Science Based Targets initiative (SBTi), the United Nations CEO Water Mandate, the Ellen MacArthur Foundation's Circular Economy Principles, and the United Nations Sustainable Development Goals (SDGs).

Overall, the Environmental Policy drives our ongoing efforts to:

- Continuously identify, measure, and reduce GHG emissions within our operations and across our upstream and downstream value chain.
- Collaborate with supply chain partners to advance low-carbon alternatives in product development wherever possible.
- Proactively manage material physical and transitional climate risks and opportunities to enhance climate resilience and support the transition to a low-carbon economy.

Our energy-related approaches are further detailed in *Managing environmental impacts in our own operations*. Each relevant chapter offers a detailed overview of the policy principles tailored to the respective topic.

Supplier Code of Conduct

We also strive to advance climate protection efforts in our supply chain. To this end, we have integrated climate-related requirements in our SCoC (see more details in *Managing social impacts in our supply chain*). We expect our suppliers to comply with all applicable environmental regulations, pursue continuous improvements in energy efficiency, increase their use of renewable energy, and actively reduce CO_2 emissions as part of their ongoing environmental management.

Our climate change mitigation and adaptation measures

ESRS E1-3

We are in the initial phase of developing globally coordinated measures and actions for climate change mitigation and adaptation. During FY26, we conducted a baseline assessment of our GHG emissions in accordance with the GHG Protocol. We also completed a climate risk assessment to identify both physical and transitional climate risks relevant to our business. These analyses provide the basis for developing targeted mitigation and adaptation measures.

At the business unit level, we already have several measures underway. For example, PIP Global Safety in Germany offers its retail customers and end users low-carbon delivery methods in collaboration with select logistics partners. Read more about our energy-related actions in *Managing environmental impacts in our own operations*.

PIP Global Safety's GHG emissions

ESRS E1-6

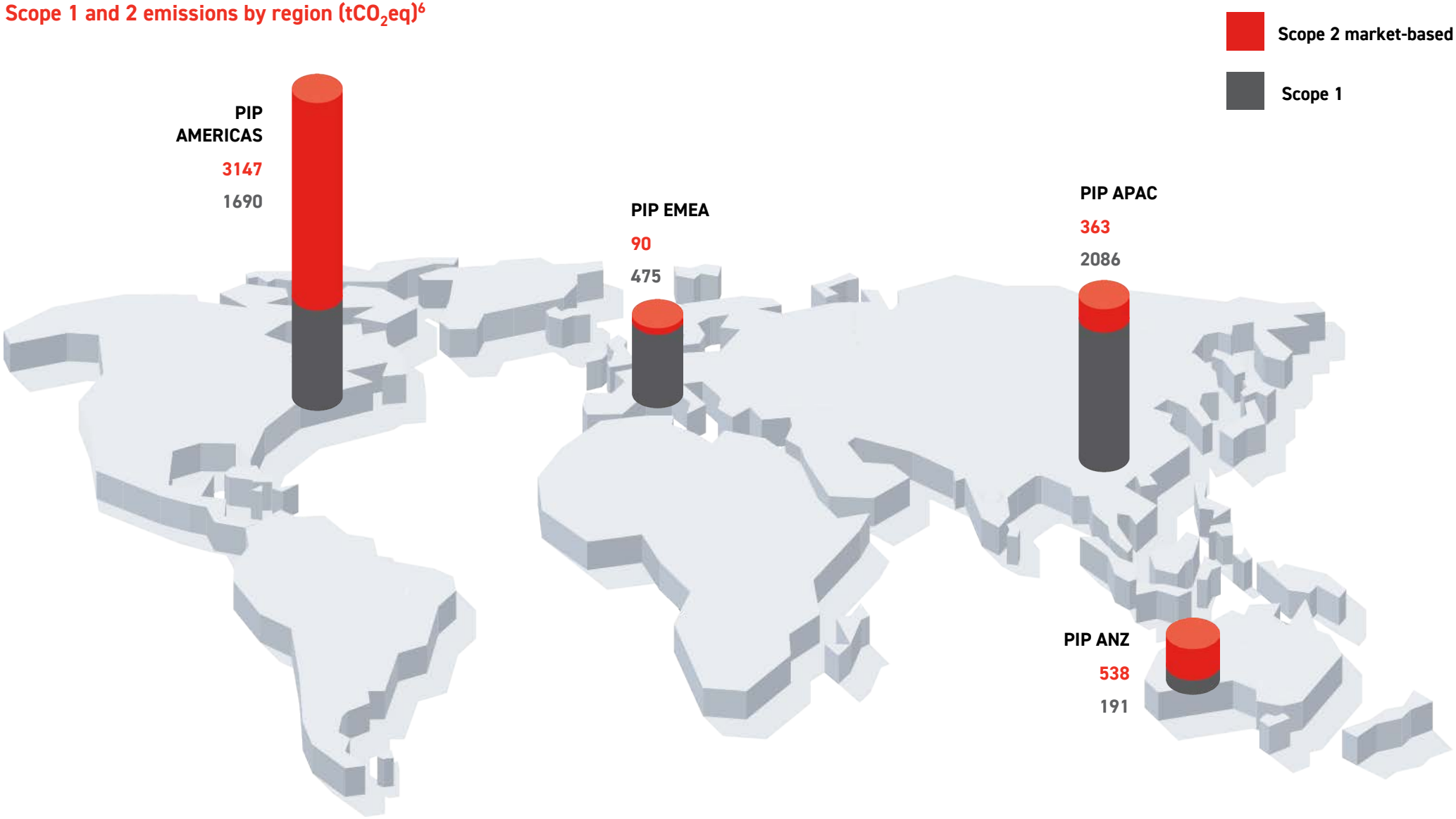
Understanding the sources of our GHG emissions is a crucial step toward reducing our environmental impact. The emissions shown next are the result of our baseline assessment. Currently, 4% of our scope 3 emissions are calculated using primary data. Of the secondary data, 51% is based on hybrid approaches, i.e., using company-specific activity data combined with secondary emission factors.

FY26	Gross tCO_2eq	Intensity tCO_2eq / Mill USD Net revenue
TOTAL (Scope 1, 2, and 3) GHG emissions		
Location-based	343 376	328.62
Market-based	343 442	328.68

tCO_2eq	FY26
Scope 1 GHG Emissions	
Gross Scope 1 GHG emissions	**4 442**
Scope 2 GHG Emissions	
Gross location-based Scope 2 GHG emissions	**4 138**
Gross market-based Scope 2 GHG emissions	**4 205**
Scope 3 GHG emissions	
Gross indirect (significant Scope 3) GHG emissions	**334 796**
1 Purchased goods and services	55 632
2 Capital goods	1 681
3 Fuel and energy-related activities (not Scope 1 or 2)	2 607
4 Upstream transportation and distribution	88 850
5 Waste generated in operations[4]	191
6 Business travel[5]	482
7 Employee commuting	3 041
9 Downstream transportation	10 537
12 End-of-life treatment of sold products	171 773

[4] Data limited to PIP Global Safety's manufacturing operations
[5] Data limited to PIP Global Safety's operation in North America

Scope 1 and 2 emissions by region (tCO_2eq)[6]



[6] The primary sources of emissions are electricity consumption and heating use at our facilities, with the majority arising from warehouse and manufacturing operations.

Deep dive: Our Climate Risk Assessment

ESRS 2 SBM-3

Assessment of climate-related impacts

PIP Global Safety is committed to supporting the global transition toward a lower-carbon economy. We aim to integrate climate considerations into every aspect of our business, notably our governance, strategy, risk management, and performance measurement frameworks. As part of this approach, we finished our first Climate Risk Assessment in August, 2025, systematically evaluating both physical and transition risks across key business areas. We completed the assessment in accordance with the ESRS and California Climate Disclosures and in line with the recommendations of the TCFD.

Assessment of climate-related physical risks

In our vulnerability and climate scenario assessment of physical climate-related risks and opportunities, we used the shared socioeconomic pathways (SSP) scenarios outlined in the Intergovernmental Panel on Climate Change's (IPCC) 6th Assessment Report. The scenarios applied include:

- SSP1-2.6: "Taking the green road" (well below 2°C scenario)
- SSP2-4.5: "Middle of the road" (2.5°C scenario)
- SSP5-8.5: "Fossil-fueled development" (worst case, 4°C scenario)

The assessment covers short- to long-term time horizons (2025, 2030, 2040, 2050, and 2100), with a particular focus on the SSP5-8.5 scenario for 2050, as this year is a key reference point in the Paris Agreement's global climate targets. In our analysis of physical climate risks, we used the Location Risk Intelligence tool by Munich Re to examine our own assets on the precise geo-coordinate level. In addition, we drew on the IPCC WGI Interactive Atlas for upstream sourcing regions and downstream sales regions at a high geographic resolution. The acute and chronic risks we analyzed cover all 28 climate-related hazards laid out in the Commission Delegated Regulation (EU) 2021/2139. To assess PIP Global Safety's vulnerability to climate-related risks and understand each risk's potential impacts and likelihood, we also conducted interviews with internal experts.

Our analysis indicated that most of our sites now experience low-to-moderate exposure to physical climate hazards. Risks associated with heat stress, drought, and heavy precipitation are expected to increase over time, while hazards such as river flooding, sea level rise, and subsidence should remain less significant for most PIP Global Safety locations. The main vulnerabilities we identified are concentrated in the upstream value chain. Key sourcing regions may face considerable climate-related risks from rising temperatures and changing precipitation patterns, especially toward the end of this century. To address these risks, we plan to prioritize adaptation, strengthen supply chains, and implement adaptation measures at priority facilities.[7]

[7] The table "Physical climate risks assessment - Own assets" covers climate risks for our own assets. For detailed results on the entire value chain, see the full *Climate-related Risks and Opportunities Report*.

Physical climate risks assessment – Own assets

CLIMATE HAZARD	2025	2050	DESCRIPTION
RIVER FLOOD (DEFENDED)			Low hazard exposure for 91% of sites in 2025, decreasing slightly to 88% in the 4-degree scenario in 2050. One US site faces extreme hazard today and one other in future scenario.
SEA LEVEL RISE	N/A	2100	Sea level rise can only be evaluated until 2100. 97% of sites are not exposed, while one New Zealand site has a high hazard.
SUBSIDENCE			Exposure to subsidence stays stable from current until the 2050 scenario. 87% of sites have at least a medium hazard today, with only our Vietnam site under extreme hazard.
FIRE WEATHER STRESS INDEX			Low hazard of fire weather stress for 66% of sites today, decreasing to 53% in 2050 scenario. A few sites in Mexico and Australia already today under at least high hazard.
HEAT STRESS INDEX			75% of sites today under at least medium hazard, increasing to 91% in 2050 scenario. 31% of sites exposed to high hazard of heat stress in 2050 scenario
HEAT HUMIDITY STRESS INDEX			Currently 38% of sites face no or low hazards from humidity and decreases to 17% in 2050, with 21% being exposed to extreme and 48% to high hazards concerning humidity.
DROUGHT STRESS INDEX			Currently, 53% of sites face a medium hazard and 47% a low hazard. The share of low hazards sites decreases to 19% in 2050, while 28% face a high and 9% an extreme hazard.
PRECIPITATION STRESS INDEX			Precipitation is already today at least a medium hazard for 91% of sites, while in the 2050 scenario, 50% of sites have at least a high risk, with our China sites facing extreme hazards.

LEGEND

NO HAZARD | EXTREME HAZARD

Assessment of climate-related transition risks

We assessed transition risks and opportunities using the International Energy Agency's (IEA) Net Zero Emissions (NZE) 2050 scenario. This pathway is designed to limit global temperature rise to 1.5°C by achieving net-zero CO_2 emissions by 2050. Our analysis considered regulatory, technological, market, and reputational drivers. We discussed the risks and opportunities with internal experts to evaluate their potential impacts on our overall business activities.

The key transition risks we identified include increasing regulatory requirements and rising stakeholder expectations, both of which necessitate ongoing monitoring. We believe we are well positioned to manage most transition risks, thanks to our ongoing efforts to reduce GHG emissions and proactively adapt to evolving regulations. In line with a "well below 2°C scenario" (SSP1-2.6), there are significant opportunities for PIP Global Safety to develop low-emission and resource-efficient products, as well as adapt to changing customer preferences.

For more details on the results of the climate physical risks and the climate transition risks and opportunities assessments can be found in the *Climate-related Risks and Opportunities Report*.

From compliance to value: Building PIP Global Safety's environmental roadmap

A conversation with our Global Environmental Manager

While PIP Global Safety is still in the early stages of developing a Group-wide environmental program, our pace is accelerating as new regulations and expectations emerge. In this interview, Christianto Kusuma, our Global Environmental Sustainability Manager, explains how topics like climate, circularity, and data are being turned into concrete actions across sites and regions.

Could you tell us about your role in PIP Global Safety?

As the Environmental Sustainability Manager, my role is to oversee environmental issues globally, lead key projects, and ensure regulatory compliance. Together with the Global Sustainability Team, we create roadmaps and set priorities for initiatives such as full-scope GHG calculations and a global environmental policy, while monitoring environmental regulations in regions where PIP Global Safety operates and supporting sites with specific improvement actions.

What personally motivates you to work in the sustainability field?

I don't have a specific life-changing story - sustainability is simply a topic I find genuinely enjoyable and that makes a big difference in my daily work. I'm lucky that this "fun" topic is also globally important: sustainability is now a necessity and the smart choice for any business that wants to thrive in the long term.

Which environmental issues do you think are most important today globally?

From my perspective, climate change remains the primary challenge, closely tied to resource depletion and biodiversity loss. Transitioning to a low-carbon, more sustainable business model requires significant investment, long-term commitment, and continuous learning, especially amid a changing political and regulatory landscape around ESG.

For PIP Global Safety, which issues are particularly relevant and how are we addressing these challenges?

Climate change and circularity are our main focus, as these areas are where PIP Global Safety is impactful, but also faces the greatest risks. A large share of emissions comes from our supply chain, so engaging suppliers is crucial to improving data and driving reductions, while our internal efforts focus on energy efficiency and renewables across PIP Global Safety's own facilities and warehouses.

Transitioning to a circular model to reduce waste also presents challenges, especially since our raw materials are largely petroleum-based and product safety is a top priority. Recycling issues arise due to product contamination in extreme conditions, but collaborations have led to specific product lines, which blend recycled materials without compromising safety, along with offering take-back programs when possible. We also monitor climate risks like heatwaves

and droughts that can affect our sites and are developing adaptation plans. As these issues are industry wide, they require collective action to drive meaningful change.

What were the companies' key priorities and/or projects during the year, and how did your experience in sustainability contribute to them?

Prior to this role, I worked in a few different industries - namely construction, pulp and paper manufacturing, and energy - all within the field of sustainability and with varying levels of maturity. I have always worked on the environmental side of sustainability, conducting projects such as GHG emission calculations and setting strategic environmental targets. For PIP Global Safety, we are still at an early stage in our sustainability journey, which is why much of our focus is on regulatory compliance. I want to be clear that it's okay that we're still in the early phases, as it gives us an opportunity to build a solid foundation from all the best practices that have been established.

In 2025, compliance with California's climate disclosure laws was one of our top priorities for the environmental side, specifically around SB 253 and SB 261. To comply with SB 253, we have developed our first global GHG emission calculation, and the result also formed a baseline for setting emission reduction targets for next year. For SB 261, we conducted a climate risk assessment and made the results publicly available on PIP Global Safety's website. We have also published an Environmental Policy to set our commitments and overall ambitions for the topic and developed relevant environmental metrics for the organization, following ESRS standards

> "Sustainability is now a necessity and the smart choice for any business that wants to thrive in the long term."

CHRISTIANTO KUSUMA

Global Environmental Manager

Could you walk us through some of the "highlight moments" from these projects, both in terms of challenges and surprises?

Similar to other companies that are in the early phase of their sustainability journey, data availability and data quality are the main challenges. From an internal perspective, we are a global company with data stored in various IT

systems across different regions. Mapping out what and where key data points are available, while also having large volumes of information stored in a decentralized manner, were some of the major challenges we faced. This required considerable time and resources to gather and review the data for the various environmental metrics we've defined. But of course, the actions we took here will make future data collection efforts much easier. Externally, primary data from suppliers and other stakeholders is not always readily available. We need to rely on secondary data from credible sources to fulfill some of our environmental metrics for this first year of reporting, with a goal to improve data quality by attaining primary information through continuous supplier engagement.

On a positive note, GHG emissions are a relatively new topic within PIP Global Safety, but gaining the cooperation of the various internal stakeholders was relatively smooth, to my surprise. Most people are genuinely interested and responsive to contributing to the project. It's quite common in any company that some stakeholders do not resonate with initiatives around tracking and lowering their operational carbon footprint, but it's up to us to bring them on board. For instance, reducing carbon emissions might not be a priority for some departments, but reducing energy usage certainly is, so adapting how we communicate internally has been valuable, as we are all ultimately trying to achieve the same goal.

Aside from what has been achieved this year, what are the environmental topics PIP Global Safety will focus on in the future?

Value creation will have a bigger role next year once we achieve some of our priority regulatory compliance targets. We have established baselines for material environmental key performance indicators (KPIs), so the next step is to use the data for performance management. We still have some ways to go, and that is okay. Building a robust sustainability program takes time and investment, and what matters most is that:

> We have a roadmap: We are not acting in a vacuum as we plan to set strategic environmental goals next year, including a climate transition plan to set targets and identify GHG emission reduction levers.

> We are building capacity: We are establishing systems for tracking and calculating environmental metrics and improving data quality, both internally and externally. Mistakes and gaps are part of the journey, and each step gives us new insights that increase our understanding.

> We are committed: Our leadership actively supports these efforts. Like other industry players, we see sustainability not just as a cost, but as a strategic value creator for long-term resilience.

MANAGING ENVIRONMENTAL IMPACTS IN OUR OWN OPERATIONS

As our own operations are a crucial area of our sustainability efforts, improving efficiency is a key focus. Guided by our Environmental Policy and Environmental, Health and Safety Policy (EHS Policy), we work to minimize energy consumption and operational waste across all sites. Our approach combines infrastructure improvements, such as integrating LED lighting and renewable energy, with initiatives that foster responsible practices among our employees. Our waste management follows the principles of prevention, reuse, and recycling, supported by measures like compacting systems and circular solutions. These efforts reflect our commitment to continuous improvement and embedding sustainability into our daily operations, while quantitative data on our energy use and waste performance provide transparency on our progress.

SPOTLIGHT

Strengthened policy frameworks, providing a structured foundation for consistent environmental management and future performance improvements:

Newly published *Environmental Policy*,

Introduction of the EHS Policy.

31%

MANUFACTURING WASTE DIVERTED FROM DISPOSAL

556

WASTE GENERATED FROM MANUFACTURING

Metric Tonnes

What moves us

ESRS 2 SBM-3

Standard	Sub-topic	Type	Title	Value Chain	Character
E1	Energy	Impact (negative)	Actual negative impact through energy use for our own business activities.	Own business	Actual
E5	Waste	Impact (negative)	Actual negative impact on the environment due to waste generation in our own business operations.	Own business	Actual

Our concepts and policies related to sustainability in our own operations

ESRS E1-2 ESRS E5-1

At PIP Global Safety, we take responsibility for minimizing the environmental footprint of our operations and driving sustainable practices across all sites. The following policies outline how we guide our environmental ambitions across our own operations:

Environmental Policy

Our Environmental Policy promotes environmental stewardship across our entire value chain, with a strong emphasis on our own operations (see more details in *Our approach to climate change*).

The policy addresses key issues related to environmental impacts in our own operations, notably energy consumption and waste management, and guides our efforts to reduce our operational environmental footprint. Based on this policy, we pursue targeted efficiency improvements and process optimizations across our sites. We also assess opportunities to power our assets with renewable energy sources and transition toward lower-emission energy models. Beyond infrastructure, the policy drives our efforts to foster a culture of environmental responsibility. We empower employees to improve their energy performance at work and at home, supported by awareness campaigns at most sites that encourage the responsible use of heating, lighting, and electrical devices. In addition, initiatives such as PIP ISM's e-bike leasing program, dedicated electric vehicle (EV) parking, and Industrial Starters Spain's EV charging and bicycle facilities promote low-carbon mobility and strengthen our commitment to more sustainable practices.

The Environmental Policy also addresses waste management. It focuses on integrating sustainability into every phase of the product life cycle by reducing operational waste to the lowest-achievable levels. The policy requires adherence to the waste hierarchy in all waste elimination efforts, prioritizing prevention, reuse, and recycling. In line with these principles, we also evaluate end-of-life treatment options that support a circular economy approach.

EHS Policy: Health, safety, and environmental commitments

We aim to integrate health, safety, and environmental concerns into every aspect of our operations. This approach is governed by the principles set out in our EHS Policy, which forms the foundation of our management systems and helps to align environmental and social stewardship with our values and business objectives. The policy is directed toward our internal operations and integrates the essential elements of health, safety, and the environment into one holistic approach. The policy, which applies to all employees and contractors, covers a range of topics such as environmental responsibility, health and safety, compliance and accountability, and continuous improvement. We rolled out the policy to all PIP Global Safety employees in Q1 2026. It is available through our global intranet and distributed at each site. The responsibility for implementing this policy lies with our company's CSCO.

The EHS Policy guides our efforts to minimize our environmental footprint, with a particular focus on energy consumption and waste management. In line with

its directives, we pursue energy efficiency improvements and work to reduce energy waste across our sites. Our efforts include identifying and controlling resource inefficiencies - especially in energy and water usage - and continuously seeking ways to reduce the emission of harmful pollutants.

Our waste management practices are similarly shaped by the policy's life cycle approach. It prioritizes reducing waste and preventing pollution in our own operations, and integrates waste elimination into the design and life cycle management of our products, processes, and services. Following this policy, we strive to ensure that environmental considerations are effectively embedded throughout our operations.

All initiatives are supported by the policy's continuous improvement framework, which mandates the regular measurement and review of our progress. This structure enables us to uphold high standards of environmental and social stewardship and refine our practices in line with evolving sustainability goals.

Our actions and measures to maintain sustainability in our own operations

ESRS E1-3 ESRS E5-2

Improving energy efficiency in our operations

At the global level, PIP Global Safety continues refining its actions and resources regarding energy consumption. We plan to conduct a thorough assessment of our key decarbonization levers in 2026 and incorporate these insights into our Climate Transition Plan, which is also scheduled for development in 2026.

In recent years, several of our business units across various regions have taken active steps to reduce their environmental footprint:

- PIP Global Safety in Germany implemented energy-saving LED lighting throughout its building and powers its electric logistics vehicles with renewable electricity from solar PV panels on the roof of its warehouse. Surplus solar energy is fed into the local power grid.
- We also collaborate with industry partners to promote the adoption of renewable energy sources and inspire our production partners to rethink their energy strategies.
- Similarly, PIP Global Safety in Australia and New Zealand transitioned their sites to LED lighting, installed timers and motion sensors to cut unnecessary power use, and earned a five-star energy rating at the New South Wales site.
- In Australia, PIP Global Safety uses a 200 kW photovoltaic system to generate renewable energy. Additionally, charging infrastructure for EVs is available on site to support the transition to lower-emission mobility.
- In Canada, the Laval site of PIP Global Safety replaced all industrial lamps in its production areas with high-efficiency LED systems, reducing electricity consumption, improving visibility, and lowering maintenance costs.
- PIP Global Safety in Ireland complemented these efforts by installing motion-activated hall lighting and purchasing renewable grid electricity.
- In Spain, PIP Global Safety, which is ISO 14001-certified, tracks key environmental indicators and encourages energy-saving practices such as minimizing elevator use, promoting responsible air conditioning, and optimizing natural lighting.

Collectively, these initiatives demonstrate the feasibility of low-carbon operations and provide valuable input for shaping our Group-wide decarbonization levers.

How we reduce waste at our sites

We encourage waste reduction at all our sites by segregating recyclable and reusable waste such as paper, cardboard, plastics, and wooden pallets. Hazardous waste is managed separately. Beyond these efforts, several locations have introduced more advanced measures. In October 2025, PIP Global Safety's site in Laval, Canada installed a centralized compacting system for cardboard and general waste, reducing transport-related CO_2 emissions while improving traceability. Similarly, our Paramount site in New South Wales, Australia, operates compactors for cardboard and plastic to minimize waste volumes. Other initiatives include reusing boxes and recycling soft plastics at El Paso, Spain, and the Czech Republic, with Spain renting dedicated containers for plastic, wood, and cardboard and arranging the secure disposal of electronics and confidential paper. KIT Ireland has adopted a paper-free office and reuses various packaging materials. In Thailand, Covco and Grippaz encourage paper reuse and drive ongoing digitalization efforts. Across various regions, practices such as reusing office materials and selling empty drums for recycling reinforce a more circular approach. Collectively, these efforts help to reduce waste across our manufacturing, warehousing, and offices.

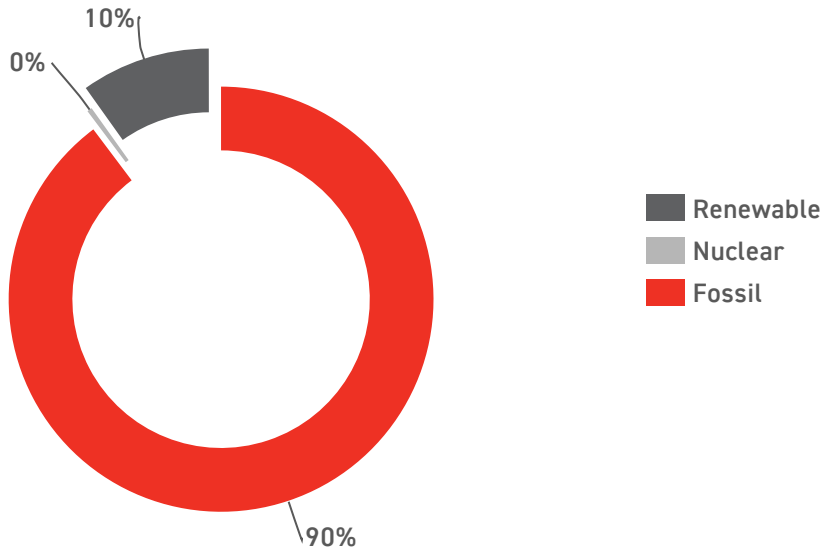
Our energy management

ESRS E1-5 SASB RT-IG-130a. / CG-MR-130a.

The following table provides an overview of energy consumption and the energy mix within the company's own operations.

Energy Consumption and Mix Megawatt Hours (MWh)	FY26
Fossil energy consumption	**26 483**
Fuel consumption	16 705
Crude oil and petroleum products	2 296
Natural gas	8 328
Other fuels	6 081
Non-renewable purchased electricity	9 778
Consumption from nuclear sources	**117**
Renewable energy consumption	**2 909**
Renewables fuels	0
Purchased renewable electricity	2 909
Self-generated renewable electricity	0
TOTAL ENERGY CONSUMPTION	**29 509**

ENERGY MIX



28.24

ENERGY INTENSITY

MWh/ USD net revenue

43% OF TOTAL ENERGY CONSUMED IS GRID ELECTRICITY[8]

[8] Grid electricity measures the share of total energy consumption sourced directly from the electricity grid or utility providers, relative to energy used from all sources (e.g., fleet fuel, grid electricity, and on-site heating fuels).

Our waste management

ESRS E5-5

The table below presents an overview of waste generated in PIP Global Safety's own manufacturing operations, including relevant waste categories.

Own Manufacturing Operations Waste		FY26		
		Waste Generated (Tonnes)		
Treatment		Total	Hazardous Waste	Non-hazardous Waste
Total		**556.42**	**6.51**	**549.91**
Diverted from disposal	Preparation for reuse	0.00	0.00	0.00
	Recycling	171.30	0.77	170.53
	Other recovery operations	0.98	0.98	0.00
Directed to disposal	Incineration	0.41	0.18	0.23
	Landfill	379.15	0.00	379.15
	Other disposal operations	4.58	4.58	0.00

How PIP Global Safety's strategic partnerships and operational actions support environmental progress

We are increasingly defining sustainability not by isolated initiatives, but by how effectively our partnerships, finance, and operations align to deliver positive impacts at scale. This is evident in the evolution of our packaging across the ANZ region and in the steady transformation of our warehousing and logistics practices worldwide.

Packaging that closes the loop

Over the past several years, PIP Global Safety in the ANZ region has reshaped its approach to garment packaging through a close collaboration with the Better Packaging Co. (BPCo). Between 2022 and January 2025, Bisley Workwear, part of PIP Global Safety, helped recover and recycle over 121 tonnes of certified ocean-bound plastic, redirecting material that would otherwise have entered marine ecosystems into productive use.

The partnership has delivered environmental and commercial value in parallel. By leveraging economies of scale and a streamlined supply model - supported by BPCo-funded stockholding in China - packaging costs have already fallen by around 15%, with further reductions anticipated as volumes continue to scale. The Bison and WORKIT brands transitioned to this packaging model in late 2024, with stock first reaching warehouses in mid-2025.

Crucially, this circularity-focused shift is also a strategic response to regulatory change. With Australia's forthcoming eco-modulated fee framework expected to penalize soft plastics, the move toward BPCo's POLLAST!C solution significantly reduces our future exposure. The packaging aligns with 90% of the sustainable packaging guidelines set by the Australian Packaging Covenant Organisation, positioning our business to achieve compliance and greater cost resilience.

From February 2024 to January 2025 alone, Bisley Workwear's garment poly bag program rescued and recycled almost 50 tonnes of ocean-bound material. Since its launch in mid-2022, the initiative has grown from a pilot into a fully embedded packaging standard across garment ranges. Beyond environmental outcomes, the POLLAST!C Project supports livelihoods in some of the world's most polluted coastal regions, contributing to multiple United Nations SDGs by addressing plastic pollution and community well-being simultaneously.

Finance as an enabler of sustainability

For Nikhil Gohil, Tax Manager APAC & ANZ, the success of the packaging transition underscores the evolving role finance plays in sustainability decision-making.

"Sustainability only scales when it makes sense across the entire value chain - environmentally, socially, and economically," Nikhil says. "What excites me about this partnership is that it shows circular solutions don't have to come at a premium. By anticipating regulatory changes and embedding sustainability into commercial models early on, we're reducing long-term risk while creating positive environmental outcomes. That's exactly where finance can - and should - add value."

As a member of PIP Global Safety's Global Sustainability Taskforce, Nikhil views initiatives like POLLAST!C as a blueprint for future actions that combine credible data, forward-looking regulatory awareness, and partnerships to deliver measurable results.

> "Sustainability only scales when it makes sense across the entire value chain - environmentally, socially, and economically."

NIKHIL GOHIL

Tax Manager APAC & ANZ

Operational action with a global perspective

While packaging is a visible symbol of circularity, the transformation extends deep into PIP Global Safety's operational footprint. Nicholas Large, Director of Warehouse Operations, emphasizes that sustainability at scale is built through consistent and practical improvements across regions.

From a global perspective, PIP Global Safety's warehouses and distribution centers aim to steadily reduce their environmental footprint through better energy management, waste reduction, and process optimization. Across multiple regions, sites have transitioned to high-efficiency LED lighting, introduced motion sensors and timers to curb unnecessary consumption, and begun integrating renewable electricity into daily operations. While cutting emissions, these measures also improve working conditions and reduce long-term operating costs.

"Warehouses are often seen as purely functional spaces, but when you look at them globally, even small efficiency gains multiplied across sites add up quickly," Nicholas said. "Our focus is on building habits and systems that make lower energy use and better waste management the standard, not the exception."

Waste reduction is another critical lever. Across PIP Global Safety locations, recyclable materials such as cardboard, plastics, and pallets are increasingly sorted and reused, while compacting and consolidation systems help reduce transport volumes and emissions. In parallel, digitalization and paper-reduction initiatives are streamlining workflows and supporting a more efficient use of materials.

"Consistency is king," Nicholas adds. "Different regions face different constraints, but the underlying mindset is the same: treat waste as a resource, use energy responsibly, and design operations that are resilient for the long term. Ultimately, this is a continuous journey, and one we're advancing step by step."

A shared direction

Together, these initiatives demonstrate how PIP Global Safety is aligning strategic partnerships, financial insight, and operational discipline to enhance its environmental performance worldwide. As regulatory expectations increase and resources become more constrained, this integrated approach helps reduce risk, create long-term value, and support a more resilient global operating footprint.

NICHOLAS LARGE

Director of Warehouse Operations

PRODUCT SUSTAINABILITY

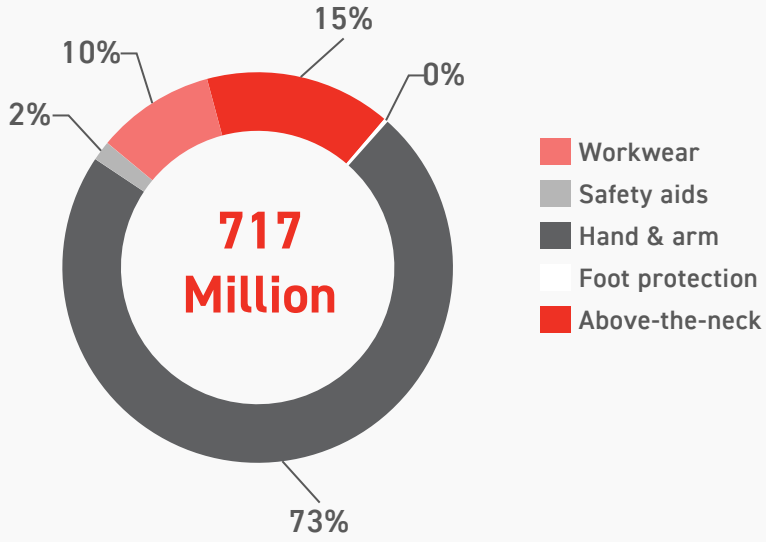
At PIP Global Safety, product sustainability means not just selecting materials responsibly, but maintaining an unwavering focus on end-user safety. That is why we have progressed various initiatives to reduce the environmental impact of our products, such as phasing down substances of concern and substances of very high concern (SoCs and SVHCs), introducing recycled and bio-based materials, and exploring circular solutions for products and packaging. In parallel, we continuously improve the performance and safety of our products by engaging with customers and end users. We work closely with those who rely on our PPE to ensure proper use and promote responsible practices through training, education, and collaborative product development. These efforts ensure we deliver high-performance protection while advancing toward more sustainable product life cycles.

SPOTLIGHT

PFAS: we screened high-risk products, engaged suppliers on PFAS-free declarations and testing, addressed identified non-compliances, and phased out affected products, replacing them with compliant alternatives.

Advancing inclusive designs by offering PPE tailored to specific user groups, such as equipment designed for women.

Units sold



What moves us

ESRS 2 SBM-3

Standard	Sub-topic	Type	Title	Value Chain	Character
E2	SoCs & SVHCs	Impact (negative)	Actual negative impact on human health and the environment through the sale of products containing substances of (very high) concern.	Own business	Actual
		Financial risk	Stricter legislation on chemicals and hazardous materials.		
E5	Resources inflows, including resource use	Impact (negative)	Actual negative impact on resource use from sourcing products based on the procurement of products made from non-renewable primary raw materials.		
	Resource outflows related to products and services	Impact (negative)	Actual negative impact on the circular economy through the sales of non-recyclable products due to their materials composition.		
		Impact (positive)	Actual positive impact on the circular economy by offering reusable product alternatives and a customer recycling program.		
		Financial risk	Stricter legislation on circular design and eco-design.		
S4	Information-related impacts for consumers and/or end users	Financial opportunity	Sales benefits through sustainability certifications.	Downstream	
	Personal safety of consumers and/or end users	Impact (positive)	Actual positive impact on the personal safety of end users through the sales of PPE.		
		Financial opportunity	Positive brand reputation from offering sustainable products.		

Our concepts and policies related to product sustainability

ESRS E2-1 ESRS E5-1

As a global PPE leader, we put end-user safety first. This commitment extends beyond the performance of our products to include their initial design and composition. In line with growing consumer demands, we are dedicated to expanding our range of sustainable product offerings worldwide. The following concepts and policies guide our approach in this important area.

Environmental Policy

This policy covers sustainability impacts arising from the use of SoCs and SVHCs and the circularity of our products. A detailed description of the core elements of the PIP Global Safety Environmental Policy can be found in *Our approach to climate change*.

The policy includes the following commitments to advance product sustainability:

- Take measures to comply with regulations governing SoCs & SVHCs in our production processes and supply chain.
- Ensure product safety through testing in accordance with industry standards to avoid risks to human health and the environment.
- Collaborate with stakeholders to progressively increase the composition of recycled and/or renewable raw materials in our products and packaging.
- Extend the lifespan of our products by prioritizing durability and promoting cleaning, laundering, and/or sanitizing.
- Adhere to the mitigation hierarchy principles (prevent, reduce, reuse, recycle, and recover) to minimize and eliminate waste across all stages of the product life cycle.

EHS Policy: Our commitment to health, safety, and the environment

This policy prioritizes reducing the environmental impact of our operations by preventing pollution and reducing the emission of hazardous substances and pollutants. It incorporates health, safety, and environmental considerations throughout the design process and life cycle management of our products. The policy underscores the importance of end-user safety, aiming to ensure that we develop all products and processes with a focus on both human health and environmental sustainability (see more details in *Managing environmental impacts in our own operations*).

Our actions and measures to ensure product sustainability

ESRS E2-2 ESRS E5-2 ESRS S4-4

Over the past few years, we have implemented the following actions to improve the environmental credentials of our products while improving the customer and end-user experience.

Phasing out of PFAS

PIP Global Safety's Product Sourcing Team works closely with the Product Team to assess chemical pollution risks and compliance with market-specific regulations. In 2025, in response to heightened regulatory scrutiny on Per- and Polyfluoroalkyl Substances (PFAS), our Sourcing Team conducted thorough screenings of high-risk products and proactively engaged with suppliers. The team requested suppliers to provide declarations on PFAS-free products and encouraged them to conduct material testing to verify compliance with proposed PFAS-related regulations, which originated from EU REACH and California Proposition 65 rules. During this process, one supplier identified a raw material that did not meet regulatory requirements for PFAS use and, upon notification, replaced the non-compliant material. We have phased out the affected products in the market and introduced an alternative product that complies with PFAS regulations.

Increased circularity in our products

We strive to lower the environmental impact of our products without compromising their protective performance. Advancing circularity principles in our offering is a key part of this objective. Over the last three years, our Product Team has introduced over 30 new products and packaging options in line with circular principles. These innovations result from internal cross-functional collaboration between sustainability, product management, compliance, and operations, along with external collaboration with suppliers and co-development with end users.

We have been working on incorporating bio-based materials (wherever possible) such as Bio-Based Dyneema® Diamond 2.0 in PIP G-Tek® glove liners and bio-based polycarbonate in select Bouton® by PIP Global Safety safety glasses. These additions help reduce production-stage GHG emissions and improve product biodegradability across our portfolio. We also expand the use of recycled materials in additional product series, following standards such as the Global Recycling Standard (GRS) and the Recycled Claim Standard (RCS).

At the same time, we remain dedicated to advancing circular packaging. More information on these packaging initiatives can be found in the respective subchapters below.

User-centered product innovation

We actively invest in collaborative product development, incorporating input from end users in construction, utilities, and manufacturing. We have refined products such as Type II safety helmets, hybrid cut-resistant gloves, and advanced cooling technologies based on direct field feedback to ensure our solutions address end users' needs and challenges. Recognizing that discomfort is a leading contributor to PPE noncompliance, we have prioritized the integration of ergonomic, breathable, and lightweight features into our designs. This user-centric approach supports prolonged usage and user satisfaction and aligns with our broader commitment to sustainability and safety innovation.

Beyond the basics: Redefining women's workwear for safety, comfort, and performance

The industrial workplace has long operated under the assumption that one-size-fits-all safety gear adequately protects all workers. As a consequence, women have spent decades navigating hazardous environments in workwear designed exclusively for male body proportions, a critical oversight that compromises both safety and performance. Today, a quiet revolution is transforming workplace design, challenging long-standing design assumptions and prioritizing the unique ergonomic needs of women across industries.

We connected with Jennifer Towe, PIP Global Safety's Product Manager for Workwear, who sits at the forefront of this transformation. With a deep understanding of product development and workplace safety, she's actively developing solutions that address the nuanced challenges women face in demanding work environments.

Are current safety standards truly addressing women's workwear needs, and what updates are still needed?

Current safety standards have improved in addressing women's workwear needs, but there are still critical gaps that need to be addressed to ensure full inclusivity, comfort, and protection. Many standards still fail to account for differences in body shape, size, and fit between men and women, which can lead to poor-fitting and ineffective clothing for female workers.

Historically, safety standards were developed around male body proportions, making protective equipment uncomfortable or even unsafe for women. In practice, this means women are often forced to wear ill-fitting work clothes that create safety hazards, such as loose-fitting garments that can get caught in machinery. Sizing typically defaults to a "small, medium, and large" model, which doesn't account for key differences in women's body proportions. These variations significantly impact both comfort and protection. For example, women's different chest-to-waist ratios, hip measurements, and limb proportions all affect how workwear functions in real working conditions.

The Occupational Safety and Health Administration (OSHA) new rule mandating that all PPE must "properly fit" each affected employee addresses these long-standing concerns, particularly among women and those with diverse body types. While this is a step forward, the industry must continue working to

ensure that women's PPE clothing isn't just available, but also functional and effective.

What key design factors improve fit, comfort, and mobility in women's work clothes?

Designing women's work clothes involves far more than just scaling down men's sizing. It requires a fundamental shift in approach to accommodate anatomical differences while maintaining performance and protection.

For instance, women typically have narrower shoulders, shorter torso lengths, and different hip-to-waist ratios compared to men. Clothing designed with these anatomical variations in mind ensures a better fit, improved comfort, and enhanced protection. When clothing is properly contoured to a woman's body, it enhances mobility, reduces fatigue, and supports better performance throughout the workday.

For example, all *Bisley Women's Work Pants* have waistbands that follow the natural contour of the waist. This simple yet thoughtful design element minimizes gapping at the back when bending over, resulting in a snug and comfortable fit that stays in place during movement. Beyond function, this ensures a secure fit while also preventing distractions that could impact safety.

Fabric selection is equally important in women's workwear design. Stretch materials and ergonomic tailoring allow clothing to move with the wearer rather than restricting movement, which is essential for both comfort and safety.

What industry-specific challenges have women voiced, and how have we worked to address them?

Workwear hasn't always been designed with women in mind. In fact, for many years, women in industrial jobs have had to make do with oversized, ill-fitting gear designed specifically for men. Not only is it uncomfortable, but it can also pose a serious safety risk. We have listened to women in the field and taken real steps to address these issues.

Some of the most common complaints we've received are related to:

- Oversized high-visibility clothing: When high-visibility clothing is too big, it's more than just annoying - it can get caught in machinery, make lifting heavy loads harder, and even block visibility at crucial moments.
- Cold weather gear bulkiness: Extra bulk in winter gear might keep you warm, but if it's not designed for a woman's frame, it can slow you down and cause fatigue.
- Unisex sizing in male-dominated fields: In industries like mining, where women make up only about 15% of the workforce, clothing, gloves, and boots often come in unisex sizes. The problem is that unisex usually means "made for men."
- Gender-neutral solutions: Some women prefer gear that blends in with what their male colleagues are wearing because safety shouldn't make anyone feel singled out.

We have used this feedback to develop PPE clothing designed specifically for women. Our approach includes:

- Tailored fit and design: Creating safety gear that accommodates women's body shapes while complying with safety standards.
- Industry-specific adjustments: Incorporating feedback from female workers to refine designs, ensuring that workwear enhances - not hinders - the wearer's performance.
- A comprehensive product range: Expanding our women's PPE clothing line to offer options that balance functionality, comfort, and durability, from high-visibility clothing to properly sized safety boots.

What we've learned through this process is that female-centric PPE doesn't just improve safety, it also sends a message of recognition and inclusion. When women have access to workwear designed for their specific needs, it acknowledges their contribution to the workforce.

What's next for women's PPE, and how is PIP Global Safety helping shape the future?

Women's PPE is entering a transformative phase, driven by increased female participation and a growing recognition of the critical need for properly fitting safety gear. Rather than retrofitting existing designs, we are developing PPE from the ground up to truly address the realities of women's work environments.

To lead the industry forward, we're taking a holistic approach that aims to:

- Innovate: We're creating cutting-edge solutions specifically designed for women's bodies, such as gloves with adjusted widths and lengths, softer materials that maintain protection for smaller hands, and ear plugs engineered for smaller ear canals.
- Collaborate: By partnering with women's safety advocacy organizations, we're amplifying voices and accelerating meaningful change across workplaces.
- Educate: Our resources and training programs help employers and workers understand why proper PPE fit isn't just about comfort, it's essential for effective protection and recognition.

As the industry evolves, we are focusing on women's workwear innovations, ranging from tailored fits to practical features like drop-back waist zip coveralls and maternity PPE. PIP Global Safety is also committed to expanding its workwear offering to ensure we accommodate women's unique needs. While we continue offering various unisex PPE offerings, ongoing dialogue with our customers will shape how these products best serve all workers. This approach encompasses a stronger focus on inclusive design, improved sizing, and ensuring that our PPE delivers reliable comfort and safety for everyone.

> "Proper fit changes how women feel at work."

JENNIFER TOWE

Product Manager for Workwear

End-user training and job site education

Correct usage by end users is crucial to ensuring that our PPE solutions fulfill their intended purpose. PIP Global Safety actively engages in two core strategies to enable proper product use and improve the user experience. First, we have enhanced our labeling and product documentation to clearly communicate safety certifications, material composition, and the sustainability benefits of our offerings. Second, our field sales and technical support teams provide regular on-site training to promote the correct selection, use, and maintenance of PPE. In addition, we offer internal training programs for our sales, product management, and customer support teams to encourage responsible use and disposal practices across our operations.

Looking ahead, we are committed to further supporting our end users by developing digital tools and providing targeted training and awareness campaigns.

We continuously monitor actions and initiatives designed to deliver positive outcomes for customers and end users, for example by tracking product returns, collecting customer and end-user feedback, and reviewing input from field operations. However, these measures have not yet been organized within a dedicated evaluation framework.

Recognizing the critical importance of outcome-based measurements, we plan to develop and implement a formal process by the end of 2027. This initiative involves defining KPIs, integrating structured customer and end-user feedback loops, and aligning the objectives of our initiatives with measurable impact criteria.

The materials we use

ESRS E5-4 ESRS E5-5 SASB CG-AA-250a SASB CG-AA-440a SASB CG-MR-410a

Our raw materials

Our product portfolio relies on a select range of high-performance synthetic materials. These include elastomers such as nitrile, polyurethane, spandex, elastane, PVC, neoprene, butyl, TPR, and TPE, as well as plastic polymers like polyethylene (PE) and polycarbonates. We also use virgin polyester and nylon yarns in many of our textile-based PPE offerings. We select these materials based on their ability to meet stringent safety standards - including ISO EN 20471, EN 1149, EN 11612, and NFPA 2112 - while ensuring wearer comfort and product longevity.

Our raw materials can be clustered into seven main material groups, which apply to a diverse range of product categories:

- Elastomers and rubbers such as nitrile, neoprene, and natural latex are essential for coated gloves, protective sleeves, and select footwear, offering flexibility and chemical resistance.
- Plastic polymers including polycarbonate, ABS, HDPE, and PVC - both virgin and recycled - form the backbone of safety eyewear, helmets, hard hats, face shields, and some footwear. They provide impact resistance and structural integrity.
- Textiles and fabrics like cotton, polyester blends, non-woven polypropylene (PP), and leather are used in workwear, high-visibility vests, fall protection and protective clothing, balancing breathability and durability.
- Synthetic fibers and technical yarns such as Dyneema®, Kevlar®, HPPE, aramid, and nylon are critical for cut-resistant gloves, jackets, and advanced PPE, enabling high-performance protection in demanding environments.
- Foams and padding made from PU and EVA provide comfort in helmets, earplugs, footwear, and gloves. They enhance the user experience without compromising safety.
- Metals and alloys like aluminum and steel are used in safety footwear (toe caps), helmet attachments, and specialty PPE for arc-flash and welding, ensuring structural strength and compliance with industry standards.
- Chemicals and compounds, including adhesives, resins, coatings, and flame-retardant chemicals, are applied during finishing processes to enhance performance and meet safety requirements.

	Resource Inflows		Tonnes
Products and technical and biological materials used	Head-to-toe PPE bought for sell (trading PPE products)		49 034 614
	Materials as input for the production processes (own produced PPEs)	Synthetic raw materials (excluding packaging)	1 650
		Natural (biological) raw materials	10 828
	Secondary components	By-products	10 678
			49 057 770

Our key inputs - polymers, cotton, rubber, and leather - are sourced from countries like China, Thailand, and India, which are particularly exposed to climate-related risks such as flooding, water scarcity, and heat stress. Climate risks pose the main environmental sourcing risk. In our Climate Risk Assessment (see more details in *Our approach to climate change*) we identified and evaluated these risks for PIP Global Safety. Other sustainability-related potential or actual impacts, such as those identified in our DMA (described in *Our approach to sustainability*), can result in further business risks through supply disruptions, regulatory pressures, or reputational damage. While we do not yet have a formal risk mitigation strategy, our existing business practices contribute to operational resilience. For example, we substitute materials where needed, maintain buffer stock to manage seasonal disruptions, and diversify our suppliers to ensure continuity. Additionally, we address social risks in our SCoC, which outlines our expectations for ethical sourcing and labor standards. For cotton in our US supply chain, we are additionally using the tool TrusTrace. TrusTrace and our SCoC are explained in more detail in *Managing social impacts in our supply chain*.

Along with mitigating environmental and social risks, sustainable sourcing creates positive opportunities. For example, by investing in recycled and bio-based materials, improving supplier accountability, and leveraging certifications, we strengthen our supply chain and build long-term value for our customers and stakeholders.

At the same time, we acknowledge that the extraction and processing of virgin inputs contributes to the depletion of natural resources, elevated GHG emissions, and higher energy and water consumption in upstream manufacturing. These impacts are most pronounced in high-volume categories such as hand protection, head protection, protective clothing, eyewear, and hearing protection, where performance requirements currently necessitate specific virgin material grades. As discussed in the *Actions* section of this chapter, we aim to enhance circularity wherever possible and feasible. Around 0.02% of our raw materials are natural and around 0.02% are by-products. The PPE sector faces significant challenges in increasing circularity and sustainability of its products. Traditionally, PPE relies heavily on synthetic materials such as polyester, nylon, and various plastics. These materials are chosen for their superior performance, durability, protective properties, and ability to meet stringent quality and safety requirements. For example, synthetic fibers are often resistant to chemicals, abrasion, and extreme

temperatures, which are essential characteristics for PPE used in hazardous environments.

PPE must comply with rigorous regulatory standards to ensure user safety. Bio-based or recycled materials often struggle to match the mechanical strength, chemical resistance, and longevity of traditional synthetics. Any compromise in these areas can put users at risk, making it difficult to substitute conventional materials without extensive testing and certification.

Certification processes for PPE are stringent, and new materials must undergo extensive testing to ensure compliance, which can delay adoption.

Chemical management

Our Product Team oversees our company's chemical management and compliance with restricted substance regulations. In collaboration with each business unit, the Product Team analyzes market-specific chemical requirements. Suppliers must test their products for regulated chemicals and show proof of compliance. For example, all category II and III safety gear shipped to the EU market requires externally verified CE (Conformité Européenne) certifications. In addition, our PUMA® Safety Shoe brand requires enhanced chemical testing in line with the restricted substances list published by the Apparel and Footwear International RSL Management (AFIRM) Group.

Packaging

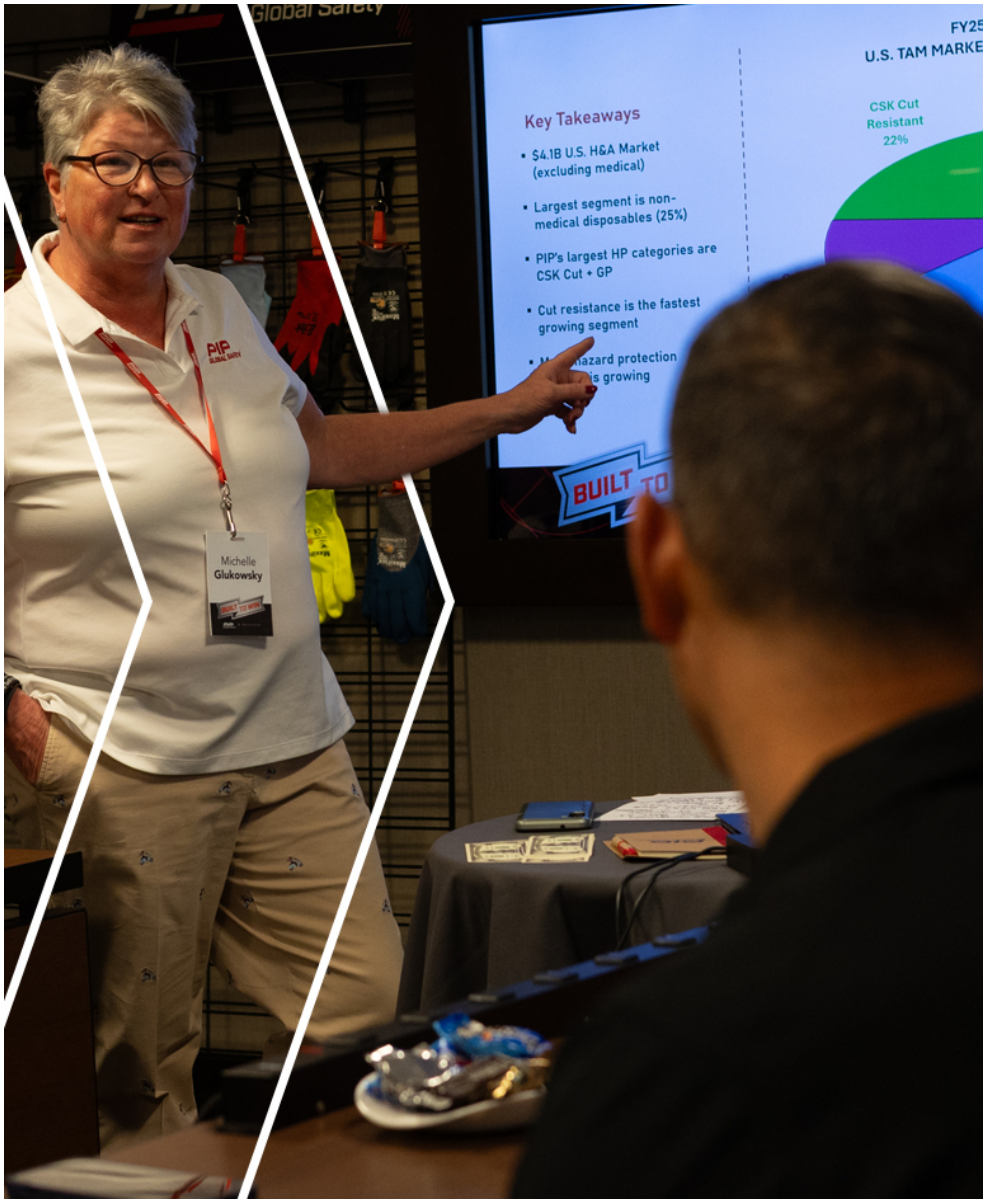
Our packaging has traditionally relied on PP and PE plastic bagging, with standard corrugated cartons used for shipping. These materials are functional and cost-effective but have historically lacked significant recycled content.

In July 2024, we introduced a new standard operating procedure (SOP) for packaging and branding that sets a clear path toward more sustainable packaging practices. Its key initiatives include:

- Plastic packaging: All operating regions are transitioning to packaging that contains at least 30% recycled content, certified under the GRS.
- Paper and cardboard: We are switching to paper and cardboard certified to Forest Stewardship Council (FSC) standards.
- Packaging reduction: Where feasible, we are reducing packaging volumes and exploring bulk alternatives for low-cost items to minimize single-unit packaging.

We are rolling these initiatives out globally in measured phases. For existing products, we are piloting these changes with high-priority products to assess feasibility. For new products, we aim to launch them with FSC- and GRS-certified packaging.

The 30% recycled content threshold is based on global sourcing capabilities and aligns with the EU Packaging and Packaging Waste Regulation (PPWR). We remain dedicated to continuously increase the number of our products that are packaged using materials containing at least 30% recycled content.



How we promote product safety for our customers

ESRS S4-2 ESRS S4-3 SASB RT-IG-000.A

Customer engagement

Our approach to customer engagement combines direct interaction, representative feedback, and third-party insights to reach diverse end-user groups. These include those in high-risk or underserved environments, such as chemical manufacturing, oil and gas production, and their associated first response rescue teams.

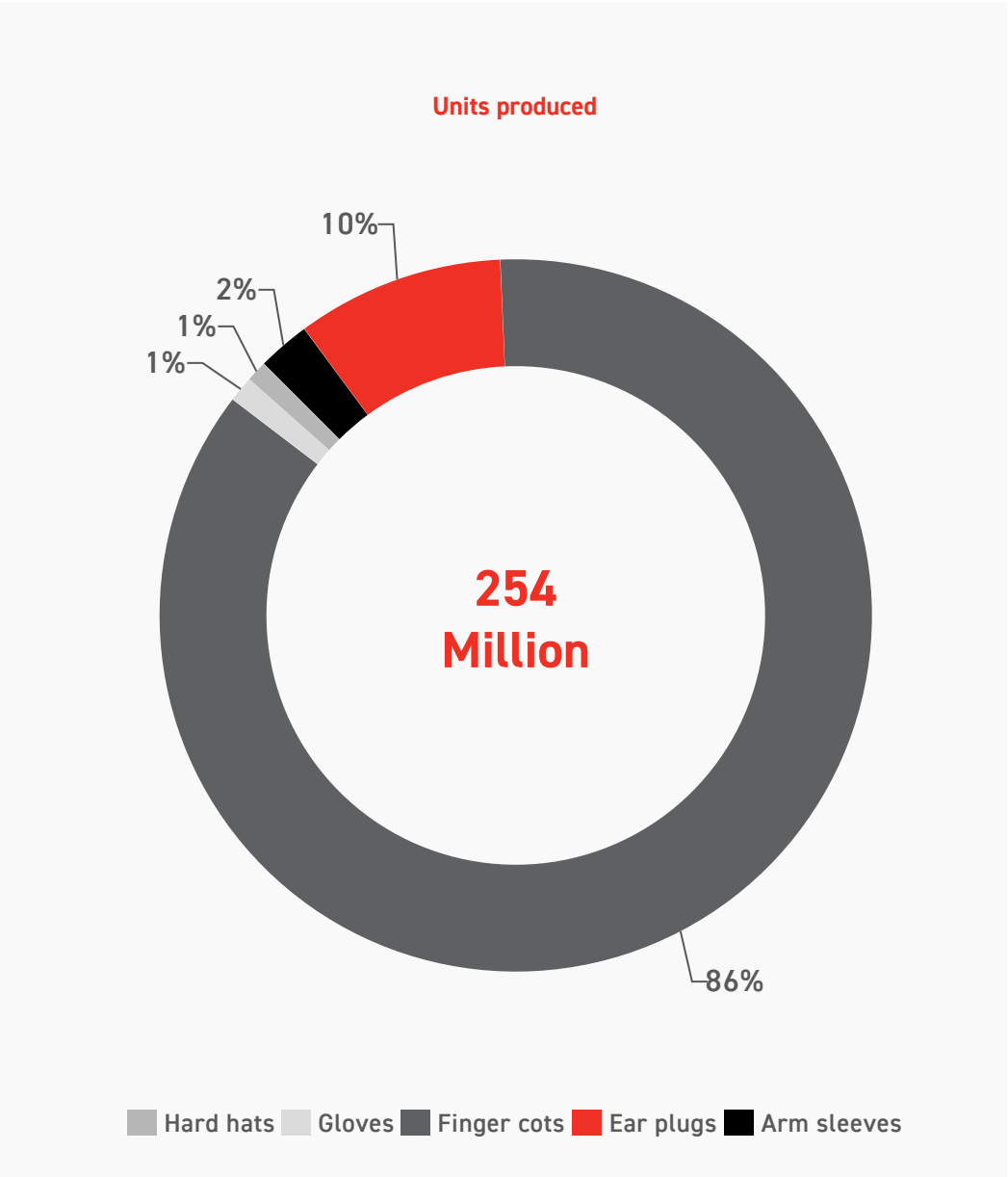
We engage directly through job site visits, product trials, training sessions, and customer service channels. Where direct contact is not practical, we rely on distributors, safety managers, and industry bodies to gather feedback. This multi-channel approach allows us to capture relevant insights across various geographies and end-user types.

Our customer engagement spans the entire product life cycle. During product development, we seek input from distributors and field representatives to tailor our PPE solutions to real-world job site conditions. After launching new products, we collect feedback through technical support visits, complaint tracking, and structured surveys. In cases of product concerns, we conduct root cause analyses and maintain direct communication with impacted users to drive continuous improvement.

We evaluate the effectiveness of our engagement using both qualitative and quantitative methods. These include post-engagement surveys, customer

satisfaction scores, feedback loops during product development, and issue resolution tracking. We benchmark metrics such as response rates, time to resolution, and satisfaction scores year-over-year to assess our progress and alignment with stakeholder expectations. Cross-functional teams then review the engagement outcomes to identify trends, inform product enhancements, and guide future strategies. The responsibility for engagement lies with sales, marketing, product management, and customer experience, overseen by both our President and CEO.

We are also advancing inclusive design by offering PPE in varied sizes and ergonomic formats and prioritizing safety for high-risk workers.



Feedback channels for customers and end users

We provide multiple direct channels for customers and end users to raise concerns, share feedback, or communicate specific needs. These include our Customer Sustainability Inbox, which we launched during this reporting cycle. It enables customers to submit sustainability-related inquiries and requests, ensuring timely and direct responses that address evolving expectations and compliance needs. These inquiries and requests are regularly monitored and, if necessary, immediately addressed by our Leadership Team. Our *Customer Portal* also gives customers a dedicated platform for ongoing communication, support, and access to personalized information, further supporting transparency and responsiveness to customer needs.

We also provide a dedicated customer service hotline and email address managed by our in-house team to ensure timely and consistent responses. Our website features structured contact forms that route submissions to the Digital Marketing Department for initial review, which are then forwarded to the appropriate team for further follow-up. Field sales and technical support teams also serve as key touchpoints, capturing in-person feedback and escalating issues internally. Additionally, we monitor brand-owned social media platforms such as LinkedIn. Our Digital Marketing Department reviews engagements from customers and end users, such as comments, linked posts, or private messages, and forwards them to relevant teams to ensure timely and effective action. We regularly relay feedback received through our distribution network via structured business reviews and service logs.

We support the availability and effectiveness of these channels through internal processes and partner collaboration. Our customer service infrastructure is backed by a customer relations management (CRM) system that tracks all inquiries and ensures swift allocation for further processing. Field and product teams follow escalation procedures for product-related concerns, while complaint handling SOPs guide the investigation and resolution of safety or performance issues. While we do not mandate complaint protocols for distributors, we encourage partners to maintain their own feedback systems to capture and address concerns effectively. We address these topics in quarterly review meetings with distributor leadership, where we also share best practices from our internal processes. We regularly review these channels to inform product improvements, policy updates, and ESG risk management.

Performance with a conscience

PIP Global Safety's product portfolio now spans multiple PPE categories, linking material innovation with durability and worker comfort. Ranging from gloves and hearing protection to footwear and eyewear, these products demonstrate how lower-impact choices can be built into everyday safety solutions.

Footwear: Safety shoes with responsibility

Some of our products (two models of Albatros and Puma Safety) integrate recycled and lower-impact materials into fully certified safety shoes. Their key elements include uppers made partly from recycled polyester, non-metallic puncture-resistant midsoles using recycled textile fibers, and insoles made from recycled foam and polyester.

Selected models even combine these materials with advanced cushioning systems like dual midsoles and outsoles for fatigue reduction and stability. Recognitions including the Red Dot Design Award and German Innovation Award highlight that our safety shoes deliver on design, performance and responsibility.

reddot winner 2022

Expanding the use of recycled materials in some of our products is our way of showing that safety, comfort and responsibility can exist in the same shoe. If a model does not protect joints, back and feet over a full shift, it is not truly sustainable, no matter how much recycled content it has—so we start with performance and use every new launch to push materials and comfort one step further."

ENGIN GÜMÜS

General Manager Safety Footwear

Kyle Ramos on innovation and sustainability in product development

"As Director of Product Development and Innovation at PIP Global Safety, my role sits at the intersection of identifying new markets, translating customer needs into viable products, and navigating the regulatory landscape that shapes what we can bring to market.

The wave of sustainability regulations worldwide, from EU circularity requirements and material restrictions to California disclosure laws and emerging traceability mandates, creates real challenges for product development teams like ours. Compliance is no longer a checklist. It requires designs that keep evolving, balancing recycled or bio-based materials with uncompromised safety performance, while ensuring every component can be traced through complex global supply chains.

That level of change demands true cross-functional integration across innovation, procurement, quality, and sustainability so we don't uncover issues late in development or at launch. It also requires stronger data management, not only for product performance testing, but for environmental metrics, material documentation, and the ongoing reporting that regulators and customers increasingly expect.

Cost is another reality. Lower-impact materials, verification of supply chain claims, and adapting to circular models like extended producer responsibility or take-back programs all require upfront investment, even as they create long-term value through differentiation and risk reduction.

The shift we're seeing, and trying to drive, is moving from ad-hoc sustainability projects to an integrated, portfolio-wide strategy where sustainability becomes a design requirement from day one. Regulatory pressure is, at times, forcing the PPE industry to move faster, and we see it as an opportunity to lead rather than react."

KYLE RAMOS

Director of
Product Development
and Innovation

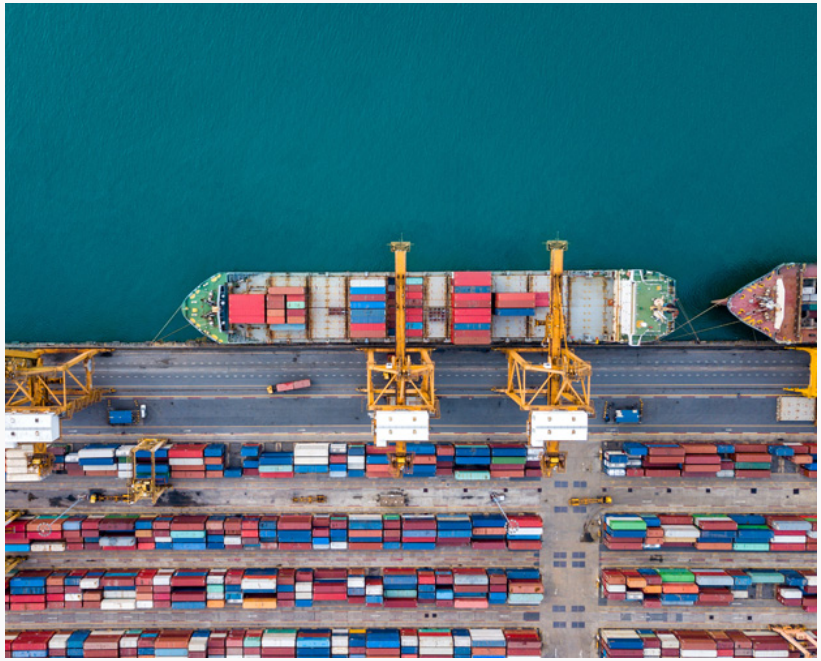
MANAGING ENVIRONMENTAL IMPACTS IN OUR SUPPLY CHAIN

Managing environmental impacts throughout the supply chain is one of our critical responsibilities, as we rely on upstream suppliers for manufacturing. We also source raw materials with significant environmental footprints, such as cotton, leather, and rubber. Consequently, we are dedicated to maintaining strict compliance with environmental standards and local and international regulations at every step of the production process and across our entire value chain. To support these aims, we have various policies that provide clear guidance to us and our suppliers. For example, our SCoC highlights our commitment to respecting human rights, while our Sustainability Handbook for Suppliers aims to ensure full compliance from all our suppliers.

SPOTLIGHT

Initiation of the integration of EU-Deforestation Regulation (EUDR) requirements into standard operating processes.

Responsible supplier approach: We require suppliers to reduce environmental pollution and resource use, comply with environmental and biodiversity regulations, and avoid harmful chemicals, with compliance assessed through audits.



What moves us

ESRS 2 SBM-3

We aim for ongoing improvements in our suppliers' business practices. Our expectations are assessed through Sedex Members' Ethical Trade Audit (SMETA audit) or equivalent alternatives and reinforced by suppliers' commitment to our SCoC. In line with our responsible sourcing practices, we use only commercially managed species[9] and avoid incorporating wild or threatened species in our products.

[9] Such as cow, deer, sheep, cotton, or rubber trees.

Standard	Sub-topic	Type	Title	Value Chain	Character
E2	Air pollution	Impact (negative)	Actual negative impact on the air quality from pollution during raw material sourcing and processing for cotton, latex, and leather in the upstream value chain.	Upstream	Actual
			Actual negative impact on air quality from raw materials sourcing and processing of synthetic materials in the upstream value chain.		
	Water pollution		Actual negative impact on water quality from pollution during raw material sourcing and processing of cotton, leather, and rubber in the upstream value chain.		
			Actual negative impact on water quality from raw material sourcing and processing of synthetic materials in the upstream value chain.		
			Potential negative impact on water quality from product manufacturing in the upstream value chain.		Potential
	SoCs & SVHCs		Actual negative impact through the use of substances of (very high) concern during the production of PIP Global Safety products in the upstream value chain.		Actual
	Microplastics		Potential negative impact on the environment through microplastic leakage during synthetic fiber manufacturing in the upstream value chain.		Potential
E3	Water		Potential negative impact on water resources through water-intensive processes during cotton, leather, and latex sourcing and processing in the upstream value chain.		
			Potential negative impact on water resources from PPE manufacturing in the upstream value chain.		
E4	Biodiversity & Ecosystems		Potential negative impact on biodiversity and ecosystems through land use change and deforestation for leather, rubber, and corrugate products in the upstream value chain.		
			Actual negative impact on biodiversity loss due to land use change and the use of pesticides in cotton cultivation in the upstream value chain.		Actual
		Financial risk	Stricter legislation on biodiversity and land use change.		
E5	Waste	Impact (negative)	Actual negative impact on the environment due to waste generation during manufacturing in the upstream value chain.		

Our concepts and policies related to environmental impacts in our supply chain

ESRS E2-1 ESRS E3-1 ESRS E4-2 ESRS E5-1

We recognize that our environmental impact extends far beyond our own operations. That is why PIP Global Safety has implemented a variety of policies to address these challenges across its global supply chain. For example, our Environmental Policy advances comprehensive environmental stewardship throughout our entire value chain (see more details in *Our approach to climate change*), while our SCoC states that PIP Global Safety's suppliers must demonstrate strong performance in pollution prevention, water conservation, and air quality control. Our Sustainability Handbook for Suppliers aims to ensure our products are manufactured and obtained from suppliers who strive to meet high ethical sourcing standards (see more details in *Managing social impacts in our supply chain*).

Together, these policies cover all the environmental topics we have identified as critical in our upstream supply chain. They include mitigating climate change, preventing and reducing pollution, promoting efficient water use, addressing biodiversity loss, and promoting circularity and sustainable resource use.

Preventing and reducing pollution

Our Environmental Policy specifically addresses adverse air and water pollution impacts that occur in our upstream value chain when sourcing and processing raw materials. An integral part of the policy commitment requires suppliers to comply with regulations on SoCs & SVHCs, including restricted chemical use under REACH and the Proposition 65 List. Suppliers are also expected to reduce and, where possible, eliminate microplastic and microfiber pollution.

While our environment and sourcing-related policies do not directly address pollution incidents, we follow externally audited workplace requirements issued by SMETA or equivalent alternatives. These protocols stipulate that suppliers must have procedures in place to prevent and remedy air and water pollution incidents, such as hazardous chemical spills, that could adversely affect the environment and relevant stakeholders. We monitor our suppliers' adherence to these requirements via our annual SMETA 4-pillar audits or equivalent alternatives (see more details in *Managing social impacts in our supply chain*).

Promoting efficient water use

Our Environmental Policy also prioritizes responsible water use. It guides us to work with suppliers to decrease water withdrawal, minimize wastewater production, and advance best practices in water use, with a particular focus on areas of high water stress. The policy further emphasizes engaging suppliers who implement resource-efficient and circularity-oriented water management practices in sourcing and processing water-intensive raw materials such as leather, rubber, cotton, and paper products.

Our policies do not directly address water treatment, but it is subject to the annual SMETA 4-pillar audits (see more details in *Managing social impacts in*

our supply chain). In line with SMETA protocols, suppliers are required to monitor and record waste and effluent discharge and have systems in place to reduce water pollution in their operations, compliant with relevant environmental legislation.

Addressing biodiversity impacts

Our Environmental Policy addresses negative biodiversity impacts and risks connected to our dependencies on raw materials for our products. It details our goal to prevent land use change and deforestation in the sourcing of leather, natural rubber, and corrugate products. The policy also governs our approach to preventing actual biodiversity loss due to land use change and the use of pesticides in cotton cultivation. We prioritize collaboration with supply chain partners committed to responsible and sustainable land use practices to ensure more sustainable sourcing of raw materials. Additionally, suppliers are required to undergo SMETA 4-pillar audits or equivalent alternatives, which include an environmental pillar focused on monitoring and mitigating site-level impacts on biodiversity.

The policy also lays out our objective to increase the share of products certified for responsible sourcing and traceability (GRS and RCS - see more details on the materials we use in *Product Sustainability*), with a particular focus on materials with significant biodiversity impacts. More information on supply chain traceability can be found in *Managing social impacts in our supply chain*.

Promoting a circular economy and sustainable resource use

We strive to promote circular economy principles and sustainable resource use in our upstream supply chain. We do this by setting clear expectations for suppliers in our Environmental Policy and SCoC. Suppliers are required to reduce the amount of waste generated in our joint business activities and encourage their supply chain partners to do the same throughout all stages of the product life cycle. Our Sustainability Handbook for Suppliers complements the Environmental Policy in this respect by strengthening expectations around the principles of ecologically sustainable procurement in areas such as purchasing, staffing, suppliers/factories, and shipping/transportation. We also aim to work with partners to progressively increase the composition of recycled and/or renewable raw materials in our products and packaging. As part of our packaging strategy, we aim for all paper and cardboard packaging to be certified according to FSC criteria over the long term; this, however, is still in progress and not yet fully achieved. In addition, all natural rubber- and paper-based products sold within the EU should comply with Regulation 2023/1115 of the EUDR.

Our actions and measures to reduce environmental impacts in our supply chain

ESRS E2-2 ESRS E3-2 ESRS E4-3 ESRS E5-2

We expect all our suppliers to carry out measures to reduce environmental pollution and increase resource efficiency. They must take steps to reduce energy, water, and raw material consumption, and meet legal requirements for waste and wastewater management, especially in areas of water scarcity. We evaluate these and all other environment-related measures through annual SMETA 4-pillar audits or equivalent alternatives, which are monitored by our Supplier Compliance Team.

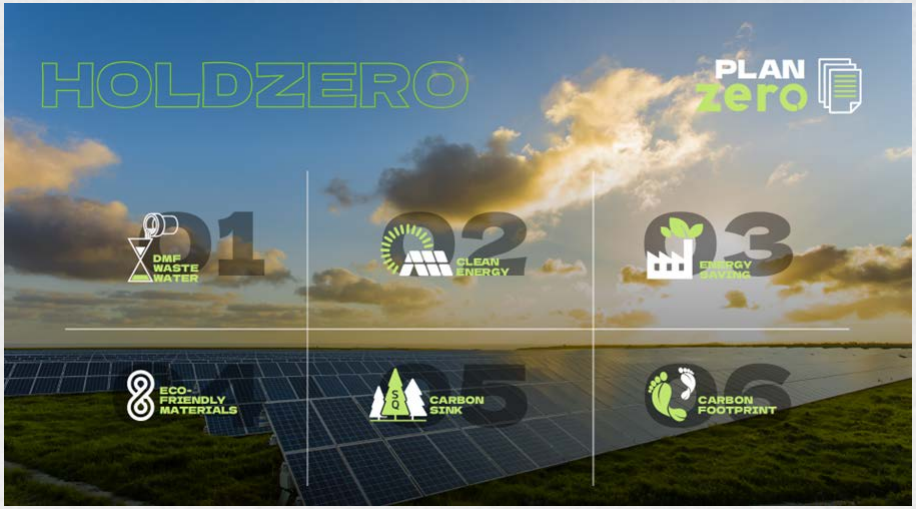
We strive to ensure that our products meet all legal requirements, which includes restricting chemicals and substances that can harm people and pollute the environment. Our Product Sourcing Team, which is part of the One Global Supply Chain (OGSC) Team, works with the Product Team to evaluate chemical pollution impacts according to market-specific regulations. Together with our suppliers, we strive to ensure that these chemicals and substances are not used in product manufacturing or development (see more details in *Product sustainability*). Suppliers must also comply with all national and international environmental laws, including any local regulations on biodiversity and ecosystem protection.

PIP Global Safety is committed to continually integrating circular economy principles into its operations and products. Historically, our global portfolio contained few products reflecting sustainability criteria, such as materials selected in line with circular economy principles. However, over the past three years, we have introduced over 30 such products and initiatives (see more details in *Product sustainability*).

Sustainability isn't a finish line - it's a partnership

SIQI: A long-term partner turning environmental ambition into daily practice

In the world of PPE manufacturing, environmental progress is rarely the work of a single breakthrough. It comes from the steady, determined commitments made every day by partners who believe sustainability is inseparable from quality and innovation. For PIP Global Safety, SIQI Glove (referred to as SIQI) has become one of those partners - a supplier who does not just meet expectations, but consistently explores new possibilities.



The HOLDZERO™ plan reflects SIQI's commitment to integrating sustainability across its operations.

Where circularity becomes reality

SIQI's approach begins with a critical resource: water. At its manufacturing facilities, a zero-discharge liquid treatment system converts wastewater into a reusable asset. Through comprehensive recovery, purification, and recycling processes, every drop is reintegrated into operations. The system's three interconnected tanks - wastewater, clean water, and purified DMF - form a closed loop that turns approximately 16 000 tons of DMF (dimethylformamide) and 13 900 tons of water back into a productive resource every year.

SIQI's commitment to innovation also extends beyond this initiative. Its 99% DMF recovery process uses low-temperature distillation, partially powered by solar energy. It is cleaner, more efficient, and preserves resources in ways that traditional systems cannot.

Clean energy from above

Across SIQI's manufacturing campus, solar infrastructure plays a pivotal role in advancing its renewable energy goals. Rooftop installations generate around 1.2 million kWh of green electricity every year, powering the site's production processes and an integrated storage system that supports nighttime operations and EV charging for employees.

This seamless integration of clean energy generation, storage, and use embodies SIQI's belief that sustainability must be convenient to be enduring.

As Mr. Feng, SIQI's owner, puts it: *"What makes SIQI stand out is its integration: where clean energy, cleaner chemistry, smarter controls, and material innovation work together."*

Smarter production, lighter footprint

Inside the workshop, efficiency takes on a human context. Robots now perform many tasks once handled by heavy-chain systems, cutting energy consumption and reducing strain on workers. IoT temperature controls constantly read the needs of each product and adjust heat zones in real time, balancing precision with conservation.

Even employee commuting is part of the sustainability story. With free EV charging powered by solar energy, SIQI employees have driven over 268 000 kilometers and avoided more than 49 000 kg of CO_2 emissions. This result is a reminder that cultural changes often begin with simple, accessible choices.

Materials designed for a better tomorrow

SIQI's innovation in materials is accelerating our move toward more sustainable products. Its introduction of bio-based rubbers, paper yarns, and plastic-free packaging marks a shift from incremental improvements to meaningful transformation.

One particular standout is its PAPERGUARD concept: gloves made from FSC-certified pulp fibers, with partial coatings and yarns derived from paper. Even the packaging - hang tags, strapping, tapes, and cartons - is crafted from recycled, FSC-certified paper with soy-ink printing. This advanced product represents a fully integrated ecosystem of eco-design.

Growing sustainability

Perhaps the most unexpected chapter in SIQI's sustainability journey lies outside the factory. The company is planning to purchase a 6.67-hectare peach orchard to support local agriculture and absorb 110 000 kg of CO_2 each year. It's an example of how environmental responsibility can extend beyond industrial boundaries to create value for communities and the climate.

Transparency is also a cornerstone of SIQI's approach. Its achievements are reinforced by third-party verification, including USDA BioPreferred certification and SGS carbon-footprint certification (ISO 14064-1:2018). Each certification underscores the company's commitment to turning ambitions into measurable, long-lasting actions.

A model for sustainable supplier partnerships

As June Guo, PIP Global Safety's Global Sustainability Supplier Compliance Leader, says: "SIQI's HOLDZERO™ journey reflects what PIP Global Safety values most in its long-term partners: initiative, integrity, and innovation with purpose. Its story shows that environmental progress in a global supply chain is not abstract - it's built day by day through choices, investments, and a shared vision."

SIQI's achievements stand as proof of how powerful collaboration can be. As June Guo says: "Sustainability isn't a finish line - it's a partnership."

"Sustainability isn't a finish line - it's a partnership."

JUNE GUO

Global Sustainability
Supplier Compliance Leader

SOCIAL

OUR EMPLOYEES

Across its global operations, PIP Global Safety is committed to fostering fair, safe, and respectful working conditions for all employees. Guided by our Global Code of Conduct and the US Employee Handbook and country level employee handbooks, where applicable, we uphold equal treatment, compliance with labor laws, and protection against all forms of discrimination and harassment. Our policies and procedures promote workplace integrity and well-being, ensuring every employee is supported and valued. Through accessible reporting channels, we strive to maintain a culture of mutual respect and dignity throughout our organization.

SPOTLIGHT

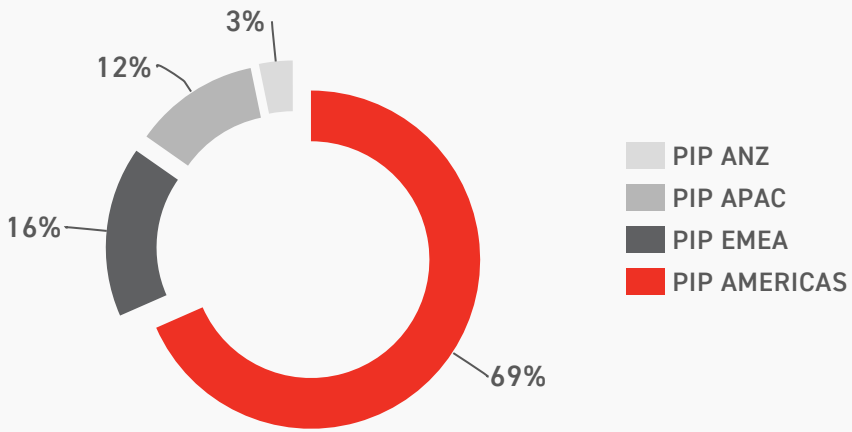
Introduction of the US Employee Handbook and other country specific employee handbooks.

100% coverage of employees by our Health and Safety management system.

1 729

NUMBER OF EMPLOYEES AT PIP GLOBAL SAFETY

Share of employees by region (%)



What moves us

ESRS 2 SBM-3

Our workforce comprises individuals employed directly by the company through contractual agreements, encompassing both permanent and temporary positions in various operational areas and locations. This group includes manufacturing and warehouse workers, administrative personnel, sales representatives, and management staff. Third-party company employees or self-employed workers were not subject to our DMA.

We recognize that certain groups within our workforce are more vulnerable to potential risks. For instance, employees working in hazardous operational roles, such as those involved with chemicals, machinery, or physically demanding tasks, particularly in warehouses or manufacturing, face a higher likelihood of harm. We recognize that certain groups may face systemic challenges in the labor market and are committed to monitoring our practices to promote fair treatment, pay equity, and inclusive representation across all levels of the organization. We foster a work environment where non-permanent staff, including part-time, temporary, and contract workers, have access to working conditions aligned with those of our permanent employees.

Standard	Sub-topic	Type	Title	Value Chain	Character
S1	Working conditions	Impact (negative)	Potential negative impact on the health and safety of our own employees due to a physically demanding work environment and resulting accidents at owned facilities and warehouses.	Own business	Potential
			Potential negative impact on the health and safety of our own employees due to a risky work environment and a lack of safety measures at owned facilities.		
		Financial risk	Shortages of a skilled workforce.		
		Financial opportunity	Efficiency improvements and lower employee absences through the mechanization of work processes.		
	Equal treatment and opportunities for all	Impact (negative)	Potential negative impact on equal opportunities due to discrimination within our own workforce.		
			Actual negative impact on equal opportunities due to lacking diversity in higher management bodies and within our own workforce.		
		Financial risk	Reputational damages and increasing personnel costs through unequal wages.		

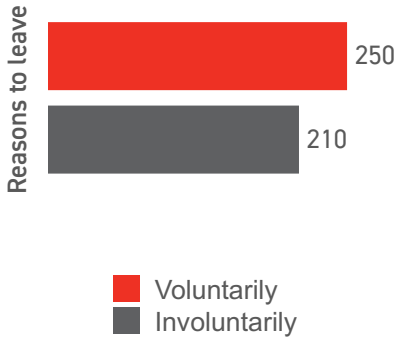
Our employee characteristics

ESRS S1-6 ESRS S1-7 SASB CG-MR-310a SASB CG-MR-330a SASB RT-IG-000.B

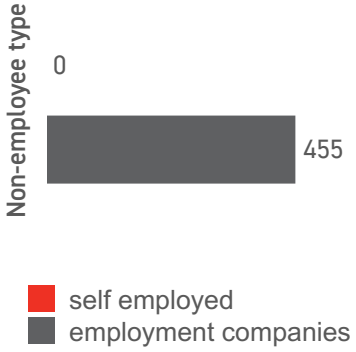
Employees by Contract Type

Permanent	1640
Temporary	0
Non-guaranteed hours	89
	1729

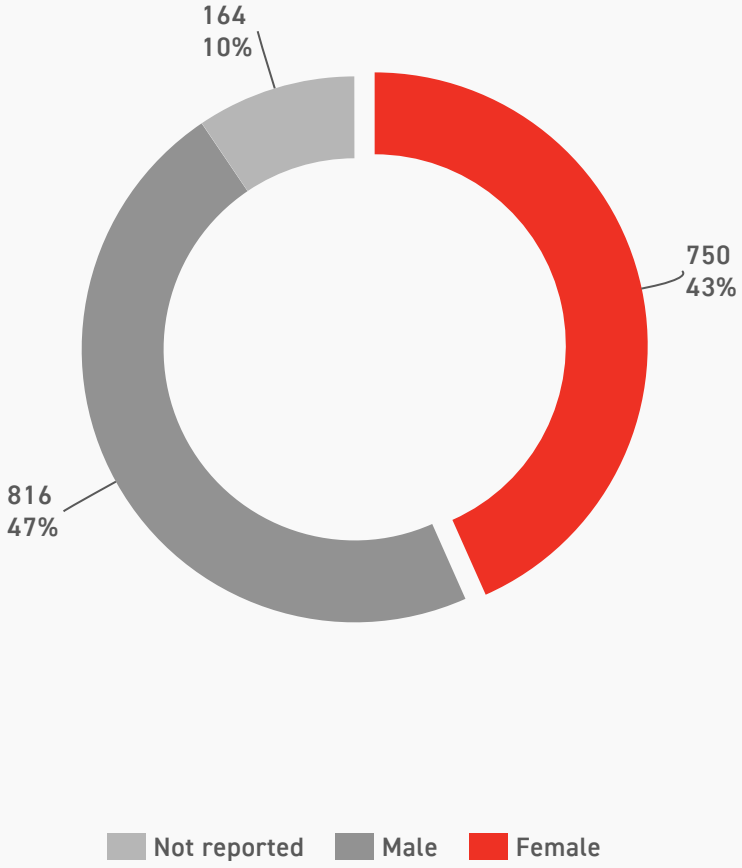
Employees who have left the company during FY26



Number of non-employees in own workforce



Number of employees by gender



Our concepts and policies related to PIP Global Safety's workforce

ESRS S1-1

We are dedicated to fair, safe, and respectful working conditions across our global operations in compliance with applicable labor laws. Rooted in these key principles, we have established comprehensive policies and procedures that govern employment conditions, health and safety, and employee rights. These frameworks aim to promote a consistent standard of workplace integrity and well-being across our entire organization.

Global Code of Conduct

As outlined in our Global Code of Conduct, respect for human rights and individual dignity is a core value that shapes our culture and guides our actions. We are committed to being an organization defined by equal treatment and mutual respect. A detailed description of our Global Code of Conduct can be found in *Corporate management*.

The Code explicitly prohibits all forms of harassment and discrimination. We do not tolerate any actions, language, or behaviors that undermine an individual's safety, dignity, or well-being, whether based on race, ethnicity, gender, age, sexual orientation, religion, disability, or any other protected characteristic. We have established structured procedures to proactively address potential discrimination, ensure the timely and thorough resolution of incidents, and foster a respectful work environment. Our procedures include training programs, accessible reporting channels, and thorough investigation protocols. Our training programs cover targeted awareness initiatives, including specific anti-harassment modules at our US sites.

US Employee Handbook

In addition to our Global Code of Conduct, our US Employee Handbook applies to all US-based employees. It sets out comprehensive social policies that support fair treatment, equal opportunities, and safe working conditions. All US employees are required to formally acknowledge the Employee Handbook at their time of hire. Consistent with the Global Code of Conduct, the Handbook is reviewed and approved by the Leadership Team, with ultimate responsibility for its implementation resting with our CEO. While governance remains centralized, the policy framework is informed by ongoing employee feedback and perspectives, which provide valuable insights that shape ongoing updates and refinements. Alongside the US Employee Handbook, which applies to the majority of our employees, country-specific employee handbooks are maintained where applicable to ensure alignment with local legal and regulatory requirements.

The Handbook addresses the issues of discrimination and harassment, detailing comprehensive anti-harassment and anti-retaliation measures in place to protect every employee. It reaffirms our commitment to equal treatment for all, regardless of race, color, religion, sex, national origin, age, disability, veteran status, gender identity, or any other protected category. The Handbook also outlines compliance with immigration laws, flexible work arrangements, and

paid leave benefits, including vacation, bereavement, military, and Family and Medical Leave Act (FMLA) leave.

According to the Handbook, our US hiring practices are designed to promote inclusivity and meet applicable legal requirements. These measures include accessible job descriptions, standardized interview processes, and voluntary disability verification to support equal opportunity. We have established clear processes to lawfully and fairly verify employment eligibility. Workplace accommodations follow an objective system to achieve impartial decisions consistent with legal requirements and company policies.

EHS Policy - PIP Global Safety's commitment to health, safety, and the environment

The health and safety of our workforce is our highest priority. We are committed to fostering a safe, secure, and healthy work environment for everyone affiliated with PIP Global Safety, in compliance with applicable health, safety, environmental, and legal requirements worldwide (see more details in *Managing environmental impacts in our own operations*).

We have embedded health and safety considerations into the design of our products, processes, and services, as well as our life cycle management. Our global management systems apply uniform standards that safeguard human health during both normal operations and emergency situations.
We continuously identify, control, and reduce hazards and risks to employees and contractors while strengthening workplace security and safety. These measures are complemented by efforts to build sustainable capacity, ensuring that health and safety remain integral to our broader sustainability objectives.

Operations Attendance Policies in the US

Some of our US-based sites use Operations Attendance Policies to address absenteeism and support efficient operations. Employees must attend all scheduled working hours and notify the company in advance of absences. We track unplanned absences using a point-based system, except in cases such as bereavement, jury duty or illness. The policy aims to ensure fairness, clarity, transparency, and progressive discipline while supporting employee well-being.

Advancing human rights compliance and risk mitigation

We are advancing our efforts to align with international frameworks such as the UN Guiding Principles on Business and Human Rights (UNGPs), the Declaration on Fundamental Principles and Rights at Work by the International Labor Organization (ILO), and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. While our systems for comprehensive compliance tracking are still in development, we have established processes to identify and mitigate risks associated with forced labor, child labor, and modern slavery, particularly in high-risk areas (see more details in *Managing social impacts in our supply chain*). We are also developing a comprehensive framework to monitor and transparently report on human rights practices throughout our operations and supply chain.

How we involve our employees

ESRS S1-2 ESRS S1-17

We value employee feedback and have established various engagement channels for meaningful, direct communication. We take a proactive approach to delivering important business updates and collecting feedback from our employees. Leveraging our engagement channels, we routinely assess and refine our internal communication strategies based on the input we receive. This ongoing process is fully integrated into our standard business operations. In the US, the Employee Engagement Committee oversees the initiatives designed to cultivate a positive and collaborative workplace culture.

We utilize the following structured meeting and engagement formats to keep employees informed, encourage participation, and strengthen collaboration across PIP Global Safety:

1. One-on-one meetings

Many employees and their leaders hold regular one-on-one meetings to confidentially discuss individual concerns and overall workplace satisfaction. The frequency of these meetings depends on the participants' needs. Departments can also arrange special one-on-one sessions with our CEO, giving employees direct access to senior leadership.

2. Department meetings

Department meetings take place once or twice a month. They offer a structured forum to discuss current topics, collect input, and openly share information relevant to all department employees.

3. Town halls

We hold live and recorded company-wide town halls each quarter to share updates and news. Our Marketing and Communications Team coordinates these meetings in partnership with the CEO to maintain alignment across our organization.

4. Employee surveys

We conduct employee surveys to gain valuable feedback and inform strategic improvements. Managers and HR staff follow up after new initiatives or feedback rounds to assess our employees' understanding and identify areas for clarification or improvement.

5. Open-door policy

Besides these formal channels, we maintain an open-door policy and encourage employees to participate in stand-up meetings to make communication accessible at all levels.

These formal and informal channels are available to all employees. Our intranet also plays an important role in disseminating information and collecting feedback. It is available to all employees with digital access across our organization.

We have structured all our surveys and feedback mechanisms to be unbiased and accessible to all demographics within our workforce. These tools aim to capture insights without favoring or excluding any particular group, supporting fairness, inclusivity, and equitable representation in decision-making. Where smaller committees are formed, we make every effort to ensure they are diverse and representative, incorporating a range of perspectives that enrich their dialogue and outcomes. While we do not currently deploy confidential or anonymous surveys tailored to specific vulnerable or marginalized groups, we remain open to evolving our engagement strategies. Should future needs or feedback show benefits to a more targeted outreach, we will explore methods that maintain confidentiality while ensuring all voices are heard and valued.

We are also evaluating ways we can enhance our engagement processes to better understand and address potential human rights impacts, including strengthening dialogue and collaboration with workers. While PIP Global Safety does not currently have any global framework agreements or formal agreements with worker representation bodies, our commitment to human rights is embedded in our Global Code of Conduct. Across all areas of potential human rights violations, such as forced labor, child labor, denial of freedom of association, unsafe working conditions, privacy violations, no cases were identified and no fines were imposed.

We also do not have a formal mechanism for assessing the effectiveness of workforce engagement; however, feedback from all our channels is reviewed by management, including the Leadership Team, to inform strategic decisions on our company's work environment.

How we foster a safe, fair, and respectful work environment

ESRS S1-3 ESRS S1-9 ESRS S1-13 ESRS S1-14 SASB CG-MR-310a SASB CG-MR-330a SASB RT-IG-320a

In line with the principles laid out in our Global Code of Conduct, we strive to offer a safe, fair, and respectful work environment for all employees. Our approach focuses on the following four areas, while our whistleblowing system allows employees to report suspected or actual violations of these principles, including breaches of our Global Code of Conduct or human rights concerns.

Health and safety – safe working conditions

As detailed in our Occupational Health and Safety guideline (see above in sub-chapter *Our concepts and policies related to PIP Global Safety's workforce*), we aim to maintain employee safety by requiring prompt reporting and comprehensive investigation of any unsafe conditions or incidents. The mandatory use of PPE and strict adherence to all safety regulations is integral to our operational standards. Noncompliance may result in corrective measures, as appropriate. Our goal is to cultivate a zero-incident workplace where safety remains the highest priority. 100% of our workers are covered by health and safety management systems. In FY26, our recordable work-related accidents rate stayed at 1.64 incidents per 100 FTEs, resulting in total 595 days lost.

Health And Safety Numbers 2026

Work-related ill health	0
Work-related injury	36
Fatalities due to injuries and ill health due to work	0
Fatality rate per 100 FTEs	0
Recordable incident rate (accidents per 100 FTEs)	1.64
Total time lost to work-related incidents (in days)	595
Employees covered by H&S management system	1729
Total time actually worked by all employees in hours	4.40 million

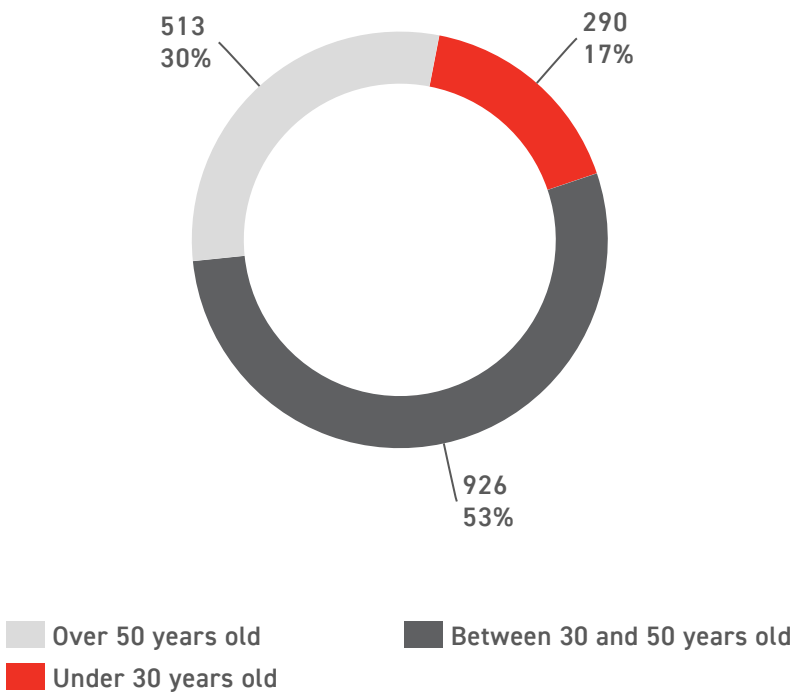
Anti-discrimination and equal opportunity – fair treatment for all

We aim to uphold equal opportunity and anti-discrimination policies throughout all aspects of our employment. We investigate all complaints of discrimination confidentially and thoroughly, and take determined action when violations are identified. In addition, we have safeguards to prevent retaliation against

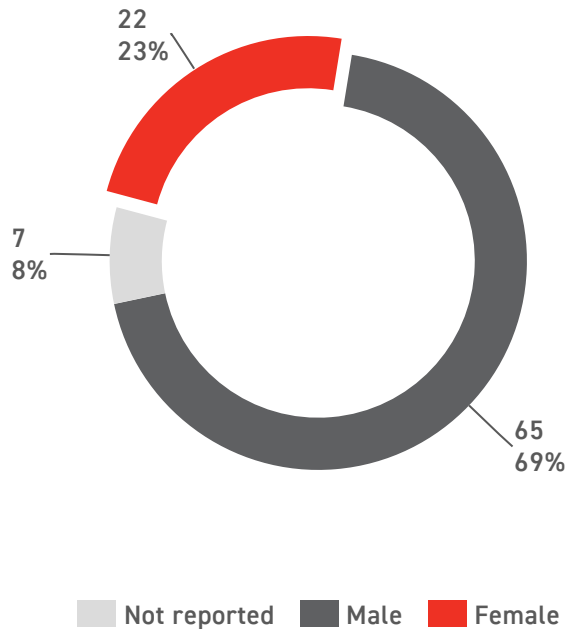
individuals who report concerns or participate in investigations (see more in the *Whistleblower system* section below).

We are also committed to fostering equal opportunity practices for promotions and career advancement. We support a diverse and inclusive leadership team and strive for unbiased management selection processes. The pie charts below show the number and share of employees by age group and the gender distribution at our top management.

Employees by age group



Gender diversity at top management



Equal pay – fair and transparent wages

We have established transparent pay practices and comply with applicable wage and hour laws. In New York State, for example, the Pay Transparency Law requires employers to include salary ranges in job postings to promote equity and reduce wage disparities. PIP Global Safety is aware of the EU's similar approach through its upcoming Pay Transparency Directive, which will mandate the disclosure of salary ranges and reporting on gender pay gaps within member states. We provide employees with defined channels to report and address pay concerns, along with procedures that support fair and equal compensation throughout our organization.

Training – skill development and professional growth

In December 2025, PIP Global Safety introduced a new Learning Management System (LMS) that gives employees access to hundreds of training modules across topics including IT, sustainability, products, and HR. The system integrates existing company-specific trainings into our established library and hosts newly developed modules. Training participation and progress are systematically logged, with the HR Operations Team guiding the implementation phase and ongoing use. Access to the LMS is available through our intranet.

Whistleblower system – confidentially reporting suspected misconduct

Employees can report any concerns about violations or potential breaches of our Global Code of Conduct via our whistleblowing system (see more details in *Corporate management*). During FY26, workers reported six incidents of discrimination, we received three other complaints through reporting channels, and no complaints through the national contact points or other channels, such as legal proceedings. As a result PIP Global Safety had no monetary losses as a result of legal proceedings associated with labor law violations.

We are committed to protecting individuals who, in good faith, report suspected misconduct or participate in investigations from any form of retaliation. All employees are encouraged to speak up, and we maintain their confidentiality to the greatest extent possible. All reported complaints — whether submitted through our whistleblowing and incident management software or through other channels — are tracked and investigated accordingly. Where needed, we implement appropriate corrective actions.

Our grievance and complaint mechanisms, which also encompass anonymous reporting channels and regional escalation paths, are available to all affected workers. We strive to ensure that all staff are aware of our reporting channels and procedures. We have shared communications via company-wide emails, and further information is available on our intranet. To ensure inclusivity, particularly for warehouse and frontline staff who may not have access to technology platforms, we have extended our awareness efforts to the regional level through in-person briefings, printed materials, and leadership-led discussions.

Our whistleblowing channels and processes are a fundamental part of our approach to respecting labor and human rights within our workforce. Potential violations of human and labor rights can also be reported via our grievance mechanism. We are committed to providing effective remedies for any adverse human rights or labor rights impacts we cause or to which we contribute.

We also regularly review our processes to support continuous improvement and reaffirm our commitment to transparency, fairness, and accountability.

Our actions and measures to promote employee satisfaction

ESRS S1-4 ESRS S1-13

We seek to minimize labor-related risks across our operations and supply chains, focusing on protecting employees, contractors, and other workers associated with PIP Global Safety. Although we do not yet have a globally consistent and robust process in place, we are actively working to harmonize our practices across regions, each of which is in a different stage of development. In 2025, we implemented a range of actions and initiatives to proactively address labor-related risks, as detailed below.

Health and safety

In the US, we have refined our incident reporting procedures, demonstrating an ongoing commitment to regulatory requirements such as annual (OSHA) recordable reporting. To foster safer work environments, we develop policies and perform continuous site assessments and inspections, both internally and in collaboration with our workers' compensation partners. We conduct comprehensive safety audits at key US sites, including Olive Branch and Cincinnati, which collectively represent approximately 70% of our global warehouse workforce. These audits play an important role in identifying potential risks and reinforcing safe workplace practices.

In addition, we hold monthly safety meetings with site leaders to review incidents and disseminate best practices. This format is complemented by weekly safety stand-up meetings tailored to site-specific risks. Sites also routinely perform hazard recognition walks with associates and use departmental huddle boards to display injury data and share safety insights. The leadership of each site manages incident investigations, supported by corporate staff. They use standardized documentation to ensure thorough analyses and effective corrective actions.

We carefully monitor heat stress using heat index tracking and take responsive measures such as extended breaks and using cooling PPE. We evaluate safety performance using KPIs, including Recordable Incident Rate and DART Rate, which we retain annually. In addition, each site maintains detailed onboarding plans for powered industrial truck operators (such as forklift drivers), to ensure safety protocols are rigorously followed. To mitigate labor risks, HR has provided our management teams with training through a series of lunch-and-learn sessions. In accordance with the Americans with Disabilities Act (ADA), US employees may also request an evaluation of their workstation. These services include a virtual assessment and customized recommendations based on individual employee needs.

Staffing

To address challenges such as skilled labor shortages, we have adopted various career development tools and initiatives. For example, to expand and formalize career mobility, we utilize a 5-box talent review matrix[10]. Our additional initiatives include targeted recruitment and retention strategies, upskilling efforts, continuous training programs, and inclusive hiring practices supported by accessible job descriptions and standardized procedures. We mitigate absenteeism through a point-based system, which aims to ensure fairness and consistency for all employees. We also provide training opportunities related to workplace assessments and accommodations, along with flexible working models to support a healthier work-life balance. To support employee development and continuous feedback, regular performance reviews are conducted across the organization. During the reporting period, 659 employees participated, representing 38% of the workforce, including 239 male and 223 female employees.
During the reporting period, the employee turnover rate amounted to 26.60%, highlighting the importance of our ongoing efforts in employee development, retention, and engagement.

We make ongoing efforts to refine and harmonize our compensation guidelines globally, including benchmarking by position, structured job leveling, and transparent promotion processes. We review pay rates annually to comply with minimum wage legislation and ensure our compensation cycles support pay-for-performance in accordance with our established internal guidelines. Our areas of emphasis include maintaining internal equity and external competitiveness, compliance with adequate wages, and equal pay expectations.

Employees participating in company-sponsored health insurance are eligible for wellness rewards, and all staff in the US, Australia, and New Zealand have access to an Employee Assistance Program (EAP) offering mental health and personal support services. We have also implemented recognition and rewards programs in the US, which include spot awards for exceptional achievements and work anniversary acknowledgments. In response to a changing environment, these programs celebrate employee tenure and loyalty. We also offer flexible work models that allow employees to work remotely. Financial wellness programs, primarily available in the US, provide resources such as retirement planning, budgeting tools, and access to financial counseling to help our employees manage their personal finances.

We carefully monitor the outcomes of our workforce-related actions, and our HR Department is developing KPIs to evaluate the effectiveness of these efforts. We will continue leveraging resources like technology platforms to enhance our commitment to sustaining and improving these initiatives.

[10] a framework used to map employees on their current performance and future potential

Stronger together: Integrating new people and cultures into PIP Global Safety

In 2025, PIP Global Safety completed the acquisition of Honeywell's PPE business and began a focused journey to bring new colleagues into the PIP Global Safety family. Central to this effort is integrating employees and aligning diverse ways of working within a shared culture built on entrepreneurship, customer service, and mutual respect.

"We are eager to welcome our new employees to the PIP Global Safety family and look forward to working together to best serve our customers' needs," said Curt Holtz, PIP Global Safety's CEO.

By welcoming new teams into the organization and fostering a collaborative environment, we are strengthening our collective capabilities and building a unified culture where people feel connected. This inclusive approach supports engagement, enhances innovation, and underscores our belief that we are truly stronger together.

"As we integrate organizations and align on a common purpose, we are in a unique position to enable growth opportunities for our customers and employees alike."

SEAN LINNANE

Chief Human Resources Officer

Growing with PIP Global Safety: Rewards, learning, and a new generation on the move

PIP Global Safety's approach to its workforce is increasingly defined by connections, such as between fair rewards and long-term engagement, between learning and opportunity, and between strong local roots and expanding global horizons. We have shaped and strengthened these connections through evolving reward practices, targeted upskilling, and a pilot internal exchange that placed two young professionals at the center of PIP ISM's growing learning culture.

Viewing rewards through a long-term lens

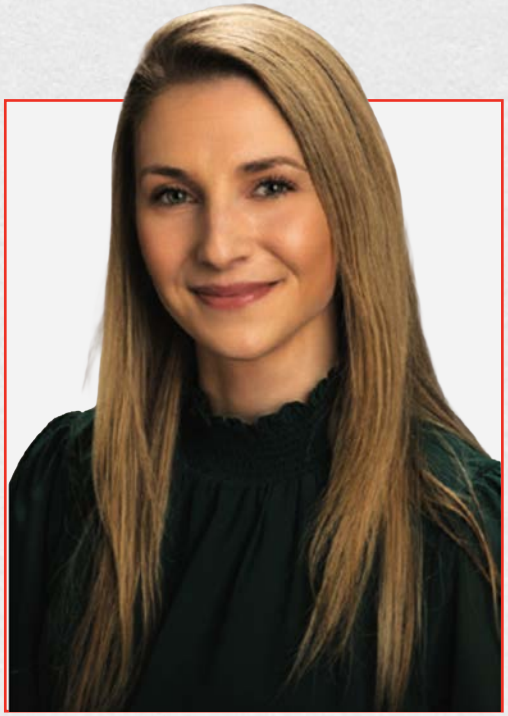
Rewards are a powerful incentive that can help make inclusion an everyday reality. In this context, we view fair pay as a foundation, not the finish line. Through our Total Rewards program, we focus on ensuring equal access to career paths, leadership roles, and development opportunities, while offering recognition and benefits that reflect different career stages and responsibilities.

This approach is especially important in a global organization that unites teams from different countries, brands, and business histories. We are aligning our reward frameworks over time to support internal equity and transparency, while still allowing for local practices where needed. These measures help ensure that our employees clearly understand how their contributions are recognized and how they can grow with PIP Global Safety.

Ultimately, Total Rewards aims to help people across genders, geographies, and job families see themselves in PIP Global Safety's future - and feel that their work is valued and fairly recognized.

> Rewards are not just what we pay, but how people feel about growing here."

EMILY ARRANDALE,
Director of Total Rewards



Learning on the ground at PIP ISM: Maria's view from Germany

At PIP Global Safety in Lippstadt, Germany - our center of excellence for protective footwear - HR and Finance professional Maria Haselhorst sees firsthand how development opportunities drive engagement and retention. She believes HR is not only about filling roles, but creating pathways for people to grow in a business that is becoming more international and connected across brands and regions.

Maria's work translates global commitments on career development, training, and equal treatment into local practice, from apprenticeships to internal training on safety, compliance, and soft skills. This balance between global framework and local action created the conditions for one of the EMEA region's most visible upskilling initiatives: a pilot internal exchange program.

> "At PIP ISM, we always talked about international experience being crucial to developing our young talents. With this program, it has stopped being a wish and become something they can actually do."

MARIA HASELHORST,
HR and Finance Professional

Carmen and Celina: Learning across borders

In FY26, PIP Global Safety in Germany partnered with PIP Global Safety in Spain to launch a one-month pilot internal exchange for young professionals in the EMEA region. This Erasmus-style assignment aimed to help bring lifelong learning and inclusion to life. Carmen Venus Riederer and Celina Baier, dual-education students in finance and purchasing at PIP Global Safety in Germany, were the program's first participants.

"If you get the chance, go. Spending time in another PIP Global Safety entity pushed me out of my comfort zone in the best possible way and gave me new ideas and confidence that no classroom can provide."

CARMEN VENUS RIEDERER
Participant in the exchange program

Carmen discovered that seeing herself and Celina thrive in a different country in the EMEA region and bring those experiences back to PIP ISM made her incredibly proud. This result shows that even a one-month assignment can reshape how we see our careers, our company, and the culture we share.

For four weeks, they traded Lippstadt for PIP Global Safety's operations in Spain, joining local teams and contributing to daily work across finance, supply chain, and administration. The experience connected them to PIP Global Safety's broader EMEA network and strengthened their skills beyond technical expertise, including intercultural communication, adaptability, and collaboration.

"The exchange highlighted just how valuable knowledge transfer across locations is. Sharing ideas across borders strengthens capabilities, it expands perspectives, and deepens international teamwork."

CELINA BAIER
Participant in the exchange program

The exchange reflected community engagement, employee-focused initiatives, and a strong emphasis on quality and continuous improvement. For Carmen and Celina, the experience crystallized the idea of working in a global group, reinforcing that our culture is shaped not just by policies, but by how we learn, connect, and share ideas across borders.

MANAGING SOCIAL IMPACTS IN OUR SUPPLY CHAIN

PIP Global Safety's sustainability approach focuses on protecting human rights and labor standards across its supply chain. We require our suppliers to conduct proactive due diligence to maintain safe, healthy, fair, and inclusive working conditions, and uphold high standards of worker welfare and rights, guided by our Supplier Code of Conduct and complementary Sustainability Handbook for Suppliers. These policies prohibit all forms of forced and child labor, mandate fair wages and safe working conditions, and require suppliers to implement grievance mechanisms and comply with international standards such as the UNGPs and ILO conventions. We use audits, risk-based monitoring, and corrective action plans (CAPs) to address issues such as excessive overtime and health and safety gaps, particularly in high-risk regions. By strengthening supplier compliance and transparency, we aim to mitigate systemic labor risks and uphold our commitment to responsible business practices worldwide.

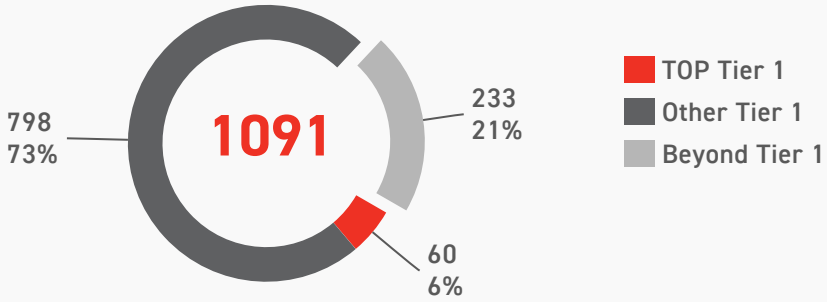
SPOTLIGHT

Update of the *Supplier Code of Conduct*.

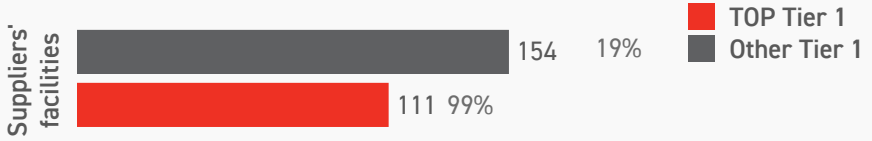
Introduction of the Sustainability Handbook for Suppliers.

First-time completion of the EcoVadis rating, achieving a top-4% ranking in sustainable procurement within the non-specialized wholesale trade industry.

Number and share of suppliers



Number and share of Tier 1 suppliers audited to a labor code of conduct or equivalent during FY26



What moves us

ESRS 2 SBM-3

In 2024, PIP Global Safety performed a comprehensive DMA informed by supplier audits, engagement, grievance analysis, and internationally recognized frameworks. This proactive approach allowed us to identify and mitigate adverse impacts on at-risk worker populations throughout our value chain. Our DMA identified several key material IROs affecting value chain workers, particularly in upstream sourcing and manufacturing. The identified IROs are predominantly associated with high-volume product categories and geographies such as China, Thailand, India, and Pakistan. The most significant issues include inadequate wages, unfair labor practices, exploitative conditions, and occupational health and safety deficiencies, notably in the textile, leather, and raw material sectors (such as polymers, latex, cotton, and leather). Vulnerable groups include workers in hazardous environments, those in low-income countries, female workers facing gender pay gaps,

Standard	Sub-topic	Type	Title	Value Chain	Character
S2	Working conditions	Impact (negative)	Potential negative impact on workers salary through insufficient wages during raw materials sourcing and processing in the upstream value chain.	Upstream	Potential
		Impact (negative)	Potential negative impact on health and the working rights of workers in production and assembly due to inadequate working conditions and unfair labor practices.		
		Impact (negative)	Potential negative impact on the health and safety of workers in the value chain due to risky and hazardous working environments during raw material sourcing and processing in the upstream value chain.		
		Impact (negative)	Actual negative impact on the health of workers in upstream production and assembly due to long working hours.		Actual
		Financial risk	Regulatory changes to human rights and labor rights.		
		Financial opportunity	Supply chain security through supply chain monitoring.		
	Equal treatment and opportunities for all	Impact (negative)	Potential negative impact due to discrimination and gender inequality in the upstream value chain.		Potential
	Other work-related rights	Impact (negative)	Potential negative impact on human rights due to child labor or forced labor in raw material sourcing, production, and assembly in the upstream value chain.		
		Financial risk	Human rights violations in the supply chain.		
G1	Management of relationships with suppliers including payment practices	Financial risk	Insufficient ESG standards of suppliers.		
		Financial opportunity	Cost savings from ESG supplier screenings.		

and those exposed to forced labor risks, such as in the manufacturing sector in Taiwan and Southeast Asia. While isolated incidents have occurred at individual supplier sites, widespread systemic challenges persist, and vary depending on regional labor market realities. We identified no material impacts on workers in the downstream stages of our value chain, even though these stages were also subject to our DMA. Regulatory changes and heightened human rights due diligence requirements present both risks and opportunities for our supply chain management, financial performance, and corporate reputation.

Our processes to identify and respond to material negative impacts on workers in our value chain are in their early stages of development.

In addition to enhancing data collection, we are currently addressing negative impacts on workers in the value chain by raising awareness internally, mapping high-risk supply chain segments and focusing on high-risk suppliers, collaborating with industry partners, and improving our internal risk management. As comprehensively managing our impacts on value chain workers is a complex and ongoing process, this report presents our current capabilities and provides transparent disclosure on areas targeted for further development and data improvement. We remain committed to enhancing these processes in accordance with best practices and evolving industry standards.

Our concepts and policies related to workers in our supply chain

ESRS S2-1

Our policies governing workers in our value chain are grounded in a fundamental respect for human rights and a strict adherence to labor standards. We primarily manage social and labor impacts in the value chain through our SCoC and its complementary Sustainability Handbook for Suppliers, both of which we revised in 2025. Along with these documents, we pursue human rights due diligence processes and remediation mechanisms. Our policies are publicly available on our website and provided to our suppliers, who are required to review and accept them.

PIP Global Safety's policies enshrine our commitment to protecting human rights throughout our supply chain. They are aligned with key international standards such as the UNGC, the ILO's Fundamental Conventions (including the ILO Declaration on Fundamental Principles and Rights at Work), and the OECD Guidelines for Multinational Enterprises.

Supplier Code of Conduct

Our SCoC serves as the cornerstone of our human rights efforts. It communicates our core values and specifies the following ESG requirements that suppliers, contractors, subcontractors, and related third parties must comply with. The SCoC came into effect on July 25, 2025, and all suppliers are required to formally acknowledge and consent to it. The SCoC is reviewed and approved by the Leadership Team, with ultimate responsibility for its implementation resting with the CEO of PIP Global Safety.

Under the SCoC, suppliers must:

- Prohibit all forms of forced labor, modern slavery, trafficking, and child labor (zero-tolerance policy).
- Ensure occupational health and safety protections.
- Promote fair wages, working hours, and freedom of association.
- Prevent discrimination and foster inclusivity, including the empowerment of women and the protection of land rights.
- Comply with applicable environmental and social laws and regulations.
- Implement robust grievance mechanisms enabling workers to raise concerns confidentially and safely.

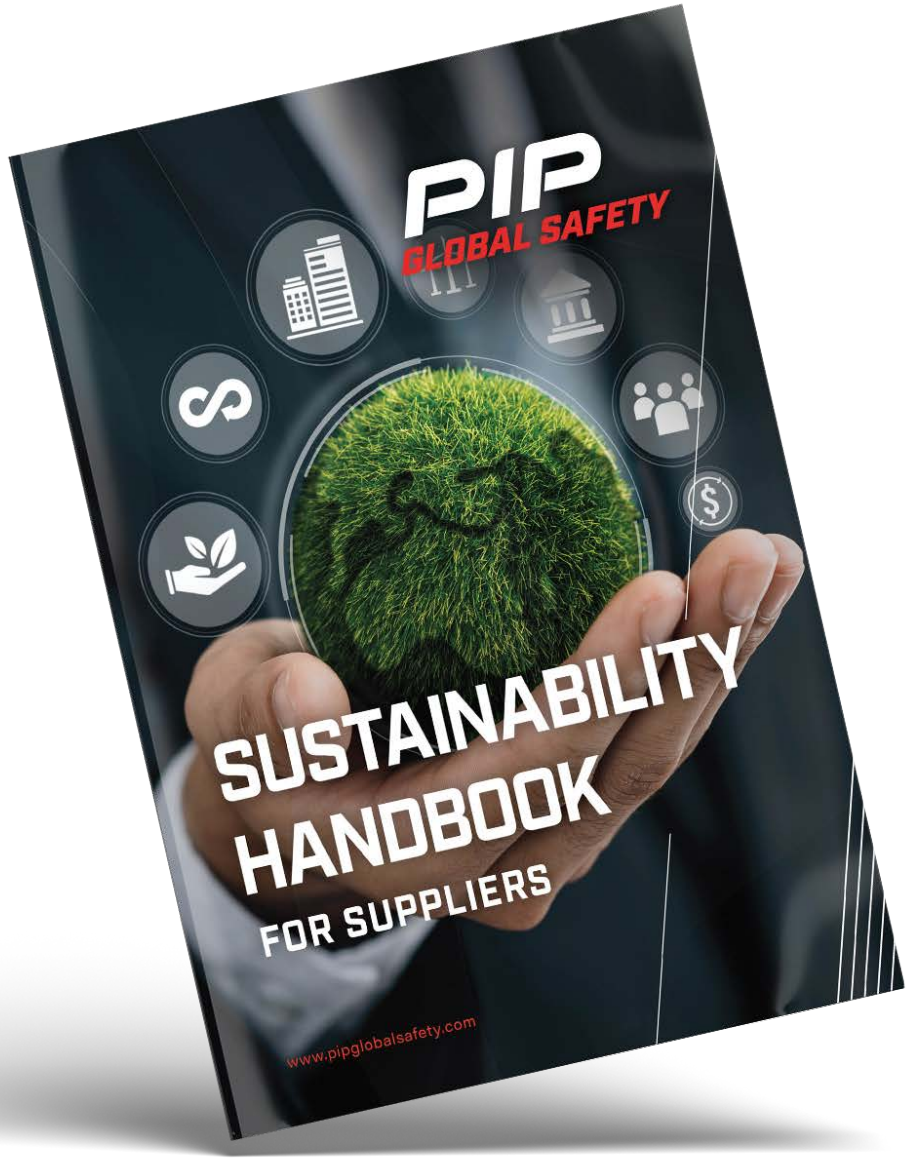
The SCoC requires suppliers to take an active role in ensuring compliance not only within their own operations, but also with their value chain partners. Consequently, suppliers are accountable for ensuring that their own suppliers and subcontractors adhere to the same rigorous standards outlined in the SCoC. To achieve this, suppliers are expected to conduct due diligence processes aimed at identifying, assessing, and mitigating potential issues related to human rights, environmental management, and ethical business conduct.

Sustainability Handbook for Suppliers

The Sustainability Handbook for Suppliers complements our SCoC. When acknowledging and consenting to the SCoC, the supplier also agrees to comply with the Sustainability Handbook for Suppliers. Consistent with the SCoC, the handbook was approved by our Leadership Team and became effective in July 2025. Its objectives are to ensure that our products are manufactured and sourced from suppliers who strive to meet high and ethical sourcing standards, maintain compliance, and provide safe workplaces. With the handbook's requirement for each supplier to complete of an annual, fully accredited SMETA 4-pillar audit or equivalent alternatives, we aim to achieve full transparency across our global supply chain.

In Australia and Canada, we adhere to the Modern Slavery Act. Suppliers must also ensure fair wages, safe working conditions, and respect for freedom of association.

We consistently communicate these policies and expectations to our value chain partners by sharing them through channels such as our "Supplier Conference." We also advise suppliers to establish grievance mechanisms, which enable workers to report any concerns confidentially and without fear of retaliation.



Our supplier quality management system

ESRS S4-1

Our supplier quality management system (QMS) is built on a four interconnected pillars: prevention, detection, complaint handling, and performance management. This reflects our commitment to consumer safety as our highest priority.

To prevent quality issues, our PIP Global Safety OGSC Quality Assurance (OGSC QA) Team conducts supplier audits and employs a rigorous product qualification process. These efforts create clear standards and ensure alignment among suppliers, sourcing, quality, and product managers. Audits are conducted according to the annual audit schedule. We may conduct additional audits for new vendors, factories, or new product innovations, or in cases where a vendor has exhibited serious quality issues. Our key suppliers are audited on their general QMS, product category-oriented manufacturing, and quality management technical capability. The audit results inform their supplier scorecard. We assess new suppliers on their basic QMS evaluations, and the results inform whether they will be formally accepted as a supplier.

ECOVADIS RATING

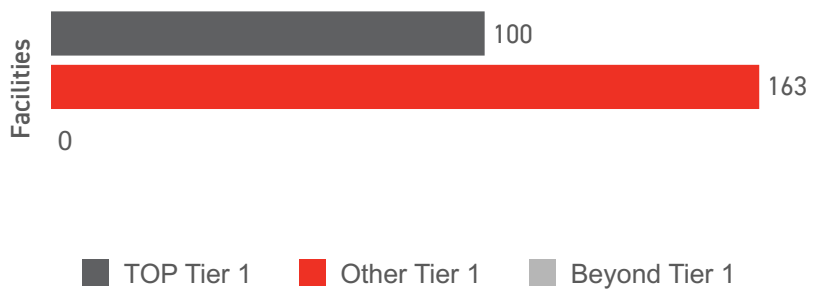
In 2025, we completed our first EcoVadis assessment. Our performance placed us among the top 22% of companies in the wholesale trade industry. Notably, we achieved 71 points in sustainable procurement—our core business area—compared to the average score of 48 points for all companies assessed by EcoVadis. This strong performance in sustainable procurement reaffirms our commitment to responsible sourcing and ethical business practices.

EcoVadis provides global, reliable, and actionable sustainability rating, assessing companies across the areas of environment, labor and human rights, ethics, and sustainable procurement.

While this is a good starting point, we recognize areas for improvement and will actively work on our correction items to strengthen our sustainability efforts. Our goal is to be fully prepared for next year's assessment and continue making meaningful progress in our sustainability journey.

Quality issue detection is supported by implementing supplier QMS protocols, targeted inspections by our quality teams, and systematic incoming goods checks at select distribution centers of our business units. This approach allows PIP Global Safety to prioritize inspections based on risk while continually refining its processes.

Suppliers that have completed the SEDEX Self-Assessment Questionnaire (SAQ) during FY26[11]



When quality complaints arise from internal business units or external customers, we address them through structured investigations that identify root causes and, when necessary, trigger collaborative corrective and preventive actions with suppliers. When we identify that an issue is caused by the supplier, our OGSC QA Team engages with the supplier to discuss corrective actions and preventive actions (CAPA).

Performance management is embedded in a transparent scorecard system, measuring key aspects such as suppliers' QMS effectiveness, inspection outcomes, complaint histories, and overall cooperation. Key suppliers are evaluated quarterly, while some other selected suppliers are assessed annually, creating a continuous feedback loop that supports improvement and informed decision-making. By integrating these practices, PIP Global Safety not only safeguards product quality but also fosters responsible and sustainable supplier relationships.

How we manage our relationships with suppliers and workers in the value chain

ESRS S2-3 ESRS S2-4 SASB CG-AA-430b

To address our potential negative impacts on workers in the upstream value chain, we closely monitor our Tier 1 upstream suppliers' compliance with human rights and labor standards. All audits both for our Top Tier 1 suppliers and all other Tier 1 suppliers are conducted by external third parties to ensure independency and objectivity. During FY26, our supplier due diligence processes, which include conducting SMETA 4-pillar audits (or equivalent), did not identify any widespread or systemic noncompliance related to forced labor, child labor, trafficking, or other major human rights violations.

The majority of noncompliance matters are related to workplace health and safety conditions, excessive overtime, social insurance coverage,

[11] The Sedex self-assessment questionnaire (SAQ) is an online tool used by our suppliers to assess and disclose their performance on labor standards, health and safety, environmental management, and business ethics. It is a globally used transparency and risk-screening tool that supports supply-chain transparency and helps identify and manage sustainability-related and ethical risks.

documentation processes, or adherence to procedural requirements, rather than breaches of fundamental human rights principles.

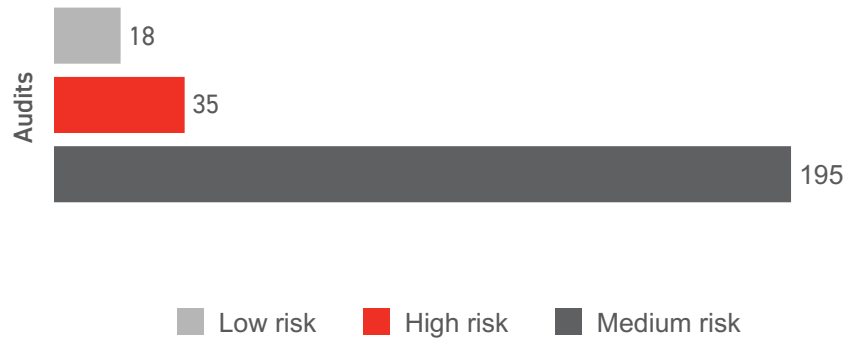
Where we identify isolated non-conformances or potential issues, we work closely with suppliers to develop and implement corrective action plans (CAPs) to remedy the issue and prevent future occurrences. The CAP must address each identified issue, assign clear responsibilities, and define timelines for resolution. For issues identified in SMETA 4-pillar audits or equivalent alternatives, suppliers must demonstrate performance improvements within 12 months. We monitor remediation progress through follow-up audits and continuous engagement, striving to ensure that issues are resolved effectively and improvements are sustainable. When necessary - such as in situations where repeated non-conformances are not addressed - we escalate cases of noncompliance to enforce contractual obligations, protect workers' rights, and uphold our responsible sourcing commitments.

Our risk assessment approach prioritizes suppliers and countries identified as having higher social and environmental risks. These include certain facilities in Pakistan, Myanmar, Bangladesh, Sri Lanka, and Cambodia. This method allows for targeted engagement and more timely investigations of reported concerns.

PIP Global Safety is committed to transparently investigating and remedying human rights risks and violations throughout its supply chain. We will continue strengthening our mechanisms to safeguard the dignity and rights of all workers involved in our business.

Number and share of all active Tier 1 suppliers that have signed PIP's Suppliers Code of Conduct and their risk level

Number of total third-party audits by risk level conducted during FY26[12]



[12] As per the Global Slavery Index, modern slavery risk levels indicate the relative likelihood that forced labor, human trafficking or related exploitation may occur within a country, sector or supply chain. High risk reflects systemic vulnerability and weak protections requiring enhanced due diligence; medium risk indicates identifiable but more contained risks requiring targeted monitoring; and low risk refers to comparatively strong legal frameworks and enforcement, although some residual risk remains in all contexts.

Resolving excessive overtime in suppliers' facilities in China

In 2022 and 2023, PIP Global Safety conducted comprehensive audits across several suppliers production sites in China. These assessments, performed as part of SMETA 4-pillar audits, uncovered widespread overtime above legal limits in several factories.

Remediation approach

We conducted established remediation processes and worked with suppliers to develop CAPs. They required suppliers to reduce hours, such as by hiring additional workers to distribute work more evenly, or accepting fewer purchase orders, which can include adjusting production schedules. This approach helped suppliers find practical solutions that respect workers' preferences while complying with labor regulations.

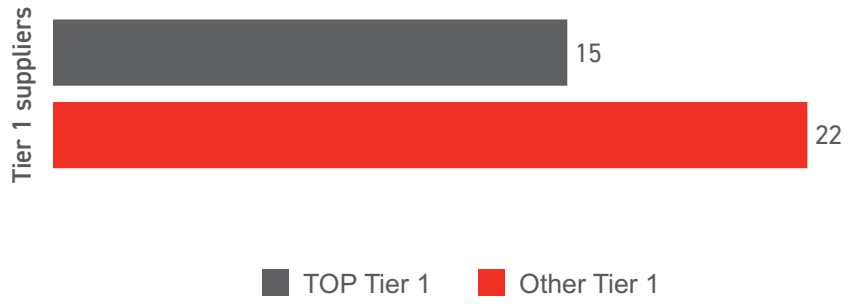
Root-cause analysis (RCA) and dialogue

We held direct discussions with affected suppliers to understand the underlying reasons for the excessive overtime. We found that workers often seek additional hours to increase their earnings. Equipped with this knowledge, we guide our suppliers to keep voluntary overtime within legal limits and prevent forced or excessive overtime.

Follow-up and escalation

To ensure sustainable improvements, our Supplier Compliance Team closely monitored the remediation progress using documentation such as time sheets and payroll records, combined with follow-up audits. In general, where remediation efforts fail or issues persist, PIP Global Safety escalates its response, which can include intensified audits or, as a last resort, termination of the business relationship.

Incidents of non-conformance during FY26



Priority non-conformance rate for supplier's labor code of conduct audits[13]

13.5%

of TOP Tier 1 suppliers audits

14.3%

of Other Tier 1 suppliers audits

[13] Priority supplier non-conformance rate, measured as the number of audited factories of suppliers with critical labor, human rights or environmental violations divided by the total number of factories audited. The KPI reflects the incidence of high-risk findings only and does not consider corrective actions or closure status.

Understanding impacts and risks in our value chain: How we engage with workers

ESRS S2-2

To identify material impacts, risks, and opportunities in the value chain, we utilize a risk-based approach to supplier management and monitoring, rather than engaging directly with workers. We gather input from workers mainly through audits, conducted particularly on Tier 1 upstream suppliers. Our direct interaction with value chain workers is limited due to the dispersed nature of our global supply chains.

These audits capture risks and impacts such as excessive working hours, inadequate safety measures, and noncompliance with labor rights. We incorporate these issues as material matters into our sustainability reporting.

This approach is consistent with current regulatory frameworks. They allow companies to use proxy data, estimates, and indirect supplier engagement when direct worker interaction is limited, provided they exercise "reasonable efforts" to obtain data and assess material impacts and risks accurately.

PIP Global Safety's Supplier Compliance Teams gain insights into workers' perspectives, including from workers more vulnerable to negative impacts. The teams use foundational compliance programs and tools like TrusTrace and Sedex, country-based risk assessments and supply chain mapping, annual SMETA audits or equivalent alternatives, on-site evaluations, and supplier scorecards. However, direct engagement focused specifically on vulnerable workers is currently not in place.

Our responsible sourcing and supply chain management is still evolving, and direct engagement methods for value chain workers are not yet fully developed. Although we have introduced tools like TrusTrace and Sedex, we are still working to expand practices such as comprehensive audits, advanced data management, and global traceability across our company.

As stated in our SCoC, we encourage all suppliers and their employees to report any violations of our policies or the Code directly to PIP Global Safety. Workers or value chain participants can use our whistleblower system to raise concerns (see more details in *Corporate management*). All forms of retaliation against whistleblowers are strictly prohibited, and partners are required to fully cooperate with any investigations. As a socially responsible company, we recognize the importance of providing accessible, trusted, and effective mechanisms for stakeholders to report complaints or grievances in a safe and confidential manner.

Our holistic approach to supplier management

ESRS S2-4 ESRS G1-2

Our holistic supplier management focuses on ensuring operational integrity and continuous improvement, alignment with regulatory requirements, internal standards, and industry best practices.

Based on our ESG risk and supplier compliance management, we strive to prevent, mitigate, and remediate adverse impacts on value chain workers such as forced labor, child labor, unfair wages, unsafe working conditions, and discrimination.

We have allocated dedicated personnel and financial resources to support comprehensive supplier audits, seamless integration with traceability platforms, targeted training programs, and remediation follow-ups. Our OGSC Team actively manages supplier relationships and oversees their compliance with ESG standards.

They are also responsible for the regular reporting and obtaining external assurance in accordance with applicable legislation, such as the Canadian Bill S-211 and the Australian Modern Slavery Act.

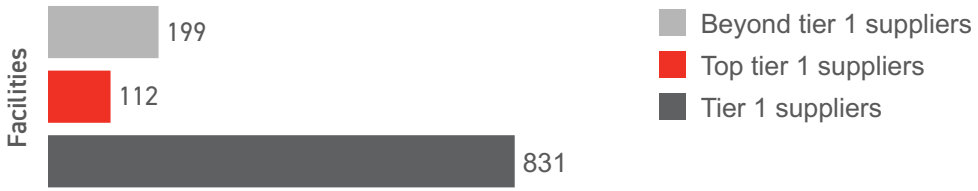
Supplier selection and onboarding

We are committed to partnering with suppliers that provide a safe and fair workplace while also respecting the environment. This is why we have integrated a robust pre-qualification process into our supplier selection and management. It combines on-site visits (where possible) with in-depth assessments that include ESG criteria.

Suppliers are required to formally acknowledge and adhere to our sustainability expectations by signing our SCoC and its complementary Sustainability Handbook for Suppliers.

New suppliers, particularly high-risk and strategic suppliers, undergo an annual SMETA 4-pillar audit or an equivalent alternative. These assessments verify compliance across four key pillars: labor standards, health and safety, environment, and business ethics. The audit forms the foundation of our due diligence and risk management process, helping to prevent forced and child labor and other human rights violations in our supply chain.

Number of suppliers' facilities manufacturing PIP products during FY26



Monitoring and performance management

Our OGSC Team uses a risk-based approach to monitor supplier performance and reduce material compliance risks. We categorize our key suppliers by ESG risk levels, based on factors such as country of origin and specific risk indicators (for example, the Global Slavery Index or critical product categories). Suppliers we identify as high risk are subject to stricter due diligence measures, including quarterly and annual performance evaluations, on-site factory inspections, and assessment updates.

In 2024, we completed a Supplier Country Risk Analysis to strengthen due diligence with suppliers identified as high risk, and increase the effectiveness of our engagement with these suppliers through targeted initiatives.

The OGSC Team continuously monitors the compliance of all Tier 1 suppliers with its Ethical Sourcing Policies and annual SMETA audits or equivalent alternatives. The team uses the Sedex platform to track audit results and remediation status. It also maintains a supplier scorecard for strategic and leverage partners, which is regularly reviewed by our senior management. The scorecards track compliance with SMETA audit or equivalent alternatives findings, product specifications, operational requirements, quality standards, and continuous improvement initiatives.

These multifaceted reviews aim to identify and address potential compliance gaps and ensure that our suppliers' conduct aligns with PIP Global Safety's operational, strategic, and regulatory expectations.

Traceability and transparency

To enhance supply chain transparency and product traceability, PIP Global Safety partnered with TrusTrace in 2023 and renewed the contract for another two years in July 2025. We currently use the tool to improve the traceability of cotton products sold in the US. This assessment extends beyond Tier 1 suppliers, improving our identification of potential risk hotspots and enabling targeted capacity-building initiatives.

TrusTrace allows us to use real-time mapping and verification of supply chain nodes, facilitates the collection of verifiable evidence (such as purchase orders, invoices, and certificates), and supports our compliance efforts on regulated legislation such as the Modern Slavery Act and Uyghur Forced Labor Prevention Act (UFLPA).

Direct engagement

The PIP Global Safety Supplier Conference is a regular event that allows us to engage with key Tier 1 suppliers, with a particular focus on ethical business practices and sustainability compliance.

The most recent conference, held in May 2023 in Shanghai, provided a high-level forum to reinforce our company's sustainability programs, communicate enhanced supplier compliance and ESG expectations, and foster increased capacity building. The event highlighted our partnerships with Sedex and TrusTrace, showcasing the latest advancements in supply chain monitoring and digital traceability. We also held discussions on critical issues including forced labor risk mitigation, ethical sourcing, and continuous supplier performance improvement.

Evaluating effectiveness

We evaluate the effectiveness of these measures and their outcomes through audit performance trends, supplier scorecards, monitoring the rate at which corrective actions are completed, and new supplier engagement KPIs. The KPIs include the proportion of suppliers covered by audits, reductions in critical noncompliances, and the progress on remediation efforts, among others.

We document instances where actions have not produced intended outcomes, analyze root causes, and revise our approach accordingly. PIP Global Safety is still implementing its sustainability supplier compliance framework and resolving existing data gaps. We are pursuing an extended approach to supply chain management to enhance the scope, quality, and effectiveness of our assessments.

We're not just building better products - we're building better supply chains

An interview with PIP Global Safety's Chief Supply Chain Officer and the Supplier Management Director

As supply chains become more global and complex, the social impact of sourcing decisions is now a core pillar of sustainability. As PIP Global Safety's products rely on an international network of manufacturing partners, we have sharpened our focus on responsible sourcing, workforce well-being, and human rights due diligence across our value chain.

We spoke with Nathan McCormick, PIP Global Safety's Chief Supply Chain Officer, and Julie Robertson, our Director of Supplier Management, about how PIP Global Safety is strengthening its social impact strategy and what's changing behind the scenes.

PIP Global Safety's sustainability report highlights a stronger emphasis on social impact within the supply chain. Why is this a strategic priority?

Nathan McCormick: It's because our responsibility extends far beyond the products we sell. PPE is about protecting people, and that commitment must include the workers who make our products. Social impact - fair labor, safe working conditions, ethical recruitment - is now inseparable from operational excellence. Our customers expect it. Regulators expect it. Most importantly, we expect it of ourselves. Managing social impact is not a side initiative; it's a core component of how we build a resilient, credible, and future-proof supply chain.

"Social impact can no longer be managed from the sidelines. It must be embedded in every decision, every partnership, and every operational milestone."

NATHAN McCORMICK

Chief Supply Chain Officer

Ensuring responsible labor practices across a global network is a complex task. What concrete steps has PIP Global Safety taken to strengthen oversight and accountability?

Nathan McCormick: We have significantly expanded our due diligence process as well as the team monitoring it. That includes strengthening our SCoC in line with international standards and increasing the frequency and scale of third-party audits.

We also implemented structured and regular meetings with the team to examine issues such as working hours, health and safety protections, grievance mechanisms, and recruitment practices. These steps are moving us toward a more proactive model: instead of catching issues after they occur, we are building systems that prevent them.

Looking ahead, what direction do you see PIP Global Safety's social impact management taking?

Nathan McCormick: We're moving toward greater traceability, real-time data visibility, and closer engagement with suppliers. New global regulations around human rights due diligence are accelerating this transition. We plan to integrate more supplier performance metrics, expand remediation programs, and continue investing in training.

It all starts with a clear vision: a supply chain where every worker is safe, respected, and part of a system that values transparency. In the future, social sustainability will be as measurable as carbon emissions and energy use are today.

> Social responsibility is a partnership, not a checklist."

JULIE ROBERTSON

Director of Supplier Management

From the front line of supplier engagement, what are the biggest social-impact challenges you encounter?

Julie Robertson: A lot of suppliers operate in regions where the expectations around labor standards are rapidly evolving. Some of the core challenges include excessive working hours, gaps in worker representation, and inconsistent occupational health practices. That's why our role is not just to audit, but to guide. Once our suppliers understand why social standards matter - not only to PIP Global Safety, but to their own workforce - progress happens much faster.

PIP Global Safety partners with TrusTrace to enhance traceability. How has this transformed the way you engage suppliers for social issues?

Julie Robertson: It has been a game-changer from the very first step. Traceability is the backbone of responsible sourcing. TrusTrace enhances our efficiency in collecting and verifying supplier data, which in turn drives transparency across material sourcing, facility locations, and certifications.

This level of transparency supports everything we do, from risk monitoring to regulatory compliance and reporting. It empowers us to identify trends early, engage suppliers with better insights, and build stronger, more trust-based relationships. Ultimately, it helps ensure that the people behind our products are treated fairly.

A shared commitment

As PIP Global Safety continues enhancing its sustainability strategy, one theme from both Nathan McCormick and Julie Robertson is unmistakable: managing social impact is about putting people first. Through stronger standards, closer supplier relationships, and new digital tools, PIP Global Safety is building a supply chain where worker well-being is treated as a fundamental business requirement - not a differentiator.

GOVERNANCE

CORPORATE MANAGEMENT

PIP Global Safety's commitment to ethical leadership extends across all levels of its global organization. We believe that effective governance is fundamental to maintaining stakeholder trust and achieving sustainable long-term success. Our approach is anchored in clear ethical standards, transparent decision-making, and a strong culture of compliance. Our Global Code of Conduct provides a robust framework for responsible business practices, ensuring that integrity, accountability, and innovation are reflected in our daily operations at every level of our company. We also foster an environment that encourages open communication and empowers our employees to raise concerns through established channels, including a designated whistleblower system.

SPOTLIGHT

Introduction of the Global Code of Conduct to all PIP Global Safety employees.

Independent and anonymous reporting mechanism: An externally operated, confidential reporting platform available to different stakeholder accessible at any time.

Zero data breaches that involved personal data and therefore zero customers affected by data breaches.

What moves us

ESRS 2 SBM-3

Standard	Sub-topic	Type	Title	Value Chain	Character
G1	Corporate culture				
		Impact (negative)	Actual negative impact on corporate culture due to a lack of coherence in corporate policies and heterogenous corporate identities.		
		Impact (positive)	Actual positive impact on whistleblowers through the offering of anonymous channels.	Own business	Actual

Our approach to corporate culture and business conduct

ESRS G1-1

Our commitment to ethical business practices is underpinned by policies that shape our corporate culture and guide responsible conduct throughout our organization. We recognize that fostering a transparent, ethical, and inclusive workplace is essential for long-term value creation and stakeholder trust.

Global Code of Conduct

Our values are reinforced through our Global Code of Conduct, which promotes the key principles that guide our culture, behavior, and decision making. The Code covers a range of topics such as fair competition and anti-trust, anti-corruption and anti-bribery, health and safety, harassment and discrimination, and whistleblower protection. It applies to all employees, contractors, consultants, partners, and any other representatives of our organization, regardless of their role or location. The Code was rolled out to all PIP Global Safety employees in April 2025, and all employees were required to acknowledge their receipt and review of the Code. The Code is distributed to all employees without exception and made available in various languages. We accompanied its rollout with internal communication measures such as a poster campaign to maximize its visibility. We also conducted local awareness sessions to ensure our employees understand the document's implications in their respective regions.

We consistently promote and emphasize our corporate culture at group events such as town halls, regional meetings, and sales conferences. We integrate content that reflects our values and ethical standards into these meeting formats across all sites to foster a unified, purpose-driven culture.

Our whistleblowing systems and reporting channels

ESRS G1-1

We offer an independent and anonymous website and phone-based reporting platform for concerns related to topics within our Code of Conduct. Reports can be submitted confidentially and anonymously by all PIP Global Safety employees, vendors, suppliers, and business partners, as well as members of our subsidiaries in cases of suspected violations of laws or regulations. Access to send a report is unrestricted unless legally required in specific jurisdictions. If a specific jurisdiction does not cover specific whistleblowing regulations, violations can still be addressed to a manager or a representative of our HR or Legal Department if necessary. Reports can be submitted at any time, either via an external website available in 11 languages or by phone in 28 languages.

The HR Operations Team, with the support of the General Counsel (as needed), assesses reports at the Group level. These assessments determine whether the report indicates an employee grievance or a legal or ethical violation. They also evaluate whether our central teams or a trusted third party should lead the investigation. Our HR Operations Team defines risk mitigation measures as needed. PIP Global Safety maintains contact with whistleblowers throughout the process, where possible and appropriate. Protecting whistleblowers from retaliation is a key component of our grievance mechanism.

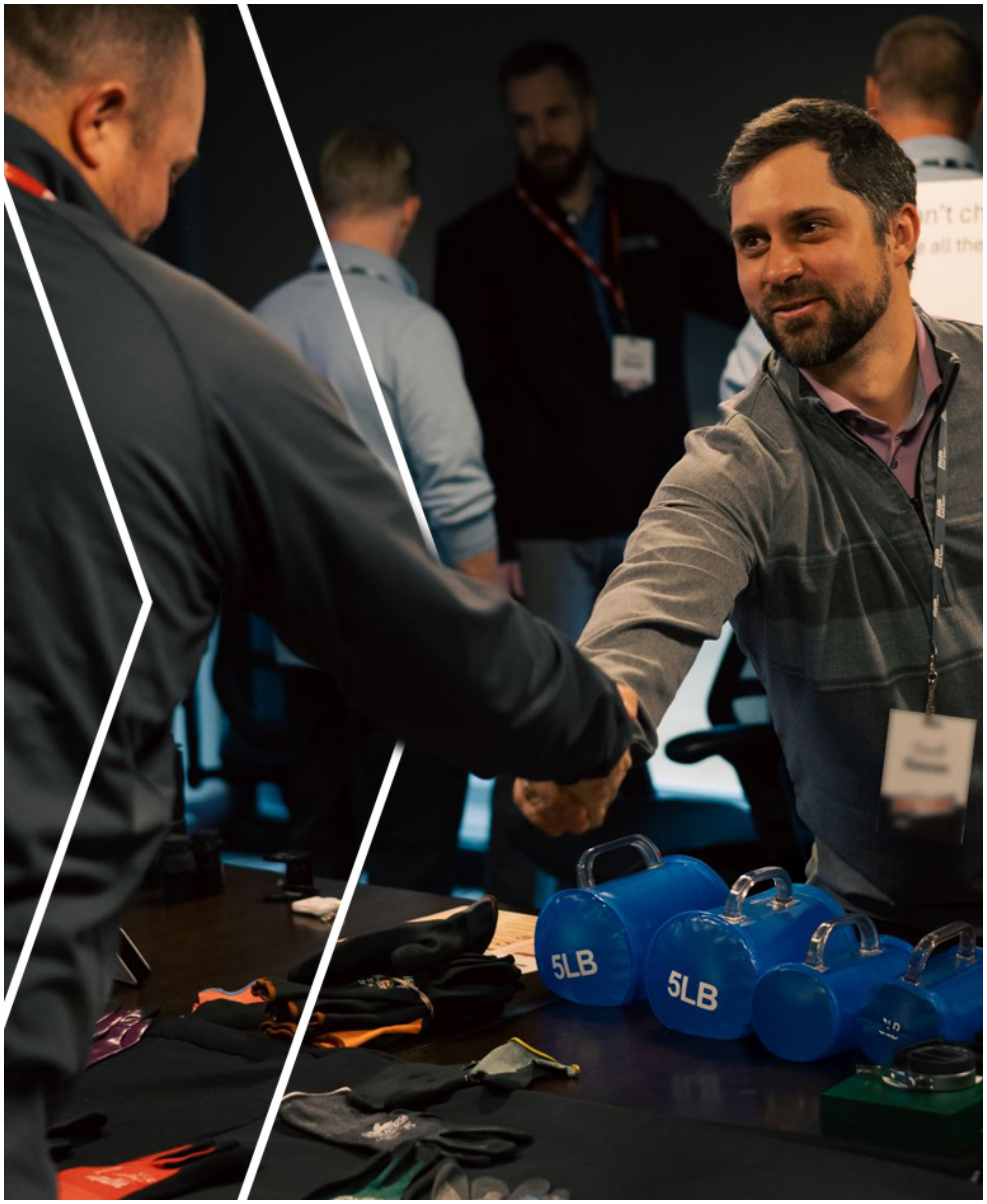
All open cases are reviewed weekly by our HR Operations Team. If we identify or anticipate any violations of human rights or environmental obligations, we take prompt corrective action. The progress and outcome of each case are reported to the Leadership Team and supervisory bodies as part of our corporate governance oversight processes. During FY26, we documented 3 confirmed complaints through our whistleblower system.

How we prevent corruption and bribery

ESRS G1-3

We are committed to conducting business in full compliance with local laws, and expect the same from our employees and partners. We recognize that employees in functions such as Finance, Sales, and Supply Chain are particularly exposed to corruption and bribery risks. To mitigate these risks, we conduct comprehensive audits that meet or exceed statutory requirements on legal and ethical standards. Our whistleblower system also promotes transparency and accountability.

Our governance measures for detecting and addressing corruption or bribery are reviewed as needed. At present, we do not have specific procedures or plans to adopt new guidelines. We do, however, aim to expand our preventative measures by educating our teams, especially those who visit suppliers directly, on how to identify potential incidents of corruption and bribery.



Our approach to data security

SASB CG-MR-230a

Effective data security management is crucial to maintaining the integrity of our operations and protecting sensitive information across our global supply chain. By proactively addressing cybersecurity risks, we reinforce our commitment to responsible business practices.

PIP Global Safety has implemented the NIST Cybersecurity Framework (CSF) 2.0 established by the US National Institute of Standards and Technology. The framework guides our approach through its six core functions: Govern, Identify, Protect, Detect, Respond, and Recover. The NIST CSF enables us to continuously assess risks, strengthen our defenses, and respond effectively to incidents. Oversight of cybersecurity governance is led by our Chief Information Security Officer (CISO), who collaborates with cross-functional teams to align our security practices with business objectives. A dedicated Cybersecurity Response Team coordinates our incident management, which is designed for timely detection, containment, and recovery from potential threats, bolstering our operational resilience.

During the reporting period, we recorded no data breaches, and consequently no customers were affected. These results reflect the effectiveness of our data protection and information security controls.

A legacy of safety: How PIP Global Safety became a multi-billion-dollar family success

Where it all began

The story of PIP Global Safety has never been just about products. It has always been a story of people - of entrepreneurship, partnership, and purpose.

Nearly 40 years ago, Joe Milot, a 29-year-old enthusiastic accountant from upstate New York, crossed paths with Wellson Tao, a glove importer facing a challenging business deal. With no experience in gloves but plenty of grit, Joe stepped in and promised to help sell a stranded shipment. That fateful handshake was the genesis of Protective Industrial Products, now known as PIP Global Safety.

Joe and Wellson launched the company together at a time when both were building young families. They believed in a simple but bold idea: everyone deserves reliable, high-quality safety gear, no matter where they are in the world.

By 2018, PIP Global Safety had grown into a USD 300 million global business. When Wellson retired, Joe partnered with an investment firm to accelerate growth. Momentum followed with new product lines and a deeper global reach. In 2020, Odyssey Investment Partners joined, heralding a new era of global expansion.

Today, with the recent acquisition of Honeywell's PPE division, PIP Global Safety exceeds USD 2 billion in revenue, around 6,500 employees, 30 plants, and 50 locations worldwide. Despite this significant scale, the founding vision remains unchanged: best-in-class safety products, unmatched service, and a commitment to protecting not just people, but the planet and the supply chain behind every item.

From that spark of entrepreneurial spirit, PIP Global Safety has evolved into one of the world's most comprehensive providers of PPE, covering workers from head to toe with brands including G-Tek®, Grippaz®, Howard Leight®, North®, Miller®, Soll®, Bisley Workwear®, Issaline®, Puma Safety®, Albatros®, Oliver®, Salisbury®, Morning Pride®, and many others. But beneath this global success lies something much more personal: a legacy passed down from one generation to the next.

Growing up with the business: A conversation with Bridget Milot Ren

As Chief Legal and Integration Officer, Bridget Milot Ren has watched PIP Global Safety grow not just from the inside, but during her own childhood.

"My earliest memories of PIP Global Safety are of my dad, Joe, taking calls at the kitchen table late into the night," Bridget says. "Back then, it wasn't a global company; it was a dream built on belief and hard work. Growing up, I saw firsthand that responsibility is more than a corporate phrase - it's a family value."

For Bridget, the company's rapid expansion only heightens the weight of that responsibility.

"We've become a global organization, but our heartbeat remains the same. We still take things personally, like the safety of our workers, the integrity of our supply chain, and how we treat people. Being a family business demands responsible ownership, and that means living our core values of customer-centricity, innovation, accountability, tenacity, and integrity."

She frames PIP Global Safety's evolution not just as growth, but as stewardship of a mission, a workforce, and a legacy.

"Scale brings complexity, but it also amplifies our ability to do good," she says. "Philanthropy, sustainability, social responsibility - these aren't side projects. They're part of who we are. My dad and Wellson Tao built this company for people. Now my generation must build it for the future."

"Philanthropy, sustainability, social responsibility - these aren't side projects. They're part of who we are."

BRIDGET MILOT REN

Chief Legal and Integration Officer

Continuing a global legacy: A conversation with Paul Tao

On the other side of the world, Paul Tao, Managing Director of China and OGSC, grew up with his father's founding role shaping his own path.

"Our father, Wellson, always told the four of us siblings that business is really about people and their trust," Paul said. "He and Joe started PIP Global Safety on a leap of trust - in each other, in their word, and in the belief that people everywhere deserve better protection. That value runs deep in both of our families."

For Paul, leading operations across China and other parts of Asia carries both emotional resonance and social responsibility. "We oversee thousands of workers and dozens of facilities. Every decision we make affects real people - their livelihoods, their safety, and their environment," he says. "That's why sustainability isn't optional. When you grow up in a family business, you think ahead in generations, not quarters." When asked about the company's size today, he says: "When I see PIP Global Safety at USD 2 billion, it's astounding. But the culture? It still feels like a family. We debate, we collaborate, we show up for each other. Growth hasn't diluted who we are. We remain humble in listening to our customers' pain points, and work hard to deliver solutions that create a better future for everyone."

"Innovation keeps us competitive. Tenacity keeps us moving. Integrity keeps us grounded. But accountability is what binds everything together. We owe it to our employees and the millions who rely on our products every day."

A family story, written across continents

PIP Global Safety's journey, from a single shipment of gloves to a multi-billion-dollar independent global leader, is clearly extraordinary. But what makes the story truly unique is its continuity: two families, two founders, and now the next generation leading the company with the same drive, heart, and sense of responsibility that started it all.

PIP Global Safety's future is shaped by global scale and bold investments, but also by something more enduring: a shared belief that protecting people is a calling as much as a business. And in the hands of Bridget Milot Ren and Paul Tao, that calling remains very much a family affair.

> "When you grow up in a family business, you think ahead in generations, not quarters."

PAUL TAO

Managing Director of China and One Global Supply Chain

CORPORATE CITIZENSHIP

As a previously family-owned company, corporate social responsibility, especially toward our employees, is very important. Similarly, we are equally committed to supporting and engaging with our host communities through partnerships with organizations in our community engagement programs.

Partnerships and donations

During its Christmas gathering, the PIP Global Safety Global Sustainability Team made a modest charitable contribution to SOS Children's Villages, supporting several projects aligned with the UN SDGs. The donation contributed to initiatives focused on newborn care, safe childbirth, access to nutritious food, education, healthcare services, and the provision of drought-resistant seeds to strengthen food security and climate resilience in vulnerable communities.

The National Breast Cancer Foundation (NBCF) is one of Australia's leading non-profit organizations, funding world-class research toward its goal of recording zero deaths from breast cancer. PIP ANZ, part of PIP Global Safety, has been a committed partner and supporter of the NCBF since 2014 and has raised over AUD 740 000 to date. Members of our Marketing Team regularly volunteer their time with the NBCF to provide support in any way they can.

Bisley Workwear also maintains a long-standing partnership with Tour de Cure, an organization dedicated to funding cancer research. Since 2011, we have supported its mission by sponsoring the initiative and providing sports uniforms. In addition, the sale of our pink ratchet tie-downs, developed in collaboration with our LING Height Safety Team and the McGrath Foundation, has generated more than AUD 55 000 to raise awareness of cancer and contribute to ongoing research efforts.

PIP ISM company visit from a nearby school

In 2025, PIP Global Safety in Germany welcomed 26 students from the nearby school Marienschule in Lippstadt as part of an initiative to give young people practical insights into our training opportunities and daily business operations. The visit included an introduction to our company, insights into our training programs and corporate management, an interactive quiz, information on our application process and requirements, and a guided tour of our testing lab.

Employee well-being

Across several locations, we have integrated morning stretches into every pre-start meeting for working shifts to strengthen team health awareness and well-being. In addition, monthly team lunches help to foster informal exchanges and a sense of community.

Across other sites, we offer a diverse range of activities. Teams regularly come together for cycling, soccer, visits to the autumn fair, and nine-pin bowling, while an e-bike leasing program supports sustainable mobility choices. We further strengthen employee engagement and workplace culture with seasonal celebrations, like annual holiday parties and summer festivals.

APPENDIX

ESRS Index

ESRS 2 IRO-2

Requirement	Title	Reference
ESRS 2	General disclosures	
ESRS 2 BP-1	General basis for preparation of the sustainability statement	Report profile
ESRS 2 BP-2	Disclosures in relation to specific circumstances	Report profile
ESRS 2 GOV-1	The role of the administrative, management and supervisory bodies	Our general governance
ESRS 2 GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	How we pursue our sustainability ambitions
ESRS 2 GOV-4	Statement on sustainability due diligence	How we pursue our sustainability ambitions
ESRS 2 GOV-5	Risk management and internal controls over sustainability reporting	How we pursue our sustainability ambitions
ESRS 2 SBM-1	Strategy, business model and value chain	About PIP Global Safety How we pursue our sustainability ambitions
ESRS 2 SBM-2	Interests and views of stakeholders	Interests and views of stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Material impacts, risks and opportunities at PIP Global Safety
ESRS 2 IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
ESRS 2 IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	ESRS Index
E1	Climate change	
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Material impacts, risks and opportunities at PIP Global Safety
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
E1-2	Policies related to climate change mitigation and adaptation	Our concepts & policies related to climate change mitigation Our concepts and policies related to sustainability in our own operations
E1-3	Actions and resources in relation to climate change policies	Our climate change mitigation and adaptation measures Our actions and measures to maintain sustainability in our own operations
E1-5	Energy consumption and mix	Our energy management
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	PIP Global Safety's GHG emissions
E2	Pollution	

Requirement	Title	Reference
ESRS 2 IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
E2-1	Policies related to pollution	Our concepts and policies related to product sustainability Our concepts and policies related to environmental impacts in our supply chain
E2-2	Actions and resources related to pollution	Our actions and measures to ensure product sustainability Our actions and measures to reduce environmental impacts in our supply chain
E3	Water and marine resource	
ESRS 2 IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
E3-1	Policies related to water and marine resources	Our concepts and policies related to environmental impacts in our supply chain
E3-2	Actions and resources related to water and marine resources	Our actions and measures to reduce environmental impacts in our supply chain
E4	Biodiversity and ecosystems	
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Material impacts, risks and opportunities at PIP Global Safety
ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
E4-2	Policies related to biodiversity and ecosystems	Our concepts and policies related to environmental impacts in our supply chain
E4-3	Actions and resources related to biodiversity and ecosystems	Our actions and measures to reduce environmental impacts in your supply chain
E5	Resource use and circular economy	
ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
E5-1	Policies related to resource use and circular economy	Our concepts and policies related to sustainability in our own operations Our concepts and policies related to product sustainability Our concepts and policies related to environmental impacts in our supply chain

Requirement	Title	Reference
E5-2	Actions and resources related to resource use and circular economy	Our actions and measures to maintain sustainability in our own operations Our actions and measures to ensure product sustainability Our actions and measures to reduce environmental impacts in your supply chain
E5-4	Resource inflows	The materials we use
E5-5	Resource outflows	Our waste management The materials we use
S1	Own Workforce	
ESRS 2 SBM-2	Interests and views of stakeholders	Interests and views of stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Material impacts, risks and opportunities at PIP Global Safety
S1-1	Policies related to own workforce	Our concepts and policies related to PIP Global Safety's workforce
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	How we involve our employees
S1-3	Processes to remediate negative impacts and channels for its own workforce to raise concerns	How we foster a safe, fair, and respectful work environment
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions.	Our actions and measures to promote employee satisfaction
S1-6	Characteristics of the undertaking's employees	Our employee characteristics
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Our employee characteristics
S1-9	Diversity metrics	How we foster a safe, fair, and respectful work environment
S1-13	Training and skills development metrics	How we foster a safe, fair, and respectful work environment Our actions and measures to promote employee satisfaction
S1-14	Health and safety metrics	How we foster a safe, fair, and respectful work environment
S1-17	Incidents, complaints and severe human rights impacts	How we involve our employees
S2	Workers in the value chain	
ESRS 2 SBM-2	Interests and views of stakeholders	Interests and views of stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Material impacts, risks and opportunities at PIP Global Safety
S2-1	Policies related to value chain workers	Our concepts and policies related to the workers in our supply chain
S2-2	Processes for engaging with value chain workers about impacts	Understanding impacts and risks in our value chain: How we engage with workers
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	How we manage our relationships with suppliers and workers in the value chain

Requirement	Title	Reference
S2-4	Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	How we manage our relationships with suppliers and workers in the value chain Our holistic approach to supplier management
S4	Customers and end users	
ESRS 2 SBM-2	Interests and views of stakeholders	Interests and views of stakeholders
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business mode	Material impacts, risks and opportunities at PIP Global Safety
S4-1	Policies related to consumers and end users	Our supplier quality management system
S4-2	Processes for engaging with consumers and end users about impacts	How we promote product safety for our customers
S4-3	Processes to remediate negative impacts and channels for consumers and end users to raise concerns	How we promote product safety for our customers
S4-4	Taking action on material impacts on consumers and end users, and approaches to managing material risks and pursuing material opportunities related to consumers and end users, and effectiveness of those actions	Our actions and measures to ensure product sustainability
G1	Business Conduct	
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	Our general governance
ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Process of identifying material impacts, risks and opportunities
G1-1	Business conduct policies and corporate culture	Our approach to to corporate culture and business conduct Our whistleblowing systems and reporting channels
G1-2	Management of relationships with suppliers	Our holistic approach to supplier management
G1-3	Prevention and detection of corruption and bribery	How we prevent corruption and bribery

SDG Index

The 2030 Agenda for Sustainable Development, adopted by all UN Member States in 2015, provides a global framework to ensure peace and prosperity for people and the planet. At its core are the 17 Sustainable Development Goals (SDGs), calling for urgent, collaborative action worldwide. We understand and value the impact of the SDGs as one of our guiding frameworks for our actions. With its business model, PIP Global Safety contributes to the SDG 3 – Good Health and Well-Being as a core element. Promoting health and well-being is our highest priority. With occupational safety clothing as our main line of business, we take this aspect very seriously and make an active contribution to workplace safety and health.

The following index highlights PIP Global Safety's commitment as outlined in this Sustainability Report:

3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND	
X			X				Our approach to sustainability
					X		Our approach to climate change
		X		X			Managing environmental impacts in our own operations
X				X			Product sustainability
				X		X	Managing environmental impacts in our supply chain
X	X		X				Our employees
X	X		X				Managing social impacts in our supply chain
			X				Corporate management

SASB Content Index

PIP Global Safety is committed to transparency and accountability in its sustainability practices. To align with leading stakeholder expectations and enhance comparability, we have voluntarily adopted the SASB framework. The SASB Content Index includes only those metrics that are disclosed in this Report. The SASB framework provides industry-specific guidance on financially material sustainability topics. For PIP Global Safety, the relevant industries include:

- Consumer Goods: Apparel, Accessories & Footwear
- Consumer Goods: Multiline and Specialty Retailers & Distributors
- Resource Transformation: Industrial Machinery & Goods

By voluntary disclosing these standards, PIP Global Safety aims to meet investor demands for consistent ESG information, enhance transparency on sustainability topics, and align with best practices in the US market, as SASB has become a popular benchmark for sustainability reporting.

Topic/code/requirement	Response/reference
Apparel, Accessories & Footwear	
Activity Metric	
CG-AA-000.A Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Managing social impacts in our supply chain
Management of Chemicals in Products	
CG-AA-250a.1 Discussion of processes to maintain compliance with restricted substances regulations	The materials we use
CG-AA-250a.2 Discussion of processes to assess and manage risks or hazards associated with chemicals in products	The materials we use
Labour Conditions in the Supply Chain	
CG-AA-430b.1 Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct, (3) percentage of total audits conducted by a third-party auditor	How we manage our relationships with suppliers and workers in the value chain
CG-AA-430b.2 (1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labour code of conduct audits	How we manage our relationships with suppliers and workers in the value chain
CG-AA-430b.3 Description of the greatest (1) labour and (2) environmental, health and safety risks in the supply chain	Managing environmental impacts in our supply chain Managing social impacts in our supply chain

Cont.

Raw Materials Sourcing	
CG-AA-440a.3 (1) List of priority raw materials; for each priority raw material: (2) environmental or social factor(s) most likely to threaten sourcing, (3) discussion on business risks or opportunities associated with environmental or social factors and (4) management strategy for addressing business risks and opportunities	The materials we use
Multiline and Specialty Retailers & Distributors	
Activity Metrics	
CG-MR-000.A Number of: (1) retail locations and (2) distribution centres	(1) not reported (2) Our approach to sustainability
CG-MR-000.B Total area of: (1) retail space and (2) distribution centres	(1) not reported (2) About PIP Global Safety
Energy Management in Retail & Distribution	
CG-MR-130a.1 (1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Our energy management
Data Security	
CG-MR-230a.1 Description of approach to identifying and addressing data security risks	Our approach to data security
CG-MR-230a.2 (1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	Our approach to data security

Cont.

Labour Practices	
CG-MR-310a.2 (1) Voluntary and (2) involuntary turnover rate for in-store and distribution centre employees	Our employee characteristics
CG-MR-310a.3 Total amount of monetary losses as a result of legal proceedings associated with labour law violations	How we foster a safe, fair, and respectful work environment
Workforce Diversity & Inclusion	
CG-MR-330a.1 Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	Our employee characteristics How we foster a safe, fair, and respectful work environment
CG-MR-330a.2 Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	How we foster a safe, fair, and respectful work environment
Product Sourcing, Packaging & Marketing	
CG-MR-410a.2 Discussion of processes to assess and manage risks or hazards associated with chemicals in products	The materials we use
CG-MR-410a.3 Discussion of strategies to reduce the environmental impact of packaging	The materials we use
Industrial Machinery & Goods	
Activity Metrics	
RT-IG-000.A Number of units produced by product category	How we promote product safety for our customers
RT-IG-000.B Number of employees	About PIP Global Safety Our employee characteristics

Cont.

Energy Management	
RT-IG-130a.1	
(1) Total energy consumed,	
(2) percentage grid electricity and	
(3) percentage renewable	Our energy management
Workforce Health & Safety	
RT-IG-320a.1	
(1) Total recordable incident rate (TRIR),	(1), (2) How we foster a safe, fair, and respectful work environment
(2) fatality rate, and	
(3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	(3) not reported

Glossary

ABS	Acrylonitrile Butadiene Styrene
ADA	Americans with Disabilities Act
AFIRM	Apparel and Footwear International RSL Management
ANZ	Australia and New Zealand
APAC	Asia-Pacific
B2B	Business-to-Business
B2C	Business-to-Consumer
CAP	Corrective Action Plan
CAPA	Corrective Actions and Preventive Actions
CE	Conformité Européenne
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CLIO	Chief Legal & Integration Officer
CMO	Chief Marketing Officer
CRM	Customer Relations Management
CSCO	Chief Supply Chain Officer
CSF	Cybersecurity Framework
DMA	Double materiality assessment
EAP	Employee Assistance Program
EHS	Environmental, Health and Safety
EMEA	Europe, Middle East and Africa
ESRS	European Sustainability Reporting Standards
EUDR	Regulation 2023/1115 EU-Deforestation Regulation
EV	Electric Vehicle
FMLA	Family and Medical Leave Act
FSC	Forest Stewardship Council
FTE	Full-time employees
GHG	Greenhouse gas
GRS	Global Recycling Standard
HDPE	High-density polyethylene
IEA	International Energy Agency
ILO	International Labor Organization
IPCC	Intergovernmental Panel on Climate Change
IRO	Impact, Risk, and Opportunity
KPI	Key Performance Indicator
LMS	Learning Management System
NZE	Net Zero Emissions
OECD	Organization for Economic Co-operation and Development
OGSC	One Global Supply Chain
OGSC QA	One Global Supply Chain quality assurance
OSHA	Occupational Safety and Health Administration
OIP	Odyssey Investment Partners
PE	Polyethylene
PFAS	Per- and Polyfluoroalkyl Substances
PIP	Protective Industrial Products Inc.
PP	Polypropylene
PPE	Personal Protective Equipment
PPWR	Packaging and Packaging Waste Regulation
QMS	Quality management system
RCS	Recycled Claim Standard
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SCoC	Supplier Code of Conduct
SDG	Sustainable Development Goals
SMETA	Sedex Members' Ethical Trade Audit
SOP	Standard Operating Procedure
SSP	Shared Socioeconomic Pathways
TCFD	Task Force on Climate-related Financial Disclosures
UFLPA	Uyghur Forced Labor Prevention Act
UNGP	UN Guiding Principles on Business and Human Rights

Impressum and Contact

Publisher

Protective Industrial Products, Inc. (PIP Global Safety)

25 British American Blvd.

Latham, NY 12110

Phone: +1 518-861-0133

https://us.pipglobal.com/en/

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Responsible for the Content

Global Sustainability, PIP Global Safety

sustainability@pipglobalsafety.com

Concept and Consultation

Forvis Mazars ESG GmbH & Co. KG

Design

North America Marketing, PIP Global Safety

Picture Credits

PIP Global Safety, Adobe Stock

Contact Details

Global Communications, PIP Global Safety

communications@pipglobalsafety.com

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Protective Industrial Products, Inc. (PIP Global Safety)

25 British American Blvd.

Latham, NY 12110

Phone: +1 518-861-0133

https://us.pipglobal.com/en/