



**Update 2026**

# Sustainable Development Report





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## Introduction

This second Sustainability Report marks a new chapter in our ongoing commitment to responsible growth and long-term value creation. Building on the foundations laid in our first publication, it reflects the progress made by Olivia Garden Europe and further clarifies our priorities across our key sustainability topics. It covers all Olivia Garden Europe activities for the years 2024 and 2025 and demonstrates how our commitments are increasingly embedded into our operations, decision-making processes, and strategic direction.

A defining milestone of this reporting period — and our most significant achievement — has been obtaining the B Corp certification. This recognition validates the depth of our efforts across governance, social and environmental performance, and accountability. It also confirms that sustainability is not a standalone initiative, but an integral part of how we operate and grow as a company.

Over the past years, sustainability has evolved from a series of initiatives into a structured and measurable roadmap. This report highlights both the tangible advancements achieved during 2024 and 2025 and the challenges that continue to shape our journey. It also provides updated insights into areas where long-term projects require sustained effort, transparency, and collaboration.

Looking ahead, our next publication, planned for 2027, will present Olivia Garden Europe's sustainability achievements and performance for the year 2026. A big focus will lie on further integrating our sustainability KPIs into the strategic planning and processes at OG.

All our publications remain accessible on our website, ensuring transparency and continuity in our communication.

**Marie-Hélène Aldenhoff**

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## Strengthening Our Commitment to Protect Hairdressers

Over the past two years, we have continued to deepen and clarify our purpose: **Make hairdressing be forever**. What started as a strong conviction has evolved into a structured journey that guides our strategic decisions, product development, and internal culture.

Protecting hairdressers means going beyond offering high-performance tools. It means understanding the physical demands of their profession, the environmental impact of our industry, and the social responsibility we share toward the communities we serve.

### From Intention to Integration

During 2024 and 2025, we worked to translate our purpose into concrete actions and measurable commitments. This included:

- Strengthening quality controls to ensure durability and reliability of our tools.
- Embedding sustainability criteria into sourcing and material selection.
- Aligning internal objectives with purpose-driven KPIs.
- Taking initiatives to be closer to hairdressers, listening to their needs, and co-creating solutions that make their work easier and more enjoyable.

Our purpose now serves as a filter for decision-making: new projects, partnerships, and innovations are evaluated not only on performance and profitability, but also on their contribution to protecting professionals and supporting long-term industry resilience.

### Listening to the Professionals

A key update in our purpose journey has been reinforcing our dialogue with hairdressers. Through field feedback, distributor exchanges, trade shows, and training sessions, we have gained deeper insights into their daily challenges.

These conversations have helped us refine our priorities and ensure that our commitments remain rooted in real-world needs.

### Culture and Internal Engagement

Our purpose is also increasingly embedded internally. Teams are encouraged to connect their quarterly objectives to our broader mission. Cross-functional collaboration has improved as sustainability, quality, product, and commercial teams work together toward shared goals.

By strengthening alignment between purpose and operations, we are building a company culture where protecting hairdressers is not a slogan, but a guiding principle.

### The Road Ahead

Our purpose journey remains ongoing. In the coming years, we aim to further formalize impact measurement, expand responsible innovation, and continue raising the standard for professional tools in our industry.

"Make Hairdressing be forever" is not only about today's performance — it is about ensuring that future generations of professionals can thrive in a healthier, more sustainable environment.

dressing be forever. **Make hairdressing be forever. Make**

# 2024 in Brief

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**19,733,048€**

of turnover

**38**

workers

**€123,823**

donated to Think Pink

**11**

events dedicated to Hairdressers

**32.6**

positive employee net promoter score

**11%**

of shipments transported by air (by number of shipments)

**14.8t**

of waste in our Belgian HQ

**3378.1t**

Total CO<sub>2</sub>e emissions

# 2025 in Brief

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**20,329,193€**

of turnover

**38**

workers

**€76,370**

donated to Think Pink

**12**

events dedicated to Hairdressers

**33.3**

positive employee net promoter score

**12%**

of shipments transported by air (by number of shipments)

**11.92t**

of waste in our Belgian HQ

# Sustainable Development Approach

## From External Guidance to Full Internal Ownership

Over the past years, our CSR journey has evolved significantly. After initially building our strategy with the support of an external consultant, we have now fully internalized both the development and monitoring of our sustainability roadmap.

This year marks an important milestone: our CSR strategy and reporting process are now entirely managed internally. This transition reflects our growing maturity, commitment, and ownership of sustainability across the organization.

To ensure alignment and accountability, we have established a monthly cross-departmental CSR meeting, bringing together representatives from each department. These meetings allow us to:

- Monitor progress on key objectives
- Share updates and challenges
- Strengthen collaboration across teams
- Embed sustainability into day-to-day decision-making

This structured internal governance ensures that CSR is no longer a parallel initiative, but an integrated part of how we operate.

## Our 7 Strategic CSR Goals

Our CSR strategy continues to be structured around seven long-term goals that define our priorities and guide our actions:

### 1. Empowering Hairdressers Community

Supporting professional hairdressers through innovation, education, responsible products, and long-term partnerships.

### 2. Happiness and Wellbeing at Work

Creating a positive, safe, and fulfilling work environment that promotes engagement, development, and balance.

### 3. Corporate Governance

Ensuring transparency, ethical decision-making, accountability, and responsible leadership across all levels of the organization.

### 4. Partnership for the Future

Building strong, long-term relationships with suppliers, distributors, and partners based on trust, shared responsibility, and sustainable growth.

### 5. Sustainable Growth

Balancing economic performance with environmental and social responsibility to ensure long-term resilience and value creation.

### 6. Conscious Supply Chain

Improving sourcing practices, supplier engagement, and responsible production standards across our value chain.

### 7. Decarbonisation of Our Product Life Cycle

Reducing greenhouse gas emissions across sourcing, manufacturing, transport, packaging, and end-of-life, with a structured approach to carbon footprint measurement and reduction.

## Our Contribution to the Global Agenda

Our CSR strategy is closely aligned with the framework of the United Nations Sustainable Development Goals (SDGs). While our roadmap is built on our own material priorities and industry responsibilities, our actions contribute to several global goals that are particularly relevant to our activities and value chain.

Our initiatives are loosely connected to:

- **SDG 1 — No Poverty**, through responsible economic activity, long-term partnerships, and value creation across our supply chain.
- **SDG 3 — Good Health and Well-being**, through our commitment to employee wellbeing, safe working conditions, and product responsibility.
- **SDG 4 — Quality Education**, by empowering the hairdresser community through education, training, and knowledge sharing.
- **SDG 8 — Decent Work and Economic Growth**, by promoting ethical governance, professional development, and sustainable business practices.
- **SDG 12 — Responsible Consumption and Production**, via conscious sourcing, product durability, packaging improvements, and lifecycle thinking.
- **SDG 13 — Climate Action**, through our structured approach to decarbonising our product life cycle and reducing emissions across transport and operations.

The SDGs act as a global compass, ensuring that our local and sector-specific actions contribute to broader international sustainability objectives. Through our seven strategic CSR goals, we translate these global ambitions into concrete, measurable initiatives embedded within our operations.

The following pages detail the actions taken, progress achieved, and measurable results delivered under each of these seven goals during this reporting period.



# Commitments and Achievements





## PEOPLE

# Developing Sustainability Together

**At Olivia Garden Europe, people are at the center of our sustainability strategy. This includes both the professional hairdressing community we serve and the employees who contribute to our organisation every day.**

## Empowering Hairdressers Community

**Supporting and empowering hairdressers is a central element of Olivia Garden's purpose to protect and strengthen the profession.**

**Number of students benefiting from (financial) support for their studies (scholarship)**

**Goal: 50 | Status: 0 (KPI will be adapted)**

**Number of educational initiatives for hairdressers (trainings, webinars)**

**Goal: 12 | Status: 7**

**Satisfaction rate of our educational program**

**Goal: 80% | Status: not measured**

Over the past two years, Olivia Garden has strengthened its commitment to supporting the professional hairdressing community through education and skill development. Within this pillar, three KPIs were originally defined: the number of students benefiting from financial support, the number of educational initiatives delivered for hairdressers, and the satisfaction rate of our educational programmes.

During the reporting period, we observed that direct financial support for students was not the most effective way to create impact. As a result, **no financial scholarships** were granted in 2024 or 2025. Instead, Olivia Garden increasingly focused on **educational initiatives that benefit a broader group of professionals**, including students, apprentices, and experienced hairdressers. This shift reflects our belief that practical education, access to expertise, and community engagement create stronger long-term value for the profession. For future reporting

cycles, these KPIs will be refined to better reflect the educational formats and initiatives that have proven most impactful.

Progress is most visible in the expansion of our educational initiatives. In 2024, four training sessions were delivered, all in France. In 2025, seven educational initiatives were implemented as our approach diversified to include ambassador-led workshops, school trainings, salon education, and educational contributions at industry events. While the total number remains modest, the formats and audiences broadened significantly. Importantly, these initiatives are designed for the entire professional community - not only students. Building on these experiences, our recently developed communication strategy foresees a substantial expansion of educational activities starting in 2026.

A central **initiative supporting young professionals** is the Azubi Contest for apprentices, which we co-founded with partners at Hair Festival Hamburg. Building on this initiative, winners from previous contest editions were invited to an Azubi Event in Belgium, where they received hands-on training, product education, and social media insights from renowned hairdresser Tom Hannemann. Feedback from participants confirmed that this format effectively supports young professionals while strengthening engagement within the hairdressing community.

We also began exploring ways to better support students in France. The first step has been to map and understand the French vocational and school system for hairdressing, so we can identify where Olivia Garden's support would add real value. This review examines training pathways, key institutions, certification timelines, and the specific needs of apprentices and teachers in the sector. Based on these insights, we are assessing targeted interventions - for example tailored workshops, equipment and tool donations, that complement existing curricula and strengthen employability. **Our aim is to design initiatives that are feasible within local regulations, measurable in impact, and scalable across our other key markets.**

**Number of Events Dedicated to Hairdressers (HD)**

**Goal: 8 by 2025 | Status: 12**

This KPI measures the total number of physical events that Olivia Garden organizes to engage, educate, and support professional hairdressers. These include workshops, seminars, product demonstrations, ambassador-led sessions, and industry networking events. For 2025, our target was to deliver **two events per quarter**, and we are currently exceeding this goal. These activities have brought us significantly closer to hairdressers across our key markets and have strengthened our relationship with our ambassadors, who play an essential role in sharing expertise and elevating the Olivia Garden brand.

**In 2024**, we achieved a total of **12 events**, including:

- An Ambassador event
- 2 OG Coffee sessions in our Headquarter in Belgium
- 4 training sessions with Bleu Libellule
- A Launch Event for our Barber Brand « Jean »
- HairCon & Salon International, UK
- Top Hair & Hair Festival Hamburg, Germany

**In 2025**, we recorded **12 events**, among them:

- 2 OG Coffee sessions in our Headquarter in Belgium
- Azubi Day in our Headquarter in Belgium
- HairCon & Salon International, UK
- Top Hair, Hair Festival Hamburg & HairNext, Germany
- MCB, France
- British Hairdressing Awards

This strong and consistent event presence demonstrates our commitment to creating meaningful, high-quality interactions with hairdressing professionals and maintaining an active educational role within the industry.

**Number of Hairdressers Equipped with Olivia Garden Products**

**Goal: 1,000,000 by 2030 | Status: unknown**

The third KPI monitors the **number of professional hairdressers equipped with Olivia Garden tools**. This KPI is directly linked to our purpose — Make hairdressing be forever — and was the very first indicator we introduced in 2021 when defining our long-term mission. It functions as a true North Star KPI, guiding our strategic decisions and reminding us of the positive impact we aim to generate within the professional hairdressing community.

However, accurately measuring this KPI remains a challenge. Olivia Garden does not sell directly to hairdressers but works through a multi-layered distribution network, which limits our visibility on end-users. As a result, we currently lack reliable data to quantify how many hairdressers are equipped with our tools.

Going forward, we will continue exploring ways to improve data collection — for instance through ambassador insights, training programs, local distributor reporting, and digital engagement metrics — to move progressively closer to an accurate and meaningful measurement KPI.

The current one still serves as Purpose-driving North Star to guide us, rather than being an actual measurable indicator.

**% of Social Media posts featuring hairdressers**

**Goal: 60% by 2025 | Status: 40%**

This metric tracks the proportion of total social media posts that highlight the professional hairdressing context of our brand. This includes posts featuring professional hairdressers directly, as well as posts showing professional hairdressing activity - for example hairstyling work, tools in professional use, or hands performing hair services. The objective of this KPI is to ensure that our communication reflects the professional environment in which Olivia Garden products are used.

A review of our 2025 social media content shows that approximately 40% of posts reflect professional hairdressing activity. This includes posts highlighting professional work, collaborations with hairdressers, training activities, and content created within the professional salon environment.

Beyond measurement, this KPI has helped sharpen our communication approach. Showing the professionals behind the craft is a core element of Olivia Garden's purpose to support and protect hairdressers. As part of our newly developed communication strategy, this principle has now been formally integrated into our content guidelines. Future planning will therefore place even greater emphasis on showcasing professional work, expertise, and the daily reality of hairdressers.

By prioritizing professional context in our content, we showcase the professionals behind the craft and align our communication with our ESG initiatives, emphasizing:

- People and community - putting hairdressers at the center demonstrates respect for the professionals we serve.
- Responsible storytelling - focusing on professional work rather than isolated product promotion reflects a values-driven approach to brand communication.

## Happiness and Wellbeing at Work

**At Olivia Garden Europe, employee wellbeing is not treated as a peripheral HR topic, but as a core element of sustainable business performance. A resilient organisation depends on engaged people who feel supported, valued, and aligned with the company's direction.**

### KPI: eNPS (Employee Net Promoter Score) – Engagement Survey

**Goal: 35 by 09/2025 | Status (09/2025): 33.3 (up from 32.6 in 09/2024)**

In 2024, we began strengthening our focus on outcome-based indicators to better understand how wellbeing is experienced across the organisation. The eNPS measures how likely employees are to “recommend Olivia Garden as a place to work”, the result is calculated on a score ranging from -100 to +100. It serves as a clear, perception-based indicator of engagement and overall workplace satisfaction.

Between September 2024 and September 2025, **our eNPS increased slightly from 32.6 to 33.3**. While this reflects stable and positive engagement levels, we did not reach our target of 35. Benchmark comparisons indicate that our score is above the broader SME average, but still below the typical benchmark for companies of comparable size. This highlights that while engagement levels are solid, further progress is both necessary and achievable.

We interpret the eNPS not as a static result, but as a signal. It allows us to identify strengths and areas for improvement within leadership, communication, development opportunities, and workplace environment. It provides a more meaningful reflection of lived employee experience than structural indicators alone.

### Supporting HR KPIs

In addition to perception-based measurement, we continue to monitor several structural HR indicators that provide context on workplace conditions and organisational stability. In 2025, the number of recorded workplace incidents remained very low (1 case), while the illness rate stood at 2.66%, remaining well below typical national averages.

Employee retention also remained stable, with an employee turnover rate of 7.89%, reflecting a relatively consistent workforce in a competitive labour market. From a diversity perspective, 60% of management positions are held by women, indicating strong female representation in leadership roles.

### Refining Our KPI Framework

Over the past reporting cycles, several structural indicators such as headcount distribution, demographic breakdowns, and internship numbers were included in this section. While these figures provide useful organisational context, they do not directly measure employee wellbeing or engagement outcomes.

Going forward, we will refine our KPI framework to place stronger emphasis on perception-based indicators derived from our employee engagement survey. In addition to the overall eNPS, we are **exploring thematic indicators linked to our CSR priorities, such as empowerment, workplace environment, team cohesion, pride, and perceived fairness**.

This evolution reflects our ambition to measure not only the structures we create, but how these structures are experienced by our people.



## Partnership for the Future

**At Olivia Garden Europe, partnership is not understood as a transactional relationship, but as a long-term commitment across our entire ecosystem. Our upstream suppliers, downstream resellers, industry institutions, and social organisations all form part of a network that shapes the future of the hairdressing profession.**

**We believe that sustainable impact is created through collaboration – by aligning values, strengthening trust, and contributing to the professional and social environment in which we operate. The following KPIs reflect this broader understanding of partnership: from charitable engagement and CSR alignment within our partner base, to relationship satisfaction and structured industry collaborations.**

**Together, they provide a more complete view of how we build, maintain, and evolve responsible partnerships for the future.**

### KPI: Total amount donated to charities

**Status (2025): €76,370 (2024: €123,823)**

In 2025, Olivia Garden donated €76,370 to Think Pink Europe, supporting prevention, awareness, and care initiatives for women affected by breast cancer. While this amount is lower than in 2024, it continues a long-standing commitment that has resulted in more than €475,000 donated since 2018.

Our donation model is directly linked to product sales within the professional hairdressing community. Every Think Pink Fingerbrush sold contributed €1, and every Think Pink scissor kit €5 to the cause. This mechanism means that donation levels are naturally linked to campaign reach and product performance. Rather than representing a reduction in commitment, the 2025 result reflects the dynamics of the campaign cycle.

Beyond monetary donations, additional in-kind product contributions were made during the year, including disinfectant stock provided to charitable organisations. While these contributions are not reflected in the monetary KPI, they represent further tangible support.

More importantly, this partnership goes beyond financial transfers. Initiatives such as the Olivia Garden Hair Marathon encouraged salons and clients to actively participate, transforming everyday professional activity into collective social impact. This ecosystem-based approach reinforces our belief that sustained engagement, not isolated peak donations, creates long-term value.

Going forward, we aim to further structure and diversify our charitable partnerships while maintaining Think Pink as a cornerstone of our social commitment.

### KPI: Number of partners having a CSR strategy or alike

**Goal: 10 by 2025 | Status (2025): Baseline under review**

This KPI aims to assess how many of our business partners have implemented a CSR strategy or similar sustainability initiative, reflecting alignment within our wider ecosystem.

In winter 2025, we launched a partner survey to gain better visibility. A total of 21 resellers responded, of which 17 answered the specific CSR question. Among those respondents, 4 indicated that they have a CSR strategy or comparable initiative in place.

As response coverage does not yet represent our full reseller base, the data currently serves as an initial indication rather than a definitive performance measure. We will continue to communicate our CSR ambitions transparently, share best practices, and encourage our partners to adopt structured sustainability approaches in their own organisations.

After achieving our B Corp certification, we wanted to spread awareness within our ecosystem. With this major milestone for OG, we can inspire and encourage our partners to further explore and embrace sustainability in their own journey.

In September, we sent a dedicated B Corp box to all our partners, explaining what the B Corp movement stands for, why it matters to us, and how it shapes the way we do business. We also took this opportunity to demonstrate that companies of all sizes and industries can be part of this movement by including a selection of products from local B Corps.

### KPI: Satisfaction of partners (survey-based recommendation rate)

**Status (2025): 95% (2024: 80%)**

This KPI measures the percentage of business partners who state that they would recommend Olivia Garden as a commercial partner. It serves

as a simple and direct indicator of relationship quality and perceived value within our partner network.

In 2025, 21 partners responded to the survey question “Would you recommend Olivia Garden as a business partner?”. Of those respondents, 20 answered positively, resulting in a recommendation rate of 95%. This marks a clear improvement compared to 2024, where the rate stood at 80%.

While the survey does not yet cover our entire partner base, the result indicates a high level of satisfaction and loyalty among responding partners. It confirms that our efforts to strengthen communication, reliability, and cooperation across the value chain are positively perceived.

We will continue to use this indicator to monitor relationship quality and ensure that long-term partnerships remain built on trust, transparency, and mutual benefit.

### KPI: Number of industry partnerships to promote the hairdressing profession

**Goal: 5 by 2026 | Status (2025): 6 strategic partnerships (2024: 3)**

This KPI tracks the number of structured industry collaborations aimed at strengthening and promoting the hairdressing profession through joint initiatives, educational formats, advocacy, or long-term cooperation.

After increasing from 2 partnerships in 2023 to 3 in 2024, 2025 marked a further expansion of our industry engagement. Key collaborations include initiatives such as Hair Festival Hamburg, Fellowship UK, the B Beauty Coalition, HTC, and strategic cooperation with retail and education partners such as BleuLibellule.

We intentionally focus on long-term, structural partnerships rather than counting individual events or sponsorship activations. For example, Fashion Week sponsorships are considered part of broader strategic collaborations rather than separate partnerships.

This structured approach reflects our ambition to actively shape the professional ecosystem around hairdressers – not only through product innovation, but also through education, visibility, and collective industry responsibility.

With this development, we are on track toward our 2026 goal of five strategic industry partnerships.

## PROFIT

# Maximizing Long Term Value

**Sustainable profitability is a key condition for long-term impact. For Olivia Garden, economic performance and responsible governance go hand in hand: strong governance structures, transparent supply chains, and efficient operations create the foundation for sustainable value creation.**

**The following topics therefore focus on governance practices and operational efficiency as key drivers of resilient and responsible business growth.**

## Corporate Governance

**At Olivia Garden Europe, corporate governance means building transparency and accountability across our value chain while strengthening trust inside the organisation. Governance is not limited to compliance - it is about creating structures that enable responsible decision-making, credible leadership, and long-term value creation.**

**The following three KPIs reflect this understanding from three complementary perspectives:**

- full supply chain transparency at product level
- structured accountability within our supplier network
- the internal perception of trust and credibility among our teams.

**Together, they allow us to measure whether our governance efforts are not only implemented, but structurally embedded and experienced across the organisation.**

**KPI: Transparency Rate – % of products sold with complete origin information**

**Goal: 20% by 2024 and 50 % by 2025 | Status: 0% and Work in Progress**

The Transparency Rate measures the percentage of products for which we have complete origin information across the entire value chain -



from raw material sourcing to final manufacturing. The definition of this KPI is intentionally strict: partial information or visibility limited to first-tier suppliers does not qualify as full transparency.

In both 2024 and 2025, the result remained at 0%, compared to a target of 20% in 2024 and 50% in 2025. While we have collected relevant information for several product families, full traceability down to end-suppliers has not yet been achieved. In particular, obtaining reliable data beyond first- and second-tier suppliers continues to be challenging.

A key structural lever is our nearshoring strategy. With the shift of selected production lines to Europe, we are directly choosing and defining core raw material suppliers - including filament suppliers. This gives us control and visibility over each step of the production process from the beginning. While this transition has not yet translated into measurable KPI improvement, it creates the necessary foundation to significantly increase the Transparency Rate in the coming years.

The result underlines that full supply chain transparency is a long-term transformation process. Our focus now lies on embedding traceability requirements into new production setups and scaling this approach systematically.

**KPI: % of 1st and 2nd tier suppliers who answer our internal questionnaire**

**Goal: 100% by 2025 | Status: Partially Achieved (100% Tier 1 / 0% Tier 2)**

This KPI measures the proportion of our direct (1st tier) and indirect (2nd tier) product suppliers who respond to our internal CSR question-

naire. The objective is to ensure structured dialogue and transparency across our supply chain, covering topics such as working conditions, environmental practices, and governance standards.

In 2024, 66% of relevant suppliers (8 out of 12) completed the questionnaire. While this represented progress compared to the previous year, it highlighted the need for more systematic follow-up and clearer expectations toward suppliers.

In 2025, we achieved full coverage of our identified Tier 1 (direct) suppliers, reaching 100% participation. However, we have not yet extended this engagement successfully to Tier 2 (indirect) suppliers. As a result, the overall objective of full supply chain coverage remains only partially achieved.

Reaching 100% participation at Tier 1 marks an important governance milestone and reflects stronger supplier engagement and clearer accountability at the direct supplier level. At the same time, expanding transparency to Tier 2 suppliers is essential to ensure deeper supply chain oversight.

While participation is a critical first step, coverage alone does not guarantee impact. The questionnaire provides valuable transparency, but responses remain largely qualitative and high-level. The next phase will focus on structured evaluation, identifying concrete risk areas, defining targeted follow-up actions, and progressively integrating Tier 2 suppliers into the process.

The priority now shifts from coverage to depth: strengthening the quality of dialogue, improving data robustness, and embedding ESG criteria more systematically across all supplier relationships.

**KPI: Trust and Credibility Index – Engagement Survey**

**Goal: 85 by 2025 | Status (09/2025): 75.44 (down from 80.67 in 09/2024)**

In previous years, we measured internal transparency through the number of hours spent sharing information about the company. While this KPI helped us track activity, it did not truly reflect whether transparency was experienced and perceived by the team.

In 2024, we therefore decided to replace this input-based KPI with a more meaningful outcome-based measure. We introduced a new “Trust and Credibility Index” derived from our internal engagement survey. From the full survey, we selected those questions that best reflect internal transparency, clarity of direction, leadership credibility, and trust. The index is calculated as a simple average of these selected questions, using the same question set over time to ensure comparability.

After achieving 80.67 points in September 2024, we set our goal for 2025 at 85 points. As of September 2025, the index stands at 75.44. We lost around 5 points instead of gaining them.

Transparency also means acknowledging when targets are not met. The drop in the index could be rooted in internal structural changes at Olivia Garden that we need to overcome. Over the past year, the company has evolved significantly. Growth, shifting responsibilities, changing team dynamics, and increasing strategic complexity can create uncertainty and tension. These phases naturally test clarity, alignment, trust - and resilience of the team.

We interpret this result as a signal. Governance is not about how much information is shared, but about how clearly direction is communicated, how consistent leadership decisions feel, and how safe people feel to speak up. The index highlights that we still have work to do in strengthening alignment, leadership communication, and role clarity.

The advantage of this new KPI is that it measures what truly matters: the perceived credibility and trust within the organization. It challenges us to move beyond activity and focus on impact.

Going forward, we will continue measuring the index and use the detailed survey results to identify concrete improvement actions at leadership and team level. Our ambition remains unchanged: to build a culture where transparency, accountability, and trust are experienced consistently across the organization.

## Sustainable Growth

**Sustainable growth for Olivia Garden means ensuring long-term business resilience while combining profitable operations with responsible decision-making. Beyond financial performance, sustainable growth requires efficient processes, resilient supply chains, and continuous operational improvement.**

**To support this objective, we focus on key operational levers such as transportation, inventory management, and digitalization. The following KPIs reflect how these improvements help reduce environmental impact, increase efficiency, and strengthen the long-term scalability of our business.**

**KPI: % of Air shipments for our products (samples excluded)**

**Goal: 0% by 2027 | Status (12/2025): 12% and Work in Progress**

As part of this approach, OG has set a **first key KPI** to eliminate air shipments for all products—excluding sample requests—by 2027. Based on the latest carbon footprint report, freight-related emissions have already been significantly reduced. This progress is driven by the successful development of rail freight solutions from China, followed by the extension of this model to South Korea, representing strong success stories in lower-carbon transportation. As a result, air shipments were reduced from 19% (in 2021) to 12% by the end of 2025. While air transport cannot yet be fully eliminated due to out-of-stock situations that we have faced since half 2025, its continued reduction confirms OG's commitment to sustainable, long-term growth.

**KPI: Reduce the days inventory on hand**

**Goal: 164 by 2025 | Achieved 100% : Status (12/2025): 146**

The **second KPI** supporting sustainable growth focuses on reducing Days Inventory on Hand to minimize overproduction, waste, and inefficient stock management. Significant progress has already been made,

with a strong reduction in overstock and discontinued products. Rather than being destroyed, discontinued items were redirected through responsible channels, including donations, the establishment of new donation partners, and sales to stockists, directly contributing to waste reduction and resource optimization. At the same time, lead times were shortened through increased use of rail transportation, enhancing supply chain agility. Further structural improvements are underway, such as regular “kill meetings” (meetings in which we look at the entire portfolio, low and high turning items) to proactively manage underperforming products, along with improved portfolio coherence and product range management. These initiatives have driven a consistent decline in Days Inventory on Hand, from 173 days in 2023 to 166 days in 2024 and 146 days in 2025.

**KPI: Customer self service adoption : % of digital self service orders**

**Goal: Not specified but reduction | Status (12/2025): 61%**

The **final KPI** supporting sustainable growth is the adoption of customer self-service, measured as the percentage of orders processed through digital self-service channels. Increasing digital self-service adoption helps streamline order management, reduce manual processing errors, and improve overall operational efficiency. To support this, we implemented a user-friendly webshop that simplifies order entry for customers, making the process faster and more accurate. In addition, we established an Electronic Data Interchange (EDI) system with key customers, including Amazon, to further automate and facilitate order management. In 2025 we had 61% of our orders that were sent using our webshop or EDI. By enabling customers to place and manage orders directly through these digital tools, we are reducing administrative workload, improving accuracy, and enhancing the scalability of our operations. This focus on digital self-service adoption supports sustainable growth by optimizing resources, improving responsiveness, and ensuring our processes can efficiently handle increasing volumes as the business expands.



## PLANET

# Producing Sustainably

Reducing environmental impact across the product life cycle is a key pillar of Olivia Garden's sustainability strategy. As a company developing professional hair tools, our environmental footprint is closely linked to material sourcing, manufacturing processes, packaging, logistics, and product end-of-life.

Our Planet commitments therefore focus on building a more responsible supply chain, reducing emissions, improving resource efficiency, and integrating sustainability principles into product development and operations.

## Conscious Supply Chain

Having a conscious supply chain is a strategic priority for our company, as we rely heavily on the availability of raw materials and the integrity of the entire production process. Olivia Garden is committed to making its supply chain fully sustainable and responsible. To achieve this, we are actively exploring opportunities for improvement across multiple areas, including the sourcing of raw materials, reduction of plastics and packaging, respect for human rights, promotion of decent work for all, and the protection of animal welfare. By focusing on these areas, we aim to build a supply chain that reflects our values, supports our sustainability commitments, and ensures responsible practices at every stage.

Our ultimate goal is to minimize our impact on both the environment and society, while delivering high-quality products and services that meet the expectations of our customers.

### KPI: 100% Audited Boar Suppliers by 2025

Goal: 100% by 2025 | Status: 0% and Work in Progress

Our goal was to ensure that all boar bristle suppliers are fully audited by 2025. Despite reaching out to all suppliers, we were unable to achieve this target. While we received responses and certificates from suppliers, the information provided did not allow us to verify animal welfare practices. Most certificates focused on the treatment of bristles after the animals had already been slaughtered for food, offering no insight into the processes involved in preparing the bristles for use in hairbrushes. This made it extremely difficult to assess the actual treatment of animals and the sustainability of our bristle sourcing.

Although the KPI was not met, this process has highlighted key gaps in supplier transparency and traceability. It also provides valuable guidance for next steps, such as developing clearer sourcing standards, engaging with suppliers on traceable practices, and exploring alternative materials or more auditable supply chains.

### KPI: % of recycled raw materials into the products

Goal: 30% by 2028 | Status: 11%

Our second KPI focuses on increasing the share of recycled raw materials in our products. We have made progress, as reflected in our 2024 carbon footprint report, but we recognize there is still a long way to go. Our target is to reach 30% recycled content across our full product range by 2028.

Currently, recycled materials account for a small portion of our purchases:

- **Plastics:** 4% recycled (primarily ABS and nylon are still 96% virgin due to their heat and chemical resistance properties). We have changed for lots of our range of products to 30% recycled ABS, but for a lot of them, it's just for a little parts of the products as the pieces near the barrel can get extremely hot and break.
- **Rubber:** 2% recycled vs. 98% virgin
- **Metals:** 5% recycled aluminum and steel vs. 95% virgin

Increasing these percentages is challenging because we must maintain the high quality and durability required for professional usage.

To accelerate progress, we are actively exploring new solutions with our partners, including visiting trade shows such as the K Fair in Düsseldorf to identify innovative recycled materials and sustainable sourcing opportunities. Every new material must be carefully evaluated to ensure it meets the functional standards our professional customers expect.

Although there is still much work to be done, these initiatives reflect our commitment to improving material circularity while balancing performance and sustainability.

### KPI: % of recycled cardboard in our packaging

Goal: Not specified but increase | Status: 0%

Our third KPI focuses on measuring the share of recycled cardboard used in our packaging. While no numerical target has been defined, the objective is to maximize the use of recycled content and continuously reduce the environmental impact of our packaging.

Through discussions with our partner Smart2Circle, we identified that the carbon emission factor of recycled cardboard is not significantly lower than that of virgin cardboard. This initially challenged our assumptions, as recycled cardboard is commonly perceived as the more sustainable option.

Following a further discussion with Claire (Smart2Circle) and additional clarification from her colleague, we gained a more detailed understanding of this difference. The higher carbon footprint of recycled cardboard is primarily linked to the **energy sources used during production**. In the French and Belgian production context:

- **Virgin cardboard** production relies largely on energy from biomass, such as wood waste that cannot be used in paper or cardboard production. In ADEME emission factors, this biomass energy is considered to have a carbon impact of zero.
- **Recycled cardboard**, on the other hand, is produced using energy from fossil sources, which results in higher Scope 1 and Scope 2 emissions.

As a result, while recycled cardboard clearly offers advantages in terms of material circularity and Scope 3 impacts, its production currently has a higher carbon footprint than virgin cardboard due to the energy mix used by the recycling industry.

Taking these insights into account, we recently decided to transition to **FSC-certified cardboard**. This choice allows us to ensure responsible forest management and traceability



### KPI: % of virgin plastic in our packaging

Goal: 0% by 2028 | Status: 30%

Our fourth KPI aims to eliminate the use of virgin plastic in our packaging and reach 0% virgin plastic over time. Significant progress has already been made, particularly through the replacement of plastic packaging with cardboard alternatives wherever possible.

All protective polybags used to cover brushes for dust protection and hygiene reasons have been switched to **recycled HDPE**. In addition, many product ranges have transitioned from plastic to cardboard packaging solutions, significantly reducing overall plastic usage.

However, virgin plastic is still used in specific cases. **PET packaging** remains in place for our scissors portfolio and for some brush lines. **PP and PVC bags** are still used for certain brush products, mainly where functional or durability requirements have not yet been met by alternative materials.

A significant share of virgin plastic packaging is linked to the Jean line, for which we opted to use virgin doypacks. Despite extensive testing, recycled alternatives did not meet the visual and quality standards required for this product line.

While the objective of eliminating virgin plastic remains, these choices reflect the current balance between sustainability ambitions, product protection, and brand and quality requirements. We continue to actively explore alternative materials and packaging solutions to further reduce virgin plastic content across our packaging portfolio.

### KPI: % of product related suppliers are audited on CSR topics (program to be defined)

Goal: 80% by 2025 | Status: 75%

The final KPI aims to measure the percentage of product-related suppliers assessed on Corporate Social Responsibility (CSR) topics. While a formal audit program has not yet been defined, we took an important first step by developing and deploying a comprehensive supplier survey.

This survey was sent to our suppliers over the past two years and enabled us to collect valuable insights into their practices across key CSR areas but also feedbacks about our communication and the relationships we have built over the years. Beyond data collection, the survey served as a tool to challenge suppliers, raise awareness, and initiate meaningful discussions around sustainability, ethics, and responsible business practices. As a result, many suppliers have demonstrated increased awareness and commitment to CSR topics, although significant progress is still needed across the supply base.

A notable positive outcome was with one of our supplier, which conducted a full SMETA 4-pillar audit following our engagement and subsequently implemented new internal rules and policies. This example illustrates how our supplier engagement efforts can drive concrete improvements, even in the absence of a fully formalized audit program.

Going forward, the insights gained from these surveys will serve as a foundation for defining a more structured supplier assessment and audit program, with the objective of increasing transparency, accountability, and continuous improvement across our supply chain.

## Decarbonisation of Our Product Life Cycle

Olivia Garden designs and sells hairbrushes and professional hair tools for hairdressers, activities that inherently impact resource extraction, climate change, and waste generation. Decarbonising the product life cycle is therefore a key strategic challenge for the company.

To address this, we are focusing on several complementary levers, including life cycle analysis, eco-design principles, waste reduction initiatives, and the development of circular economy actions. These efforts aim to better understand and reduce emissions across all stages of the product life cycle, from raw material sourcing and manufacturing to packaging, distribution, and end-of-life.

Our ambition is to integrate sustainability into product design and decision-making while continuing to foster innovation and maintain the high performance standards expected by professional users. By embedding these principles into our development processes, we aim to progressively reduce our carbon footprint, limit waste, and ensure that our products and operations evolve toward more sustainable and responsible models.

**KPIs: Total CO<sub>2</sub>e emissions and CO<sub>2</sub>e intensity per produced product**

**Goal: Not specified but reduction | Status (12/2024): 3,378tCO<sub>2</sub>e**

Olivia Garden conducted its first carbon footprint voluntarily in 2021, following the definition of our purpose and a desire to better understand the origins and impacts of our products. At the time, we had no clear idea of our environmental footprint and needed expertise to analyze raw material sourcing, production, and logistics. The exercise was truly a detective work, which not only revealed our overall impact but also fostered a collective awareness across the company. Key insights included:

- The core of our business — our products — represents the largest share of our carbon footprint.
- The end-of-life stage of products was particularly critical.
- The freight was one of the biggest emissions generator.
- Remote production in Asia adds complexity due to cultural and regulatory differences.
- The process united our team around sustainability objectives and highlighted the importance of material choices and product design.

In 2025, we updated the carbon footprint for 2024 to assess the impact of the initiatives implemented since 2021. The results show progress in several areas, even with increased turnover:

Carbon Footprint® 2024: Intensity Metrics						
Metric	2021 Data	Carbon Intensity 2021	2024 Data	Carbon Intensity 2024	Intensity Change	Description
<b>FTE</b>	29 FTE	97,663 kgCO <sub>2</sub> e/FTE	38 FTE	88,897 kgCO <sub>2</sub> e/FTE	-9 %	Olivia Garden's carbon productivity has improved. Despite a 31% increase in workforce, we managed to reduce its relative emissions by 9%.
<b>Revenue</b>	€14,110,835	0.20 kgCO <sub>2</sub> e/€	19,900,000 €	0.17 kgCO <sub>2</sub> e/€	-15 %	The decrease in carbon intensity per revenue reflects more efficient operations, with lower emissions despite our economic growth.
<b>Purchased Products</b>	3,300,456 units	0.86 kgCO <sub>2</sub> e/unit	3,736,324 units	0.90 kgCO <sub>2</sub> e/unit	+5 %	Although purchased goods represent the main source of emissions in our Carbon Footprint, we manage to control our impact while continuing to grow economically. We limited the increase in emissions related to purchasing volume to 5%, despite a 13% increase in purchases between 2021 and 2024. At the same time, we limited the increase in emissions relative to sales volume to +1%, despite sales increasing by 18% between 2021 and 2024.
<b>Products Sold</b>	3,263,827 units	0.87 kgCO <sub>2</sub> e/unit	3,841,036 units	0.88 kgCO <sub>2</sub> e/unit	+1 %	

### Key takeaways from the 2024 update:

- Total CO<sub>2</sub>e increased from **2,832 tCO<sub>2</sub>e in 2021 to 3,378 tCO<sub>2</sub>e in 2024**, in line with increased turnover.
- CO<sub>2</sub> intensity per product shows variation due to higher margins (fewer products sold at higher prices) and stock management effects. For example, high stock at the start of 2024 reduced incoming shipments, temporarily influencing emissions.
- Scope 3 emissions from purchases decreased from **49% to 33%**, while freight dropped from **16% to 6%**, reflecting improvements in logistics and reduced air transport.
- Emissions linked to people (travel, commuting, events) increased from **3% to 11%**, reflecting more activities post-COVID.
- Challenges remain in **end-of-life product management** and in improving data precision for certain materials (ABS, nylon, plastics).

### Actions implemented since the first footprint include:

- Increased use of recycled plastics and aluminum.
- Close collaboration with suppliers to improve sustainability practices.
- Packaging redesigns
- Transition to 100% electric vehicle fleet and improved energy contracts in facilities.
- Dedicated staff for transport management and nearshoring initiatives to reduce logistics impacts.

### Lessons learned:

- The footprint is a valuable tool to assess progress and focus areas.
- Data collection remains complex, requiring dedicated time, cross-functional teams, and careful follow-up with suppliers and transport partners.
- Despite progress, we remain attentive to areas such as end-of-life management, employee travel, and investment-related emissions.

### Strategic and cultural impact:

- The carbon footprint process has strengthened our internal awareness and collective responsibility around sustainability.

- It directly informed our **RSE strategy**, nearshoring decisions, and eco-design approach.
- Sustainability is now embedded in product development decisions, from material selection to operational planning.
- Continuous monitoring ensures we remain on track, and we plan regular updates to assess the effectiveness of our actions.

**KPI: The next KPI is % of total energy from renewable sources in our HQ in Belgium**

**Goal: 20% in 2025 | Status : 6.98%**

A key step in our sustainability journey is increasing the share of energy sourced from renewable sources at our headquarters in Belgium. In 2024, we transitioned to a green energy contract, ensuring that 100% of the electricity supplied to our HQ is from green sources.

Over the same period, the actual share of renewable energy used reached 6.98%, a slight decrease compared to previous years. This was primarily due to two factors: the increased usage from our growing fleet of electric vehicles for employees, and a one-month downtime of our solar panels while repairing the high-intensity cabin.

Looking ahead, in the course of 2026 we will add 88 additional solar panels, further increasing our onsite renewable energy production and supporting our long-term decarbonization objectives.

Despite these operational challenges, this transition represents a major step toward reducing Scope 2 emissions and reinforces our commitment to integrating sustainable practices across the organization. It sets a precedent for future sites and demonstrates our ongoing effort to align energy use with our broader climate goals.

**KPI: % of Purchased Products Produced in Europe**

**Goal: 10% in 2026 | Status : 1.4%**

Increasing the share of products manufactured in Europe is a cornerstone of our CSR strategy and a major focus of our nearshoring initiative. This effort not only strengthens supply chain resilience but also reduces transportation-related emissions and supports local economies.

Our nearshoring journey began gradually, targeting smaller production segments before tackling larger and more complex projects, including our bestselling brushes. Key milestones include:

- Moving select smaller production items to Europe to test feasibility and quality.

- Transitioning displays to cardboard sourced and produced locally.
- Producing OG brushes for co-label collaborations within Europe.
- Manufacturing capes in Portugal, ensuring higher quality standards and shorter supply chains.
- Launching a major nearshoring project for our top-selling products, representing a significant strategic and operational challenge.

### Our nearshoring Project: Steps Taken and Ongoing Work

Our nearshoring initiative is a central pillar of our CSR and operational strategy, aiming to bring a greater share of our production to Europe. This project involves multiple stages, some of which have already been implemented, while others are still ongoing:

#### Steps already completed:

- Sourcing raw materials locally, including nylon filaments, boar bristles, and wires.
- Establishing partnerships with plastic injection suppliers, as we do not operate our own manufacturing facilities.
- Identifying and acquiring a bristle implantation machine, along with a qualified operator to use it.

#### Ongoing and future steps:

- Adapting product designs to make them easier and more cost-effective to manufacture in Europe, while maintaining professional-quality standards.
- Scaling up production processes to ensure that nearshored products can meet demand at competitive prices.

This structured approach demonstrates our commitment to a responsible and resilient supply chain, while balancing quality, efficiency, and cost. Nearshoring not only reduces transportation emissions and lead times but also supports local European suppliers, contributing directly to our CSR objectives.

**KPI: % of eco-design products (according to our ecodesign internal label)**

**Goal: Not specified | Status: Work in progress**

Eco-design is a central pillar of our sustainable product strategy, though we are still defining exactly what it means for Olivia Garden and how it should be implemented across our portfolio. At its core, eco-design involves creating products that minimize environmental impacts throughout their life cycle, from raw material sourcing and production to packaging, use, and end-of-life. This includes selecting more sustainable materials, improving recyclability, reducing waste, and optimizing production processes.

Internally, we are exploring several key questions:

Definition: How exactly should we define eco-design for our products? Should it be a guiding strategic principle or applied only to selected products?

Portfolio approach: Should eco-design apply to all new products, or should we also create alternatives to existing products?

Criteria development: What measurable criteria will allow us to consistently identify and label eco-designed products?

To advance this initiative, we are taking concrete steps:

Collaborating with Wallonie Design to develop an eco-designed brush (timeline to be confirmed).

Conducting life cycle assessment (ACV/LCA) training in Liège to build internal expertise in measuring environmental impacts.

Beginning to define internal criteria and standards for eco-design, which will guide future product development.

This KPI reflects both our commitment to responsible product development and our ongoing process of clarifying eco-design as a strategic lever. By increasing the share of products meeting these standards, we aim to reduce environmental impacts, foster innovation, and maintain the high performance expected by professional users.

**KPI: Waste reduction**

**Goal: 7.86t in 2026 | Status: 11.92t**

The target of 7.86t was established based on unusually low waste figures recorded during the COVID period. As activity levels were significantly reduced at that time, these figures did not reflect normal operational conditions. We applied a percentage reduction to this baseline, which in hindsight resulted in a target that was not fully aligned with our post-COVID operational reality. This explains why the reported waste levels appear comparatively high against the original objective.

Waste monitoring nevertheless shows a decrease from 24 to 25 units, representing an approximate 20% reduction. However, the 2024 figure included one large general waste container of unused warehouse materials, which artificially inflated waste for that year. This one-off disposal does not reflect typical waste generation. In 2025, we have implemented ongoing initiatives to reduce waste more sustainably, including composting, waste sorting, staff education on waste reduction, and increasing stockist options to avoid destroying products. These measures have already shown positive results and provide a more reliable basis for ongoing waste reduction across the product life cycle.

Moving forward, we will reassess our baseline methodology to ensure future targets are based on normalized operational data, allowing for more meaningful performance tracking and long-term impact measurement.



Sustainability should not only be reported – it should actively guide how we manage, grow, and evolve the company.

# ESG Datasheet

The purpose of this dashboard is to include all the indicators defined during the future commitments sessions. It is intended to help with annual management.  
The pink boxes indicate our numerical targets and their deadlines.

KPI	Unit	2021	2022	2023	2024 Results	2024 Goals	2025 Results	2025 Goals	2026	2027	2028	2029	2030
<b>MAXIMIZING LONG-TERM VALUE</b>													
<b>Corporate governance</b>													
Transparency Rate: Percentage of products sold for which we have complete origin information	%	0	0	0	-	20%	0%	50%	70%	100%	-	-	-
% of our 1 + 2 tier product supplier who answer our internal questionnaire	%	0	0	-	66%		100	100%	-		-	-	-
Number of hours spent in sharing information about the company	Number	-	105	122	128.04		-	-	-	-	-	-	-
NEW 25 instead of previous: Trust and credibility index	%	N.A.	N.A.	N.A.	80.67		75.4	85	-	-	-	-	-
<b>Sustainable growth</b>													
% of Air shipments for our products (samples excluded)	%	19%	2%	9%	11%		12%	-	-	0%	-	-	-
Reduce the days inventory on hand	Days	137	181	173	166		146	164	-	-	-	-	-
Customer self service adoption : % of digital self service orders	%	20%	43%	51%	56%		61%	-	-	-	-	-	-
<b>PRODUCING SUSTAINABLY</b>													
<b>Conscious supply chain</b>													
% of audited boar suppliers	%	0	0	0	0		0	100%	-	-	-	-	-
% of recycled raw materials into the products	%	1.2%	0.6%	0.8%	3.2		11%	-	-	-	30%	-	-
% of recycled cardboard in our packaging	%	0	N.A.	N.A.	0	0%	-	-	-	-	-	-	-
% of virgin plastic in our packaging	%	100	89%	56%	57%		-	-	-	0%	-	-	-
% of product related suppliers are audited on CSR topics (program to be defined)	%	0	0	0	75%		75%	80%	-	-	-	-	-
<b>Decarbonisation of our product life cycle</b>													
Total CO <sub>2</sub> e emissions	tCO <sub>2</sub> e	2832	N.A.	N.A.	-		3378.1	-	-	-	-	-	-
Scope 1 & 2 CO <sub>2</sub> e emissions	tCO <sub>2</sub> e	87	N.A.	N.A.	-		109.1	-	-	-	-	-	-
Scope 3 CO <sub>2</sub> e emissions	tCO <sub>2</sub> e	2468	N.A.	N.A.	-		3269	-	-	-	-	-	-
CO <sub>2</sub> e intensity per produced product	kg/CO <sub>2</sub> e	0.78	N.A.	N.A.	-		0.9	-	-	-	-	-	-
% of total energy from renewable sources in our HQ in Belgium *	%	9%	13%	12%	7.81%	15%	6.98%	20%					
% of purchased products produced in Europe	%	0.17%	0.07%	0.76%	1%		1.40%	-	10%				25%
% of eco-design products (according to our ecodesign internal label)	%	0	0%	0%	-		-	-	-	-	-	-	-
Waste (HQ Belgium)	Tons	19	13.7	8.3	14.8	8.11	11.92	7.86	-	-	-	-	3
PMC	Tons	0.03	0.08	0.31	0.765	0.30	0.94	0.30	-	-	-	-	-
Carton	Tons	10.50	2.70	2.70	5.88	2.65	5.81	2.57	-	-	-	-	-
Menager	Tons	4.50	10.96	5.26	8.182	5.16	5.161	5.00	-	-	-	-	-

KPI	Unit	2021	2022	2023	2024 Results	2024 Goals	2025 Results	2025 Goals	2026	2027	2028	2029	2030
<b>DEVELOPING SUSTAINABILITY TOGETHER</b>													
<b>Empowering hairdressers community</b>													
Number of students benefiting from (financial) support for their studies (scholarship)	Number	0	0	-	0		0	-	50	-	-	-	-
Number of events dedicated to hairdressers	Number	0	2	9	12	10	12	2/quarter	-	-	-	-	-
Number of hairdressers equipped with our products	Number	N.A	N.A.	N.A.	N.A.	N.A.	N.A.	-	-	-	-	-	1000000
% of Social Media posts featuring hairdressers	%	N.A	13.9%	17.4%	43.4%	50%	40%	60%	-	-	-	-	-
Number of educational initiatives for hairdressers (trainings, webinars)	Number	0	1	2	4	1/quarter	7	1/month	-	-	-	-	-
Satisfaction rate of our educational programm	%	N.A	N.A	N.A	N.A		N.A	80%	-	-	-	-	-
<b>Happiness and wellbeing @work</b>													
Total employees of OG	Number	27.3	30.9	32.2	38		38	-	-	-	-	-	-
by employee type													
Employees in full-time contract	Number	24.3	29.3	31.5	35		35	-	-	-	-	-	-
Employees in part-time contract	Number	4.1	2.4	2.1	3		3	-	-	-	-	-	-
Employees in temporary contract	Number	2.1	2.9	1.5	0		0	< 10% of the total FTE	-	-	-	-	-
by age group													
Employees < 30 yrs old	Number	8	10	10	7		3	-	-	-	-	-	-
Employees 30 to 50 yrs old	Number	19	18	18	26		27	-	-	-	-	-	-
> 50 yrs old employees	Number	3	5	5	5		5	-	-	-	-	-	-
by gender													
% of female	%	64.1%	60.2%	59%	56%		55%	-	-	-	-	-	-
% of female in management positions	%	35.9%	39.8%	41%	66%		60	-	-	-	-	-	-
Number of incident	Number	2	0	0	0		1	-	-	-	-	-	-
Illness rate	%	8.0%	8.6%	8.4%	4.50%		2.66%	< 7%	-	-	< 5%	-	-
Employee turnover rate	%	3.7%	16.2%	15.5%	2.70%		7.89%						
Number of nationalities	Number	4	4	4	5		4						
Average training hours per employee	Number	N.A	N.A	N.A	7.6		N/A	38					
Internship	Number	3	2	3	0		0	5					
NEW 24-25: eNPS	Number				32.6		33.3	35					
<b>Partnership for the future</b>													
Total amount donated to charities	€	-	108,735.00 €	131,596.00 €	123,823.00 €		€ 76,370.00	-	-	-	-	-	-
Number of partners having a csr strategy or alike	Number	N.A	N.A.	N.A.	5		5	10	-	-	-	-	-
Satisfaction of partners (Net promoter score /survey based)	%	N/A	N/A	N/A	80%		95%	-	-	-	-	-	-
# of industry partnership to promote the HD profession.	Number	0	0	2	3		6		5	-	-	-	-

\* For the electricity data, approximations were made for 2021 and 2022. However, in 2023, an audit will be conducted, and more rigorously constructed self-consumption figures will be provided.



## Looking Ahead - Challenges and Opportunities

### From Reporting to Strategic Integration

Over the past reporting cycles, Olivia Garden has significantly matured its sustainability approach. We moved from individual initiatives to defined KPIs, from intention to measurable commitments, and from isolated actions to structured programmes.

At the same time, this period has highlighted important challenges. Some KPIs remain difficult to measure reliably due to limited data visibility across our network. Others require longer structural transformation than initially anticipated. In certain areas, targets were not met. We see this as a realistic reflection of the complexity of systemic change rather than a lack of commitment.

The key opportunity now lies in integration.

### Aligning Sustainability with Strategy in our "Four Directions"

Olivia Garden has recently structured its overall high-level strategy around four directions: "Team", "Profit", "Community" and "Planet".

These directions reflect the areas where we aim to create long-term value - internally for our teams, economically for the company, socially for the professional hairdressing community, and environmentally across our product life cycle.

Going forward, we will refine and restructure our KPI framework to align clearly with these four strategic directions. Rather than managing sustainability indicators as a parallel reporting layer, we aim to embed them directly into our strategic planning and goal-setting systems.

This will improve the integration and adoption across teams and ensure that sustainability priorities are reflected more directly in everyday decision-making, resource allocation, and long-term business development.

### The Next Phase

With B Corp certification achieved, the journey entered a new stage. Certification confirms the foundation we have built. The next step is to increase precision of measurement, integration, and impact.




Our ambition is clear: sustainability should not only be reported - it should actively guide how we manage, grow, and evolve the company.

### Make Hairdressing be forever.



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