# adidas

**Global Policy Manual**

## WP01 – Integrated Management System Global Policy

**Global HR-Workplaces**

Date effective: 01.01.2026
Approved by: Michelle Robertson - Executive Board Member
HR & Christian Dzieia - SVP Workplaces

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## 1. Objective

adidas has established this policy as guideline for adidas business entities globally to manage their operations in a safe, healthy, energy-efficient, and environmentally responsible manner in compliance with the respective ISO standards. This Integrated Management System (IMS) Global Policy documents the Health & Safety (H&S), Environmental, and Energy Management System of adidas, including all its brands, functions, sites, and locations within the scope of the management system. The policy specifies adidas principles and roles & responsibilities of adidas employees and stakeholders to improve Health(H), Safety(S), Environmental(E), and Energy(E) management practices.

## 2. Scope

The policy applies to all adidas employees (and subsidiary companies) at locations and sites participating in the IMS at which either all or some of the management systems - ISO 45001:2018 – Occupational Health and Safety Management System (OHSMS), ISO 14001:2015 – Environmental Management Systems (EMS) and ISO 50001:2018 – Energy Management Systems (EnMS) – are certified.

IMS Roadmap and Planning provides data on the facilities (including offices, warehouses, stores, showrooms, and production facilities) that conform to some or all the above-mentioned standards, the understanding of IMS and the needs and expectations of the interested parties.

### 2.1 Determining the scope of IMS - Targets

Aligned with adidas' strategy targets are set to manage carbon emissions, energy usage, water consumption and other environmental impacts. adidas clearly dedicates efforts into achieving continuous positive contribution in its own operations. By using measures such as energy efficiency, onsite generation of renewable energy at own facilities, as well as the procurement of renewable energy, adidas is giving the sustainability efforts the necessary visibility, momentum, and commitment to deliver significant improvements.

Another focal area of the targets is the ultimate improvement of our zero-harm culture based on the company's clear commitment to protect the occupational health and safety of all its employees, and external workforce by ensuring that the infrastructure, assets, and operations are compliant with applicable standards.

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# 3. Roles & responsibilities

## 3.1 adidas Top Leadership

It is the responsibility of the adidas top leadership (Executive Board) to:

- Ensure that the IMS is integrated into adidas business strategies and processes
- Actively support and sufficiently resource the IMS
- Encourage and support adidas employees' participation in IMS activities
- Develop forward-looking IMS objectives and performance measures, and continually improve the IMS
- Ensure that regular checks are performed across the adidas business to determine the extent to which objectives have been implemented and to monitor IMS effectiveness and success
- Regularly review the IMS to ensure it is effective, adequate, suitable, and compatible as well as consistent with the IMS Global Policy and objectives, business strategies and processes while it achieves its aims
- Communicate the importance of IMS actions and encourage employees in leadership roles to support the achievement of objectives and the improvement of related performance
- Support other managers to ensure effective IMS practices are implemented and maintained through consultation with and involvement of employees at all organizational levels.

## 3.2 adidas Employees

adidas strives to strengthen HSEE awareness and required competency by providing information and training to its global workforce. adidas encourages and empowers employees to think and act in a safe and sustainable manner, and to support this policy and the HSEE objectives.

## 3.3 adidas relationships with Suppliers, Contractors, and Customers

adidas works in partnership with its suppliers and contractors to improve HSEE performance. adidas expects its suppliers' activities to be compliant with this policy and all other guidelines and requirements. adidas encourages its suppliers and business partners to proactively manage the HSEE impact of their activities and to adopt sustainable purchasing practices. adidas values feedback from its customers and encourages them to consider the HSEE impact of their purchasing decisions as well as the end-use disposal of products and packaging.

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### 3.4 adidas dialogue with Stakeholders, Business Partners, Regulatory Authorities, and Interested Parties

adidas recognizes that clear, effective, and honest communication with its stakeholders enhances the transparency of its business and demonstrates its commitment to accountability. Consequently, adidas seeks to engage in dialogue with its stakeholders, including Business Partners, Regulatory Authorities, and other interested parties in an atmosphere of mutual trust and respect. adidas will provide its stakeholders with appropriate IMS-related performance information, share best practices, and partner with others to actively promote sustainability within the industry and community.

## 4. Risks and risk mitigation activities

Key risks and mitigating activities associated with the policy are as follows:

| Risk Category | Risk / Opportunity Description | Mitigation activities |
|---|---|---|
| Consumer | (Opportunity) Increased satisfaction and confidence of customer oriented towards sustainability. | n.a. |
| Environment | (Opportunity) Minimize impact on environment by implementation of systematic measures. | n.a. |
| Facilities | Workplace accidents e.g. office accidents, accidents on construction sites, accidents in own-retail stores, accidents during business travel, etc. | Minimize risks of accidents by implementation of systematic measures. |
| Governance | Failure to establish appropriate behavioral norms and values.<br><br>Lack of policy enforcement. | Regular auditing of conformance with the Policy. |
| Stakeholders | Escalation of negative comments on social media. | Regular auditing of conformance with the Policy to prevent any potentially bad publicity (e.g. waste |

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| | (Opportunity) Escalation of positive comments on social media. | management practices, energy efficiency etc.). |
|---|---|---|

## 5. Policy elements

This policy encompasses three ISO Management System Standards:

- ISO 14001:2015 Environmental Management System (EMS)
- ISO 45001:2018 Occupational Health & Safety Management System (OHSMS)
- ISO 50001:2018 Energy Management System (EnMS)

### 5.1 adidas principles and commitments

**Principles**

adidas values employees' health and safety and affirms that its employees have the right to work in a safe, secure, and healthy environment. adidas ensures that its infrastructure, assets, and operations are managed in accordance with applicable HSEE, emergency response, and sustainability requirements as well as additional compliance and voluntary obligations.

Consequently, adidas **commits** to:

- Adhering to applicable legal requirements, compliance obligations, directives, and guidelines
- Protecting the environment, preventing pollution, and improving the environmental footprint
- Continually improving the IMS and HSEE performance
- Establishing clear, measurable, attainable, and relevant strategic goals, objectives, and action plans
- Providing safe and healthy working conditions to prevent work-related injuries and illness
- Controlling occupational health and safety risks and hazards, applying the hierarchy of controls
- Supplying appropriate protective equipment to provide employees with a healthy and safe working environment
- Promoting and supporting employee and leadership participation in IMS activities.

### 5.2 The IMS Manual

The adidas IMS Manual constitutes the highest level of IMS documentation and explains the responsibilities of key participants within the scope of IMS. The IMS Manual describes for employees,

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customers, and business partners (energy service suppliers, licensees, and agents) the way adidas establishes, maintains, and continually improves an effective IMS. Additionally, it establishes a framework for setting and achieving HSEE objectives through planning to identify hazards and risks, taking actions to control them, capturing opportunities to avoid them, and driving continuous improvement in HSEE performance and best practices in daily work activities.

### 5.3 Definitions

Terms and Definitions are defined under each ISO standard. Terms and Definitions are designed to assist in understanding the "language" of the different ISO standards. ISO is maintaining a terminological database for use in standardization at the ISO Online browsing platform: https://www.iso.org/obp.

adidas refers to ISO's terminology database.

## 6. Consequences Management

Serious violations of this policy shall be referred to Compliance and/or Human Resources for investigation and potential consequences determined and applied according to CO03 – Consequences Management Policy.

## 7. Further Information

### 7.1 Change History

| Document number | Document date | Effective date | Changes |
|---|---|---|---|
| 1.0 | 17.09.2010 | 17.09.2010 | Initial version of the Environmental Policy |
| 2.0 | 31.08.2016 | 01.09.2016 | Health, Safety and Energy added to policy scope |
| 3.0 | 04.09.2018 | 04.09.2018 | New Executive Member HR and new GWP VP |
| 4.0 | 03.09.2019 | 03.09.2019 | Review of Policy to accommodate latest standard versions |
| 5.0 | 30.09.2020 | 25.10.2021 | New CHRO and 2025 targets |

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| 6.0 | 08.05.2023 | 01.06.2023 | <ul><li>Risks and risk mitigation activities chapter Included</li><li>Definitions chapter changed</li><li>Terms and abbreviations list expanded</li><li>Referenced documents list adjusted</li><li>Laws & Regulations chapter Included</li><li>Exception handling chapter adjusted</li><li>Consequence Management clause is added</li><li>HSEE Own Operations team's mailbox is added in the Contact</li></ul> |
|---|---|---|---|
| 6.1 | 07.03.2024 | 01.06.2023 | <ul><li>Minor wording update</li></ul> |
| 6.2 | 03.03.2025 | 01.06.2023 | <ul><li>Update contact</li></ul> |
| 7.0 | 19.11.2025 | 01.01.2026 | Scope definition adjusted |

## 7.2 Terms & Abbreviations

| | |
|---|---|
| CHRO | Chief Human Resources Officer |
| EMS | Environmental Management System |
| EnMS | Energy Management System |
| HSEE | Health, Safety, Environment and Energy |
| IMS | Integrated Management System |
| ISO | International Organization for Standardization |
| OHSMS | Occupational Health and Safety Management System |
| SVP WP | Senior Vice President Workplaces |

# 8. Referenced documents

The following documents could be relevant or should be read in conjunction with respective Policy:

- WP02 – Health & Safety Policy
- WP04 - Global Energy Policy

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## 9. Laws & Regulations

Regional/country laws and regulations need to be verified and complied with. This policy is not intended to conflict with local laws but is intended to complement them and lay out a framework for companywide adherence.

If local laws are stricter than the global policy in any category, then the more stringent category applies.

## 10. Contact

For further assistance, please contact HSEE_Own_Operations@adidas.com.