



ba&sh

SUSTAINABILITY REPORT 2025

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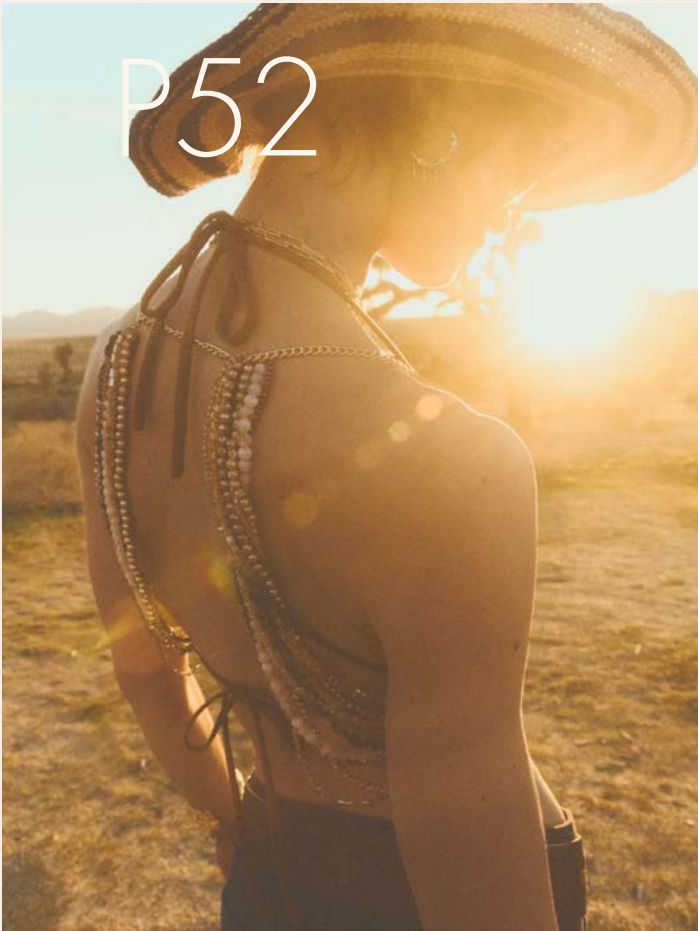
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A woman with short brown hair is sitting on large, light-colored rocks in a desert landscape. She is wearing a white, long-sleeved, open-knit lace dress with a V-neckline and a matching lace shawl draped over her shoulders. She is looking off to the side, away from the camera. The background shows a vast desert with scattered rocks and sparse vegetation under a warm, golden sky, suggesting sunset or sunrise. The overall mood is serene and bohemian.

ba&sh

WORLD

ba&sh world

About the brand

ba&sh was born in 2003, from the contraction and combination of the first names of its founders Barbara Boccara & Sharon Krief. Driven by a resolutely positive mindset and the desire to support women in their daily lives and on special occasions, the maison aims, through its pieces, to give them joie de vivre, energy and confidence. More than twenty years after its creation, ba&sh is a dynamic brand with a strong international dimension.

Guided by the ambition to act responsibly, ba&sh launched a CSR (Corporate Social Responsibility) policy back in 2017, rewarded in June 2024 with **B Corp™ certification** and a remarkable score of 98 points, above its sector average. This score shows that the brand meets high standards of social and environmental performance, placing transparency and responsibility at the heart of its commitment. It is recognition of its rapid and in-depth transformation in favor of a positive impact.

Convinced that it is always possible to do better, and aware of the road that still lies ahead, ba&sh is committed to a process of continuous improvement and approaches the challenges to come with optimism, humility and the determination to pursue its transformation, step by step.

Optimism
Sorority
Freedom
Commitment





ba&sh world

Our manifesto

In an uncertain world, it takes courage to be optimistic.
Strength so as to not feel powerless in the face of challenges.
ba&sh, is above all a resolutely positive mindset, and a collective in motion.

A conviction that it's always possible to do better, and to work together to rise to the challenges of our planet, by setting ambitious targets.

An energy that encourages us to make transformations on social and environmental issues, and bring our partners and our sector along with us.

A shared zest for life that makes every step forward a reason to celebrate.

Whether it's significantly increasing the circularity of our pieces by giving them several lives, reducing our carbon footprint, helping to preserve ecosystems and water resources, rethinking the cultivation of the land from which our materials are derived, understanding and acting on our manufacturing chains to make them more virtuous, choosing materials that have less impact on humans, nature and animals, supporting women in various fields that are close to our hearts, such as entrepreneurship, education and health, we are undergoing a profound transformation, step by step, until we became a B CorpTM certified company.

We're on the right path.
We've reached some major milestones.
We believe in the power of action.

ba&sh. Walk on the bright side.

For a detailed list of the Sustainable Development Goals (SDGs) to which ba&sh contributes, see the appendix.



ba&sh world

ba&sh’s stakeholder ecosystem in 2025

At ba&sh, CSR is a collective project, driven at every level of the company.

Our approach is based on a strong conviction: transformation can only happen through close collaboration with our stakeholders, whether internal or external. It is through this dynamic of dialogue and engagement that we drive change.

Stakeholder engagement process

At ba&sh, stakeholder engagement is organized on several levels and relies on cross-functional CSR governance: every head-office employee has individual CSR objectives, and part of the Executive Committee members’ bonus is indexed to achieving these objectives.

Internally, dialogue with teams takes place through an annual satisfaction, wellbeing and D&I survey, and through an anonymized whistleblowing system (Whistle B), guaranteeing every employee a confidential feedback channel.

With suppliers, ba&sh works and communicates daily with its production sites: assessments, audits with shared corrective action plans, regular exchanges, etc.

ba&sh also maintains ongoing dialogue with sector experts, tools and NGOs: Textile Exchange, Canopy, Four Paws, Fairly Made SWEEP, Amfori, NATIVA and the LWG on climate, biodiversity, animal welfare and traceability issues.

The B Corp™ certification obtained in 2024 also gives ba&sh access to a community of committed companies, with whom it can share best practices in CSR transformation.

Finally, in 2023, ba&sh carried out its first double materiality analysis, involving more than 30 internal and external stakeholders (Executive Committee, business unit heads, managers, employees, climate and biodiversity experts, shareholders, circularity and traceability partners) through interviews, workshops and surveys, in order to identify and prioritize the most strategic issues for the company.

ba&sh does not engage in any lobbying activity, whether direct or indirect (funding of political campaigns, contributions to interest-representation organizations), and publicly declares this as part of its transparency approach.

A network of strategic partners to accelerate our transformation

Memberships & certification

- B Corp™ community



Sustainable supply chains, biodiversity & animal welfare

- Textile Exchange
- Leather Working Group
- NATIVA™ project
- Four Paws
- Canopy



Traceability & transparency

- Amfori BSCI & BEPI
- Fairly Made



Circular economy

- Réserve des Arts
- FAUME



ba&sh world

Double materiality analysis

In 2023, ba&sh carried out its first double materiality analysis, a structuring step to refine its CSR strategy. This exercise aims to identify and prioritize the most strategic issues for the company, by combining two perspectives:

- **Impact materiality**, which assesses the effects of ba&sh’s activities on the environment, society and stakeholders.
- **Financial materiality**, which measures how these issues can impact the company’s performance and resilience.

A participatory and structured approach

More than 30 stakeholders were involved throughout the process, through interviews, workshops and surveys:

- **Internally:** Executive Committee members, business unit heads, managers and employees.
- **Externally:** climate and biodiversity experts, shareholders, partners engaged in circularity and traceability.

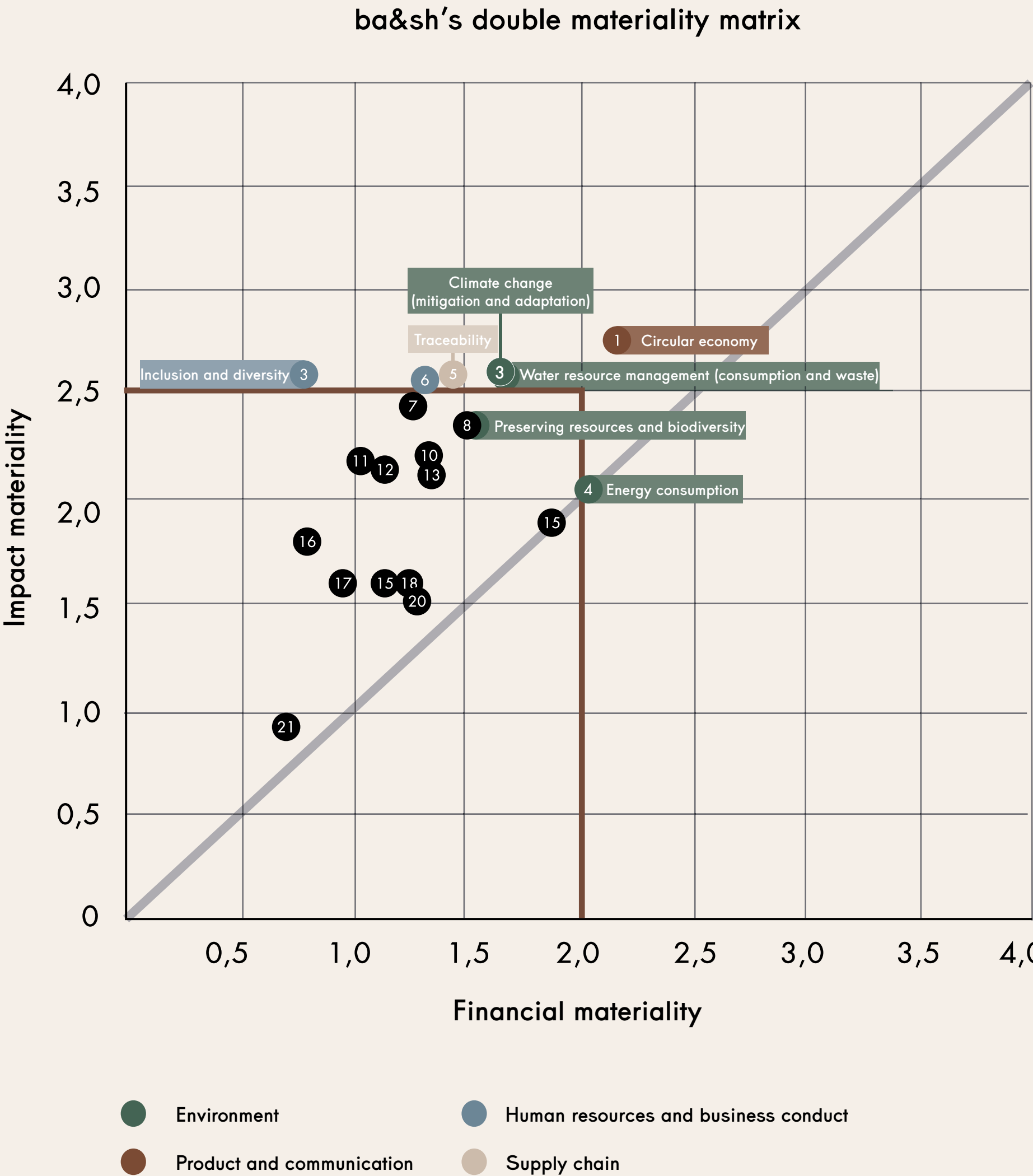
Results aligned with our roadmap

The lessons drawn from this analysis confirmed the relevance of the priority areas already integrated into ba&sh’s CSR strategy. With recognized maturity on these topics, ba&sh did not need to redefine its priorities: the material issues are consistent with the CSR initiatives identified in the short and medium term. This approach thus reinforced the solidity of the existing commitments and the relevance of the actions implemented.

The 8 material challenges at ba&sh

8 material challenges were identified and divided into 4 categories: environment, products and communication, supply chain, HR and business management.

Challenges	Materiality
1 Circular economy	6.0
2 Water resource management (consumption and waste)	4.3
3 Climate change (mitigation and adaptation)	4.3
4 Energy consumption	4.2
5 Traceability	3.7
6 Preserving resources and biodiversity	3.6
7 Product longevity	3.5
8 Working conditions and respect for human rights in the value chain	3.5



ba&sh world
Key figures 2025

Retail stores

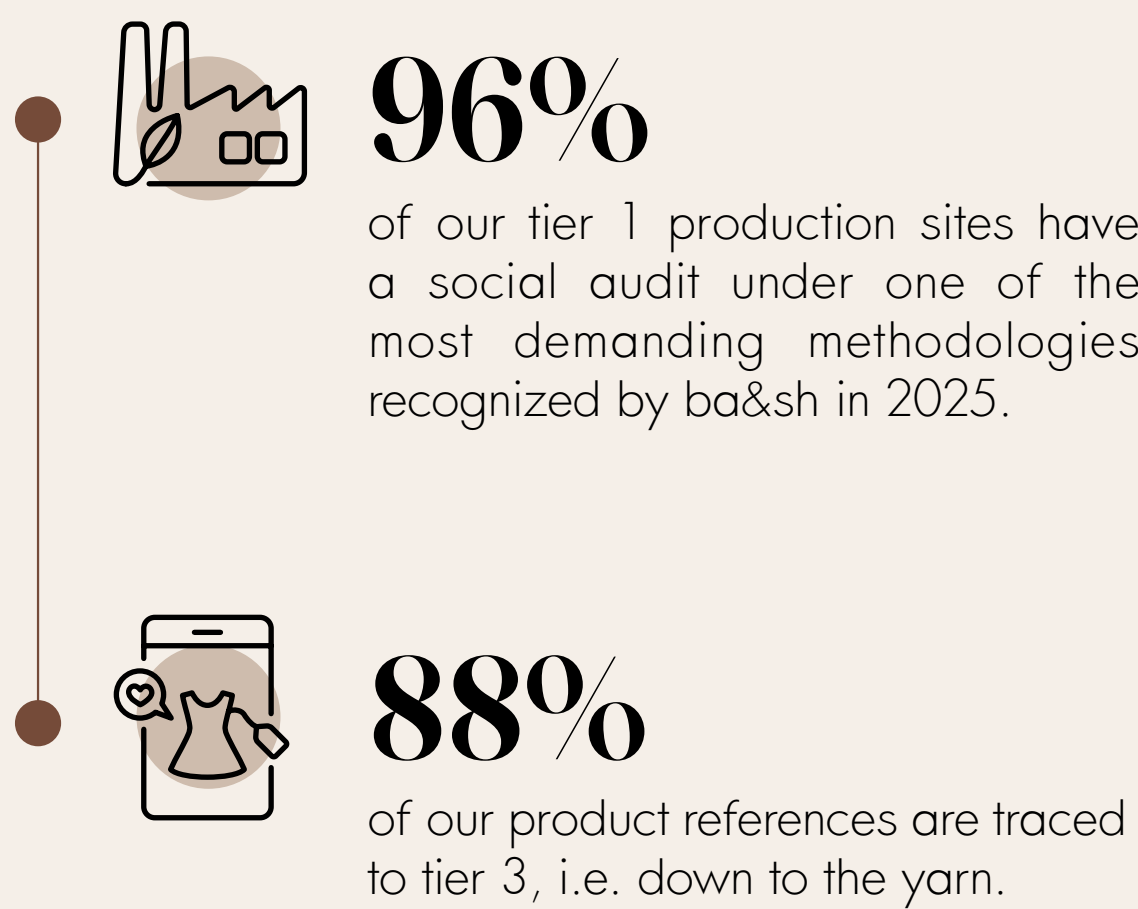


Production breakdown

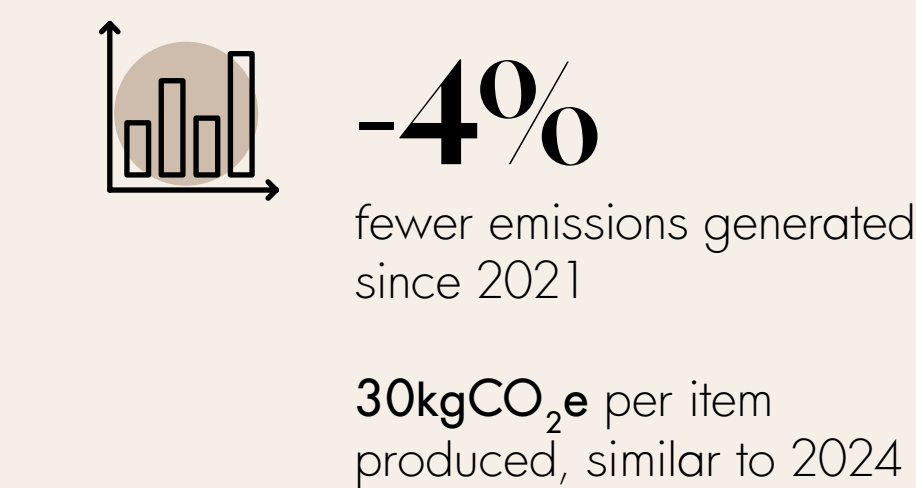


of production is sources from nearby countries including 24% in Europe (by volume).

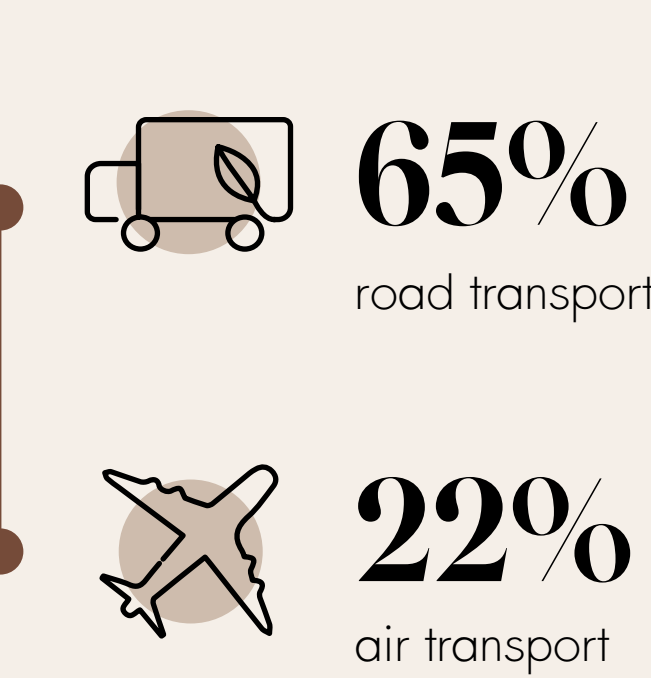
Social compliance and traceability



Carbon footprint



Transport (upstream and downstream)



Energy



Packaging



ba&sh world

Key figures 2025

Materials

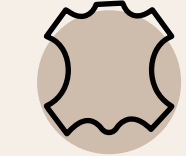


- 

84%
of **cotton** comes from organic farming or recycled sources.
- 

89%
of certified **viscose** is made from wood pulp sourced from sustainably managed forests, including **33%** alternative viscose (Lenzing™ EcoVero™, Tencel®, Modal®).
- 

56%
of **wool** comes from a certified supply chain that guarantees animal welfare and sustainable pasture management, recycled or from organic farming.
- 

35%
of **synthetic materials** are from recycled sources.
- 

100%
of **leather** comes from Leather Working Group certified tanneries.

ba&sh world

Key figures 2025

Circularity

3 levers to extend the lifespan of our pieces

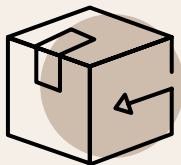


Focus on second-hand



3%

of French
online revenue



42%

sell-through rate

(share of bought-back pieces
that were effectively resold)



1,281

new customers acquired

Societal



84%

of employees say they are proud
to work at ba&sh

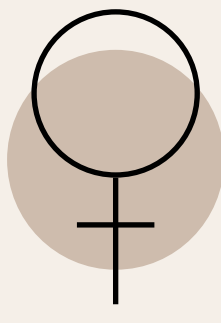
Source: HR Survey 2025 (excluding
Asia)

4,288 hours

of training delivered to the company's
employees in Europe

€122,853

in donations to nonprofits through the
Fund and Action philanthropic program



66%

Share of women on the
Executive Committee

ba&sh world
#Justfacts



CLIMATE & BIODIVERSITY



MATERIALS



TRACEABILITY &
SOCIAL COMPLIANCE



CIRCULARITY



WOMEN SUPPORT

Reduce our carbon footprint, help preserve ecosystems and water resources

Choose lower-impact materials for people, nature and animals

Understand and act on our manufacturing chains to make them more virtuous

Significantly increase the circularity of pieces by giving them several lives

Support women in the areas dear to ba&sh (entrepreneurship, health, education...)

2025
RESULTS

-4% fewer emissions generated since 2021

Funding of 6 regenerative agriculture farms for wool

72% certified materials

88% of references traced to yarn production

22 733 second-hand pieces bought back in Europe

ba&sh certified “Safe Place”

AMBITIONS
KEY

Relocate 60% of production to nearby countries by 2028 (in number of references, excluding jewelry)

80% certified materials by 2028

100% of our references have a known raw-material origin by 2028

70 000 second-hand pieces bought back by end of 2026 since launch

Amplify our actions for women and enable every employee to dedicate one day a year to a cause they care about by 2026

We believe in the power of action.
WALK ON THE BRIGHT SIDE

ba&sh world

Transforming in depth, step by step,
until becoming a B Corp™ certified company

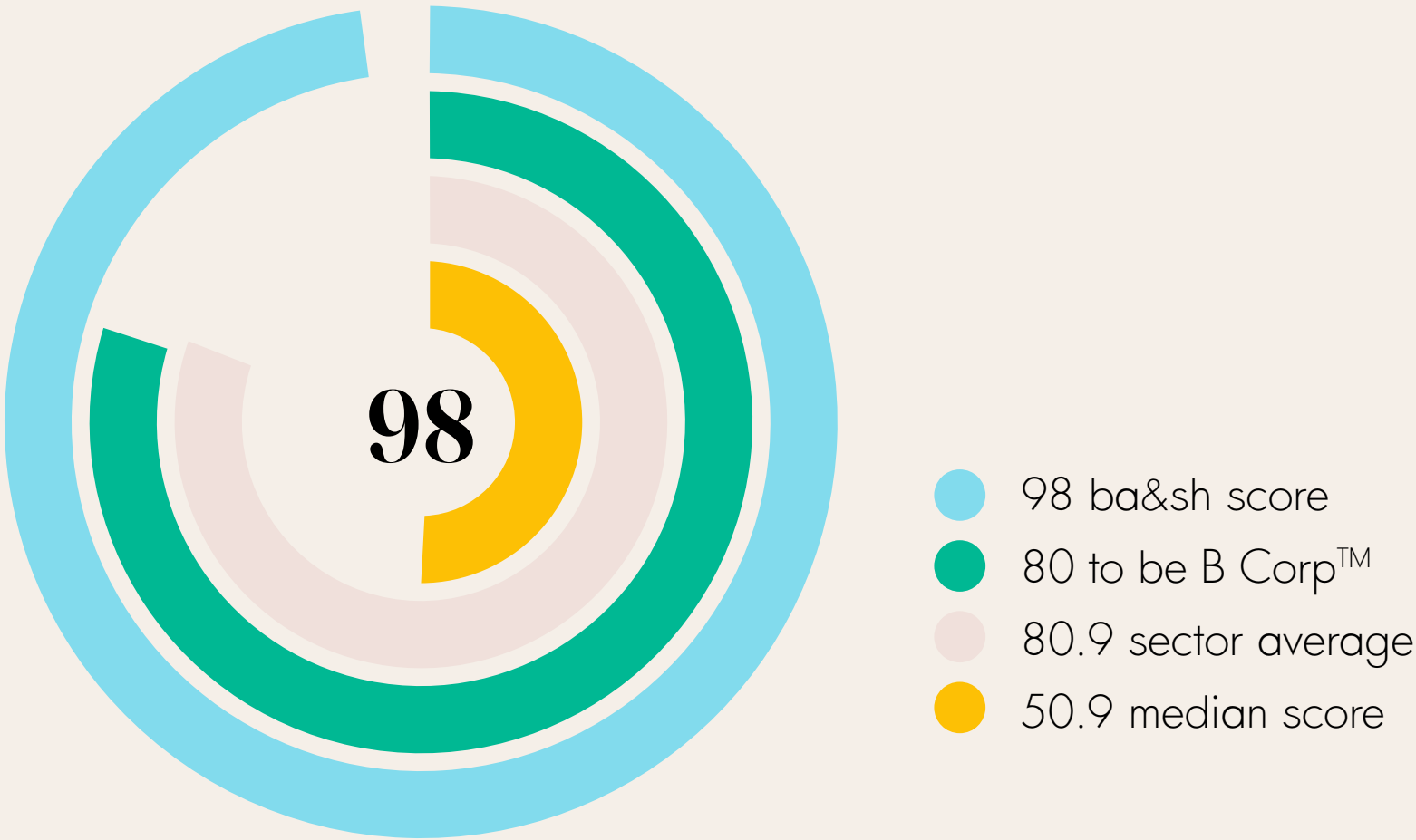


ba&sh obtained B Corp™ certification, with 98 points, in June 2024

ba&sh has been a B Corp™ certified company since June 2024, with an exceptional score of 98 points, of which we are very proud!

This certification measures a company's overall impact. It means that ba&sh meets verified standards in social and environmental practices, transparency and accountability.

All teams were mobilized for this certification, a symbol of the brand's rapid and profound transformation.



Score details

Governance: 13.7
Workers: 25.3
Community: 21.9
Environment: 33.3
Customers: 3.6

A hand-drawn architectural sketch of a building with a grid-like structure, overlaid with a large white logo. The sketch is drawn on a piece of paper that is slightly wrinkled and has some other faint lines on it. A hand is visible in the upper left, holding a black pen and drawing the sketch. The hand is wearing a silver bracelet with a small charm. The logo is a large, white, lowercase 'ba&sh' with the word 'SOCIAL' in smaller, uppercase letters below it.

ba&sh

SOCIAL

Social

Social compliance

What is a supply chain?

Fashion industry supply chains are complex and often involve companies and workshops located in different countries around the world. The various stages of production are broken down into tiers (or ranks), which allow us to identify the links in this chain. The closer the tier is to the brand, the easier it is to verify its social and environmental compliance. The aim is to trace as far back as tier 3, the furthest from the finished product.

What are the social issues in the textile industry?

These vary depending on the risks inherent to each country. As more and more production and manufacturing operations are carried out in countries where monitoring working conditions does not always meet social standards, close monitoring, audits and capacity building are needed. From garment factories to tanneries, cotton fields to processing plants, workers’ fundamental rights must be respected. To better identify and support our partners, we commit to strengthen our audit requirements in countries identified as at risk for human rights.



Social

Social compliance

A lasting history

Walk on the bright side is a mindset we share with our suppliers; this is why we have worked with most of them for more than 10 years.

More than 10 years of exchanges, phone calls, meetings and joint projects that have allowed us to build bonds of trust. Chosen for their expertise and their ability to “do well” on social and environmental matters, they are mobilized and involved in our ambitious transformation project. With them, we work every day to improve the quality and durability of our pieces.

ba&sh’s social compliance policy

ba&sh’s commitment to social compliance is part of a global approach to responsibility, ethics and transparency throughout its supply chain.



Our policy is based on the following principles:

1.

Fundamental principles

Mandatory code of conduct

Contractual annexes
2.

Supplier evaluation & control

Mandatory social audit

CSR performance scorecard

Corrective action plans

Member of the Amfori BSCI initiative
3.

Monitoring & scoring

Seasonal evaluation of direct suppliers (tier 1)

Possibility of ending the partnership
4.

Traceability & transparency

Identification and mapping of suppliers

Traceability from raw material to finished product

Social

Social compliance

CODE OF CONDUCT

Our suppliers sign our Code of Conduct, based on the fundamental principles and rights of the International Labour Organization (ILO). They commit to respecting it and sharing it with their teams and subcontractors.

SOCIAL AUDITS

In addition, since 2022, ba&sh applies a strict social audit policy, mandatory for all its direct suppliers, i.e. its production sites (tier 1) and those of any subcontractors (where subcontracting is authorized by ba&sh). Every new supplier must provide a compliant social audit before the first order.

ba&sh has also launched a social evaluation approach at tier 2, with priority given to dyeing factories located in India and China. To be considered valid, the audit must be less than 24 months old, carried out by an approved independent third party, and follow one of the methodologies recognized by ba&sh: BSCI, ICS, SMETA, WCA. If the audit score is below C, a follow-up audit is required within 12 months.

CORRECTIVE ACTION PLANS

Following a social audit, ba&sh supports its suppliers in implementing action plans to correct the non-conformities identified. Suppliers have 30 days to formalize corrective measures. They must then implement them within 1 month for critical non-conformities, 3 months for major ones, or 6 months for minor ones.

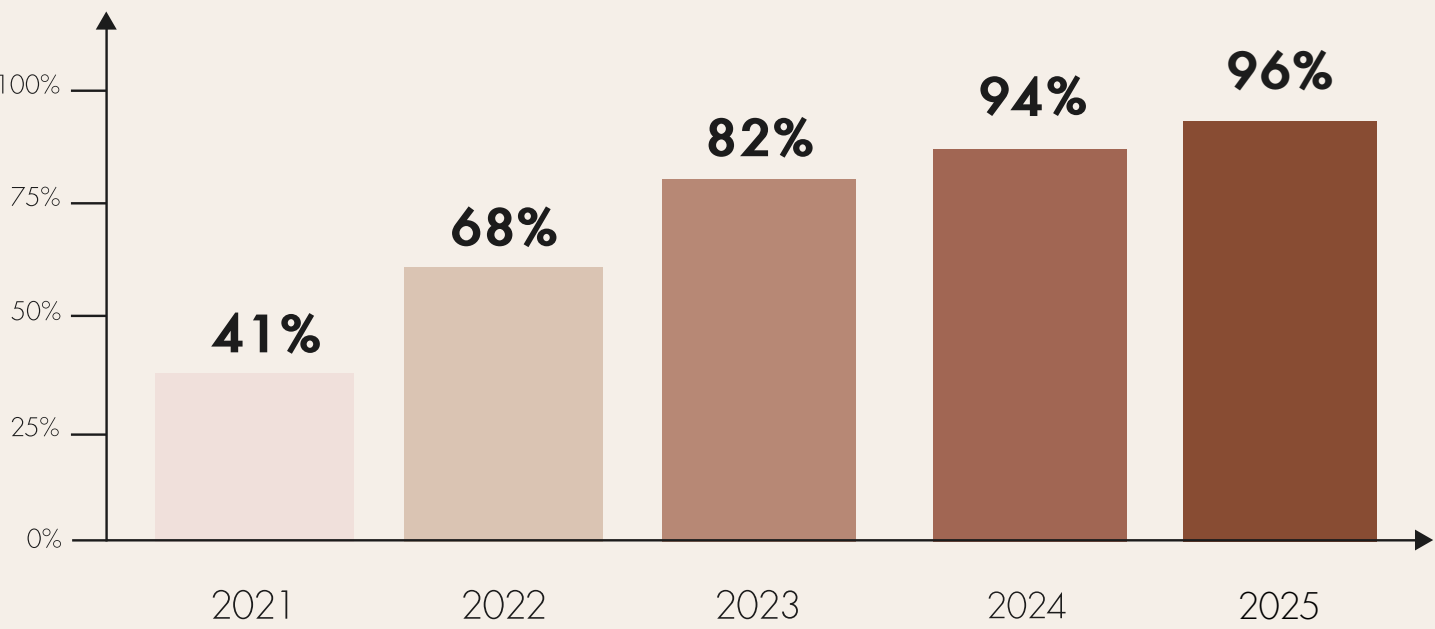
ba&sh, member of Amfori BSCI & BEPI, a social and environmental compliance initiative

Since August 2021, ba&sh has been a member of Amfori, an organization dedicated to social and environmental compliance. On the social side, the goal is to improve working conditions and, more broadly, social performance across our supply chains: supplier mapping, launching and monitoring social audits, follow-up of corrective measures, early detection of issues, as well as resources and training available in several languages and made available to our suppliers.



SCOPE AND METHODOLOGY
All production sites that manufactured the Fall-Winter 2025 and Spring-Summer 2025 collections were taken into account. If a production site is used by several suppliers, it is counted only once.

Share of tier 1 production sites with an audit meeting ba&sh's high requirements



- We tell you everything -

In 2025, we aimed for 100% of our tier 1 production sites to be audited; we reached an average of 96% over the year. What about the remaining 4%? 4 factories had a social audit carried out under standards not recognized by ba&sh. The other factories were in the process of being audited.

🔍 TARGETS 2026

- 100% of tier 1 production sites audited
- Critical review of the human rights component of the social compliance policy
- Conduct a human rights impact analysis on our value chain

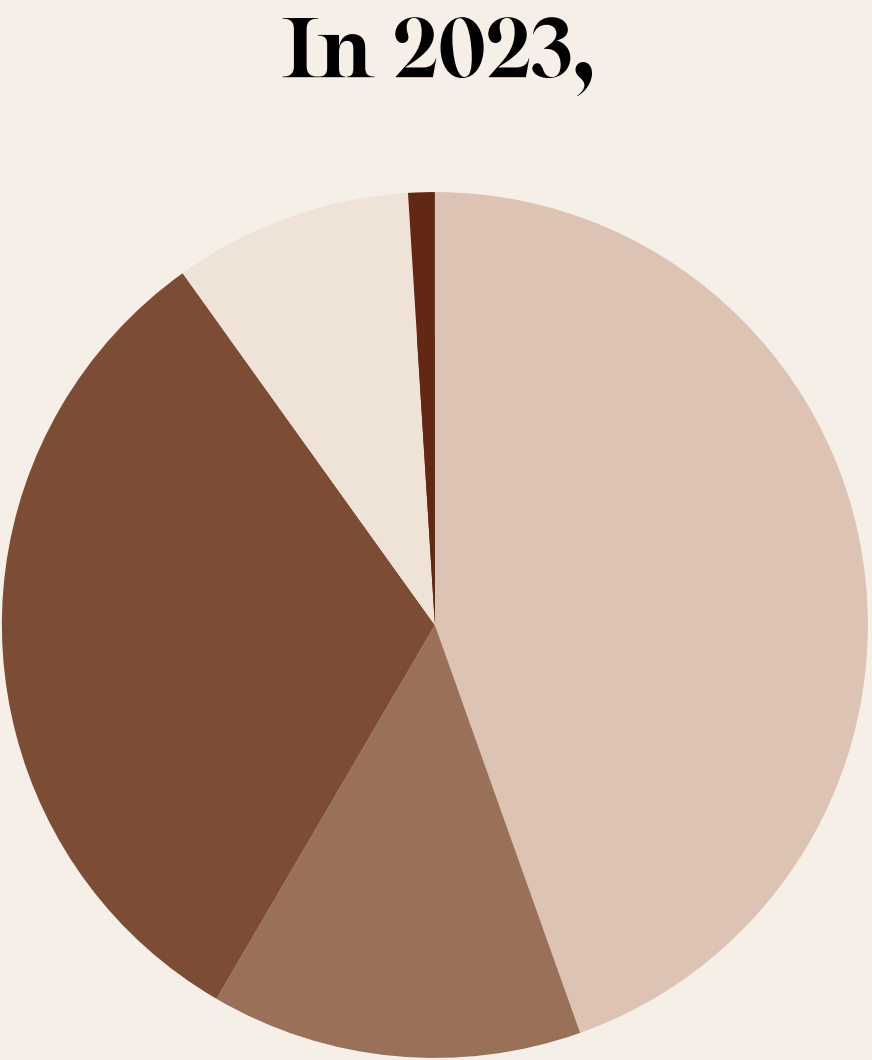
🔍 TARGET 2028

- 100% of tier 1 production sites audited and 30% of tier 2 factories audited

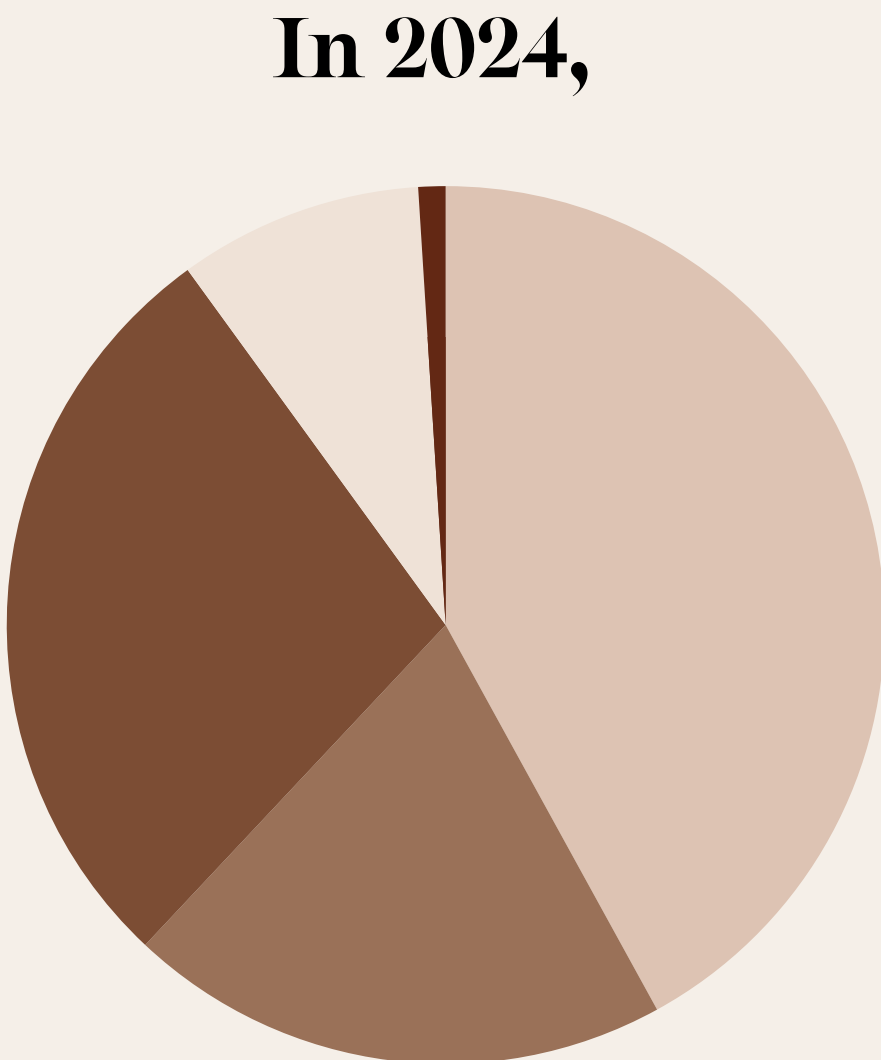
Social

Geographical distribution of production

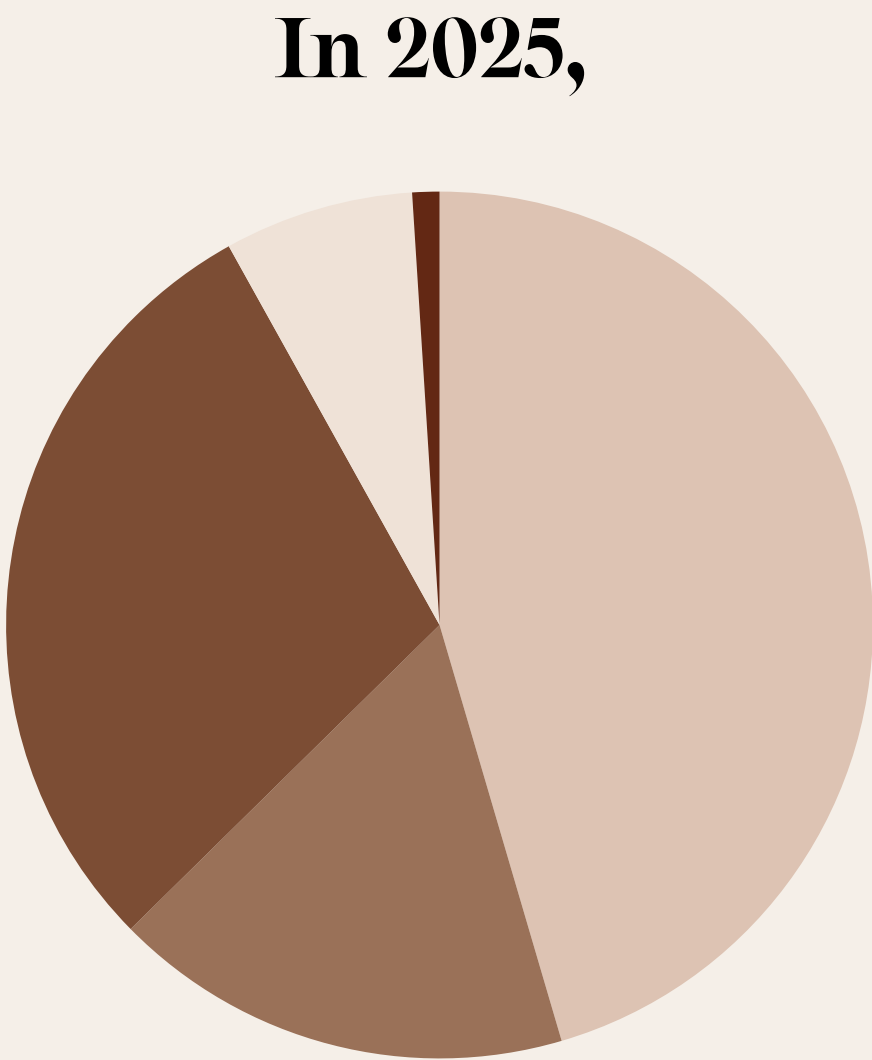
Ready-to-wear and accessories in 2025 (by number of references, excluding jewelry)



- 45% Asia
- 14% Maghreb
- 32% Europe
- 9% Turkey
- 1% Others



- 42% Asia
- 20% Maghreb
- 28% Europe
- 9% Turkey
- 1% Others



- 45% Asia
- 17% Maghreb
- 29% Europe
- 7% Turkey
- 1% Others

-7%
From distant countries
between 2021 and 2025

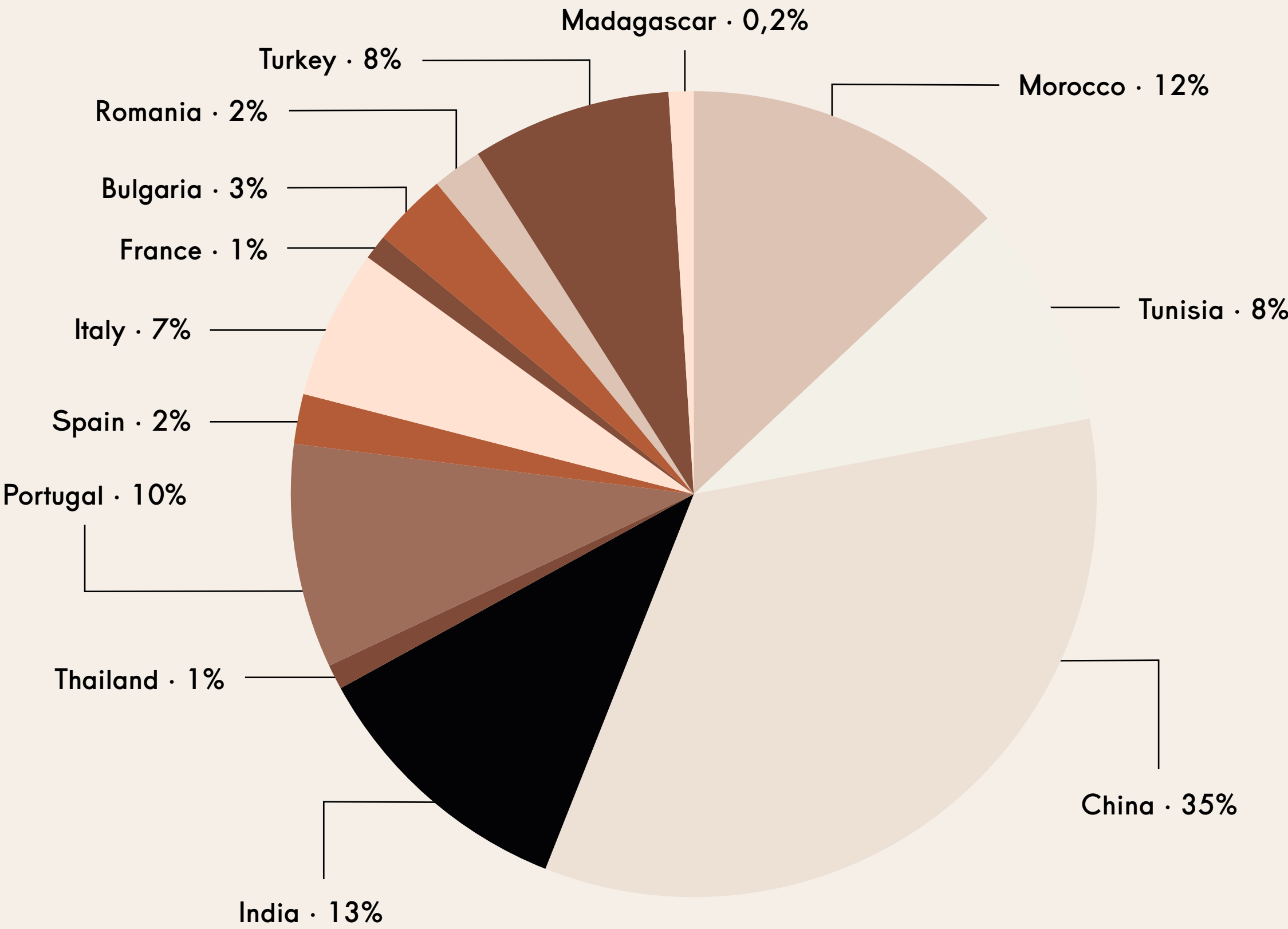
🔍 TARGET 2028

60% of production achieved by
importing from nearby countries and
40% from distant countries (in number
of references, excluding jewelry)

Social

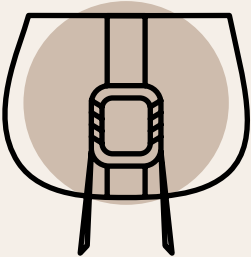
Geographical distribution of production

Ready-to-wear and accessories in 2025 (by volume)



- *We tell you everything* -

Our relocation targets are set by number of references produced. However, we measure our environmental impact by production volume, to better reflect reality.



95%

of our leather accessories
are produced in Europe
(by volume)



51%

nearshoring,
49% offshoring
(by volume)

Social

Traceability and transparency

Achieve a high level of traceability and transparency on the manufacturing conditions of ba&sh pieces

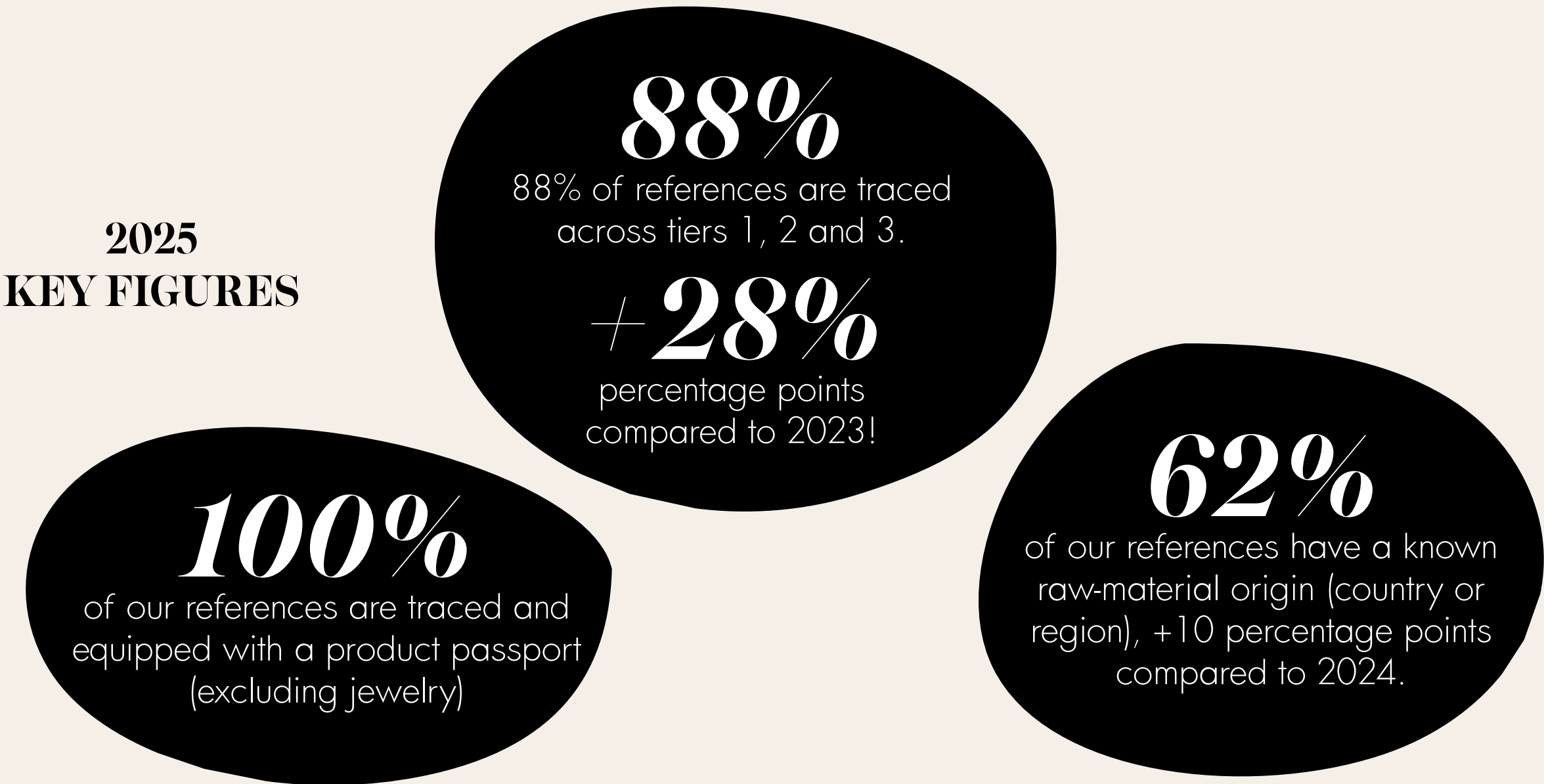
Despite the complexity of the subject, ba&sh aims to trace back to the origin of the raw material. A real lever for action and transformation to ensure compliance with our environmental and social requirements throughout the chain and to encourage our partners to improve their practices.

Our suppliers must therefore provide the detailed history of each product. To keep this information at hand, in 2022 we partnered with Fairly Made, which offers a solution for traceability and impact measurement of pieces.

Alongside this tool, each season ba&sh identifies, locates and traces its suppliers, production sites and subcontractors, as well as their various transformation processes:

- Mapping of direct suppliers and associated production sites
- Mapping of laundries
- Mapping of tanneries
- Mapping of the viscose producers of our suppliers for our viscose pieces, in collaboration with the NGO Canopy, in line with our commitment under the CanopyStyle Initiative

Undeclared subcontracting is not authorized without prior agreement.



🔍 TARGETS 2026	🔍 TARGET 2028
100% of references traced across tiers 1, 2 and 3	100% of our references have a known raw-material origin
75% of our references have a known raw-material origin	

A woman with short brown hair and large hoop earrings is looking directly at the camera. She is wearing a strapless top with a bold geometric pattern in black, white, and yellow. The background is a vast desert landscape with sparse vegetation and distant mountains under a clear blue sky. The text 'ba&sh' is overlaid in a large, white, sans-serif font.

ba&sh

ENVIRONMENT

Environment

A holistic approach: Reducing our carbon footprint, helping to preserve ecosystems and water resources

Walk on the bright side means working head-on to reduce our impacts on climate, biodiversity and water alike, since they are intrinsically linked, and since our business depends closely on all three.

This means implementing reduction actions, prioritizing the areas where our impact is most significant and where the potential for improvement is highest.

Since the launch of our CSR strategy, we have championed a holistic approach that takes into account the interdependence of climate, biodiversity and water issues.

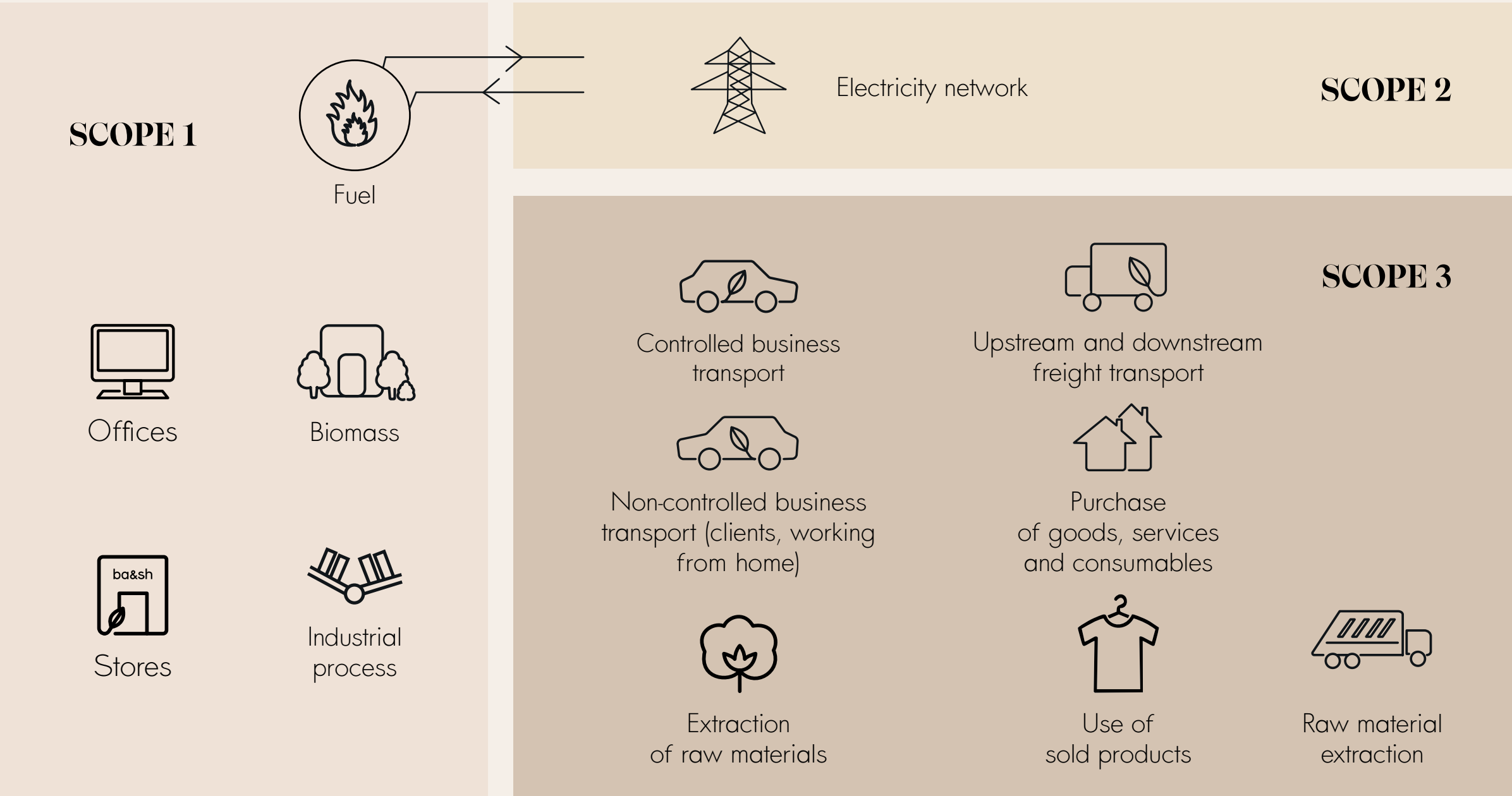


Environment

Carbon footprint

ba&sh has calculated its carbon footprint annually since 2021.

We use the GHG Protocol method, an international assessment framework developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI), which covers all of the company's activities, i.e. scopes 1, 2 and 3. In 2025, ba&sh's activity generated 70,212 tCO₂e.



SCOPE 1 : Direct emissions from facilities controlled by ba&sh
SCOPE 2 : Indirect emissions related to purchased energy consumption
SCOPE 3 : Indirect emissions generated throughout the value chain, upstream and downstream

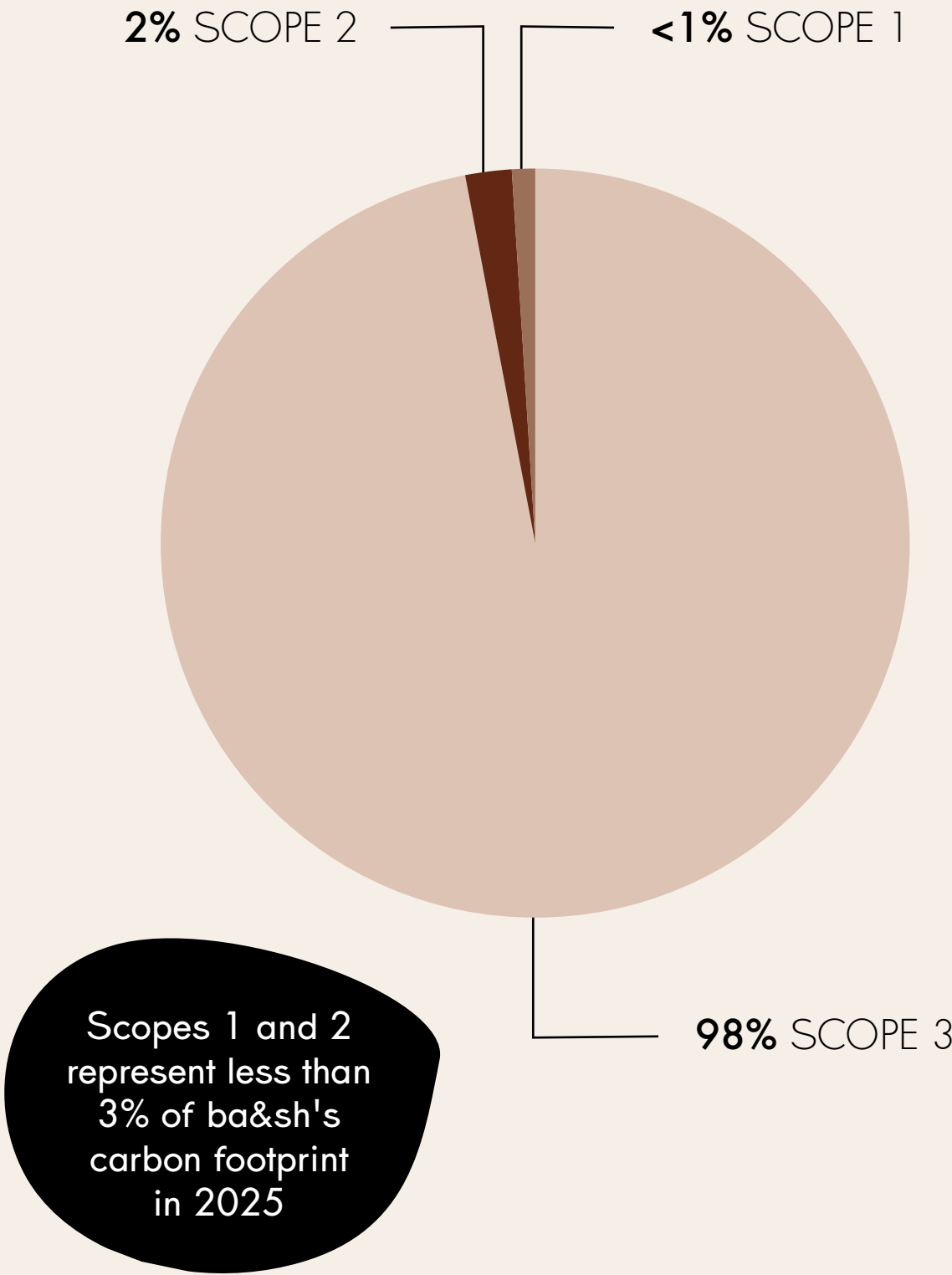
- *We tell you everything* -

Methodological change, Energy (Scopes 1 & 2). In 2024 and 2025, we updated our methodology for calculating energy-related emissions. This update, which applies to Scopes 1 and 2, means that the 2024 and 2025 data are not directly comparable with those from previous reporting years.

This approach is part of our ongoing commitment to refine the management of our environmental impact, relying on more reliable, precise and representative data.

It is notably based on updating the emission factors used, in order to more accurately reflect the reality of our energy consumption and the specificities of our energy sources.

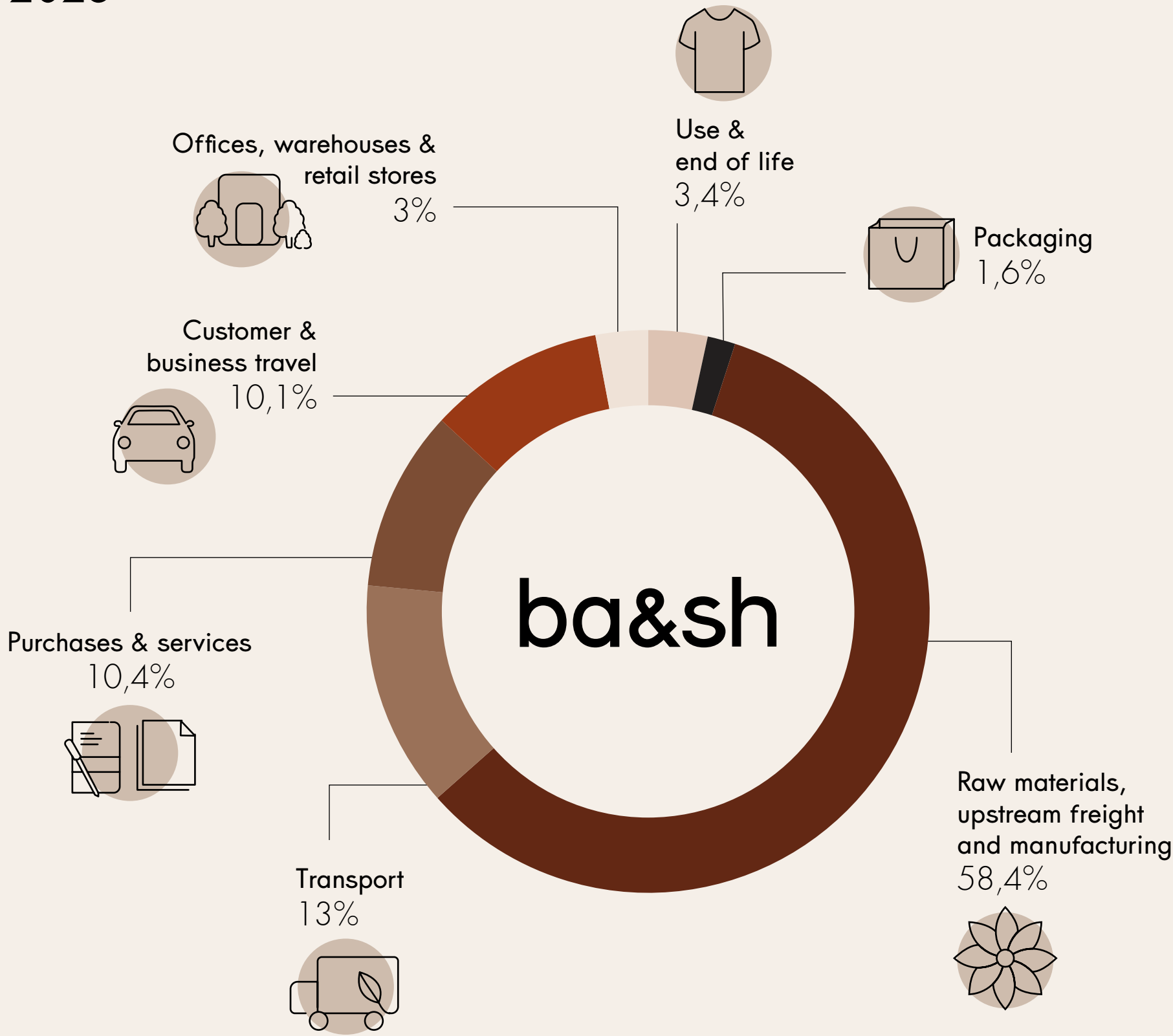
Breakdown of emissions across scopes 1, 2 and 3 in 2025 (tCO₂e)



Environment

Carbon footprint

Breakdown of CO₂e emissions
in 2025



Environment

Carbon footprint

Comparison of the carbon footprints between 2024 and 2025

ba&sh increased its carbon footprint by 8% between 2024 and 2025, an increase of 5,398 tCO₂e.

Reducing our carbon footprint year after year is a challenge and one of our top priorities.

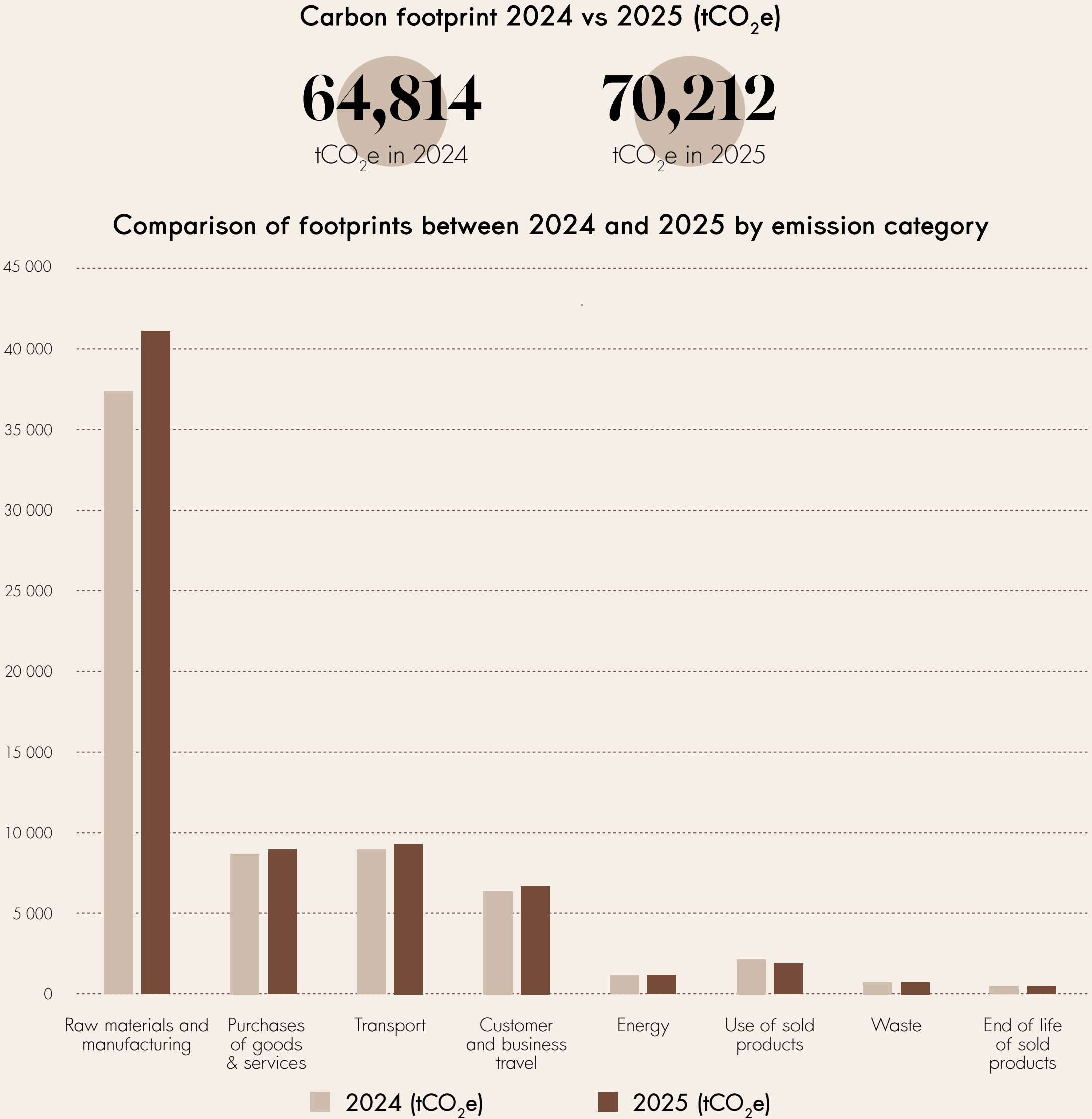
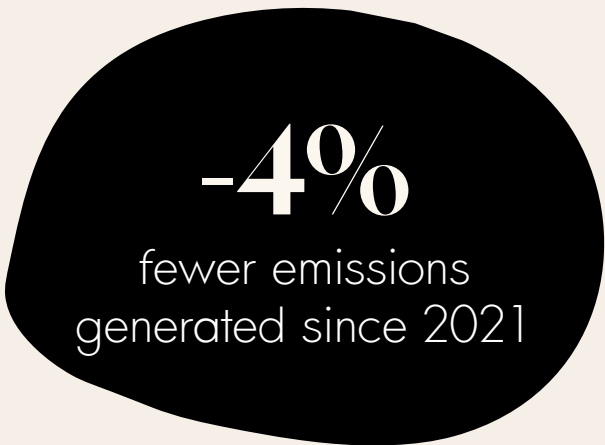
This trend is explained by several combined factors:

- We strengthened our calculation methodology by applying more demanding emission factors, particularly for recycled materials, to better reflect their real impact. A more rigorous measurement mechanically produces higher figures: that is the price of transparency.
- At the same time, our 2025 collections include a larger share of animal materials (wool, leather, cashmere), whose carbon footprint is higher. These materials are part of our identity, and we are working to reduce their impact through certified and regenerative supply chains whose carbon benefits cannot yet be quantified at this stage.

Finally, the growth of our business translated into higher manufacturing and transport volumes. Despite our efforts to limit the use of the most emitting modes, emissions from upstream transportation increased by 20% between 2024 and 2025.

These results reinforce our sense of urgency to accelerate on our levers for action:

- increasing certified materials,
- reducing the use of air transport,
- powering all our infrastructure with low-carbon energy,
- the gradual relocation of our production to nearshoring, with a target of 60%.



Environment

Biodiversity footprint

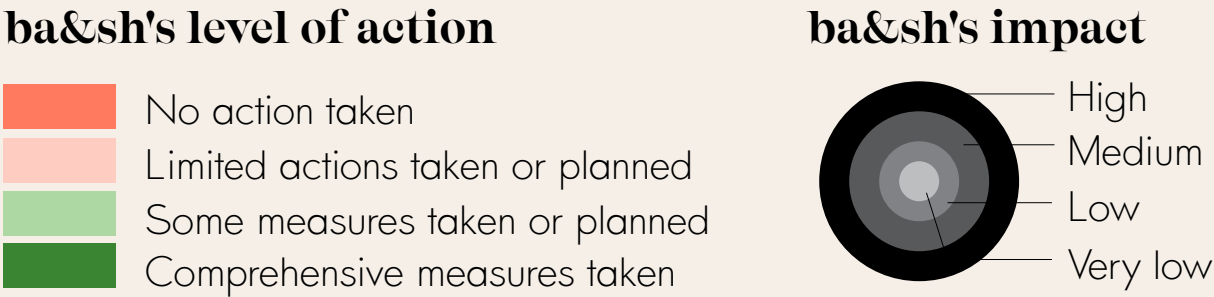
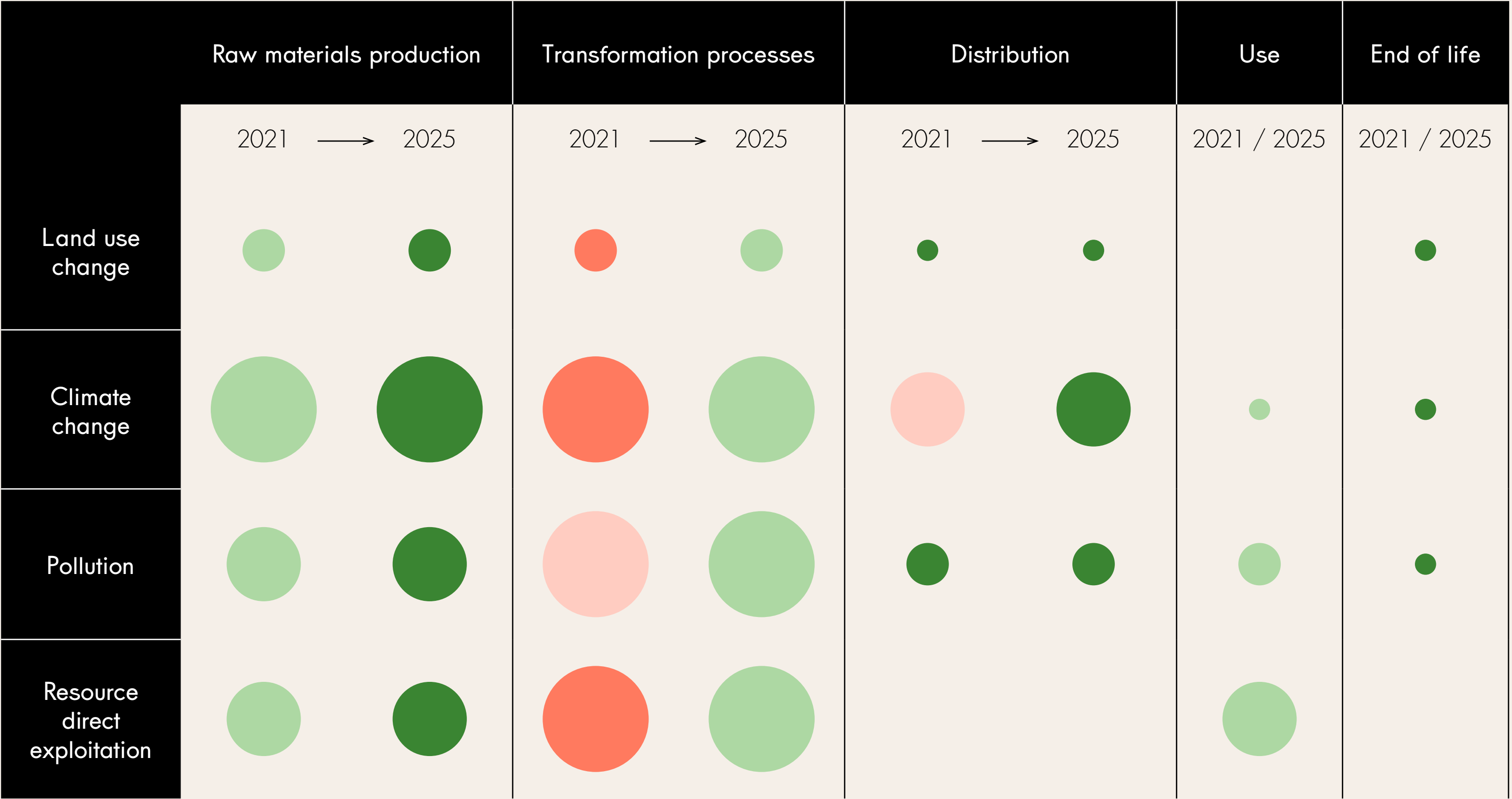
Impact study

Our activities exert pressures on biodiversity, even though they depend on the various ecosystem services it provides (natural materials such as cotton, viscose or linen, water used for growing or processing our pieces, etc.).

This is why, starting in 2021, we conducted a diagnostic of ba&sh's contribution to the pressures exerted on biodiversity, together with the consultancy I Care & Consult. In other words, a study of the impacts of our activities on the 5 pressures exerted on biodiversity, from raw material production to the product's end of life. This diagnostic was recently updated based on the actions initiated over the past 5 years.

There is currently no consensus on biodiversity accounting methods, so we favored a qualitative approach, as recommended by the Science Based Targets Network (SBTN) as a first step.

This study made it possible to identify our main spheres of influence and levers for action, but also to prioritize according to impact categories across the entire value chain and by type of raw material.



ba&sh's impact

High

Medium

Low

Very low

Environment

Water footprint

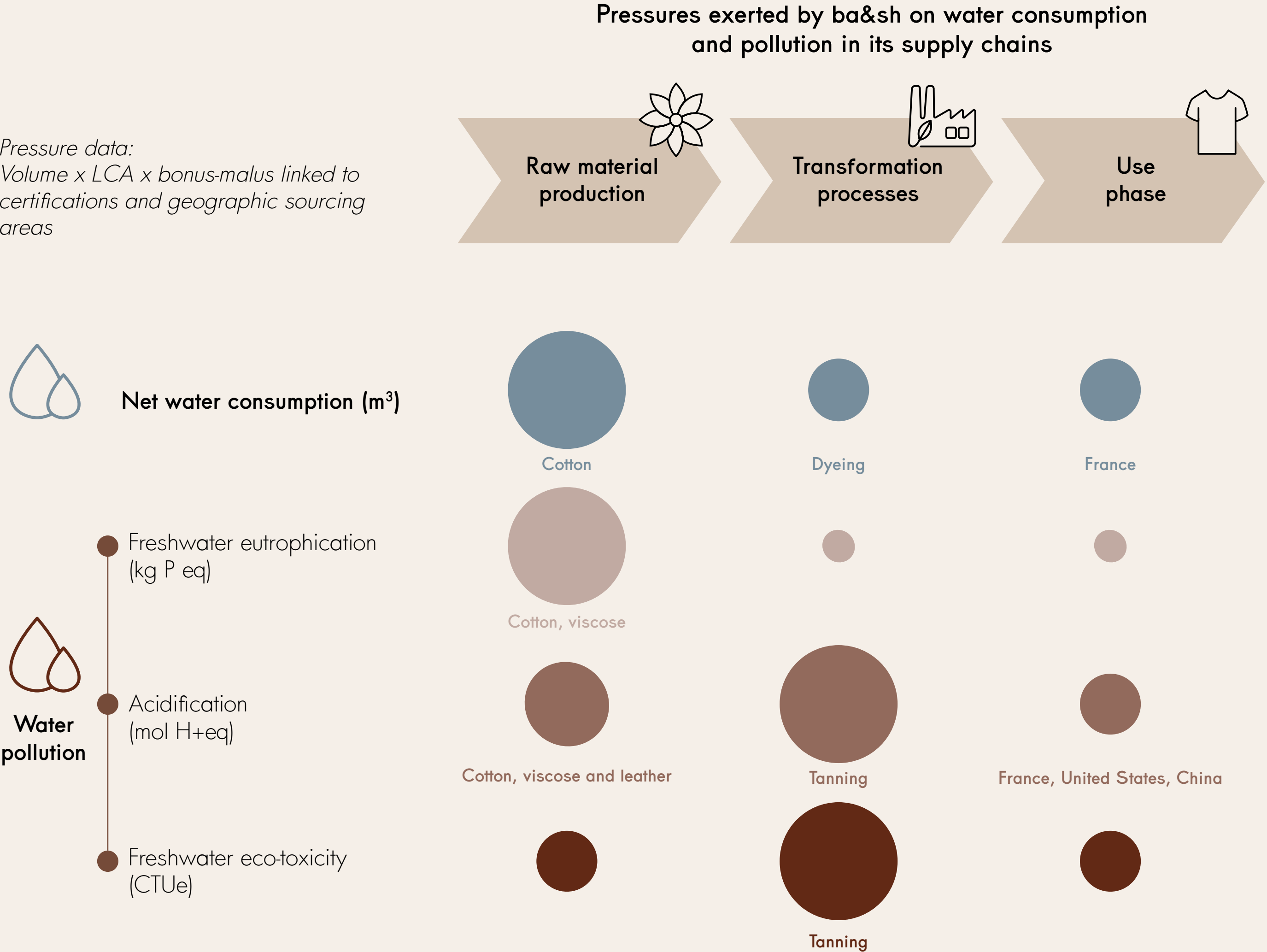
Impact study

Walk on the bright side means confronting the crucial issue of water for our textile industry, which both consumes a lot of it and also contributes to its pollution.

The pressures on biodiversity linked to water consumption and pollution differ greatly depending on the types of raw materials and transformation processes, but above all on the geographic area where these pressures are exerted.

ba&sh actively works to reduce water consumption and water pollution in its supply chains. To go further, in 2024 we conducted, with the consultancy I Care & Consult, a water footprint of ba&sh's activities (consumption and pollution) across the entire value chain: raw material production, transformation processes, product use phase.

Following this water footprint, a plan to reduce the water consumption and water pollution associated with our activities was developed.



Environment

Climate & nature strategy

At ba&sh, we consider that the issues related to climate, water and biodiversity are closely interdependent. This is why we have gradually evolved our approach toward a Nature strategy, aiming to reduce the impacts of our activities on ecosystems throughout our value chain.

This strategy builds on the impact assessment work carried out in recent years (presented earlier in this report) and focuses on the main levers for action identified: using lower-impact materials, promoting more sustainable agricultural practices, preserving natural resources, reducing greenhouse gas emissions, and managing water consumption and pollution.

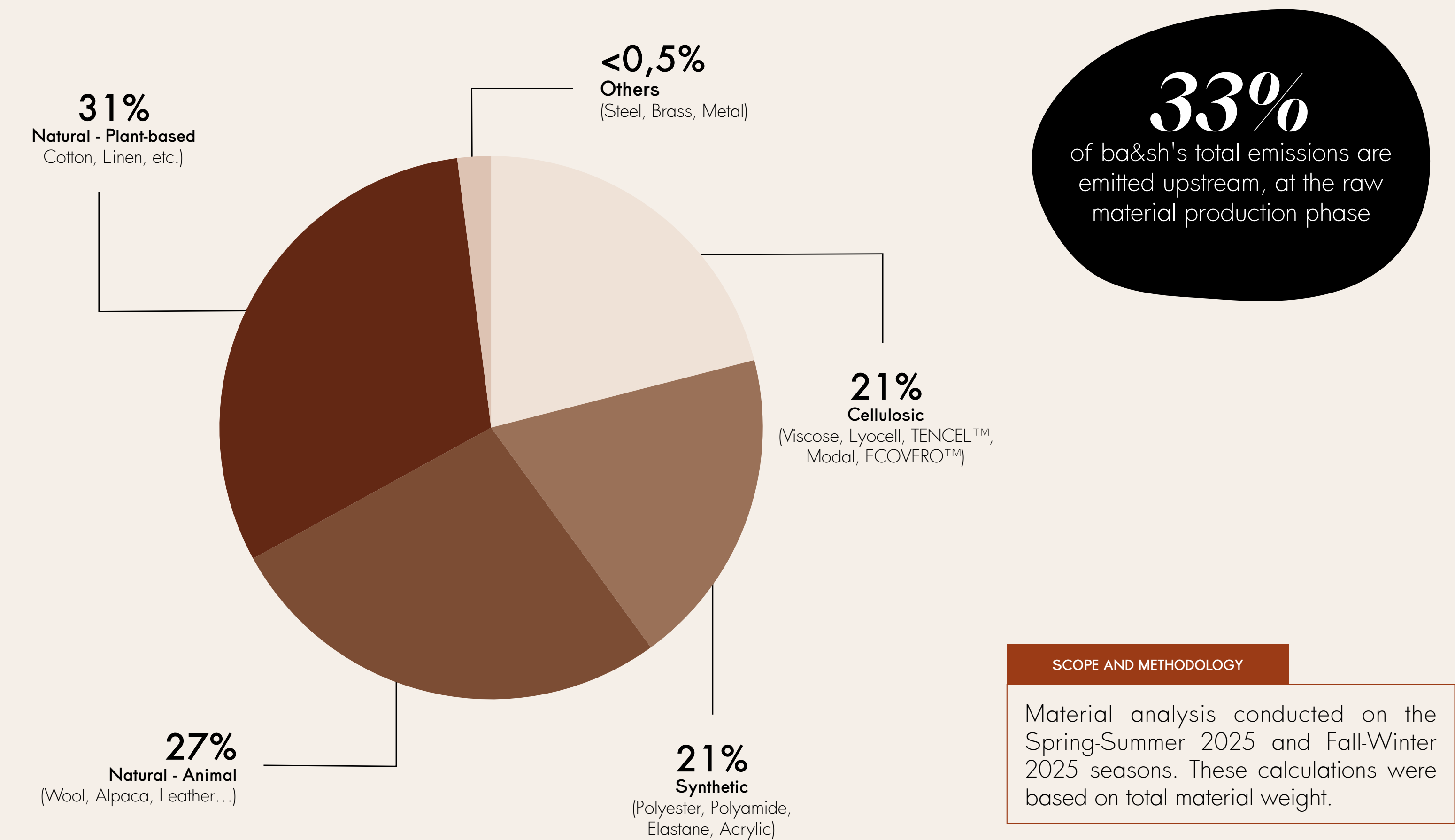
Through this holistic approach, ba&sh seeks to contribute to the resilience of the ecosystems on which its business depends, while supporting its sector's transition toward more responsible models.

KEY TARGETS 2028		
80% Raw materials certified	60% Production nearshoring <i>(by references, excl. jewelry)</i>	15% Air transport, upstream freight <i>(max.)</i>
100% Stores & offices on low-carbon energy <i>(Europe & US)</i>	100% LWG-certified tanneries <i>(80% Gold, 20% Silver; ≥90% in Europe)</i>	100% Viscose fibres from Canopy-friendly suppliers
✓ Environmental audits in dyeing & printing factories	100% ba&sh denim certified, low-impact EIM <i>(0 to 33)</i>	-25% Business air travel <i>(vs. 2022)</i>

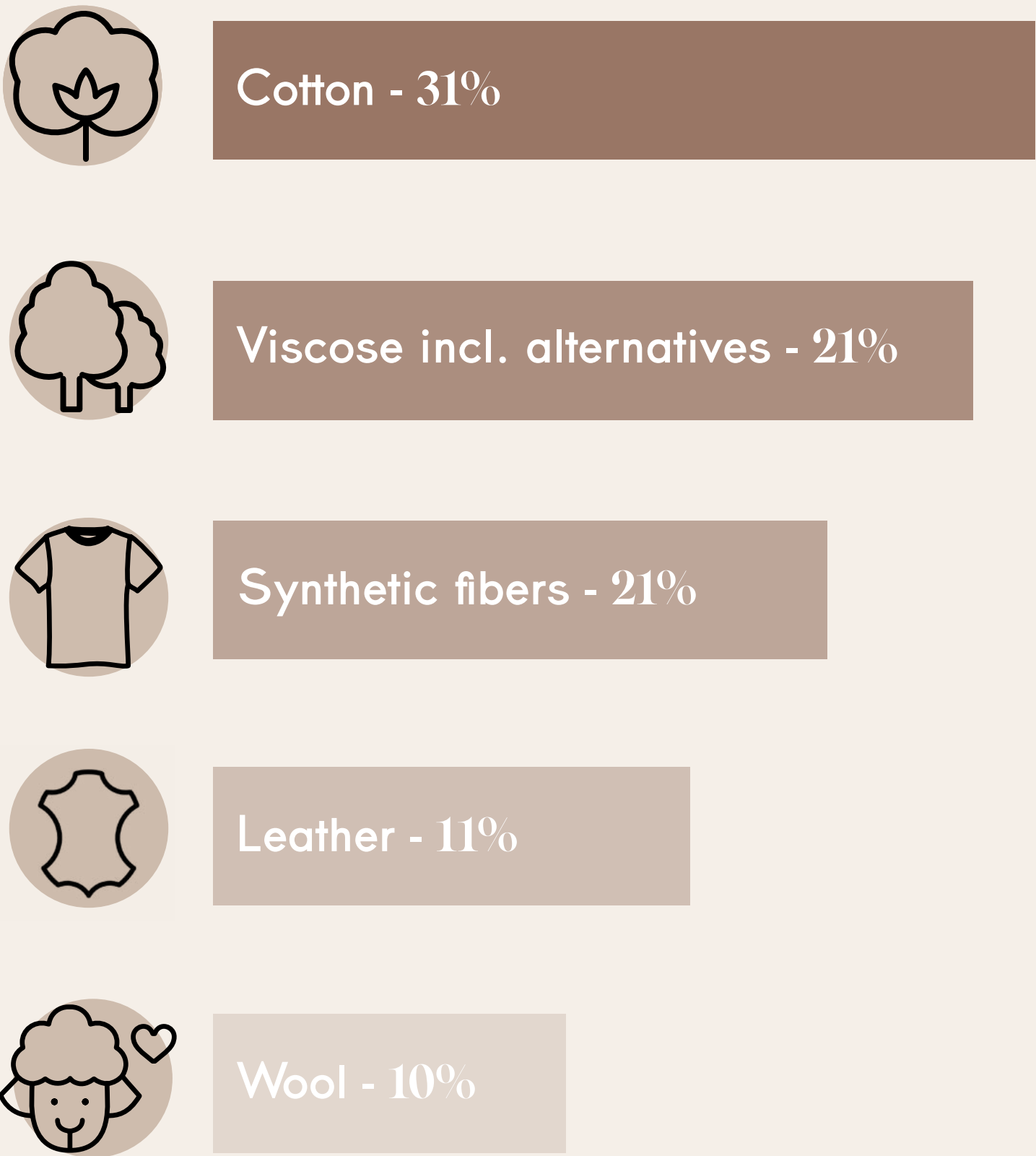
Environment

Reducing our impacts: materials

Our 2025 results



Top 5 materials (by volume)



Environment

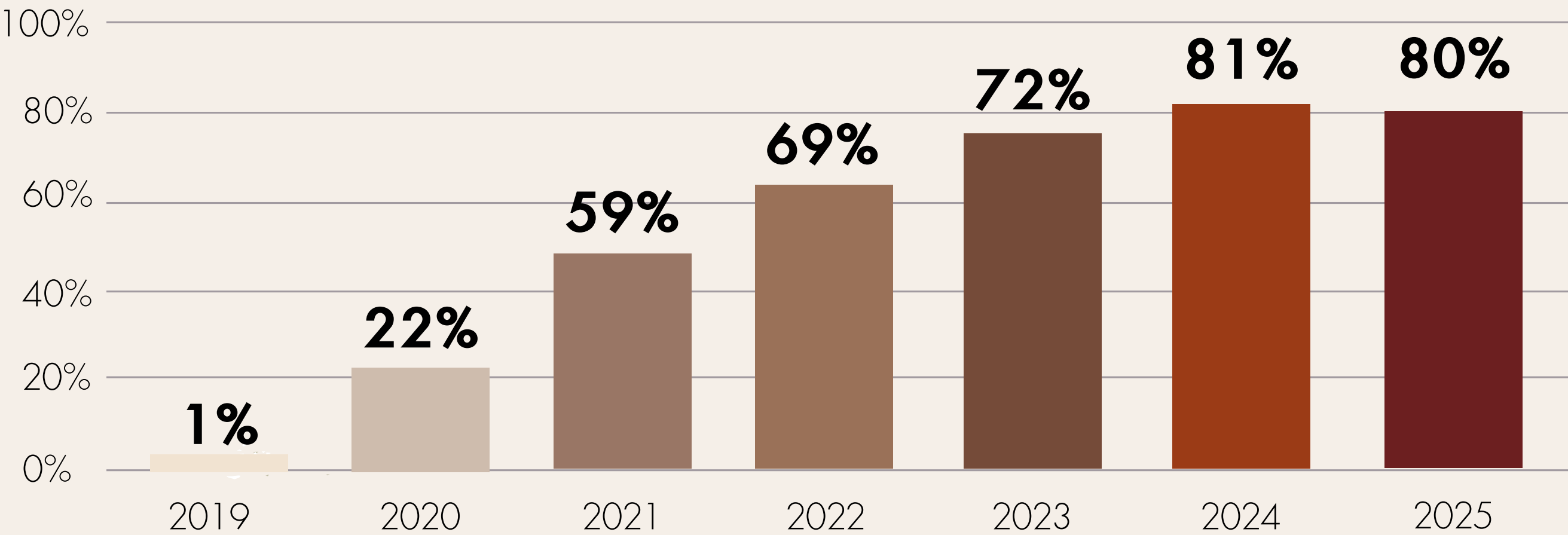
Reducing our impacts: materials

Share of ba&sh pieces made of at least 70% certified and lower-impact materials*

**except for recycled fibers, where the threshold is set at 40%*

Walk on the bright side also means ensuring that, in addition to being of high quality, the materials we use are less impactful on the environment, respectful of animal welfare, and from recycled sources when it comes to synthetic materials.

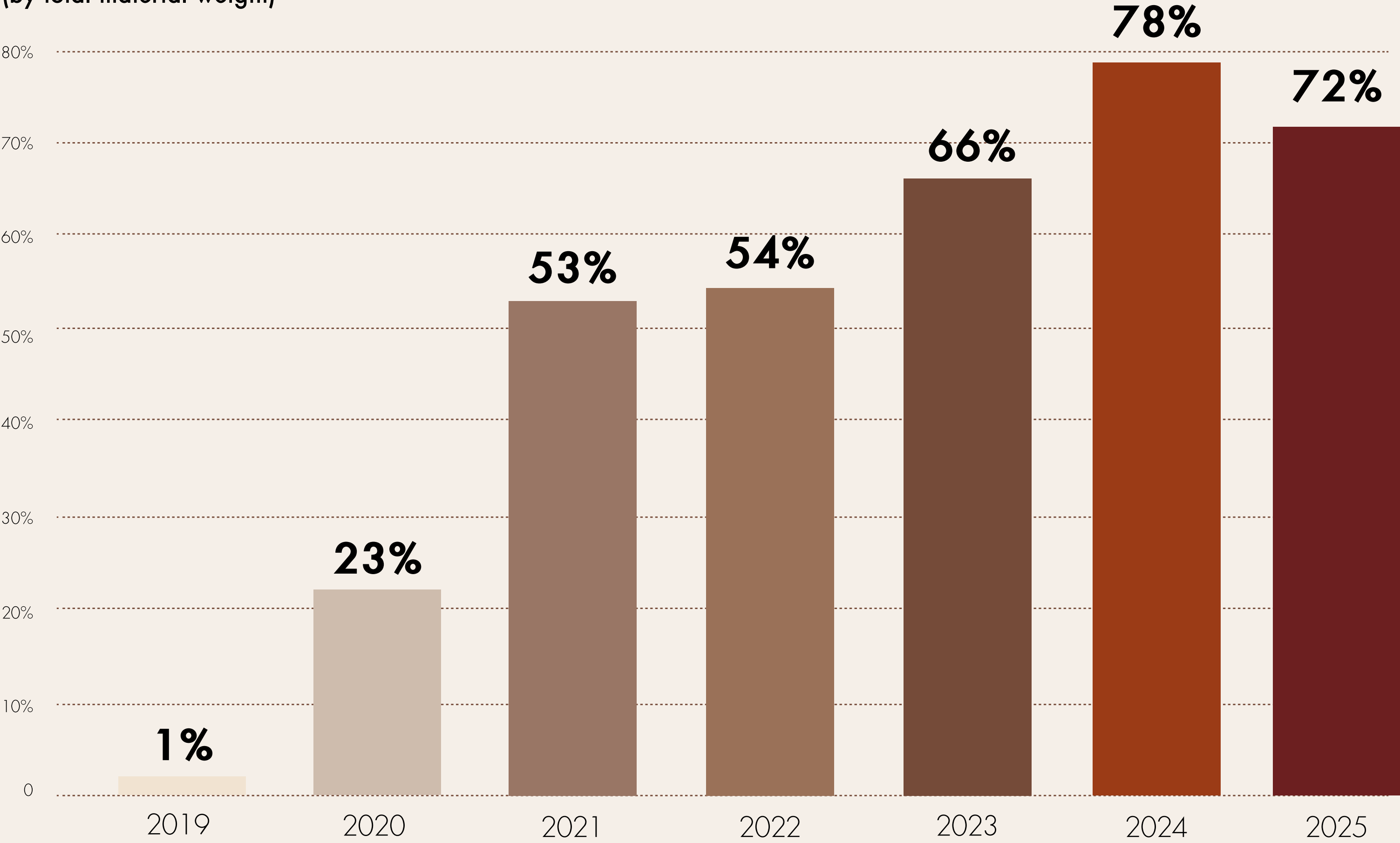
This is the result of everyday work by the ba&sh teams.



Environment

Reducing our impacts: materials

Annual change in the share of certified raw materials
(by total material weight)



- *We tell you everything* -

In 2025, the share of certified raw materials in our collections decreased slightly.

This decrease is notably explained by the use of materials for which certified alternatives do not yet exist, such as faux furs with specific color gradients, jacquards, lace and certain velvets.

We also had to deal with several concrete constraints, such as sometimes higher raw-material prices, large minimum order quantities at certain suppliers, as well as stylistic choices specific to each collection.

This does not call our commitment into question: we continue to move forward, season after season, to integrate more certified materials whenever possible, without compromising quality, style and creativity.

🔍 TARGET 2028

80% certified materials
in our collections

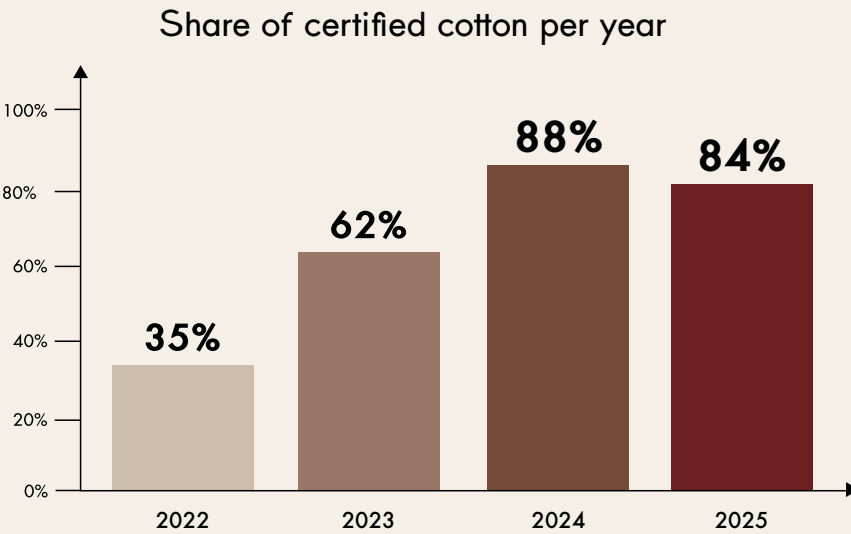
Environment

Reducing our impacts: materials



84%

of cotton comes from organic farming or recycled sources.



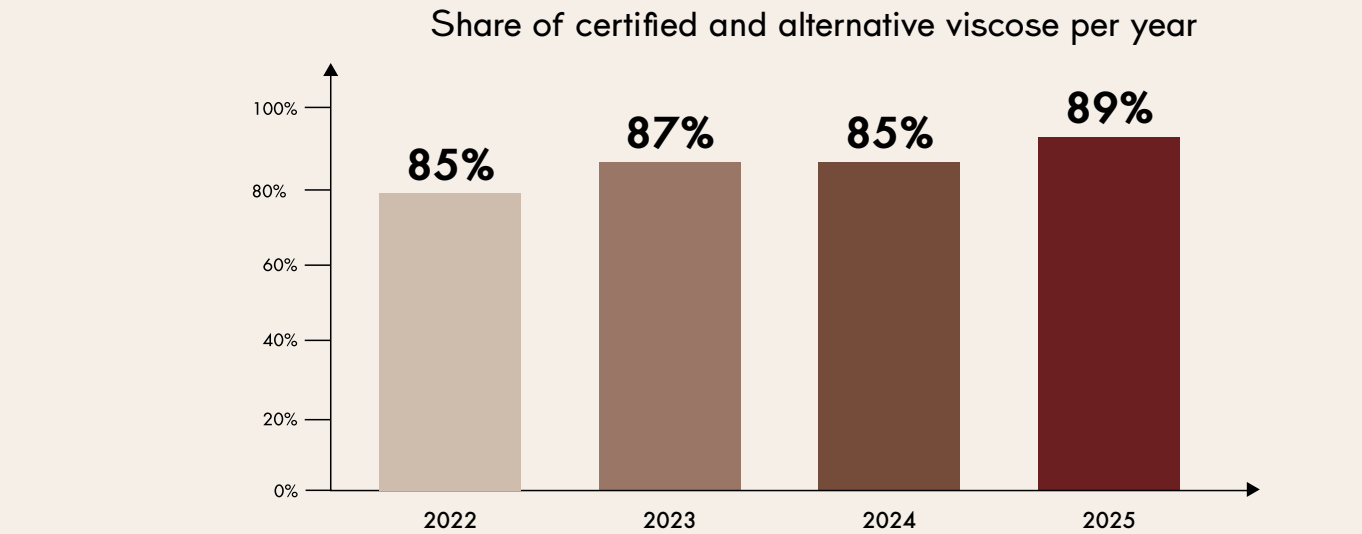
+ TARGET 2028

90% organic, recycled or regenerative cotton



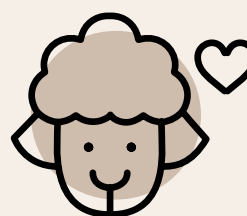
89%

of viscose comes from sustainably managed forests (56%) or is alternative viscose (33%) such as Lenzing™ Viscose, Lenzing™ Lyocell, Tencel® or Modal®. These fibers, made from wood pulp and diluted with a natural solvent, have a lower impact than conventional viscose, both in terms of CO₂e emissions generated and water and energy consumption.



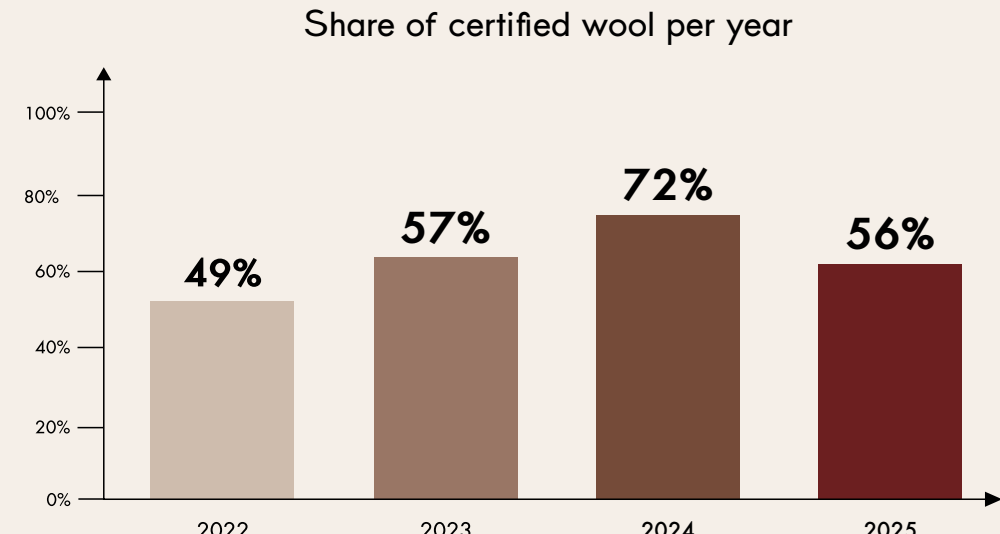
+ TARGET 2028

90% viscose made from wood pulp from sustainably managed forests and certified "green shirt" in Canopy's "Hot Button" report, including 40% alternative viscose such as EcoVero™, Tencel®, Modal®, Circulose, Refibra, Enka, Naia,...



56%

of wool comes from a certified supply chain that guarantees animal welfare and sustainable pasture management (49.4%), recycled (2.2%), from organic or regenerative farming (4.1%).



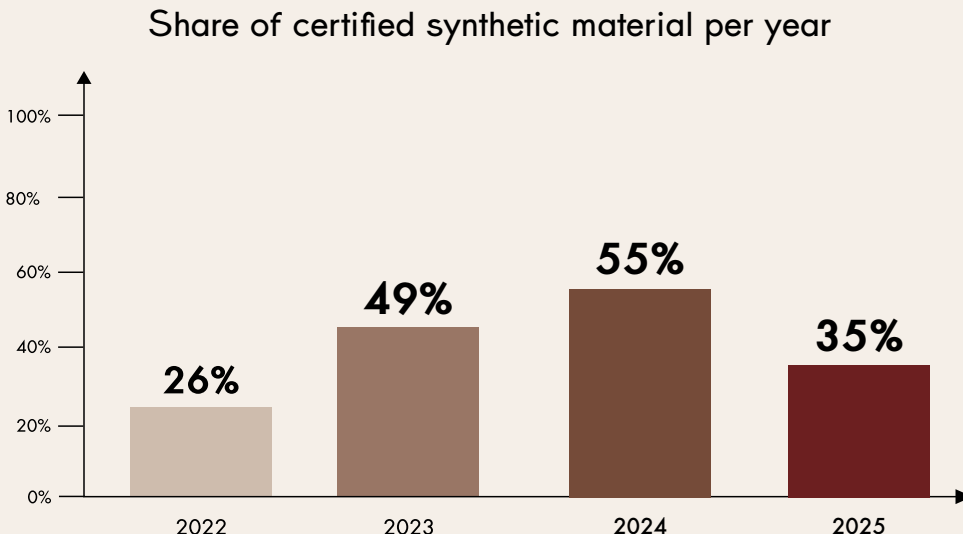
+ TARGET 2028

70% RWS-certified, recycled or regenerative wool



35%

of synthetic materials (polyester, polyamide, elastane, acrylic) come from recycled sources.



+ TARGET 2028

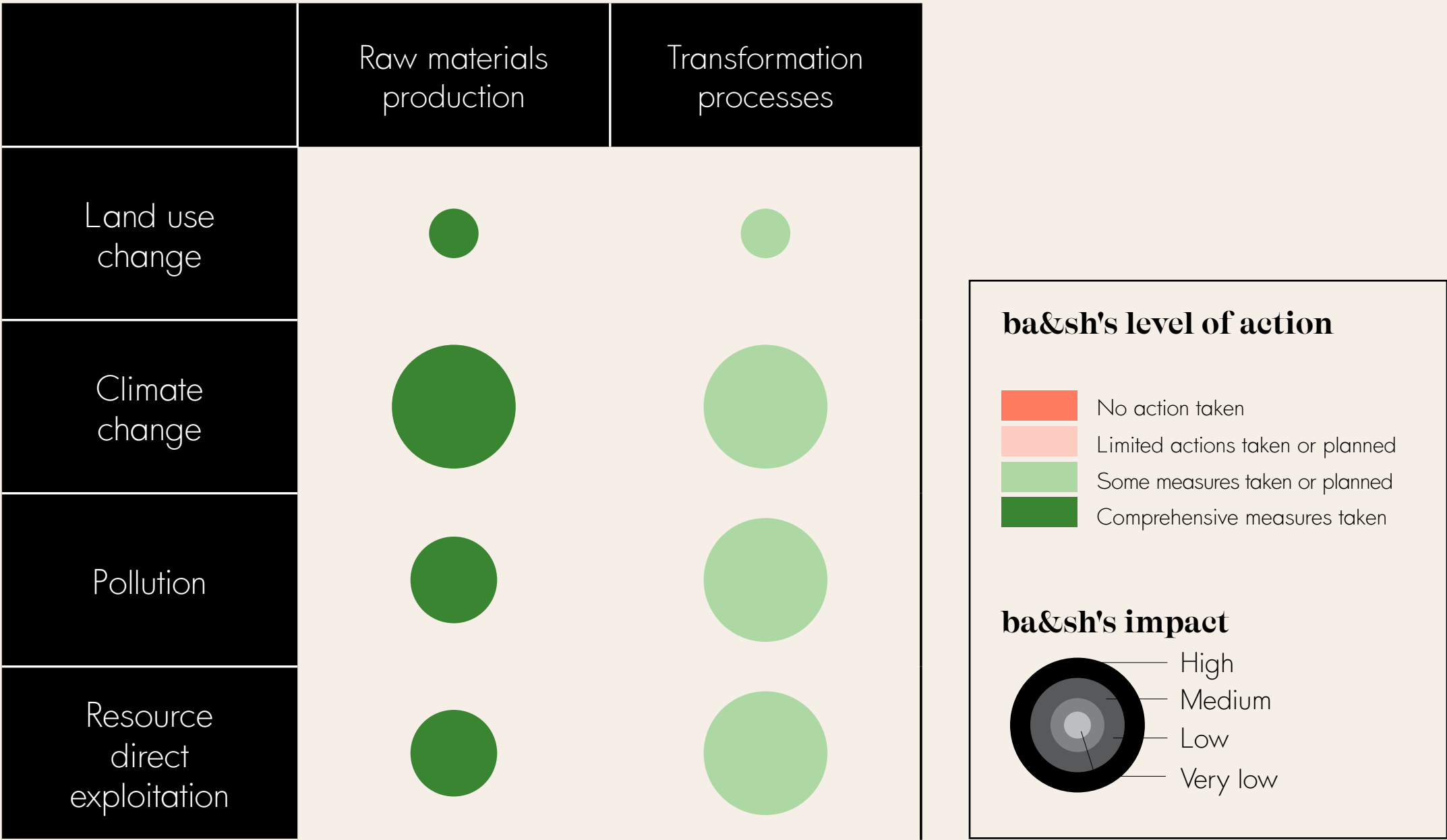
50% synthetic materials from recycled sources (GRS, RCS).

Environment

Reducing our impacts: preserving biodiversity

Impacts on biodiversity

The production of our raw materials, as well as the production and transformation stages of our pieces, have been identified as having a strong impact on biodiversity:

ba&sh's impactHigh

*Source: study of ba&sh's impacts on biodiversity 2022, conducted by I Care & Consult



Environment

Reducing our impacts: sourcing restrictions

Sourcing restrictions & ba&sh standards (labels)

Our sustainable sourcing policy includes sourcing restrictions at the local level and by material:



Cotton

ba&sh prohibits cotton from China, Syria, Sudan, Uzbekistan, Turkmenistan, Kazakhstan, and any other area considered at high risk of forced labor and/or child labor, as well as armed conflict zones. Cotton from Brazil is also banned, as cotton cultivation is directly linked to deforestation in certain states of the country, such as Mato Grosso and the Cerrado savanna region.



Wool

In line with its animal welfare policy, ba&sh strictly prohibits the practice of live lamb cutting (mulesing) and all other mutilation practices (e.g. steining) in its supply chains. In this respect, ba&sh prohibits conventional wool from Australia, where there is a high risk of mulesing.

The National Wool Declaration (NWD) cannot be considered sufficient evidence, as the practice of steining is permitted.

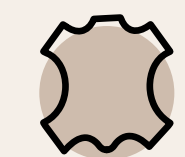


Viscose

ba&sh bans viscose from ancient forests and/or forests home to endangered species. Due to a high risk of deforestation, viscose from the Amazon (Brazil, Colombia, Peru, Bolivia), the Gran Chaco (Paraguay, Argentina), the Cerrado (Brazil), the Chocó-Darién (Colombia, Ecuador), the forests of the Maya region (Mexico, Guatemala) and Eastern Australia is prohibited by ba&sh. Viscose from Indonesia must be FSC-certified.

In 2021, ba&sh established a partnership with the NGO Canopy. As a signatory of the CanopyStyle Initiative, ba&sh is officially committed to preserving endangered forests.

As such, all viscose producers must be ranked "green shirt" according to Canopy's Hot Button Report. ba&sh also favors alternatives to conventional viscose (Lenzing, Tencel, Ecovero, etc.).



Leather

ba&sh strictly prohibits exotic leather. Sourced leather must be a co-product of the meat industry. It must not come from the Amazon (high risk of deforestation), from areas on IBAMA's embargo list, or from countries at war. ba&sh favors sourcing leather from European farms, particularly for cowhide.

Sourcing European leather can have its limits for goat leather, which is absent from the European meat market. For sourcing outside Europe, ba&sh applies enhanced due diligence, particularly for countries that present high risks in terms of animal welfare.

As for the tanning stage, ba&sh favors tanning in Europe. The European Union offers certain regulatory guarantees, notably regarding the use of chromium. Conversely, there is no international regulation on leather treatment processes and chromium management. For example, Morocco and India have no legislation on effluent management.

ba&sh systematically sources leather from LWG-certified tanneries.

For more information on the labels recognized by ba&sh, see Appendix 4

Environment

Reducing our impacts: focus on viscose

Canopy x ba&sh

ba&sh has been a partner of the NGO Canopy since January 2022 and a signatory of the CanopyStyle Initiative and Pack4Good programs.

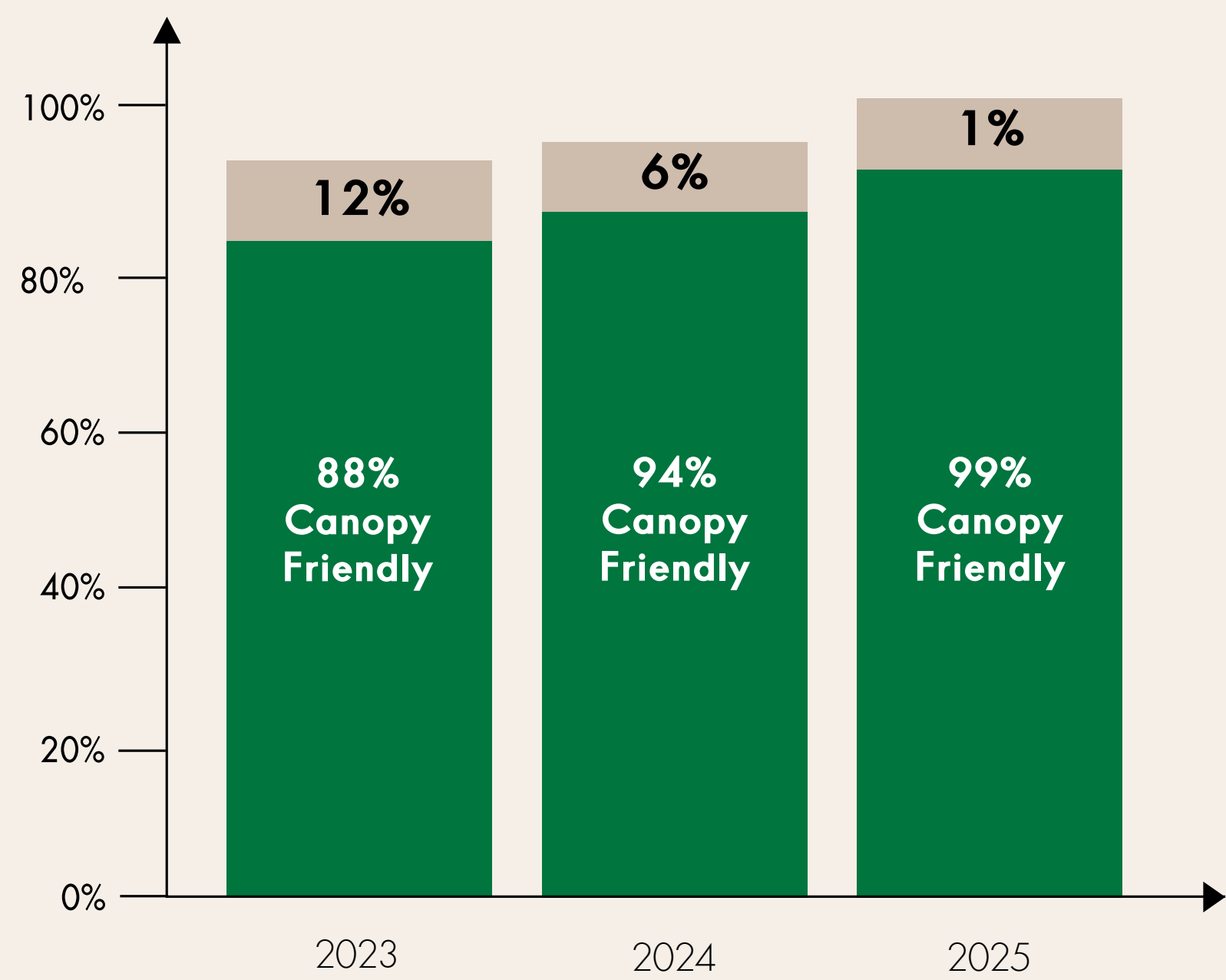
Within this framework, ba&sh identifies its viscose fiber suppliers in its supply chains season after season, and has done so since 2021.

This project supports our goal of preserving forests, by ensuring that no ba&sh product made of viscose comes from deforestation, and thus staying true to our philosophy of making an informed choice of our materials to choose the best possible option.

In 2025, 99% of our viscose fibers (by volume) are so-called "Canopy-Friendly": this means they come from suppliers rated "Green Shirt" or "Dark Green Shirt" in Canopy's annual Hot Button Report ranking. This ranking assesses manufacturers according to their commitment to preserving ancient and endangered forests, ensuring raw-material traceability and applying high standards of environmental responsibility.



Classification of viscose fiber suppliers according to Canopy's Hot Button in 2025 vs 2024 and 2023



99%

Canopy-Friendly fibers in 2025, of which 97% rated Dark Green

+11 percentage points

in Canopy-friendly fibers between 2023 and 2025

+10 percentage points

in fibers rated Dark Green between 2023 and 2025

THE 100% TARGET FOR 2025 ALMOST REACHED!

🔍 TARGET 2026

100% of viscose fibers used in our collections come from "Canopy-friendly" suppliers

Environment

Reducing our impacts: regenerative agriculture

NATIVA™ x ba&sh: toward regenerative wool

Since 2023, ba&sh has funded the transition to regenerative agriculture of sheep farms located in Uruguay through the NATIVA™ Regen program.

ba&sh's approach is based on the pillars defined by the Regenerative Organic Alliance (ROA): soil regeneration, biodiversity protection, elimination of synthetic inputs, social equity, improving farmers' economic situation, and animal welfare.

NATIVA™'s requirements are based on a demanding triple-impact system grounded in scientific research. The program relies on a **"place-based"** approach: each farm is analyzed individually according to its environmental, social and economic characteristics. This makes it possible to build a farming system adapted to its local context and to ensure a **realistic, measurable and sustainable transition**.

Among the practices implemented on NATIVA™ farms: introducing perennial grasses into natural grasslands, reintroducing native trees to provide shade for the sheep and shelter for wildlife and to promote biodiversity, and restoring the local ecosystem through streams, natural banks and watering points.

Starting from the fiber, a new creation and development process...

Working at the pace of sheep shearing implies a paradigm shift: ba&sh thus had to rethink its creation process, adjust its logistics and strengthen its collaboration with industry players to align with the farms' calendar.

Thanks to the traceability system implemented by NATIVA™, every step of the material's journey is documented and verified, from the breeding farm to the finished product.

"The transition will not happen completely without a return to the origin of the material, that is, to the field. This is why we decided to commit to developing and funding regenerative agriculture projects."

Julie Bottino Hamadouche, Head of Sustainability at ba&sh

Thanks to the program funded by ba&sh, 6 farms are now transitioning to regenerative agriculture, i.e. approximately

8 000 hectares

being regenerated since summer 2023.

In 2025, ba&sh uses

3,700 kg of regenerative wool

from the farms it supports in their agricultural transition.

TARGET 2028

Increase in the share of regenerative wool in our collections

Environment

Reducing our impacts: animal welfare

Since 2022, we have been members of Textile Exchange's Animal Fibers working groups and work closely with the animal protection NGO Four Paws to continuously improve our animal welfare policy. It is based on the Five Freedoms defined by the Farm Animal Welfare Council (FAWC) and the World Organisation for Animal Health (WOAH), and now on the 5 Domains as recommended by the NGO Four Paws in its 2021 report on animal welfare in fashion.

Among ba&sh's animal welfare commitments:

- Ban on fur, confirmed by our membership in the Fur Free Retailer Program
- Ban on exotic leather (e.g. crocodile, snake...)
- Ban on angora
- Ban on the use of feathers and down, formalized by our membership in the Feather Free Pledge
- Ban on the practice of mulesing or live lamb cutting (mutilation of lambs), reflected by signing Four Paws' Brand Letter of Intent against live lamb cutting
- Preferred use of recycled cashmere

ba&sh rated Green in Four Paws' Wear It Kind ranking

Among the 256 brands evaluated, ba&sh ranks among the first 17 brands to obtain the "green" distinction. This represents slightly under 7% of the brands evaluated. ba&sh stands out by fully meeting these requirements, demonstrating its leading role in an industry where only 10% of brands have completely banned down and 13% source exclusively certified mulesing-free wool.

Brands were assessed and rated on the basis of the commitments they have made publicly against cruelty to animals. They have been divided into 4 color indicators, ranging the highest level of commitment (dark green) to the lowest (red).

- 1** • Discloses wool is 100% certified live lamb cutting free or recycled, or does not use wool, or has a timebound target to end wool use.
- 2** • Discloses robust strategy to help ensure live plucking is ruled out, does not use virgin down, or has a timebound target to end down use.
- 3** • Discloses a commitment against fur and is an official Fur Free Retailer.
- 4** • Sells multiple products made of next-gen materials or invests in developing next-gen materials.

Source: Four Paws Wear It Kind 2024 directory



FEATHER FREE PLEDGE !

ba&sh has committed to no longer using animal feathers or down in its collections since 2023. This commitment is now formalized through our membership in the **Feather Free Pledge**.

ba&sh is the first French brand to join this initiative launched by Stella McCartney and PETA UK, and to receive this recognition at the PETA UK Fashion Awards.

+ TARGETS 2028

- 70% of animal materials are certified to standards incorporating animal welfare and sustainable pasture management criteria, or are organic or recycled.
- 60% recycled cashmere & 40% GCS cashmere.

**except alpaca*

Environment

Reducing our impacts: transport

Impact of transport

Transport is ba&sh's second largest source of emissions. In 2025, it represents 13% of ba&sh's overall carbon footprint.

To calculate the impact of transport, three factors are essential:

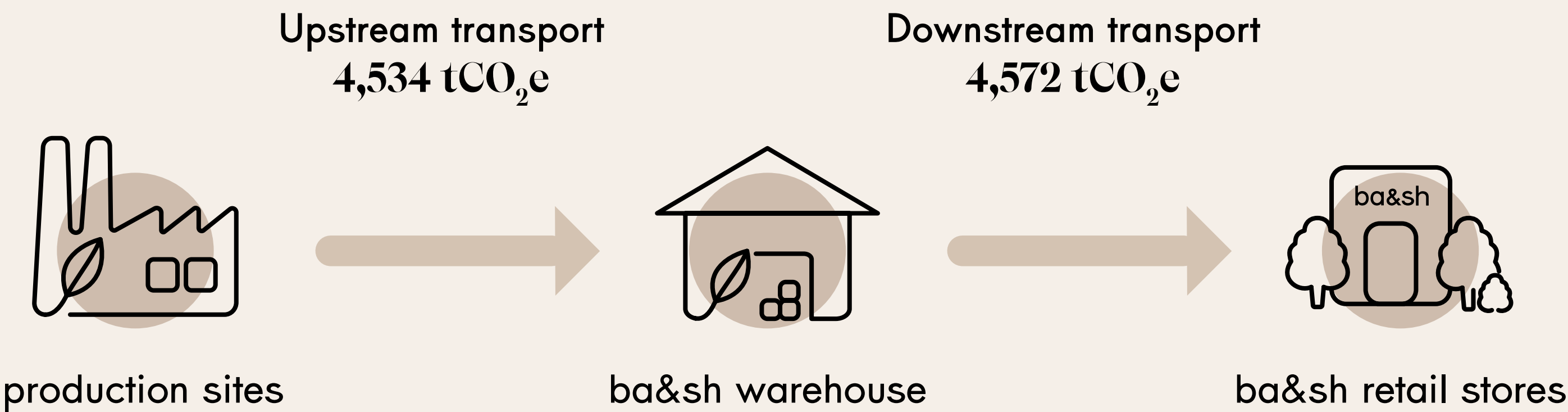
- **Weight:** the heavier the products, the greater the impact
- **Distance:** the greater the distance traveled, the greater the impact
- **Mode of transport:** transport modes have varying levels of environmental impact. Air freight emits 205 times more carbon than sea freight, and 21 times more than road freight.*

Our transport flows are divided into two categories: upstream and downstream. Upstream refers to transport between our production sites and our ba&sh warehouse, located in Île-de-France (France). Downstream refers to delivering our products to our retail stores and to customers who ordered via our ba-sh.com website.

The significant share of upstream transport emissions is partly explained by the variety of countries in which our suppliers are located.

*Source: ba&sh 2025 carbon assessment

Breakdown of CO₂e emissions
across transport flows in 2025
(upstream and downstream)



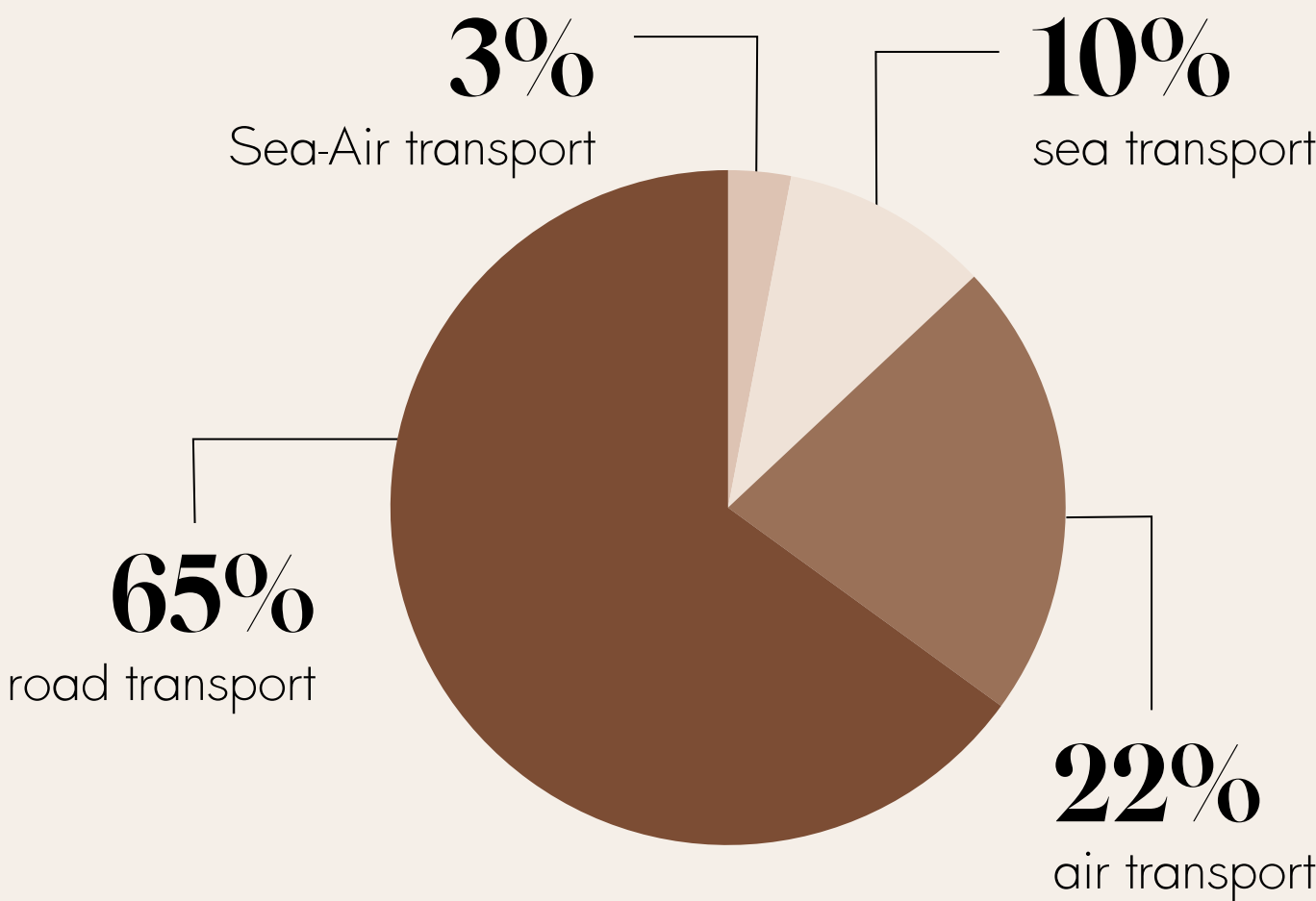
Environment

Reducing our impacts: transport

Transport modes



Breakdown of transport modes in 2025



+1,041 tonnes

of CO₂e on upstream transport between 2024 and 2025, despite a decrease in tonnes transported

To reduce the use of air freight, we are developing sea-air transport, which combines sea and air transport.

SCOPE

- All transport flows carried out in 2025 were counted. Calculation based on tonnes transported by mode of transport.
- For upstream, the pieces considered are those arriving in our warehouse between January 1, 2025 and December 31, 2025.
 - For downstream, the pieces considered are those shipped between January 1 and December 31, 2025.

🔍 TARGET 2028

15% air transport (upstream transport)

Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)

Energy

In order to reduce the direct emissions generated by ba&sh's activities in its infrastructure (offices, retail stores and warehouse), we acted on two complementary levers: switching to lower-carbon energy and reducing consumption.

ba&sh's headquarters and warehouse are powered 100% by renewable energy.

In 2021, ba&sh had set itself the goal of powering 100% of its retail stores located in countries with a carbon-intensive energy mix* with renewable energy.

Today, this goal is almost achieved! 92% of the stores operated by ba&sh are powered by renewable or nuclear energy. For our retail stores in Asia and the United States, which still depend heavily on coal, we are still looking for alternative solutions.

In addition, all our stores are equipped with LED lighting, a system that uses 3x less energy than a low-consumption bulb and 9x less than an incandescent bulb.

Countries with a low-carbon energy mix: Switzerland, Norway, France, Sweden / Countries with a carbon-intensive energy mix: China, Germany, Belgium, Denmark, Spain, Luxembourg, Netherlands, Portugal, UK, United States, Canada.



- *We tell you everything* -

In full transparency, ba&sh faces several obstacles:

- *Reliability of renewable energy contracts and certificates in certain countries.*
- *Short-term impossibility of modifying our contracts for our retail stores located in shopping malls. This is the case in China, for example.*

TARGET 2028

100% of retail stores in Europe and North America powered by renewable energy

Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)



Retail stores

To calculate the carbon footprint of our retail stores, 4 emission categories are taken into account:

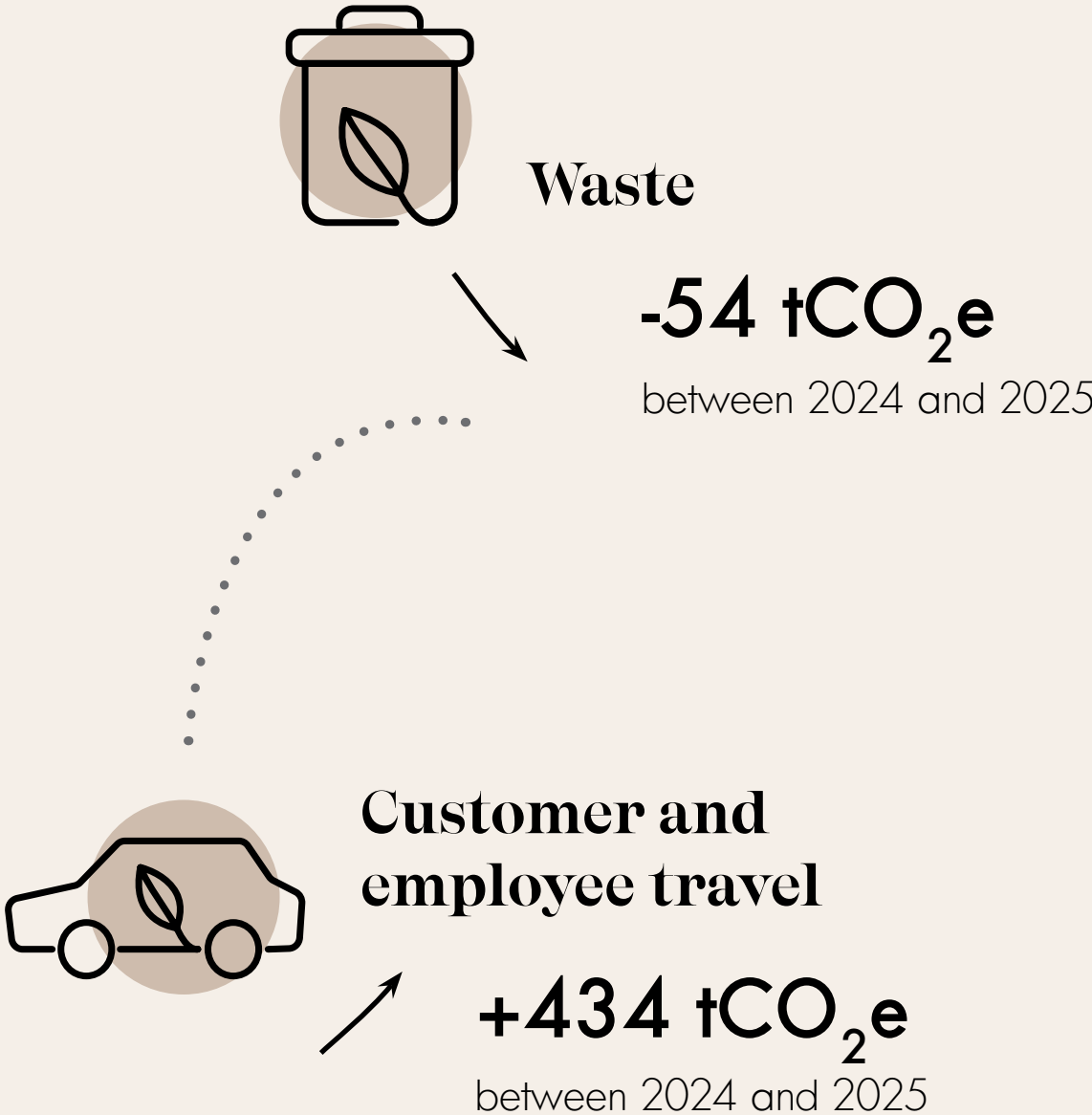
- Electricity consumption
- Waste
- Your travel to our stores
- Purchases of goods and services
- Store staff commuting

Emissions associated with retail stores increased by 3% in 2025 compared to 2024. This slight increase is mainly explained by higher traffic in our stores.

- We tell you everything -

In 2024 and 2025, we changed the way we calculate our energy-related emissions, using a more precise and more granular method. This approach reflects our ongoing commitment to improving the monitoring of our impact each year. This methodological change is linked to updating the emission factors used to best reflect the reality of our energy mix.

The 2024 and 2025 energy data are therefore not directly comparable with those of 2023.



Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)

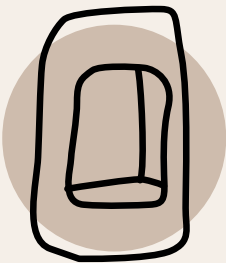
Retail stores

Responsible store charter

Since 2022, a responsible transformation plan for retail stores has been implemented, notably through the choice of eco-responsible materials during their construction.

To help achieve this goal, a responsible store charter was written that same year. This best-practice guide is made available to all teams involved in the transformation of our stores as well as our sales teams: choice of materials, energy consumption, air conditioning, furniture, waste management... All the components of the stores are described in it, along with recommendations.

Clear instructions compliant with the regulations in force in the countries where our stores are located are also included in this charter. These are frequently reminded to the sales teams: optimal store temperature, heating, air conditioning, window and store lighting switched off at night, door closed when heating or air conditioning is running...



Window displays

Each year, ba&sh donates its unused window display props to Réserve des Arts. A nonprofit dedicated to culture and creation, Réserve des Arts upcycles them before making them available to students and professionals in the sector.



Waste

In France, 100% of stores with the necessary means sort their waste for recycling. The rare exceptions concern stores facing space constraints or the absence of nearby collection points.



Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)

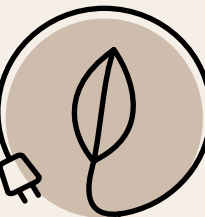
Headquarters



Waste

For sorting and recycling our waste at our Paris headquarters, we established a partnership with Lemon Tri in 2021.

Lemon Tri is a B-Corp-certified social and solidarity economy organization. This company handles collecting, packaging and sending waste to virtuous outlets. In 2025, 3.92 tonnes of waste were collected in our offices and recycled, saving 65 thousand liters of water and 27 thousand kWh of energy.



Energy

In France, our offices are now powered by a 100% renewable electricity contract, certified by Guarantees of Origin. This choice allows us to support green energy production while significantly reducing our carbon footprint.

As for our offices located in the United States and Asia, they are powered through conventional electricity contracts based on national energy mixes. Unlike France, the energy mix of these two countries is carbon-intensive.



SCOPE
All waste collected by LemonTri in 2025 in offices located in France was taken into account.

🔍 TARGETS 2028

- 100% renewable energy for our offices in the United States and China
- Obtain BREEAM (Building Research Establishment Environmental Assessment Method) OUTSTANDING level certification for the new offices in France

Focus on BREEAM certification
This certification assesses the environmental performance of buildings according to 10 criteria, including water management, choice of materials, occupant comfort and waste management during construction work.

Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)

Warehouse

Our warehouse is High Environmental Quality (HQE) certified, excellent level

Located north of Paris in Louvres, it centralizes all of our logistics activities.

95% of the construction-site waste was recovered during its construction. The toilets are supplied by rainwater collection tanks. Natural lighting in the warehouse is optimized thanks to continuous strip windows on the façade. Basins have been installed around the warehouse to limit soil and water contamination. The water is treated using reeds and rhizome plants.

A photovoltaic power plant will soon be installed on the warehouse roof.

Focus on HQE certification

HQE (High Environmental Quality) certification reflects a balance between environmental respect, quality of life and economic performance during construction. Created in 2004, HQE is not a set of standards but set of objectives defined at the design stage

The HQE approach comprises 4 themes:

- **Eco-construction targets:** Harmonious relationships between the building and its immediate environment, integrated choice of construction products, systems and processes, low-nuisance construction site.
- **Eco-management targets:** Management of energy, water, activity waste, upkeep and maintenance.
- **Comfort targets:** Hygrothermal, acoustic, visual and olfactory comfort.
- **Health targets:** Sanitary quality of spaces, air and water.



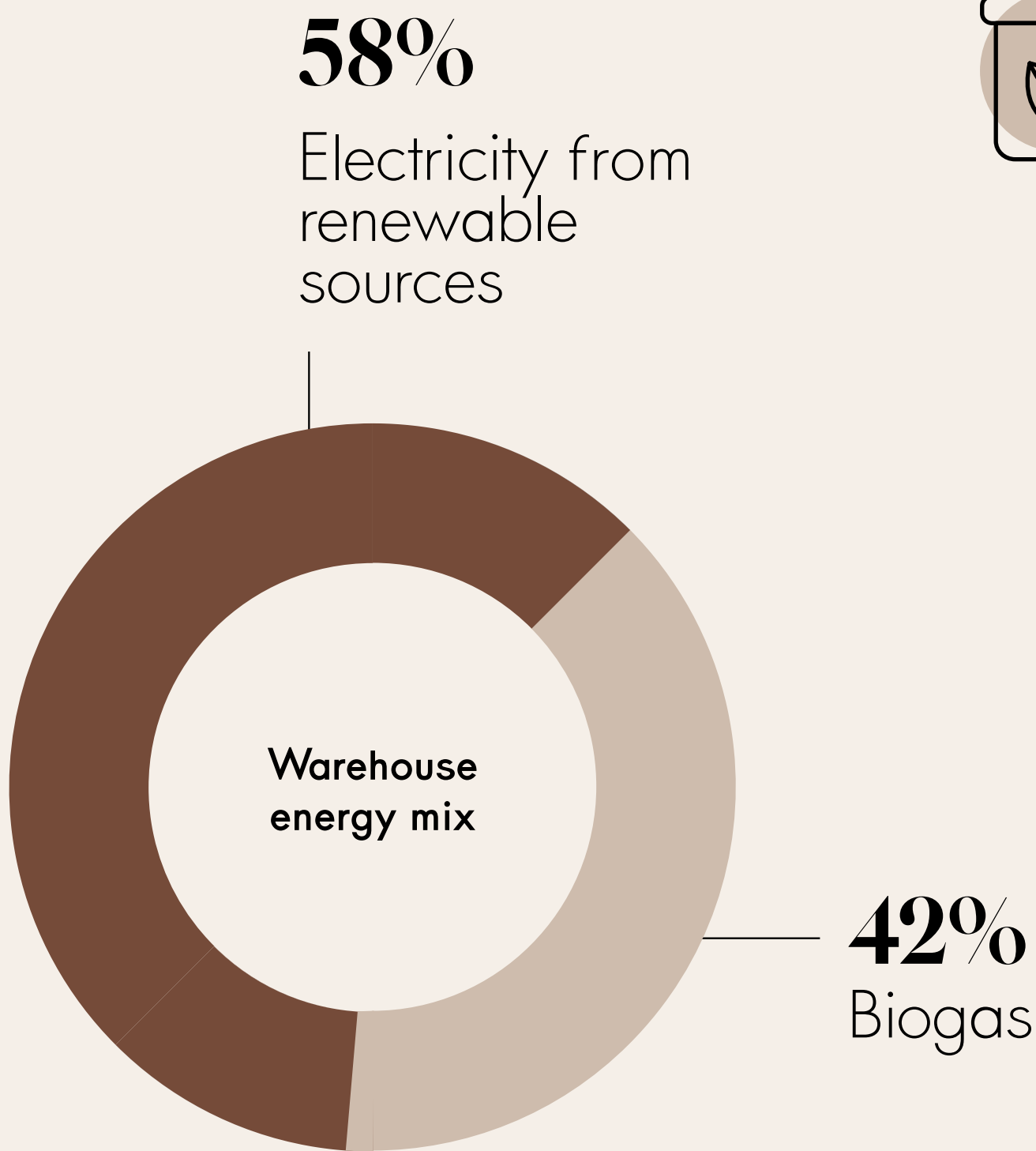
Environment

Reducing our impacts: infrastructure (retail stores, headquarters, warehouse)



Energy

Since 2023, our warehouse has been powered 100% by renewable energy.





Waste

The waste generated by ba&sh's logistics activities in our warehouse is collected and sorted for recycling, mainly by the companies Paprec and LemonTri.

This notably concerns plastics, papers, cardboard and ordinary industrial waste (DIB).

Currently, 34% of recyclable waste collected in our warehouses is effectively recycled.

This indicator highlights the need to strengthen awareness of sorting, which we address through dedicated weeks and participatory workshops.

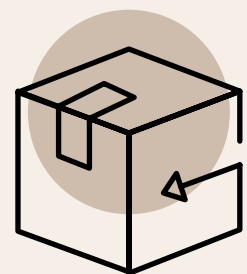
SCOPE

All waste collected in 2025 in our warehouse by the company LemonTri was taken into account.

Environment

Reducing our impacts: packaging

Paper and cardboard packaging



Packaging represents 1.6% of ba&sh's carbon footprint. Even though this category is less significant than others, and because every step forward is worth taking, we also seek to improve here: ba&sh is thus a signatory of the Pack4Good initiative by the NGO Canopy. We are gradually eliminating virgin plastic from our packaging as well as superfluous packaging, and for the latter we use recycled and certified materials (from sustainably managed forests).

Paper packaging intended for our customers is made of

85%

recycled paper, vs 79% in 2024.

- We tell you everything -

For strength reasons, some retail packaging cannot be made of 100% recycled paper. In 2025, we are now only 15% away from reaching our 2025 target.

SCOPE AND METHODOLOGY

The analysis covers all our B2C paper packaging intended for customers. The indicator was calculated by volume, based on total weight. One-off packaging used by customer service, representing marginal quantities, was excluded from the scope.

🔍 TARGET 2028

Achieve 100% of packaging made of paper and cardboard exclusively from recycled sources and produced from wood pulp from sustainably managed forests



Our shopping bags are made of 80% recycled paper, produced from wood pulp from sustainably managed forests, and are 100% recyclable.

Our e-commerce packaging and our tissue paper are made of 100% recycled paper, produced from wood pulp from sustainably managed forests, and 100% recyclable.

Environment

Reducing our impacts: packaging

Plastic logistics packaging

Throughout its life cycle, plastic releases microparticles that pollute soil, water and air. Reducing the amount of plastic is a priority: either by eliminating it, or by switching to an alternative material such as paper.

As a last resort, when no alternative is possible, we use recycled plastic.



Since 2022, polybags, those small pouches designed to protect your ba&sh pieces during transport, have been made of a single material, LDPE, which is 100% recycled and recyclable. This solution makes their recycling easier.

We studied the option of "bio-based" plastic considered compostable, but ruled it out, as its environmental benefits remain to be proven.

Moreover, there are no large-scale composting channels. In addition, due to its mechanized warehouse, ba&sh has very strong constraints and could not turn to a paper-based solution.

In 2025, only 0.1% of virgin plastic remains in our packaging intended for customers.

SCOPE AND METHODOLOGY

The analysis covers all our B2C paper packaging intended for customers. The indicator was calculated by volume, based on total weight. One-off packaging used by customer service, representing marginal quantities, was excluded from the scope.

- We tell you everything -

What does this 0.1% correspond to? In 2025, we still occasionally use plastic pouches for e-commerce deliveries to other European countries.

 **TARGET 2030**

0% virgin plastic for all our packaging

Environment

Reducing our impacts: goodies

Goodies

Reducing the amount of waste we produce is a priority at ba&sh, and this rule also applies to our goodies. Goodies are the items (tote bags, mugs, candles, notebooks...) occasionally created by ba&sh for events.

All our goodies must comply with our goodies charter, created in 2021. Our charter thus prohibits the production of single-use, non-reusable goodies (except for food and drinks), made of virgin plastic or of non-certified textile materials in countries where ba&sh does not produce its pieces.



Environment

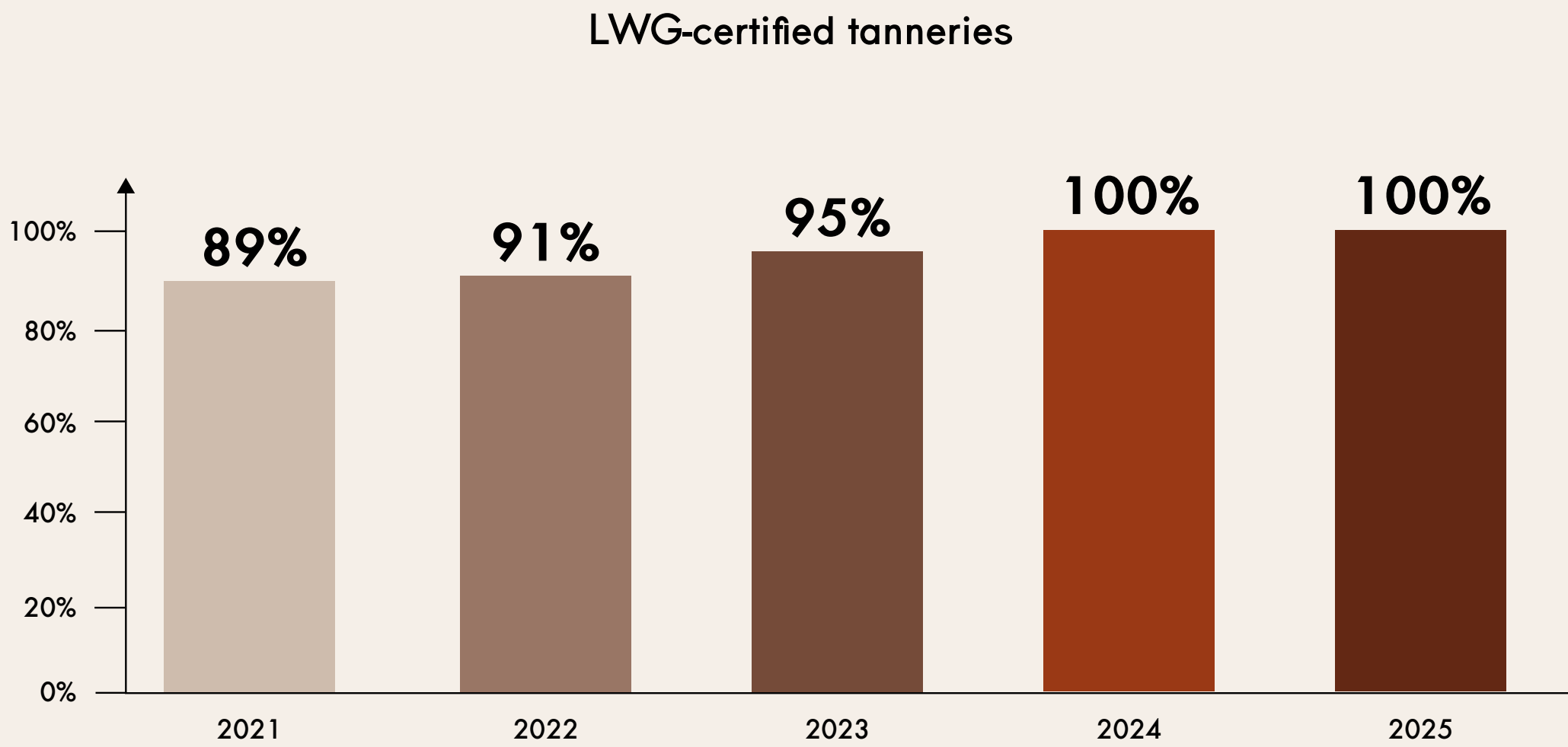
Reducing our impacts: decarbonizing our supply chains at the tanning stage

LWG-certified tanneries

At ba&sh, we are committed to limiting the environmental impact of our collections and to ensuring respect for animal welfare. We thus ban the use of exotic leather and use exclusively leather from the meat industry, as co-products.

We also favor tanning carried out in Europe, where the regulations governing the use of chromium in particular are stricter.

In addition, ba&sh works with Leather Working Group (LWG) certified tanneries, a benchmark certification that assesses the environmental and social performance of tanneries according to criteria such as water, waste, energy and chemicals management, air quality and social practices. Classified into three levels of compliance (Bronze, Silver and Gold), LWG-certified tanneries help reduce the environmental footprint of leather tanning, notably in terms of carbon emissions and biodiversity preservation.

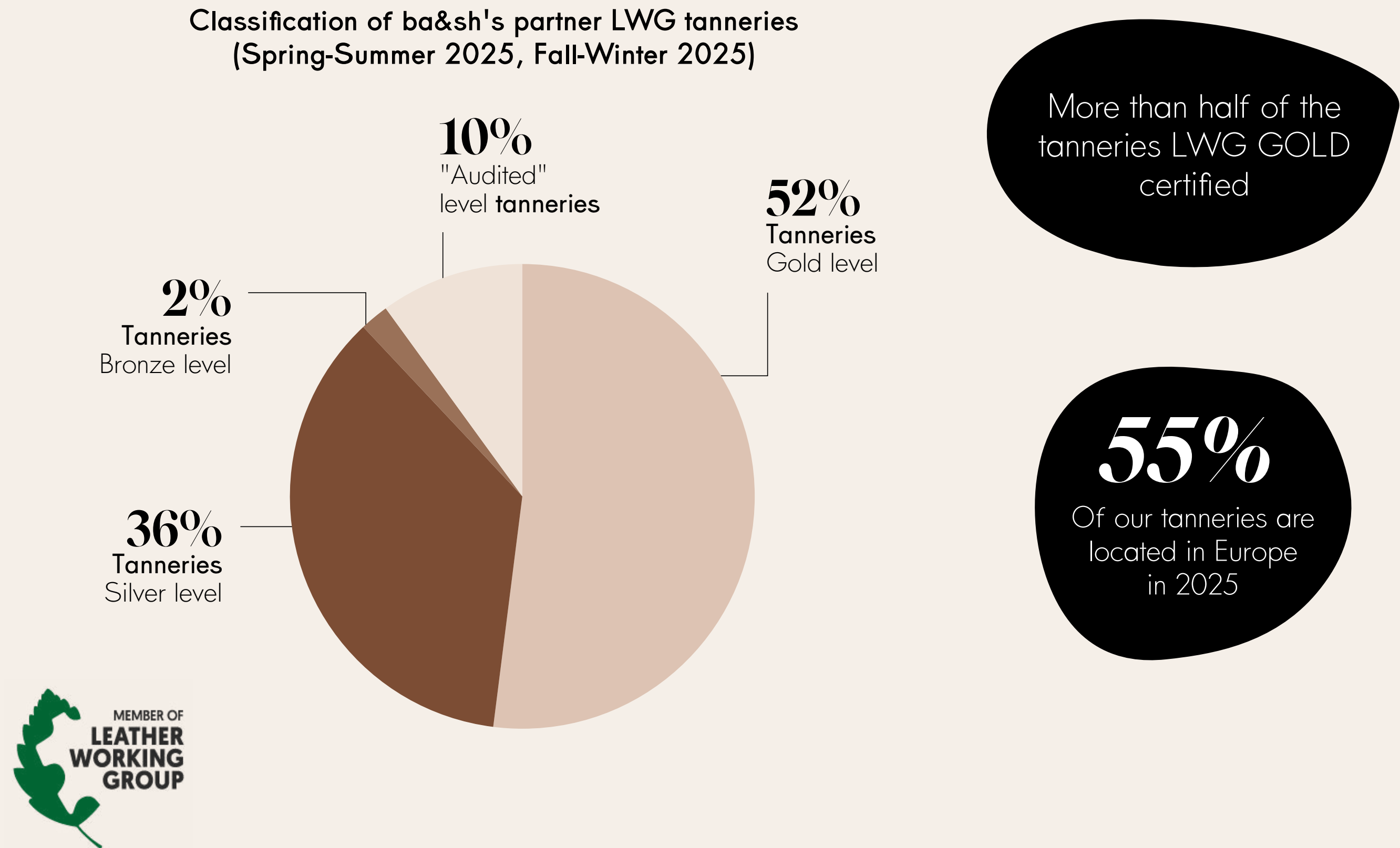


SCOPE AND METHODOLOGY

This indicator was calculated for the Spring-Summer 2025 and Fall-Winter 2025 seasons. All tanneries with which ba&sh worked during these two seasons were taken into account. Only pieces whose main material is leather were considered.

Environment

Reducing our impacts: decarbonizing our supply chains at the tanning stage



 2025 TARGETS ACHIEVED

- ✓ Maintaining the target of 100% LWG-certified tanneries
- ✓ When partnering with new tanneries, they must be LWG GOLD or SILVER certified.
- ✓ 11 of the 12 tanneries located in India or China are LWG GOLD or SILVER certified. Just one more!

 TARGETS 2026

- When partnering with new tanneries, they must be LWG GOLD or SILVER certified
- 100% of tanneries in India or China certified LWG GOLD or SILVER

 TARGETS 2028

- 100% LWG-certified tanneries, of which 80% GOLD and 20% SILVER
- 90% of tanneries located in Europe
- Introduction of innovative tanning processes (CO₂e, enzyme,...)

Environment

Reducing our impacts: decarbonizing our supply chains at the washing stage

Denim laundries: reducing impacts at the washing stage

Washing is one of the processes in the manufacturing chain of a denim product. This step gives jeans their softness but also their characteristic style. It is a particularly water- and chemical-intensive phase.

Two key levers for action are identified:

- **Use certified materials**, particularly GOTS or OCS organic cotton. This guarantees cultivation without GMOs and without synthetic pesticides or chemical fertilizers. For GOTS, this requirement also extends to the transformation stages, where only controlled chemicals are authorized.
- **Use low-impact washing**: reducing the consumption of energy, water and chemicals used. More respectful alternatives exist: laser washing, ozone washing, etc.

ba&sh used as a reference and starting point the **EIM scores** (Environmental Impact Measuring) calculated using software developed by Jeanologia and the University of Valencia in Spain. Designed for laundries and finishers, this software measures the environmental impact of a textile production according to 4 criteria: **water, energy and chemical consumption, and worker health.**



98%
of our denims
are made of natural
materials (cotton, linen)



88%
of certified materials
in our denims
(by volume)

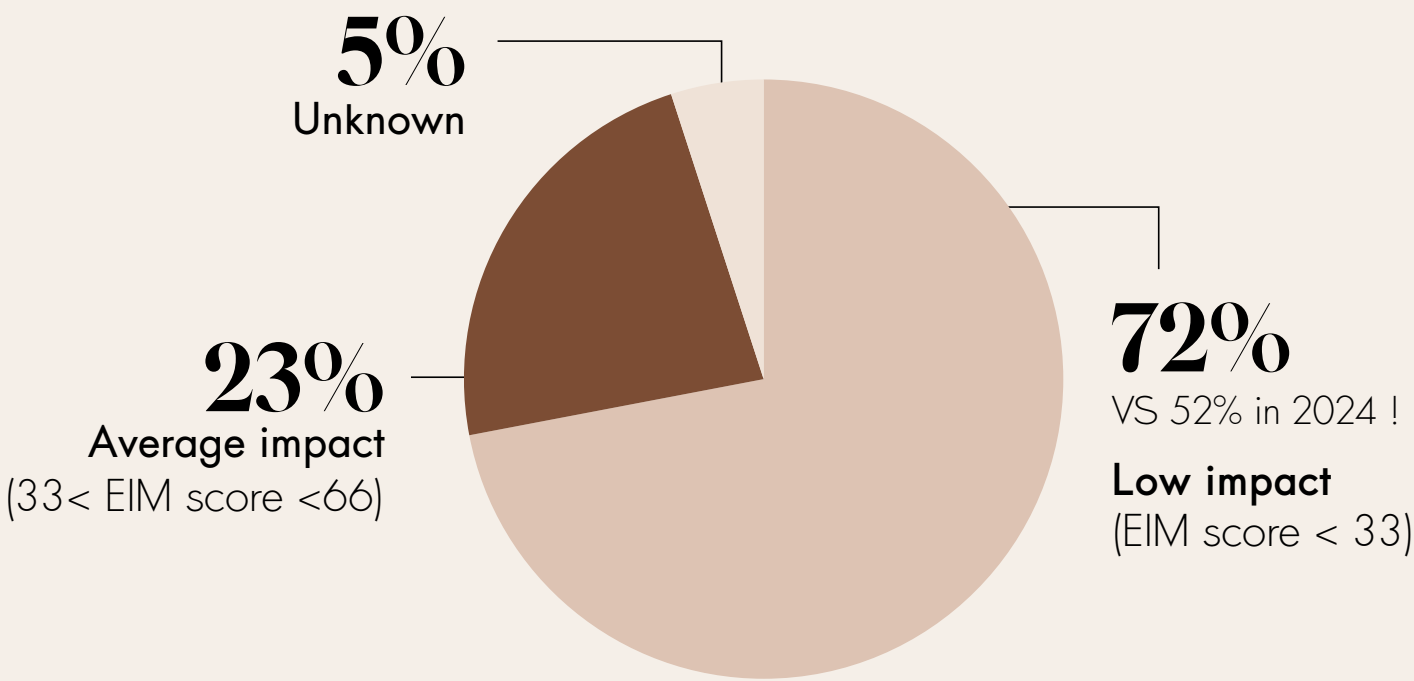


75%
of our denims are
produced in Turkey
and 25% in Tunisia
(by production volume)



91%
of the cotton used
is organic (by volume)

Distribution of EIM scores of ba&sh denims in 2025
(Spring-Summer 2025, Fall-Winter 2025)



28

Average EIM score
of our denims
in 2025

The threshold for low-impact washing is 33. **With an average score of 28, ba&sh has drastically reduced its impact at the washing stage of its denims.**

- *We tell you everything* -
Designing denims made of certified materials and with low-impact washing is a real challenge. Indeed, to achieve certain stylistic effects, it is sometimes difficult to use low-impact washing.



2025 TARGETS ACHIEVED

- ✓ Maintaining no reference with a high environmental impact
- ✓ The average EIM score of our denims is below 40
- ✓ 2028 target on the EIM score already achieved!



TARGET 2028

100% of ba&sh denims are made of certified materials and have an EIM score below 33

Environment

Reducing our impacts: decarbonizing our supply chains through environmental audits



Environmental audits

100% of the washing sites of our denims have a compliant environmental audit according to ba&sh's requirements in 2025 vs 60% in 2023.

After receiving the audits, ba&sh supports its suppliers in implementing action plans to correct the non-conformities identified. ba&sh notably relies on Amfori BEPI's System Manual to formulate recommendations and areas for improvement for its suppliers.

ba&sh favors the BEPI methodology, which is built around 11 assessment criteria, including energy consumption, greenhouse gas emissions, water consumption and pollution prevention and the use of chemicals.

SCOPE AND METHODOLOGY

This indicator was calculated for the Spring-Summer 2025 and Fall-Winter 2025 seasons. All washing sites used by our finished-denim suppliers were taken into account. ba&sh considers valid the environmental audits carried out according to the following methodologies, deemed the most demanding: BEPI, ICS and HIGG FEM.

 2025 TARGETS ACHIEVED

- ✓ Maintaining 100% of denim laundries with an environmental audit compliant with ba&sh's requirements

 TARGET 2026

Conducting an analysis of suppliers' environmental impacts

 TARGET 2028

30% of our tier 2 partners (laundries, dye houses...) have an environmental audit compliant with ba&sh's requirements

A woman with short brown hair and large hoop earrings is looking directly at the camera. She is wearing a strapless top with a bold, geometric pattern in black, white, and gold. The background is a vast, arid desert landscape with sparse vegetation and distant mountains under a clear blue sky. The text 'ba&sh' is overlaid in a large, white, sans-serif font.

ba&sh

CIRCULARITY

Circularity

Business models and circular practices

Moving towards circular practices is an everyday effort for the ba&sh teams, who put in place solutions for the care, repair, reuse, second-hand and recycling of ba&sh pieces by offering facilitating services. Implementing these practices significantly increases the circularity of pieces in order to give them several lives. It also helps decouple revenue from production and resource use, and reduce the impact on biodiversity and greenhouse gas emissions.

Care and repair

Since early 2021, ba&sh has provided repair tutorials and care tips on its website ba-sh.com to help its customers extend the lifespan of their ba&sh pieces.

ba&sh also offers its French customers an at-home upcycling, repair and alteration service in partnership with Tilli (a French at-home sewing company).

Second-hand

Since November 2022, a second-hand platform deployed by the company Faume allows ba&sh customers to sell and buy second-hand ba&sh pieces.

In 2025, 22,268 second-hand pieces were bought back and 12,296 second-hand ba&sh pieces were sold in Europe.

**2025 TARGETS ACHIEVED**

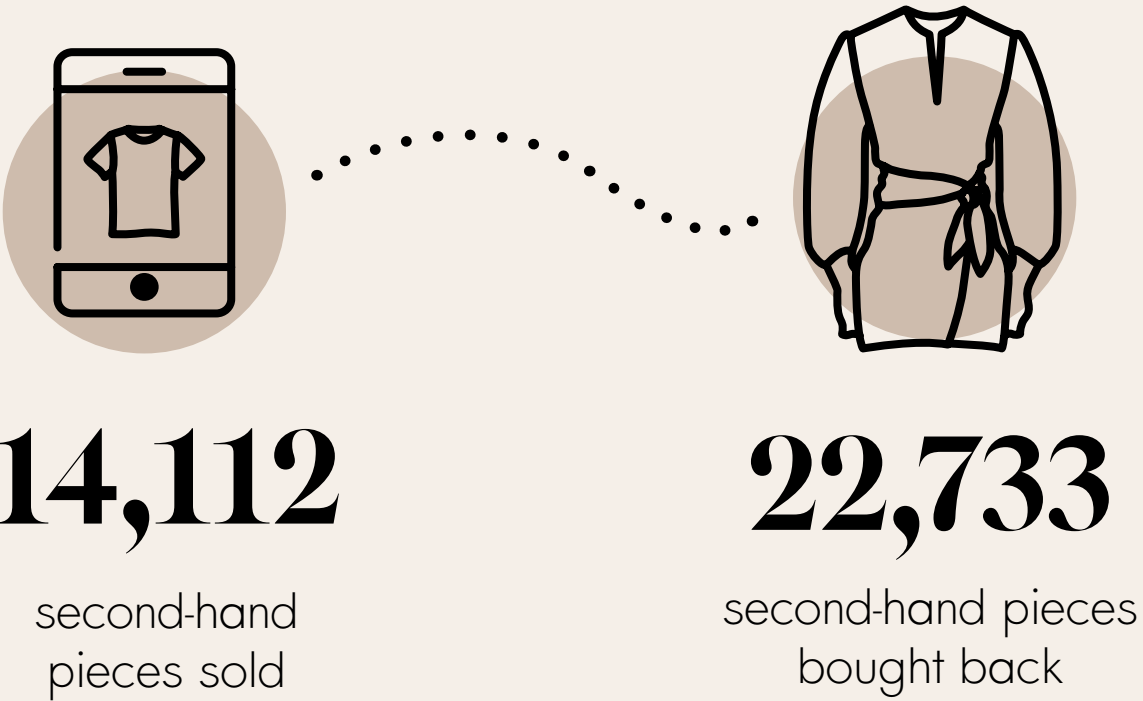
✓

Expansion of the second-hand offer in Europe: Germany, Belgium, Netherlands and Spain

✓

Opening buy-back to all our stores in Europe

In 2025,



Circularity

Recycling and upcycling

Valorizing dormant fabric stocks

ba&sh has never resorted to destroying its dormant fabrics. We donate our dormant fabrics and haberdashery to fashion schools or nonprofits. We also use stock buyers who purchase our stocks so that they are reintegrated into the market

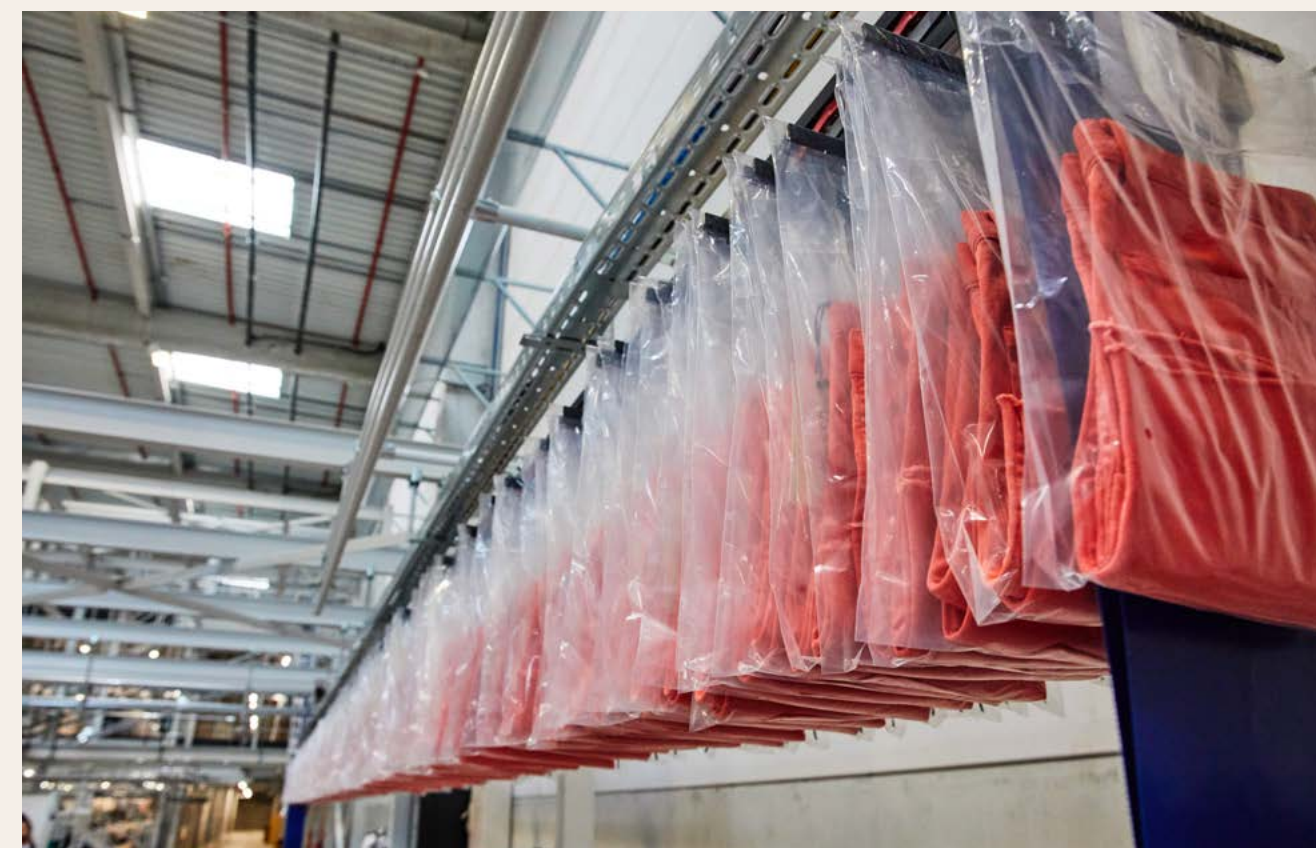
Defective and unsold items

Unsold items are former collections that remain ba&sh's property. A ba&sh piece follows a 24-month journey before being considered unsold. In 2025, the unsold rate is 4.7%. A result slightly down compared to 2024!

Items considered defective are pieces that cannot be returned to first-quality grade. They cannot be put back into circulation in the various distribution networks.

In 2025, 2,993 defective or unsold pieces were repaired and put back into circulation, representing a total value of 172,393 euros. This was made possible thanks to the expertise of our sewing workshops integrated into the warehouse, as well as our partnership with a provider specialized in the most technical dry cleaning and alterations. By restoring the quality of these pieces, we extend their lifespan and strengthen the circularity of our products by giving them a new opportunity for use.

The rest of the defective and unsold products is upcycled or recycled by our partner professional-integration organization.





ba&sh

SOCIETAL

Societal

Employment and pay equity

ba&sh's values and its strong DNA enable the recruitment of new talent and the retention of teams.

The development of employees, career opportunities, compensation, quality of life at work, and diversity & inclusion are all structuring pillars across all professions and in all the regions where the brand is present.

Pay equity

At ba&sh, we practice inclusive recruitment for all professions, where only skills, motivation and the desire to do well, as well as impeccable interpersonal conduct, matter.

Career opportunities, whether horizontal, vertical or geographic, are strongly cultivated internally.

The skills, performance and potential of each employee, regardless of origin, nationality, gender, religion, age or sexual orientation, are all factors for advancement and promotion.

We believe that our employees should find the right balance between their personal and professional lives. Active listening and full availability for all employees help foster constructive communication. Also, because ba&sh adapts and innovates, hybrid working has been implemented for all eligible roles.

In 2025, we recruited a total of 559 people on permanent contracts (CDI) worldwide (in FTE).

In 2025, our gender professional equality index is 61/100.

It is calculated on the basis of 5 criteria:

- The gender pay gap
- The gap in the distribution of individual pay raises
- The gap in the distribution of promotions
- The number of female employees given a raise on their return from maternity leave
- The number of people of the under-represented gender among the 10 highest earners.

ba&sh attaches great importance to diversity and inclusivity within its teams.

Aware of the areas for improvement needed for our Egapro index in favor of professional equality, we have made commitments to improve our score in the coming years. We are notably committed to strengthening our actions on parenthood, professional equality between women and men, as well as on topics related to pay equity and social benefits.

Thus, in a logic of continuous improvement, ba&sh has taken new corrective measures aimed at reaching the threshold of 80 points by 2026



🔍 TARGET 2026

Improvement of the gender equality score to reach the threshold of 80 points

Societal Business ethics

Code of Ethics

ba&sh's Code of Ethics sets the framework for our actions and the procedure to follow in the event of practices contrary to the moral rules established by ba&sh. This charter is intended for all of ba&sh's internal stakeholders.

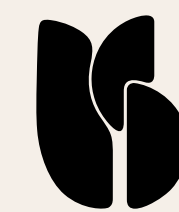
This charter is provided as soon as the employee arrives, and is accessible on ba&sh's intranet. All employees receive and sign the ba&sh Code of Ethics upon onboarding.

Whistleblowing system

ba&sh is committed to ensuring the transparency of its activities and to observing rigorous ethics. We ensure the safety and respect of everyone connected to our company.

A whistleblowing system is available internally so that all employees can report breaches or risks of breaches of the provisions of the ba&sh Code of Ethics. These breaches may concern the health and safety of our employees, discrimination and harassment, corruption, fraud, counterfeiting or data protection.

This fully anonymized whistleblowing system takes the form of a virtual, anonymous mailbox developed in partnership with Whistle B. Only two contacts from the Human Resources Department have access to the messages and can communicate with the whistleblower via the Whistle B back office. The system is available in three different languages. It guarantees confidentiality and the absence of retaliation across all our regions.



At ba&sh, we do everything we can to ensure that our company's ecosystem continues to follow an ethical, positive approach that is respectful of others, the environment and the law.

Societal

Health and wellbeing

ba&sh attaches great importance to the wellbeing of its employees. To promote a better quality of life at work, we have put in place key initiatives:

- **Sports classes at work:** ba&sh offers Yoga, Fitness and Pilates sessions at the company's headquarters.
- **Hybrid working:** employees have the option to work remotely one day a week, when the requirements of their role allow it.
- **Wellness program:** for employees, with one workshop per month on various themes (for example, in September 2025, the ba&sh teams discovered the benefits of breathwork through an immersive experience with a connected headset guided by a facilitator. A moment to release tension. To dance. To breathe.
- **Safe Place certification** since June 2025, enabling support for victims of domestic violence through a 360 system for internal and external use (psychological support, administrative support, health-insurance ecosystem, and housing assistance, access to "les veilleuses").
- **Health prevention actions:** workshops for employees are organized throughout the year. For example: "Pink October" (breast cancer awareness and learning self-examination with an oncologist from the Institut Rafael) as well as training on ergonomics at work dedicated to preventing musculoskeletal disorders (MSDs) and good postural practices, delivered by an ergonomist.



Societal Safety

Ensuring the safety and health of all our employees is a priority.

We implement procedures to prevent accidents and occupational risks, notably through a clearly defined emergency system accessible to all employees as well as visitors.

Objectives and monitoring indicators allow us to steer our prevention approach. The recommendations issued by Occupational Medicine are deployed within our structures in order to continuously improve working conditions.

Prevention also relies on raising awareness and training teams. In 2025, Workplace First Aid (SST) training sessions were organized to strengthen employees' ability to intervene in the event of an accident.

Finally, our facilities and prevention actions are based on the Single Occupational Risk Assessment Document (DUERP), which lists the risks identified within the company (risks related to carrying loads, risks related to movement, psychosocial risks, etc.). This document is updated very regularly in order to take into account changes in activities, risks and working conditions.



Societal Training

Professional development potential and entrepreneurial value are key criteria in our recruitment process.

Training is thus anchored at the heart of our HR strategy: we support our employees continuously to strengthen their professional skills and their capacity to adapt.

ba&sh offers a broad range of multidisciplinary training programmes, covering both career development and personal growth. Professional development opportunities include regulatory training on product labelling and management training for non-managerial employees, while personal development programmes include courses in foreign languages and time management.

324

employees trained in 2025, with an average of 13.2 hours of training per employee.

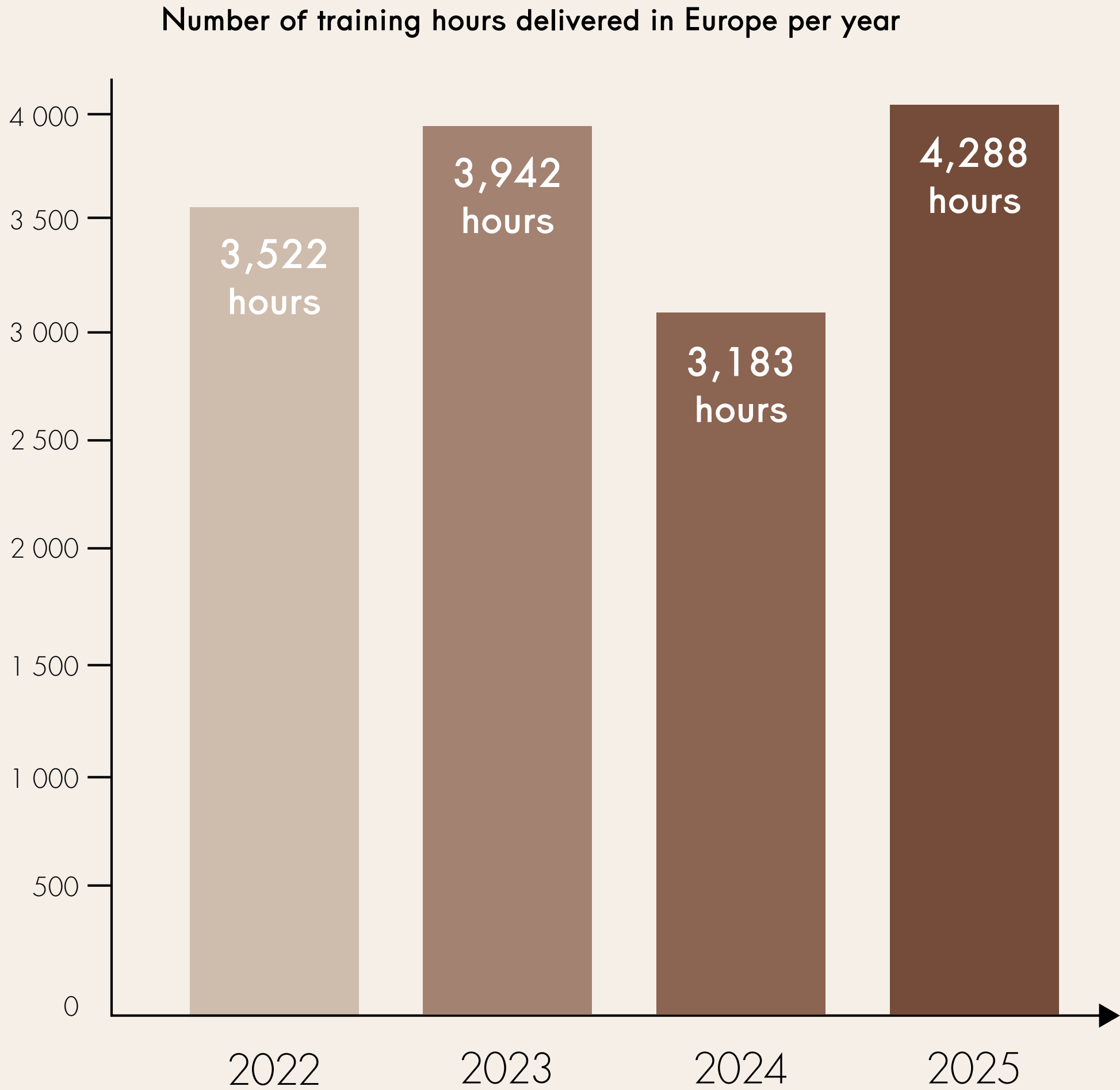
SCOPE AND METHODOLOGY

This indicator was calculated for the Europe scope.

In 2025, 4,288 hours of training were delivered in Europe.

The hybrid masterclasses ba&sh Breakfast & Curious regularly bring teams together to share results achieved and project progress, thereby strengthening cohesion and a shared vision.

From onboarding onwards, every new employee at the head office takes part in a dedicated induction session focused on ba&sh’s mission and the product life cycle. All employees are also offered a visit to the Company’s warehouse to gain a better understanding of its operations.



Societal

Focus on our internal awareness and training initiatives

Sun Tribe Jouney

In 2025, ba&sh created the Sun Tribe Journey: a customer-experience training program designed entirely in-house for all retail teams in Europe, both in person and remotely. Deliberately oriented toward soft skills, this program places people at the heart of the sales relationship, intentionally moving away from a transactional approach. It rests on a simple conviction: "the experience does not begin with a product. It begins with a vibration."

It is built around **4 key moments**:

Energy: creating the right presence from the very first seconds, so that "the customer does not feel solicited, but invited".

Trust: developing active listening and emotional questioning, to turn the exchange into a connection.

The Pause: drawing on body-shape and styling expertise so that "the customer is no longer just looking for a silhouette, she explores a version of herself".

The Tribe: extending the bond after the purchase, anchored in authenticity: "she leaves with a feeling. A moment where she felt seen. Understood. Herself."

The mission carried by this program sums up ba&sh's ambition: "Every woman comes in as she is... and leaves a little more herself".

By the end of 2026, **200 employees in 179 stores across 9 European markets** will have benefited from these 14 hours of training, supported by the Yoobic LMS launched in January 2026.

The Climate Fresk and the Diversity Fresk

In 2024, ba&sh rolled out the **Climate Fresk** to its employees: a collaborative collective-intelligence workshop aimed at understanding the links between human activities and climate change, and at identifying concrete levers for action at the individual and professional level.

Building on this approach, in 2026 ba&sh aims to roll out the **Diversity Fresk**: a 3-hour workshop dedicated to the issues of discrimination, inclusion and cognitive biases in the workplace, in order to continue raising its teams' awareness of D&I topics.



🔍 TARGETS 2026

- Rollout of the Sun Tribe Journey training program
- Rollout of the Diversity Fresk to headquarters employees
- Creation of a D&I module on Yoobic to train retail teams

🔍 TARGET 2027

- 100% of employees made aware of Diversity & Inclusion issues

Societal

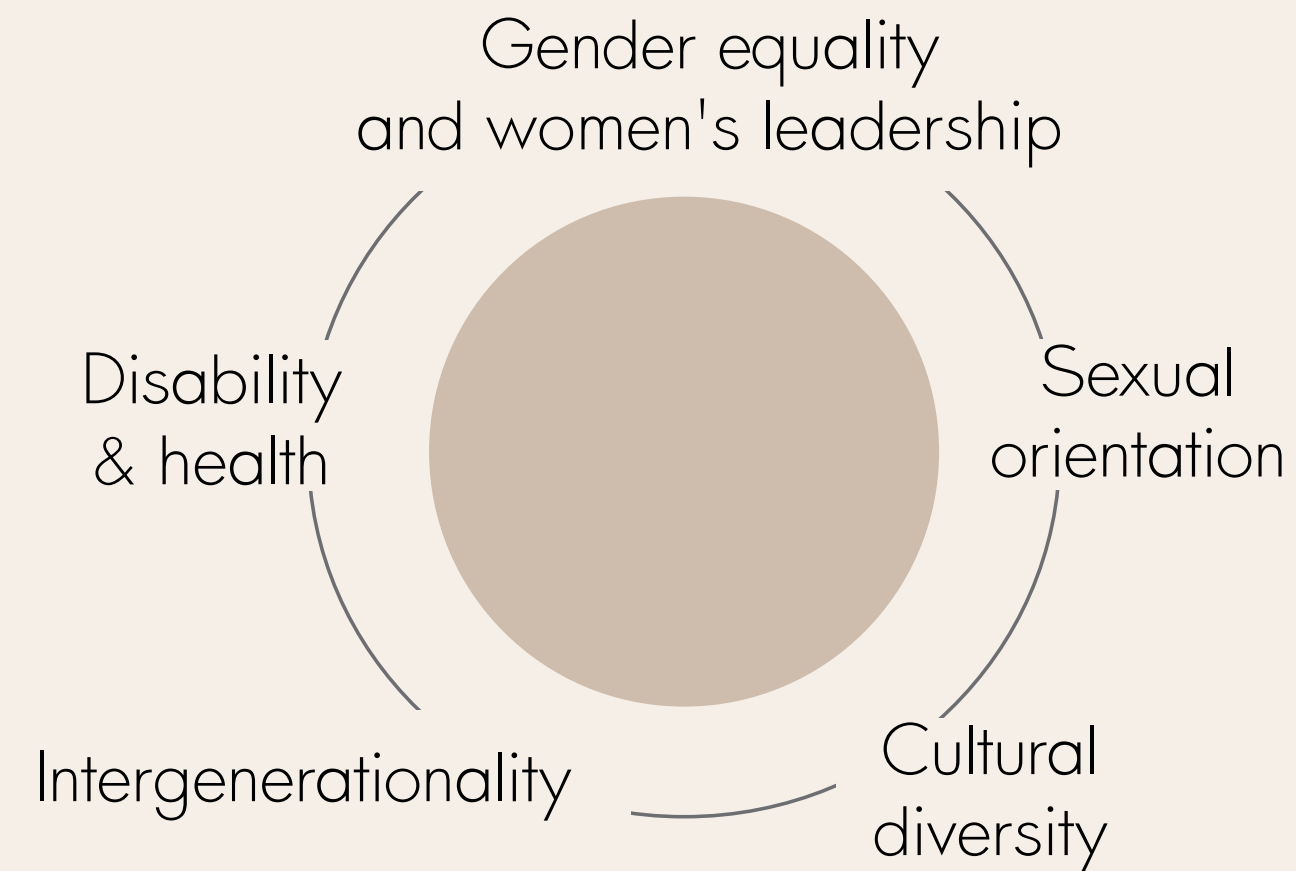
Diversity and inclusion

At ba&sh, we believe that diversity is a strength, and we are committed to cultivating it.

Diversity in all its forms (gender, age, nationality, culture, religious beliefs, sexual orientation...) enriches exchanges and the work environment, thereby fostering the development of the company and of each of the individuals who make it up.

Areas of commitment

Since 2022, ba&sh has developed a Diversity and Inclusion roadmap structured around 5 identified areas of commitment:



Societal

Diversity and inclusion

Targets achieved since the launch of the D&I action plan in 2023

- ✓ Creation of a D&I committee
- ✓ Annual D&I survey sent to all employees
- ✓ B Corp™ certification
- ✓ ba-sh.com website accessible to people who are visually impaired, hearing impaired, or who have cognitive impairments, hearing disorders or epilepsy across all our markets
- ✓ Strengthening the accessibility and inclusivity of existing stores
- ✓ Writing of a code of ethics
- ✓ Training on all forms of discrimination (UNESCO partnership)
- ✓ Annual organization of Duodays
- ✓ 100% of job descriptions written inclusively
- ✓ Parental policy (see dedicated page below)
- ✓ Philanthropic partnerships with women's nonprofits and entrepreneur networks



Societal

Diversity and inclusion

Our 2026 - 2028 action plan



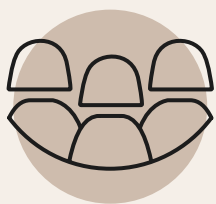
Strengthen the governance of diversity and inclusion topics

- Position the D&I Committee as the guarantor of ba&sh's "diversity and inclusion" policy
- Set up a monitoring system to better prevent risks or biases related to discrimination, as well as identify and qualify employees' expectations on D&I topics.



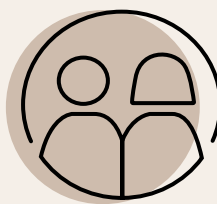
Develop an inclusive working environment for all employees and ensure inclusive recruitment practices

- Strengthen all employees' awareness of non-discrimination and deconstruct potential stereotypes.
- Act in favor of the recruitment and integration of people with disabilities.
- Raise awareness and support frontline managers in managing cultural/religious diversity at work while ensuring respect for the values of neutrality/secularism.
- Facilitate the sharing of senior/junior expertise and offer professional development opportunities to employees with senior experience.



Recognize and celebrate the diversity of our customer base in order to address all women

- Better understand and integrate customers' D&I expectations into the design, marketing and communication of ba&sh collections.
- Ensure an inclusive welcome for customers in stores, and train sales teams accordingly.
- Make our website compliant with accessibility standards (AA or AAA criteria, WCAG)



Promote and encourage societal commitment in favor of diversity and inclusion

- Affirm ba&sh's philanthropic strategy regarding D&I.
- Support women's entrepreneurship through philanthropic partnerships or dedicated programs.

Societal

Diversity and inclusion

ba&sh's Diversity and Inclusion Committee

The D&I Committee, made up of 10 permanent members, promotes ba&sh's diversity and inclusion policy. In partnership with the sustainability team, it highlights actions and encourages internal engagement.

Objective: Implement actions in France and internationally to promote, develop, recognize and celebrate diversity and inclusion in all its forms.

The Committee works on organizing internal events: conferences, capsule collections, and externally by maintaining partnerships with several nonprofits.



Yasmina
Purchasing Director



Alice
Transformation, Strategy
and CSR Director



Enrico
Leather goods collection
Manager



Fanny
Customer Care Manager



Blandine
Seamstress



Giulia
Human Resources Manager



Tiphaine
Global HR Director



Emilie
Social Media, Influence PR
& VIP Director



Houzmah
Deputy Customer Care
Manager



Julie
CSR Manager



Clémentine
D&I and Foundation Project
Manager



Huynh Tri
Retail Trainer

Societal

Parental policy

ba&sh makes it a point of honor to respect the balance between professional life and personal and family life.

ba&sh's company culture offers a working environment that supports all forms of parenthood and great flexibility for parents.

Since 2022, ba&sh has been a signatory of the Parental Challenge commitment charter and implements a policy to support breastfeeding mothers.

The Parental Challenge is inspired by, and freely follows in the continuity of, the "Parental Act," the movement that led to the extension of second-parent leave.

Within this framework, the measures opposite have been deployed at ba&sh.



+ OUR COMMITMENTS

- ✓ Allow all permanent (CDI) employees to benefit from parenthood-related measures, with no seniority requirement.
- ✓ Apply the law and communicate their rights to all employees.
- ✓ Better support long leaves (maternity, adoption, second parent, parental) related to parenthood.
- ✓ Protect employees' confidentiality so that they can assert their rights and benefit from the measures without having to disclose their personal circumstances.
- ✓ Authorize and pay for the absences of employees applying for adoption, for mandatory appointments taking place during working hours.
- ✓ Equip our managers to better support and welcome parenthood, and raise their awareness of discrimination.
- ✓ Offer all our parent employees whose roles allow it 100% remote working during the key moments before and after parenthood.
- ✓ Implement working hours that exclude no employee.
- ✓ Offer 3 days of paid bereavement leave in the event of a miscarriage, for biological mothers as well as second parents.
- ✓ Encourage the involvement of second parents from the earliest moments of their parenthood.
- ✓ Financially support maternity, second-parent and adoption leave and ease the administrative aspects.
- ✓ Grant 5 days of paid "sick child" leave.
- ✓ Offer additional leave to parents on their return from maternity and paternity leave to best support them in their parenthood.

Societal

Fund and Action: ba&sh's philanthropic program

Support women in the areas dear to ba&sh (entrepreneurship, health, education)

True to its mission of standing alongside women, in 2025 ba&sh continues its commitment to their empowerment and wellbeing. Through its Fund and Action philanthropic program, launched in 2023, ba&sh supports initiatives and nonprofits around the world that address essential issues such as the fight against domestic violence, access to education and health, and the development of women's entrepreneurship.

Among the initiatives supported by ba&sh in 2025:

- **Institut Rafaël x ba&sh:** twice a year, ba&sh partners with Institut Rafaël, a leading center in integrative health, to organize image-consulting and makeover workshops. These special moments allow a dozen women undergoing treatment to reconnect with themselves, strengthen their confidence and put together the silhouette of their choice.
- **Fashion Solidaire:** as part of Paris Fashion Week, ba&sh takes part in the charity fashion show organized by the City of Paris for the benefit of the M'Panam nonprofit. The funds collected help finance projects supporting health and access to sport for women and young people in several West African countries, notably Senegal and Mali.



But also actions in favor of children

- **Necker Fashion Show:** committed alongside the Necker-Enfants Malades Hospital and its patron Noémie Lenoir, ba&sh takes part every year in this charity fashion show. This initiative offers hospitalized children a positive and unifying experience, allowing them to enjoy a moment of joy, sharing and escape.

TARGET 2026

Continue to support women's entrepreneurship and empowerment by showcasing individual or collective initiatives and launching a new purpose-driven capsule collection.

Societal

Fund and Action: ba&sh's philanthropic program

125 et après x ba&sh: taking action against violence toward women

More than €117,000 donated to the nonprofit 125 et après in 2025

As part of its Fund & Action program, in 2025 ba&sh strengthened its commitment against violence toward women through a partnership with the nonprofit 125 et après, founded by Sarah Barukh. This collaboration reflects the desire to contribute to the prevention of domestic violence, to the support of victims and to raising awareness among as many people as possible.

Raise awareness and detect

To promote early identification of situations of violence, ba&sh has deployed in its stores a discreet system giving access, via a QR code, to a self-assessment questionnaire as well as suitable support resources. Teams were also made aware in order to guarantee a caring environment and direct those who might need it.

Support victims

The funds collected helped finance concrete actions carried out by the nonprofit 125 et après: developing domestic-violence detection kits for healthcare professionals, distributing practical guides for victims' families and friends, and strengthening the community of "Veilleuses," an active support network for the women concerned.

Solidarity action

This mobilization also took the form of the launch of the "Together" solidarity t-shirt, the entire proceeds of which were donated to the nonprofit.

**125 ET
APRÈS**
X
ba&sh



Societal

Fund and Action: ba&sh's philanthropic program

Act in favor of the recruitment and integration of people with disabilities

At ba&sh, we are convinced that developing an inclusive working environment is an opportunity. We welcome and consider all qualified and competent applications, without distinction.

For many years, ba&sh has acted in favor of the recruitment and integration of people with disabilities, alongside Cap Emploi and AGEFIPH.

Cap Emploi x Agefiph x ba&sh: Support for employees with disabilities in partnership with Cap Emploi, Occupational Medicine and Agefiph, in order to promote their job retention and the adaptation of their workstation.

Duodays x ba&sh: On the occasion of the SEEPH (European Disability Employment Week), ba&sh has taken part in DuoDays since 2022. These days are an opportunity for our employees to pair up with a person with a disability who wishes to discover our professions for a day. It is also a chance to break down preconceptions about disability and perhaps spark new vocations.



SCOPE AND METHODOLOGY

This calculation is based on the list of employees declared RQTH (Recognition of Disabled Worker Status) in France

🔍 TARGETS 2026

- Continue to work on the integration and support of people with disabilities (anticipate and assess the strain of everyone's workstations)
- Initiate a partnership with a work-integration project (e.g. ESAT)

Societal

Fund and Action: ba&sh's philanthropic program

Promote and encourage employee engagement

Each year, ba&sh engages its employees: organizing "B.A ba&sh" through several collections of essential goods, a charity run, or participation in charity event workshops.

In 2025, 39 female employees took part in the Odyssey race in support of medical research against breast cancer.

TARGETS 2026

- Take part in a new charity run
- Offer all ba&sh teams 1 day per year to commit to women's causes (Volunteer Day)



A woman with long brown hair and face paint is standing in a desert landscape. She is wearing a brown patterned top and has her arms outstretched. The background shows a vast desert valley with mountains in the distance under a clear blue sky. The text 'ba&sh' is overlaid in the center in a large, white, sans-serif font.

ba&sh

APPENDICES

Appendix 1

ba&sh's contribution to the Sustainable Development Goals

ba&sh's contribution to the Sustainable Development Goals

Approved by 193 United Nations member states in 2015, the SDGs aim to address the economic, social and environmental challenges our planet faces.

These 17 goals cover a diversity of issues such as poverty, discrimination, inequality, education, energy, water, biodiversity, climate, etc.

ba&sh's sustainable development strategy fits within this framework and contributes directly or indirectly to achieving 12 of these goals.



SDG 1 - No poverty: support for social projects under the Fund and Action philanthropic program



SDG 8 - Decent work and economic growth: social compliance, diversity and inclusion, integration of people with disabilities



SDG 13 - Climate action: climate strategy, reduction of our carbon footprint and air transport



SDG 3 - Good health and well-being: parental policy



SDG 9 - Industry, innovation and infrastructure: promotion of innovative and lower-impact materials



SDG 14 - Life below water: reduction of pollution linked to textile production processes



SDG 5 - Gender equality: strong commitment to women's empowerment, entrepreneurship and the fight against violence toward women



SDG 10 - Reduced inequalities: social inclusion, actions in favor of vulnerable communities and the fight against discrimination



SDG 15 - Life on land: biodiversity preservation, implementation of a regenerative agriculture program, raw materials from organic farming.



SDG 6 - Clean water and sanitation: actions to reduce water consumption and pollution in the production chain



SDG 12 - Responsible consumption and production: circularity, second-hand, waste reduction and use of certified materials



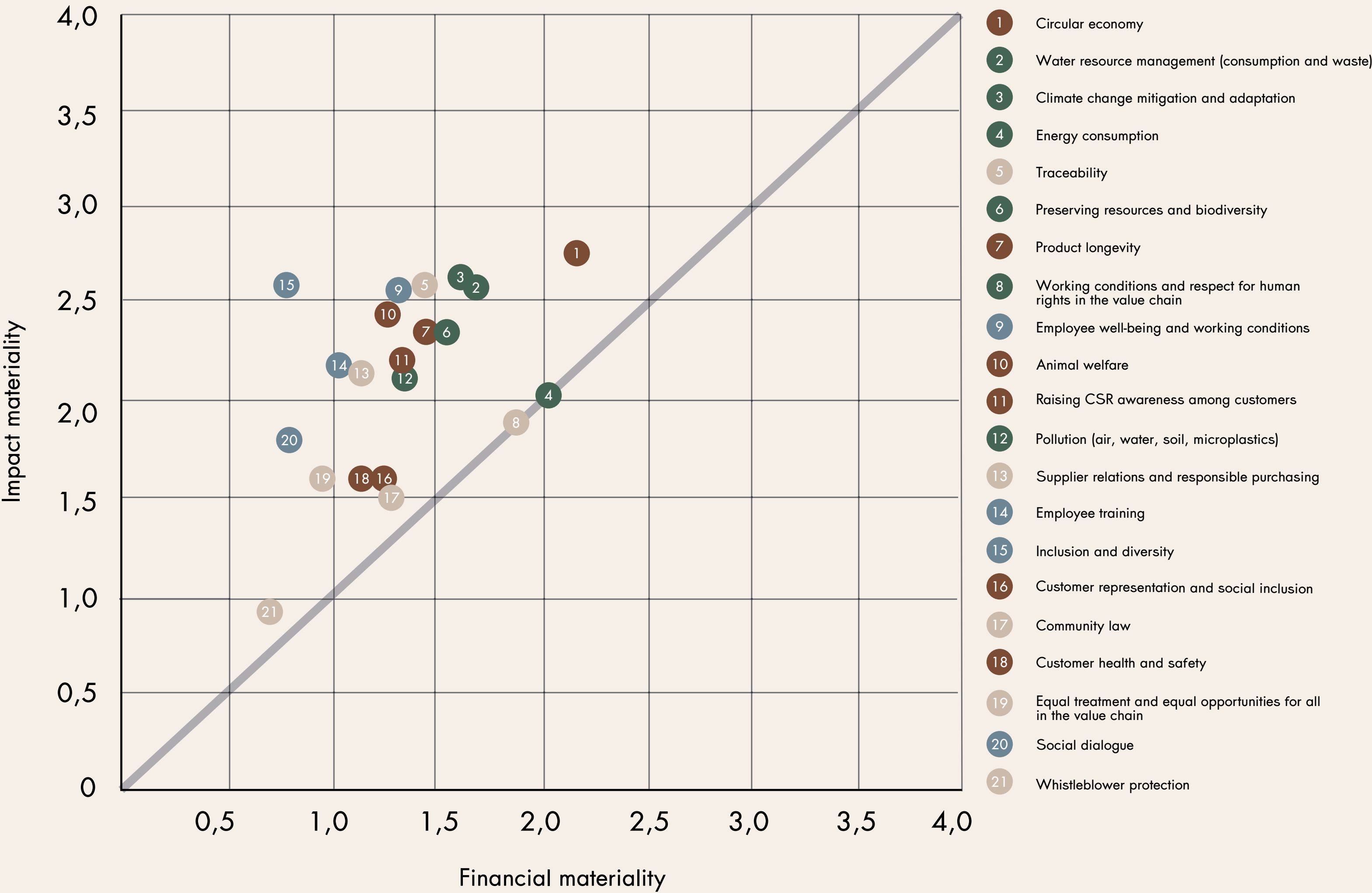
SDG 17 - Partnerships for the goals: Partnerships for the goals: collaboration with NGOs (Textile Exchange, Canopy, Four Paws, etc.)

Appendix 2

Double materiality analysis

ba&sh's double materiality analysis carried out in collaboration with Utopies in 2023.

- Environment
- Products and communication
- Human resources and business conduct
- Supply chain



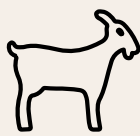
Appendix 3

GHG Protocol carbon assessment categories

Category	Scope	Definition
Raw materials	3	Textile production, transport of raw materials to garment factories, garment manufacturing
Upstream and downstream transport	3	Transport of parts from garment factories to customers
Energy	1, 2, 3	Energy consumption of offices, warehouses and stores
Purchase of services	3	Purchase of services to ensure smooth operation at ba&sh: Insurance, advertising, maintenance, postage, etc.
Purchase of goods	3	Purchase of equipment for ba&sh activities: Packaging, logistics equipment, etc.
Travel	3	Employee travel (business trips and commuting), customer travel to stores
Product use	3	Energy consumption induced by room use (washing, ironing, etc.)
End-of-life treatment of sold products	3	Estimates for end-of-life of products
Waste	3	End-of-life of office and warehouse waste
Fixed assets	3	Real estate, vehicles, IT equipment, furniture acquired during the year under review
Non-energy-related activities	3	Air conditioning and servers

Appendix 4

Labels recognized by ba&sh

LABELS								
MATERIALS	Cotton	Polyester/Polyamide	Viscose	Leather	Wool	Mohair	Silk	Alpaca
								
ALTERNATIVES	Organic	Recycled	From renewable resources	Certified	Organic	Organic	Organic	Certified
		 						
	Recycled	Bio-sourced	Ecological artificial fibers	Recycled	Certified	Certified	Recycled	Recycled
		Rilsan® (Arkema) ecodear®PET (Toray) EVO® (Fulgar) 	    		 Recycled  Regenerative agriculture 	 Recycled 		
CHEMISTRY	 							

What does "certified material" mean for ba&sh?

Materials whose characteristics or origin have been verified and guaranteed by an independent third-party organization according to environmental, social or traceability criteria.

What does "lower-impact material" mean for ba&sh?

Materials such as raffia, linen and hemp, which require little water, little or no chemical inputs, and whose cultivation has a low impact on soils and biodiversity.

Appendix 5

Historical key figures

Environmental indicators	2022	2023	2024	2025
Proportion of certified materials (by weight)	54%	66%	78%	72%
Proportion of organic or recycled cotton	35%	62%	88%	84%
Proportion of canopy-friendly viscose fibers	Data not available on E22	88%	94%	99%
Distribution of transport modes	72% road, 23% air, 5% sea	73% road, 18% air, 9% sea	74% road, 17% air, 10% sea	65% road, 22% air, 10% sea, 3% sea-air
Percentage of washer-disinfector sites with an environmental audit	Data not available	60%	100%	100%
Average EIM score for denim	35	35	34	28
Waste collected and recycled in our offices	3.2 tons	4.6 tons	3.1 tons	3.92 tons
Percentage of recycled/FSC paper in our packaging	80%	80%	80%	80%

Social indicators	2022	2023	2024	2025
Proportion of production located in Europe (by number of references)	36%	31%	27%	28%
Proportion of references traced on tiers 1, 2, 3	45%	60%	79%	88%
Proportion of production sites audited in tier 1	68%	82%	94%	96%
Proportion of LWG-certified tanneries	91%	95%	100%	100%

Societal indicators	2022	2023	2024	2025
Number of employees with disabilities	1%	2%	2%	2.33%
Gender equality index out of 100	65	78	82	61
Percentage of women on the Executive Committee	76%	79%	83%	66%
Number of employees trained/Number of hours of training provided	355 employees, 3522 hours	377 employees, 3942 hours	380 employees, 3183 hours	324 employees, 4,288 hours

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SUSTAINABILITY