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**HOW DOES ONTEX ENSURE THAT I AM IN THE BEST ROLE AT EVERY STAGE OF MY CAREER?**

**MERON BIRHANU**  
LAB QUALITY CONTROLLER

**DARE TO PUT PEOPLE AT THE HEART.**

Ontex is a people company working in a people-oriented business. We believe that business growth fosters people success... and vice versa. We want and expect our people to take responsibility for their personal growth and reach their full potential. We, of course, provide people at all levels with the tools and support, but in true Ontex fashion, they have to dare to show some entrepreneurship to progress their career.

During 2018, we developed an integrated Job & Career Framework as a guide for personal growth. It gives every employee an overview of the job context, what is expected from the job holder in terms of tasks and accountabilities and what is needed in terms of knowledge, skills and behaviors to get the job done successfully. Our own 'Ontex Guide for Growth' describes all the competencies required for a wide range of jobs and includes tips for developing each competency.

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“Ontex is a people company working in a people-oriented business. We believe that business growth fosters people success... and vice-versa. In true Ontex spirit, we place great emphasis on providing our people at all levels with the tools and support to take responsibility for their own personal growth and reach their full potential.”

**ASTRID DE LATHAUWER**  
GROUP HR DIRECTOR

ONTEX HAS BUILT A REPUTATION AS A PEOPLE COMPANY. AND AS PEOPLE ARE THE VERY FOCUS OF OUR BUSINESS, THE WORK WE DO TO DEVELOP AND ENCOURAGE THEM IS CRUCIAL TO OUR SUCCESS.

### DIVERSE AND INCLUSIVE

Diversity is more than compliance at Ontex (see page 22 for figures). It is one of the keys to our success. And while we want to judge everyone on their capabilities, rather than gender or other forms of diversity, we believe in the uniqueness of the individual and in giving everyone space and opportunity to contribute regardless. This is reflected in our corporate values and in the culture of inclusivity we actively promote. We are aligned with the EU directive regarding gender diversification in our Board and during 2018 the number of women in positions of responsibility in the company increased by 6%.

#### Find out more online

##### Diversity policy

[http://www.ontexglobal.com/sites/default/files/ontex\\_diversity\\_policy\\_180131\\_vf.pdf](http://www.ontexglobal.com/sites/default/files/ontex_diversity_policy_180131_vf.pdf)



### EVERYONE'S A LEADER

One of the highlights of 2018 from a people management viewpoint was the introduction of the Ontex Leadership Model (see side box). Mirroring our Ontex values, its assumption is that everyone is a leader at Ontex and that leadership can and should be demonstrated by anyone at any time not just in the workplace but outside as well.

The Leadership Model creates clarity and transparency about the key leadership competencies required at Ontex and is about preparing people for the future. Additionally, it has helped focus our efforts in recruitment and personal development. The model comprises three pillars: 'We grow ourselves'; 'We grow people' and 'We grow business'. We started a number of training modules for each of the three during the year and will continue to embed them in the years to come.

The introduction of The 5 Chairs training in 2018 is aimed at boosting our 'cultural intelligence' and to make the most of our diversity so that we work and relate effectively with colleagues, clients and suppliers from all over the world. The program provides people with the foundations to build strong relationships and create a positive, empowered culture where personal growth can thrive both at work and at home. The initial feedback has been very positive. People could see how mastering The 5 Chairs and then having the courage to actually use the things that they had learned can make a big difference to their teams.

### GLOBAL GRADUATE PROGRAM POWERS ON

The Global Graduate Program introduced in 2017 completed its second year. The purpose of the program is to recruit high potential talent to develop a pipeline of internally grown leaders. It reflects well on us as an employer and sends a positive message internally that we are serious about the future of this company.

The introduction of the second wave of graduates progressed well. In the spirit of continuous improvement, we took into account the experience and feedback of the first cohort, and the very positive feedback received from both the graduates and the people designated to work with and coach them, suggests that we are well on track.

### AT ONTEX, EVERYONE IS A LEADER

We owe our success to our people. They are the heart of the company. Familiar with our strategy, they know how they need to contribute to help us realize our growth.

Over time, our people have helped define the culture and values we need for success. We believe in bringing these values to life and are confident of capturing the growth that lies ahead by demonstrating great leadership every day.

The Ontex Leadership Model spans three dimensions.

#### WE GROW OURSELVES

focuses on personal leadership at all levels, what steps we can take to develop ourselves and how we build strong relationships. It focuses on authenticity and the need to remain optimistic and forward-looking.

**WE GROW PEOPLE** is about leading teams and how managers need to look after their people making sure that they feel coached and recognized. It focuses on giving the opportunity for people to shine, on building strong cohesive and diverse teams, and treating people fairly, with dignity and respect.

**WE GROW THE BUSINESS** is about strategic leadership, designing our future and ensuring that we have the capabilities to meet future demands. It highlights the need to challenge, to show strategic agility and to lead change.



GLOBAL GRADUATES SECOND GENERATION

MEMBERS OF THE ONTEX AUSTRALIA SAFETY COMMITTEE IN FRONT OF THE SAFETY BOARD REPRESENTING THE NUMBER OF LTI FREE DAYS



## ACCIDENT FREE DOWN UNDER

At Ontex, we embrace a strong safety culture where our ultimate goal is to keep all our people safe. We are now seeing the results of the significant work we have invested in recent years. While we had some accidents, rates continued to drop (details on page 21). In Australia, for instance, our site safety philosophy follows a number of simple steps, which has led to 22 months without lost time injuries. They include the commitment of the management team to view safety as a top priority; clear and visible standards for safety performance; good example setting; ownership of safety by employees; the communication of significant hazards and near misses to promote understanding of risks, and swift action to correct issues.

## IMPLEMENTING THE FINDINGS OF THE PEOPLE SURVEY

The 2017 employee survey gave us good insights into why our employees love to work for us, and what we could do to make Ontex an even better place to work. After the survey results, we returned to our employees not just to share the findings but also to put them into context. This enabled us together to identify and set up local initiatives that would help us achieve our goal to make Ontex a great place to work.

In the UK, for example, following the survey, we implemented a flexible working policy. We also introduced employee workshops focusing on the benefits of verbal recognition, which went alongside employee-of-the-month awards. The introduction of a local bulletin was seen as important to update staff on news, communicate contract wins and losses, and to single out teams or individuals for praise.

In our high-tech production facility in Buggenhout, Belgium, our most important location for incontinence pads, changes to seemingly minor things like the monthly newsletter have been implemented alongside a review of the evaluation process of

shop-floor staff as well as the introduction of flexi-hours as a result of the survey feedback.

## CAREER MANAGEMENT AT FINGERTIPS

We launched a career management tool that employees can use at their own discretion to invest in their career. In short, it puts employees in the driving seat. Using the new Personal Growth Plan (PGP) employees can set their development plan, get the support they need to reach their full potential and, in doing so, take personal responsibility for their growth. Designed so that each employee can determine what really matters, it helps them see how skills and competencies are evolving in our fast-moving world and what they need to do to meet their professional goals.

## SAFETY IMPROVEMENTS

The shift from a reactive to a proactive and ingrained stance on health and safety (H&S) matters continued apace during 2018, guided by the steering committee comprising of four executive team members.

We are happy to report that both the frequency and severity of accidents continued to decrease (see charts) which keeps us on track for our 2020 target, i.e. a frequency rate below 6.5. Further training and the recruitment of dedicated H&S responsables appear to have had a positive effect as we strive towards the ultimate goal of 'zero accidents'.

In 2018 we changed our plants from OHSAS 18001 to ISO 45001. Next year some additional plants are in scope for the ISO 45001 certification. The aim is to have at least 50% certified by 2020.

### A FIRM COMMITMENT TO RESPECT HUMAN RIGHTS

Each sovereign state has a duty to protect its citizens against human rights abuses through an appropriate legal framework. Sometimes, these frameworks fail through lack of enforcement or even a lack of recognition of those rights. Irrespective of the situation, we commit to always respecting human rights wherever we operate. In 2017, we published our Human Rights Policy, which reiterates our full support for the UN Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. We expect our commitment to be shared by our business partners, and strongly encourage them to share the same expectations with the people they do business with.

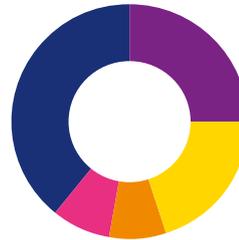
As part of our journey to advance the human rights of workers and positively shape global labor markets in 2018 we rolled out a new social compliance scheme, including third party social audits, at our sites. In addition, we updated our ethical sourcing program, revising our supplier code of conduct and ethical sourcing requirements.



#### Find out more online

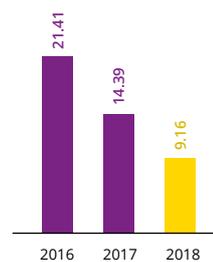
- **Human rights policy**  
[http://www.ontexglobal.com/sites/default/files/human\\_rights\\_policy\\_0.pdf](http://www.ontexglobal.com/sites/default/files/human_rights_policy_0.pdf)
- **ILO declaration on Fundamental Principles at Work**  
<https://www.ilo.org/declaration/thedeclaration/textdeclaration/lang--en/index.htm>
- **Supplier code of conduct**  
[http://www.ontexglobal.com/sites/default/files/2018\\_supplier\\_code\\_of\\_conduct.pdf](http://www.ontexglobal.com/sites/default/files/2018_supplier_code_of_conduct.pdf)
- **Ethical sourcing requirements**  
[http://www.ontexglobal.com/sites/default/files/2018\\_ethical\\_sourcing\\_requirements.pdf](http://www.ontexglobal.com/sites/default/files/2018_ethical_sourcing_requirements.pdf)

### TYPES OF ACCIDENTS

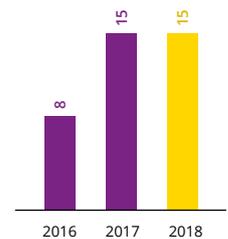


- Superficial injuries (eg bruises, trapped fingers, etc) **25%**
- Open wound/cut caused by sharp edge of machine/machine part **20%**
- Twisted, disjunct and overwork **8%**
- Cut wound caused by knife, cutter or scissors **8%**
- Others **39%**

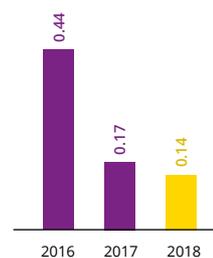
### FREQUENCY RATE<sup>1</sup>



### ISO45001 CERTIFIED PLANTS (%)



### SEVERITY RATE<sup>2</sup>



### SUPPLIER CODE OF CONDUCT SIGNED (%)



0

ZERO FATALITIES IN ANY OF OUR SITES ACROSS THE WORLD

1. The number of labor accidents per million worked hours.
2. Severity is calculated on the total lost days compared to the total number of hours scheduled to be worked by the employees. Days mean scheduled worked days. The counting of the lost days begins the day after the accident.



## WORKFORCE



**30%** FEMALE

**70%** MALE

**27%** FEMALE MANAGEMENT



**65%** BLUE COLLAR

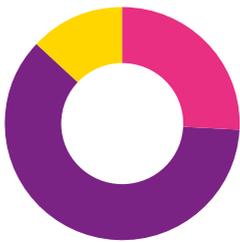
**35%** WHITE COLLAR



**10,750** EMPLOYEES WORLDWIDE

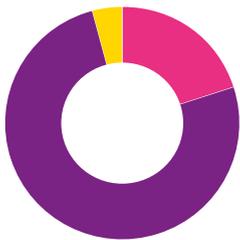
**50** DIFFERENT NATIONALITIES

### AGE (%)



- < 30 year **26%**
- 30-50 years **61%**
- > 50 year **13%**

### CONTRACT TYPE (%)



- Limited duration **20%**
- Unlimited duration **76%**
- Interim/temporary **4%**

## BUSINESS ETHICS

### Code of Ethics

The Ontex Code of Ethics (Code) is our guide for doing business.

In 2018, we launched a communication campaign that each quarter highlighted various themes covered in the Code. These included the use of social media, handling of confidential information, intellectual property rights as well as our policies regarding gifts, hospitality and economic sanctions. Through our local compliance coordinators, we also introduced a number of initiatives to raise awareness of various topics included in the Code.

We stepped up our screening process for business partners which assesses their compliance with economic sanctions, competition law, anti-bribery, money laundering and other illegal or unethical conduct. This helps to ensure a more efficient and quicker resolution of potential risks flagged by the third-party screening tool we use.

### Find out more online



#### Code of ethics

[http://www.ontexglobal.com/sites/default/files/code\\_of\\_ethics\\_-\\_2017\\_-\\_english\\_external.pdf](http://www.ontexglobal.com/sites/default/files/code_of_ethics_-_2017_-_english_external.pdf)

### General Data Protection Regulation (GDPR)

The new GDPR came into force in 2018. We introduced and implemented a number of revised processes, procedures, policies and templates throughout the year to ensure that we are compliant with the new Regulations. This was complemented by training sessions, and we also created a specific data protection community to act as local points of contact to support our efforts.

### Competition law

Efforts during the year to guard the company against the risk of non-compliance with competition laws focused primarily on trade associations and meetings with competitors. Employees, who are members of trade or industry associations, received specific guidance on how to conduct themselves at formal meetings (and informal events) which bring together competitors, customers and other players in our industry. In addition, during our various sales conventions in Mexico and Brazil during the year, we used the opportunity to further educate the Americas Division sales management teams in competition law. Our global e-learning refresher on competition law has been scheduled to take place in 2019 and will target all sales and marketing employees as well as the Extended Leadership Team.

### Anti-bribery and corruption

Full compliance with anti-bribery and anti-corruption regulations remains an important area of focus. It is our duty to ensure that our people are fully aware of the corruption and bribery risks in their daily business. In the final quarter of the year we launched a campaign specifically to ensure awareness of our rules on gifts and hospitality. The sales management teams in Mexico and Brazil were also trained on anti-bribery and anti-corruption during the sales conventions.

### New Supplier Code of Conduct

During the year, we reviewed our Supplier Code of Conduct which we ask our suppliers to sign before entering into a contract with us. We expect that they adopt the same stance as we (and people acting on our behalf) do on business ethics topics such as anti-corruption, compliance with competition laws and anti-money laundering legislations as well as human rights and environmental criteria. Our new Supplier Code of Conduct is available on our corporate website.

## LOCAL ENGAGEMENT – KEY TO OUR COMMUNITIES AND US

Ontex is an international company. But we rely very much on local businesses. We encourage plants to build trust and engagement with local communities and, in doing so, to boost goodwill in the Ontex brand. Our aim is that by the end of 2020, all plants and local offices will have some sort of activity that has a social or environmental link to their community and business. In 2018, 50% (2017:70%) of our plants had contributed in their own way to life in the community.



### CARE IN THE COMMUNITY

As part of our drive to engage our teams in helping to make a difference in their local communities, Ontex Brazil launched Ontex Cuida (Ontex Cares) in April 2018. Through Ontex Cuida we donate diapers to four local institutions, nominated by our Brazilian employees, that care for children and the elderly.



OUR PRODUCTS ON THEIR WAY TO HELP REFUGEES

### FEMININE HYGIENE PRODUCTS DONATION TO REFUGEE CAMP

It is estimated that almost 60% of displaced women or women in refugee camps do not have access to underwear or feminine hygiene products. In September 2018, Ontex donated five pallets of feminine hygiene products to Asociación Karuna Acción para el Desarrollo, a non-profit organization involved in the campaign to help alleviate this problem, for distribution at a refugee camp in Lesbos, Greece.

## THE 5 CHAIRS – PREPARING OUR PEOPLE FOR THE FUTURE

We have set up specific initiatives for each dimension of leadership. The 5 Chairs training program, for example, which literally uses five different chairs, will be deployed to all employees in the next two or three years to help develop personal leadership skills. The training re-emphasizes our belief in the human side of our business and will ensure that employees and managers continue to focus on interpersonal skills and teamwork.

The 5 Chairs training gives employees the tools and increasingly important soft skills to cope with a work environment that is set to become more volatile, uncertain, complex and ambiguous and where jobs will become more automated and digital. The aim of the training is to enable people to choose the behaviors they need to manage themselves and others and be successful in any given set of circumstances, not just in but also outside the workplace.



TO HELP EVERY SINGLE EMPLOYEE MASTER HIS OR HER OWN BEHAVIOR AND MANAGE THE BEHAVIOR OF OTHERS, EVERYONE IN THE ONTEX COMMUNITY IS INVITED TO JOIN THE POWERFUL THE 5 CHAIRS TRAINING. PICTURED IS THE ONTEX VILLEFRANCHE TEAM AFTER SUCCESSFULLY COMPLETING THE TRAINING.