



Inventive  
at heart



# Inventive at heart

At MAM\*, we see it as our mission to help mothers and fathers and to meet their expectations. Today, that means acting sustainably in addition to ensuring high quality and safety. To achieve this we are inventive at heart. As we have been for 46 years.

\* For reader convenience, Bamed MAM Group Ltd and subsidiaries are shortened to MAM.

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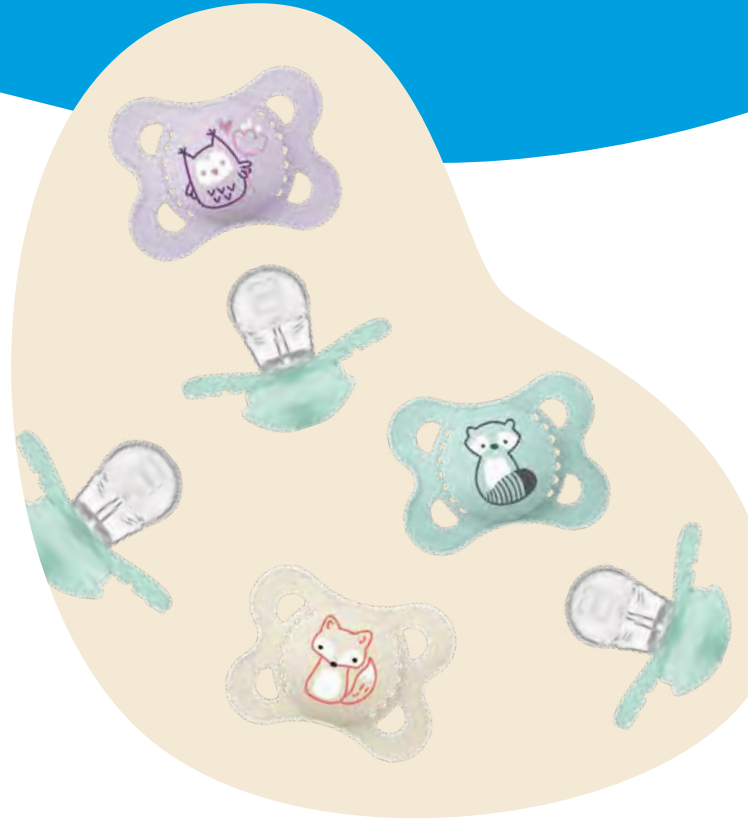
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I HAVE  
INVENTED  
SOMETHING  
THAT HAS  
ALWAYS BEEN  
SUSTAINABLE:  
MAM.

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Peter Röhrig  
MAM Founder

GRI 2-22

# DEAR READERS,

We are in a time of change and transformation. The last few years have been marked by many global crises such as the Covid-19 pandemic, the Russian war of aggression against Ukraine, and a number of environmental disasters triggered by global warming. These are challenging, but they drive us to act immediately to guarantee a future worth living for the next generations. In order to achieve a turnaround in sustainability, one factor is crucial: the power of innovation. Back when I founded MAM, I had the vision of developing high-quality baby products that were unique in their function and made everyday life easier for babies and parents. Since then, the idea of innovation has been a central value that runs throughout the company and makes a significant contribution to its sustainable development.

Our core business is innovative baby products. MAM experts work in our Research & Development Competence Center to develop optimal solutions for the needs of babies and their parents. In 2022, after years of research, we reached a milestone: we launched the MAM Original Pure pacifier, taking an important first step towards moving away from fossil resources. We have also implemented other important sustainability measures for our packaging and have already achieved a number of goals as a result. [→ Pages 22–37](#)

To counter the climate crisis, CO<sub>2</sub> emissions must be reduced to a minimum. At our plants in Hungary and Thailand, we have already taken some significant steps toward making the switch to renewable energy and increasing energy efficiency. We are particularly proud of our MAM Research & Development Competence Center in Austria, which was designed as a low-energy building. We have also made

progress in the area of waste reduction and, for example, have a large part of our individual product components produced by our suppliers using sprueless manufacturing, which saves plastic. [→ Pages 38–49](#)

As an international employer, the well-being of our almost 1,000 MAM employees is our top priority. The Covid-19 pandemic has presented us with challenges, but we have been able to master them through creative and flexible actions. In addition to protecting the health of our employees, our MAM team spirit was also maintained while working remotely. A familiar working atmosphere, diversity, and equal opportunities form the essential pillars of our togetherness. For example, in order to further increase diversity, we held the first MAM Women in Research Day in 2022 with the aim of getting young girls excited about technical professions. [→ Pages 50–63](#)

Moral principles are the foundation of our actions. The strict guidelines of our MAM Code of Conduct, which are in line with the principles of the UN Global Compact, are the framework that guides us in our daily work. At the same time, however, it ensures suppliers are in compliance with our standards. [→ Pages 64–70](#)

The many advances made in recent years are largely due to our dedicated MAM employees. Their spirit of innovation is the secret of our success. I am convinced that together we can achieve sustainable transformation—because what seems impossible today may be true tomorrow.

**YOURS, PETER RÖHRIG**  
MAM FOUNDER



## INVENTIVE FROM THE START

In the mid-70s, Peter Röhrig nearly put his heart and soul into the development of microwave tableware. Instead, the young father invented a new type of pacifier for babies and has been wanting to ensure a healthy future for them ever since.

**Mr. Röhrig, you founded MAM nearly 47 years ago, what made you decide to develop innovative baby products back then?**

**Peter Röhrig:** Before starting MAM, I worked in my father's plastics company, where I gained a lot of know-how in the field of plastics technology. Then I wanted to do something on my own. At that time I was working on ten different projects, from microwave dishes to new pharmaceutical packaging. I've always had a passion for inventing things. When I became a father, I came up with the idea of developing pacifiers. Partly because there was no functional, yet visually appealing pacifier at the time. I wanted to change that.



Peter Röhrig with the very first MAM pacifier in 1976.

**You then developed a pacifier that revolutionized the entire industry. How did you manage to get this innovation off the ground?**

**Peter Röhrig:** My vision was, and still is, to produce particularly safe baby products that combine an appealing design with medically proven benefits. It was clear to me that I would have to bring many experts to the table. Together with orthodontists, dentists, pediatricians, and the designer Ernst Beranek, then a professor at the University of Applied Arts in Vienna, I succeeded in putting my vision into practice. An example of how innovation can only succeed through collaboration and a large dose of passion.



**MY VISION WAS, AND STILL IS, TO PRODUCE PARTICULARLY SAFE BABY PRODUCTS THAT COMBINE AN APPEALING DESIGN WITH MEDICALLY PROVEN BENEFITS.**

Peter Röhrig, MAM Founder

**Inventiveness has been the success factor of MAM right from the start. Which patents are you particularly proud of?**

**Peter Röhrig:** Our product portfolio has evolved over the years. In addition to pacifiers and baby bottles, we also offer drinking cups, dental and oral care products, and breastfeeding products. I am especially proud of the MAM Perfect pacifier, for which we have managed to develop a very thin teat neck that prevents misaligned teeth. The Easy Start Anti-Colic baby bottle is also a flagship product. It reduces colic and thus increases the well-being of babies. In addition it can be easily sterilized in an energy-saving way.

**Where and by whom are these innovations developed?**

**Peter Röhrig:** What started as a small team of plastics technicians has grown over time into a research and development department with over 50 employees. Our innovation team, our material experts, our product and packaging designers and many more work to develop the best and safest baby products every day—with great success. Our new MAM R&D Competence Center in Großhöflein, Burgenland, is the ideal environment for creative thoughts to develop freely.

**Nowadays, sustainable business is a basic requirement for companies. How did you manage to anchor sustainability into the company and what role does innovation play in this?**

**Peter Röhrig:** We work for the next generation and therefore bear all the more responsibility to guarantee a future worth living. As a company, we have grown organically and sustainably, because it is important to me to make investments with foresight. For example, we started investing in photovoltaic systems and energy efficiency measures for our plants at an early stage. Besides being economically sound, it is also good for the environment. In order to remain fit for the future, I see a great opportunity in the recyclable design of our products. We took a revolutionary step for the time and made baby products safe, functional, and attractive. Now it is time to make an important contribution to the circular economy. We will certainly accomplish this task through a spirit of innovation, collaboration and, above all, with a lot of heart.

Insight into the pacifier production in the 80s.





## PACIFIER 2.0. WE ARE RETHINKING MATERIALS.

New ideas, groundbreaking developments, and creative solutions — the innovative spirit of MAM founder Peter Röhrig shaped MAM from the very beginning and is still a central part of our culture today.

As early as the 90s, the company pioneered the implementation of safety standards for baby products at the EU level. The one principle that is firmly anchored in our corporate philosophy is that we work for the health and future of babies and their environment. It goes without saying that our products must not only be safe, but also sustainable. And that is only possible with innovation.

All of the plastics we use for our pacifiers, bottles and other baby items are the safest currently available. But in order to achieve our ambitious sustainability goals and pave the way towards a circular economy, alternatives to plastics made from fossil materials are needed.

### DEVELOPMENT OF THE MAM ORIGINAL PURE PACIFIER

MAM has always had the bioplastics market in its sights. Our plastics expert Doris Fiala from the research and development department has taken this matter close to heart. Fifteen years ago, she joined a cross-company working group to jointly search for alternatives. "First we had to find a suitable bioplastic\* for our blister packs," says the current Senior Manager for Regulatory Affairs, "There was a wide variety of approaches in the industry — some bioplastics\* were biodegradable or compostable,

while others were not." In the working group, the focus was initially on biodegradable plastics, as they decompose when they enter the environment. "Today, however, we know that biodegradable materials also pose some risks," says Doris Fiala, "The duration of decomposition varies greatly and depends on an incredible number of factors." Among other things, temperature, oxygen supply, humidity, salinity, UV radiation, and the presence of microorganisms play a role. A large proportion of the bioplastics currently labeled as "biodegradable" only degrade under very specific conditions that do not necessarily exist in the environment. For this reason, bioplastics should not end up in nature either.

MAM has tested many different materials in recent years. Many attempts failed, such as the idea of developing packaging made from polylactic acid (PLA), a biopolymer made from renewable raw materials such as sugar cane or corn. It was sent to America for testing by sea freight, but the packaging became brittle and broken due to temperature fluctuations and moisture during transport.

In 2015, a MAM project group was established with the aim of finding suitable bioplastics for pacifiers. This was an ambitious project since biodegradable bioplastics (based on renewable





© Tim Ertl

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**OUR  
PRECIOUS HEART:  
THE MAM  
ORIGINAL PURE  
PACIFIER.**

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Doris Fiala  
Peter Guttmann

raw materials) have not been sufficiently heat-resistant until now, making them unusable for MAM pacifier production, as they deformed during disinfection.

One supplier promised to be able to make PLA heat resistant, but after numerous tests, our project group came to the conclusion that it was resistant to neither boiling nor



Doris and Peter work closely together to find new materials and ensure their quality.

breaking. The ability to withstand microwaving was also not a given. As a result, the project was paused in 2017.

But MAM did not let up. In 2019, MAM had another go at it. Peter Guttman, Base Lead at the MAM R&D Competence Center, explains: “The plastic bio-polyethylene made from sugar cane was very popular at the time and was already being used by other pacifier manufacturers. However, after initial tests, we found that the pacifiers deformed in the microwave and dishwasher, or simply fell apart.”

**THE SOLUTION**

The team was close to giving up. But suddenly, a manufacturer announced a new plastic innovation, namely bioplastics from a certified supply chain. A certified polypropylene (PP) linked to bio-circular feedstocks\*\* has the same properties as polypropylene made from raw fossil materials. It is traceable to renewable raw materials, such as used vegetable oils and waste and residues from vegetable oil production through mass balancing certified by ISCC PLUS. In contrast to bio-polyethylene (bio-PE), this raw material has another important advantage: It does not compete with food production, as organic PE involves growing extra sugar cane for the raw material. [➔ Page 27](#)

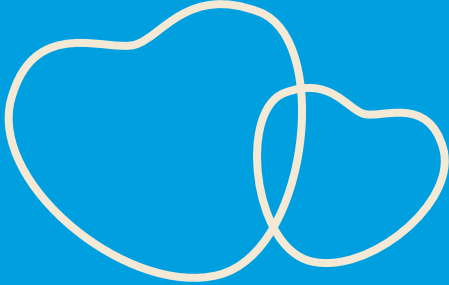
From a technical and sustainable point of view, polypropylene linked to bio-circular feedstocks\*\* was ideally suited for MAM products. “In addition, we carried out a comprehensive life cycle assessment of the certified material in order to understand all of its environmental impacts,” says Peter Guttman. After the analysis, everything was clear: After 15 years of research and development MAM had finally found the right material for the first pacifier in the company’s history that was bio-based and not of fossil origin. The joint assessment of Doris Fiala and Peter Guttman: “We are incredibly proud of our result! A huge innovation that shows you can achieve your goal with patience and persistence.”

**MATTER OF HEART**

The needs of our parents are important to us. More than 1,800 consumers were involved in the development of the MAM Original Pure pacifier. We involved them in the process at many points to ask for their verdict and opinion. Together, we were able to develop this innovative pacifier.

\* Bioplastic means a plastic made of fully or partially bio-based polymers.

\*\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.



# MAM & SUSTAINABILITY

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# MAM AT A GLANCE

# 250,000

**MAM PACIFIERS & BOTTLES**

are produced every day

GRI 2-1, 2-2a, 2-6a

## PRODUCT CATEGORIES:

PACIFIERS



TEETHERS



BABY BOTTLES



DRINKING CUPS



BREAST FEEDING



ORAL CARE



LEARN TO EAT PRODUCTS



CLEANING & STERILIZING



MAM collaborates  
with more  
than **200**  
medical experts

### INVOLVING THE PARENTS 2022

25 market research  
studies with  
8,869 parents in  
13 countries

## OUR LOCATIONS:

### **NORTH AMERICA**

**MAM locations:**

USA  
Canada

### **EUROPE**

**MAM headquarter:**

Wollerau (Switzerland)

**MAM International Design**

**Competence Center:**

Vienna (Austria)

**MAM R&D Competence Center:**

Großhöflein (Austria)

**MAM production:**

Vaskeresztes (Hungary)

**MAM locations:**

Great Britain  
Sweden  
France  
Germany  
Greece  
Italy  
Poland  
Spain  
Cyprus

### **SOUTH AMERICA**

**MAM location:**

Brazil

### **ASIA**

**MAM**

**production:**

Hat Yai (Thailand)  
Kabinburi (Thailand)

**MAM location:**

Hong Kong  
Shanghai (China)



**Distribution in 51 countries**



**987** employees

**76%** women

**24%** men

### **SALES DISTRIBUTION**

73% Europe  
18% North America  
9% other



**Increase of sales  
2020 to 2022:**

**+30%**

# SUSTAINABILITY MANAGEMENT

GRI 2-9, 2-12, 2-13, 2-14

## CONSCIOUS RESPONSIBILITY

Firmly anchored and clearly defined: MAM's sustainability management is integrated throughout the company. Direct responsibility for the topic of sustainability lies with the management board (Chief Executive Officer, Chief Financial Officer, Chief Operational Officer, Chief People, Organization and Innovation Officer).

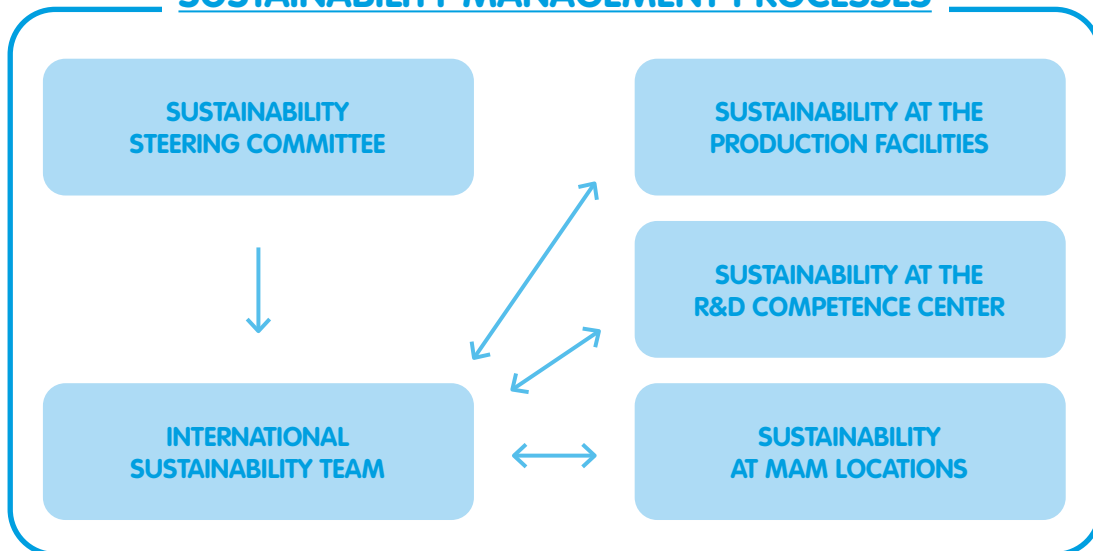
The full management board meets twice a year in steering committee meetings to discuss relevant sustainability issues and decide on strategic directions. In addition, the committee discusses the environmental and social impacts as well as the risks and opportunities

of business activities. The international sustainability team designs and coordinates the topic and reports directly to the Chief Financial Officer. In addition, the international sustainability team is also responsible for sustainability reporting.

Due to the company's decentralized organizational structure, sustainability measures are implemented directly within the departments and individual subsidiaries.

MAM, and sustainability management in particular, is involved in various initiatives related to sustainability, including the UN Global Compact (UNGC).

## SUSTAINABILITY MANAGEMENT PROCESSES



The international sustainability team reports to the Chief Financial Officer. The Sustainability Steering Committee consists of the board and is responsible for the sustainability strategy. The international sustainability team is responsible for the coordination. It is in regular contact with those responsible for the production facilities, the R&D Competence Center and the subsidiaries.



### SHARED RESPONSIBILITY FOR SUSTAINABILITY

MAM consists of a headquarters, two competence centers in Austria, three production facilities and an additional 14 subsidiaries worldwide. At MAM, we are proud of our international workforce, together with whom we continue to push for sustainability. Our global sustainability activities are controlled by the international sustainability team and by the respective sustainability officers at all of our locations.

A regular exchange with our subsidiaries is important in order to promote our environmental and social awareness in all teams and to implement targeted measures.

### CONSIDERING COUNTRY CHARACTERISTICS

Some of our MAM sites have created country-specific roadmaps based on MAM's sustainability strategy:

**MAM France** established a Corporate Social Responsibility committee during the reporting

period. The committee consists of employees from all organizational areas and management in order to guarantee that sustainability measures are developed and implemented holistically. Each function sees itself as having a responsibility to continuously reduce CO<sub>2</sub> emissions which contributes to reducing the site's carbon footprint. [→ Page 41](#)

**MAM Germany:** Its sustainability team has already implemented many environmental and social measures. Particularly noteworthy is the installation of a rooftop photovoltaic system and their cooperation with DHL GoGreen delivery service. [→ Page 41](#)

**MAM Austria:** The international sustainability team is responsible for our overall sustainability strategy. Especially for the two sites in Austria, the WeCare team made up of employees from different departments implements sustainability measures such as the promotion of sustainable mobility for employees, sustainable procurement, efficient energy management, and the organization of internal fleemarkets.

**MAM production plants:** The plants in Vaskeresztes, Hungary and Kabinburi, Thailand, have their own environmental officers. They are responsible for environmental management according to ISO 14001 and ensure that CO<sub>2</sub> emissions are continuously reduced, and that waste is avoided and properly recycled as much as possible. [→ Pages 46–49](#)



## MATERIAL TOPICS

GRI 3-1, 3-2


### OUR COMPASS ON THE PATH TO SUSTAINABILITY

The materiality matrix helps us to understand the following: Which topics do the stakeholders see as particularly important? How are these topics relevant from a business perspective? The materiality analysis is a guide to starting where the greatest impact can be achieved.

The material topics were identified in a structured process. First, we defined our most important stakeholder groups in an internal workshop: parents, employees, medical experts, suppliers, and retailers. This was followed by an internal assessment of MAM's environmental and social impact. With the help of an external relevance analysis, we conducted an online stakeholder survey to

determine which corporate responsibility topics should be given priority. The final step was to combine the results and prioritize the most significant impacts.

The materiality analysis was carried out in 2017 and has been updated twice since then. We will revise the materiality analysis in 2023, primarily taking into account the impacts on society, the environment, and the financial risks for MAM (Double Materiality Analysis).

Regular exchanges with our stakeholder groups  Pages 72–73, especially parents and medical experts, confirm that product safety and the health of babies remain top priorities. Due to global changes and challenges, we see that topics such as energy and emissions, resources and materials, waste prevention and handling, and sustainability management for suppliers have become increasingly important to our stakeholders. The issue of employee health has become even more relevant as a result of the Covid-19 pandemic.



## MATERIAL TOPICS

- Customer health and product safety
- Sustainable products/reduced carbon footprint
- Sustainable resources and materials
- Energy and emissions
- Waste reduction and handling
- Good employer
- Respecting human rights
- Health and occupational safety
- Diversity, equal opportunity, and continuing education
- Fighting corruption
- Sustainable management of suppliers
- Compliance

## SUSTAINABILITY STRATEGY

GRI 2-22

### TRANSFORMATION FOR MORE SUSTAINABILITY

The well-being of future generations has been close to MAM's heart since the company was founded and remains at the heart of our thoughts and actions. We want to make an active contribution to solving social and environmental problems. Today's world presents us with ever more challenges, as shown by wars, pandemics, and the climate crisis. We are determined to use our experience, strength, and passion to make a significant contribution to a sustainable transformation in order to create a world worth living in for future generations. And keep our company fit for the future at the same time.

The Covid-19 pandemic has once again pushed the issue of health to the forefront. Ensuring the well-being of our employees was our top priority. We were able to manage this challenging

period through the great commitment of our teams and the development of innovative solutions. Thanks to our long-term partnerships and largely regional procurement, we were able to guarantee a stable supply chain even during the pandemic and keep our retail partners supplied at all times.

Our goal is to transform our core business towards the circular economy and to align our company with sustainability. Sustainability means the inseparable link between the environment, society, and the economy and strives to bring these areas into harmony. It requires companies to think holistically, with decisions and actions taking into account the long-term impact on society and the environment as a whole.

Our vision "What could be more sustainable than working for the health and future of babies and their environment?" guides us in all our activities. In the 2021/2022 reporting period, we moved from the traditional 3-pillar model of sustainability to the ESG model in order to better integrate responsible corporate governance into our strategy.



Our PESG model covers the areas of products, environment, social and governance. Transparent stakeholder communication is carried out holistically.

The ESG model encompasses three key areas: environment, social, and governance. They are used to measure a company's sustainability performance. The section on environment examines aspects such as climate change, energy efficiency, resource consumption, waste management and environmental pollution. The social component is about the impact of a company on society and the interaction with employees and other important stakeholders. Governance is aimed at responsible corporate management. The focus here is on

ethical behavior, transparency, and compliance. At MAM, we have integrated a fourth aspect into the model: our products. After all, sustainability needs to be deeply rooted in the core business. In order to produce sustainable and innovative products, all three ESG aspects must be taken into account equally.

Transparent and open stakeholder communication (internal & external) and ongoing stakeholder dialogue is the basic prerequisite for the implementation of this model.



## OUR VISION

What could be more sustainable than working for the health and future of babies and their environment.

## OUR MISSION

We develop, produce and market premium baby products that are 100% safe, functional, and user-friendly. They are designed with great attention to detail to support the healthy development of babies. Together with medical experts and parents, we develop our products and continuously adapt them to the possibilities of today. Our long-term commitment to the strictest standards for baby products and our regular product tests guarantee maximum safety. Because our passion is to understand and respond to the needs of babies and parents and to make our contribution to a sustainable future.

## SUSTAINABILITY GOAL AREAS

### Products

- Sustainable products
- Sustainable packaging
- Health and product safety standards

### Environment

- Climate protection
- Waste management

### Social

- Employee satisfaction
- Employee health
- Educational work on baby health
- Corporate giving

### Governance

- Business ethics
- Sustainable supply chain management

## OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

GRI 2-23, 2-24

### MAM IS COMMITTED TO THE SDGS

The 17 Sustainable Development Goals (SDGs) and their 169 targets serve as tasks and directives for governments, businesses, cities, and societies worldwide. Adopted in September 2015 by the 193 member states of the United Nations (UN), they define the economic, social, and environmental dimensions of sustainable development. We at MAM support the implementation of the SDGs and see them as a guideline for our sustainability strategy. With our sustainability measures, we want to make a contribution to achieving these goals by 2030.

### OUR CONTRIBUTION TO THE SDGS

In this report, we present the SDGs on which we have the greatest impact:



#### SDG 3 Good health and well-being

We support the health of babies through the high quality and safety standards of our products. MAM has been instrumental in developing standards for baby products at the EU level, resulting in safer baby products across the industry. In this way, we significantly contribute to sub—goal 3.2.



#### SDG 4 Quality education

MAM works with medical experts—not only in the development of our products, but also for sharing know-how on the topics of pregnancy, birth, breastfeeding, baby health, and sudden infant death

syndrome. We distribute this valuable knowledge through a wide variety of channels to over 9,000 medical experts (midwives, dentists, pediatricians, etc.) as well as to parents around the world. In this way, we are making a major contribution to sub-goal 4.7.



#### SDG 5 Gender equality

We support this goal by promoting a good work-life balance and equal opportunities in leadership roles at all levels of decision-making. In this way, we are contributing to sub—goal 5.5.



#### SDG 7 Affordable and clean energy

At MAM, we are increasingly relying on renewable energies, especially solar energy. We use photovoltaic systems at our plants in Thailand and Hungary. We are constantly expanding these in order to further increase our share of renewable energies in the global energy mix (SDG 7.2).



#### SDG 8 Decent work and economic growth

As a company, we conduct our business activities responsibly at home and abroad and ensure compliance with fair, safe, and healthy working conditions. We also aim to strengthen human rights compliance in our supply chains, based on our MAM Code of Conduct.



**SDG 9**  
**Industry, innovation and infrastructure**

Step by step, we integrate sustainability into our entire innovation and product development process. We have been the largest employer in the Hungarian region of Vaskeresztes, where we also provide support for regional infrastructure development, for many years. We contribute to SDG 9.4 through our continuous process of improvements and the use of new machines and technology.



**SDG 12**  
**Responsible consumption and production**

At MAM, we support the goal of promoting sustainable and resource-conserving consumption and want to contribute to this with our products. We contribute to sub-goal 12.5 waste avoidance and reduction through e.g. our measures for sustainable packaging and the sprueless production of product parts.



**SDG 13**  
**Climate action**

We are committed to reducing our global greenhouse gas emissions by increasing the use of renewable energies in our plants. We also pay attention to the use of the latest energy-saving technology, from efficient heat pumps and sophisticated heat management to regular energy efficiency audits.



**SDG 17**  
**Partnerships for the goals**

We maintain long-term partnerships and contribute to sub-goal 17.17, in which we have been in exchange with numerous organizations, such as the UN Global Compact, universities, research institutes, and health associations, for many years in order to promote and advance sustainable development.

## VALUE CHAIN

GRI 2-6

### CLOSING THE LOOP STEP BY STEP

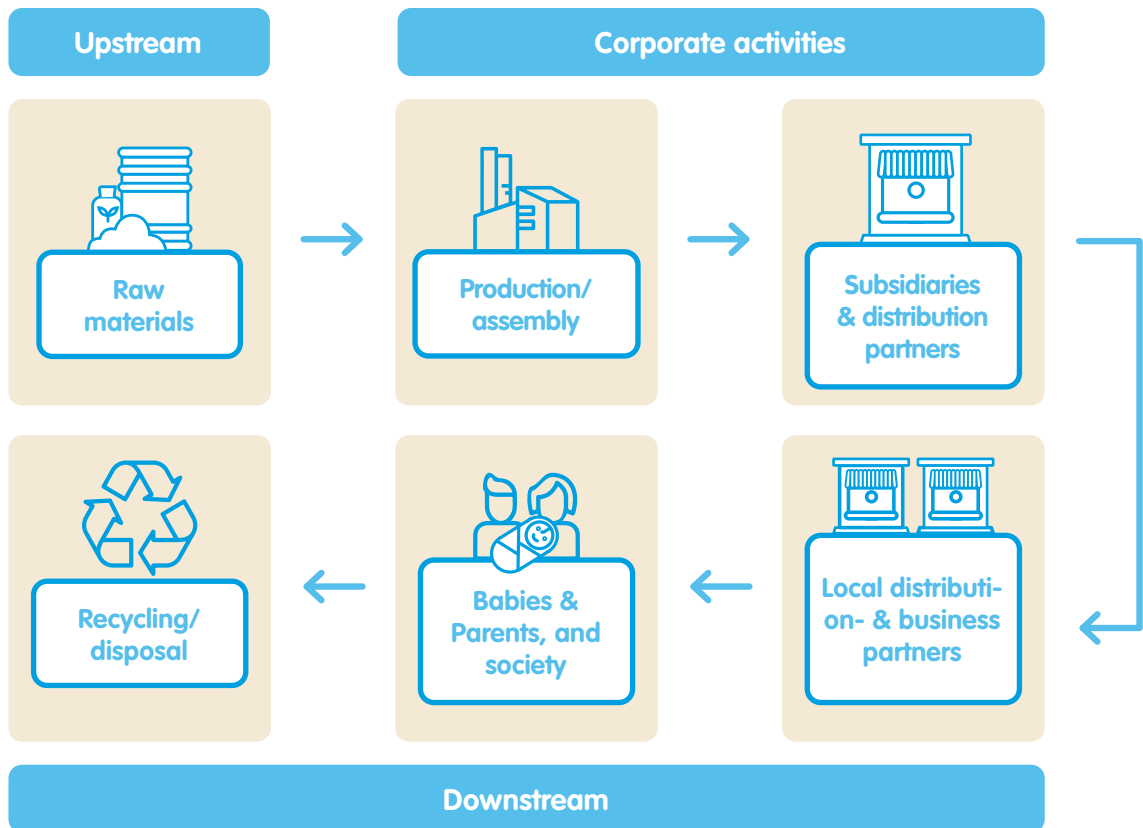
We have done a lot in recent years to make our activities along the entire value chain even more sustainable. The responsible and careful usage of resources is an important part of our mission.

Our vision “What could be more sustainable than working for the health and future of babies and their environment?” means the

responsible and careful use of resources. In doing so, we keep an eye on the entire MAM value chain and do not leave out any area—and we do this in around 50 countries.

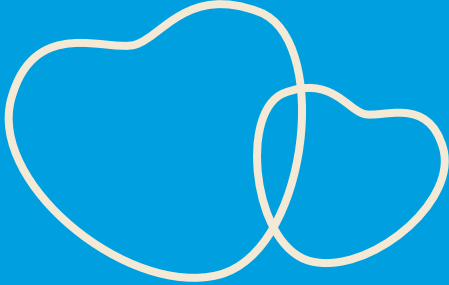
The path to full circularity is a transformative and challenging journey that has just begun at MAM. A significant step in this journey is the use of polypropylene linked to bio-circular feedstocks\* for our MAM Original Pure pacifier.

By this change of materials, we were able to give used cooking oils, as well as waste and residues of the vegetable oil production a second life and therefore bring them back into the material cycle.



**From raw material to recycling:**  
MAM's corporate responsibility exceeds its own activities.

\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.



# PROGRESS & TOPICS

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- 64** GOVERNANCE

# Products

”  
**WE KEEP  
REINVENTING  
WHAT'S BEST  
FOR BABIES.**

Wolfgang Fargel, Dietmar Rainprecht,  
Oliver Morina-Schmidt

Above all else, MAM baby products must be one thing: safe. Is it possible to maintain this high quality and still use more sustainable materials? Yes, thanks to our unending passion for research and development.





## INTERVIEW

### „WHAT WAS GOOD YESTERDAY MAY NEED TO BE OPTIMIZED AGAIN TODAY.“

The three employees of the MAM R&D Competence Center Wolfgang Fargel (Global Innovation), Dietmar Rainprecht (Sustainability/Strategic Projects), and Oliver Morina-Schmidt (Swarm Lead) talk about the close connection between innovation and sustainability.



#### Why is it important to develop sustainable products?

**Wolfgang:** The trend is clear. Parents demand sustainable baby products. MAM started down this path years ago. This fills me with confidence and pride.

**Dietmar:** For our plastic material, sustainability and the circular economy are of great importance. We want to use as much material from renewable raw materials as possible and minimize the consumption of fossil resources. At the same time, the health and safety of babies must always come first.

#### How are product innovations and sustainability related?

**Dietmar:** Climate change and pollution can only be tackled through innovation. Products must be designed to be recyclable and have a low environmental impact. To do this, we prepare life cycle analyses for our products from which we can derive the necessary measures.

**Oliver:** We need to shed old approaches and adopt new ways of thinking in order to create sustainable product innovations. The MAM Original Pure shows what can be created through intensive research and collaboration.

**Wolfgang:** It is important that sustainability is integrated into product development from the very beginning.

#### How do you integrate sustainability in your department?

**Oliver:** We ensure that sustainable ideas are quickly turned into products, in line with the motto “quality with speed.” That’s why we work with agility. What was good yesterday may need to be optimized again today. Sustainability will be even more important in the coming years.

**Wolfgang:** This is what our newly developed tool, the MAM Trend Radar, has shown us. This means that every new idea can be tested not only for quality and safety, but also for sustainability.

**Dietmar:** It is important that we always consider the entire value chain during product and packaging development. Sustainability has become an integral part of MAM.

# 45

EXPERTS

work on the development of MAM products.



## MANAGEMENT APPROACH

GRI 3-3

As a plastics manufacturing company, we see it as our responsibility to reduce our impact on the environment. The use of crude oil as a raw material leads to increased greenhouse gas emissions and has a negative impact on the climate. Improper disposal of plastic waste is a serious problem worldwide which adversely affects ecosystems and health. In addition, many resources are shown to be finite.

We are working hard to switch from fossil to renewable raw materials and secondary materials for our products and packaging. That's why we are constantly testing new alternative materials that meet our high quality standards while reducing the impact on the climate. An ongoing analysis of our products based on ecological and social criteria throughout the entire life cycle shows us the effects and offers us an opportunity to make improvements. In order to promote a sustainable circular economy, we are working on the

recyclability as well as the repairability and long service life of our products.

Our products are designed to support babies in their development while being safe and harmless at the same time. Before strict baby product standards were introduced, accidents involving the use of pacifiers were common. Therefore, our top priority is not only to comply with these standards, but also to exceed them. Our products meet the highest standards in terms of quality, safety, and health. We ensure this through rigorous testing and quality control.

In the chapter Products, we show how we are making progress on the following material topics: customer health and product safety, sustainable products and their carbon footprint, and resources and materials. These topics are closely linked to our sustainability goal areas sustainable products, sustainable packaging, and health and product safety standards.  Pages 15–17

Strategic area	Material topics	SDGs	UNGC	Measures	Status
Products	Customer health and product safety	3	7, 8, 9	Continue to actively help shape standards for product safety and baby health at EU level and internationally	Achieved and continuing
				Integrate standards into daily product development work and ensure compliance through numerous laboratory tests	Achieved and continuing
				Implement ISO 13485:2016 for medical devices in Hungarian plant by 2022	Achieved
	Sustainable products and their CO <sub>2</sub> footprint; resources and materials	9, 12	7, 8, 9	Define a strategic framework for sustainable products and establish goals, tools, and action plan by 2024	In planning
				Gradual material transition to polypropylene linked to bio-circular feedstocks* for our product components by 2025	In progress
				Achieving sustainable packaging targets by 2025 through implementation of measures	In progress

\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.

## MAM INNOVATION PROCESS

The topic of sustainability is considered in all our processes from the very beginning and is a basic component of every innovation development. However, sustainability also means a transformation of what has been known before. Many processes have to be questioned and rethought from the ground up. Our innovation team works tirelessly to find new sustainable solutions and also to respond to parents' growing need for more environmentally-friendly options. This task can only be achieved as a team.

### MEGATRENDS — AVALANCHES IN SLOW MOTION

The world is changing, and so are our processes. In order to fully exploit our global potential and drive innovation, all of our employees are involved. In 2021, we conducted the global MAM Trend Survey with the aim of identifying megatrends and macro-trends for the future of the industry. In the course of this, we were able to survey a total of 137 MAM employees in 13 countries and 23 fields of activity about these trends and present the first MAM Trend Radar in 2022. Megatrends are powerful movements that persist over several decades and lead to profound change in our society, such as an increasing focus on sustainability, demographic change, or a growing demand for individual solutions. Macrotrends apply to smaller time frames of around one to ten years and are more specific, such as the increasing demand for circular products, ethical brands, and value-based consumption. Not every trend influences each industry or company equally. Some are more relevant; others may

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**MAM COUNTRIES**

have contributed to our  
MAM Trend Radar.



only affect certain areas of the business or have no impact at all. It is important then to carefully evaluate the influence of the different trends and to continuously renew the trend radar.

We have also launched a new edition of our innovation platform. Any employee can submit ideas for innovative and sustainable products and services there—across all national borders. All submissions are evaluated by our innovation department and followed up when applicable.

### INNOVATION IN NUMBERS

To date, MAM has gained protection for

31

technical inventions with

282

patents. In doing so, we have protected the  
design of

55

products and

223

design patents.

## WHAT DOES AGILE WORKING ACCORDING TO THE SCRUM METHOD MEAN?

The term agility stands for speed, transparency, and adaptation, and is the key to success when it comes to change. Agile working is a dynamic methodology of team organization and project management that enables rapid adaptation and creative innovation. For this to work, an environment open to self-management, error culture, and decisiveness must be created within the company. Agile coaches or Scrum masters are responsible for its success. Scrum is an agile project management methodology, a term which originally comes from rugby, and provides a defined framework for development teams. In the Scrum method, projects are divided into timed sprint cycles. The goal is always to focus on the essentials for the next sprint and thus the continuous improvement and permanent further development of products.

### INNOVATIVE OUT OF CONVICTION

We live change and inventiveness. This is not only true for our baby products, but also for our entire organization. In an ever faster changing world, we need to be able to act flexibly and efficiently. To guarantee this, we reorganized our R&D Competence Center during the 2021 and 2022 reporting period. In close cooperation with our team leads and with the help of external consultants, we developed a concept to develop an organization that is well equipped for future needs and tasks. We complemented the process with ongoing development updates and built team

spirit through workshops. Therefore we were able to optimally develop our structure, promote cross-team collaboration and include all our employees in this process.

### QUALITY WITH SPEED

The future development of premium baby products will only be possible if the organizational structure is also developed to the same high level. True to our motto "quality with speed", we are guided by the most modern working principles. Agile working with the Scrum method is at the forefront. The goal is to develop products that are as innovative and sustainable as possible and of high quality in the shortest possible time. At regular intervals, the teams review the results with parents and medical experts and make adjustments as needed.

Agile working helps to firmly anchor the topic of sustainability throughout the company. This enables us to react quickly to new findings, new technologies and changing regulations and to take them into account during product development. This is best achieved through agility, as we can always react to changing conditions. That's because there's no time to lose with sustainability.

Transformation only works with the involvement and participation of all employees. Our new structure shows that we are innovating and moving dynamically toward the future from within.



## NEW MATERIALS

Sustainable and safe: During the reporting period, we launched the MAM Original Pure – our first pacifier made of polypropylene linked to bio-circular feedstocks\*. With this innovation, we have succeeded in taking a significant first step towards decoupling fossil raw materials without having to compromise on the quality and safety of our products. With the MAM Original Pure pacifier, we not only support the healthy development of babies, but also a sustainable future.

### MAM ORIGINAL PURE — SAFE FOR BABIES, BETTER FOR THE ENVIRONMENT

Our tireless research has paid off. With the MAM Original Pure pacifier, we are making an important contribution to a more environmentally-friendly future and a world worth living in. A total of 15 years of intensive and passionate research lie behind us. The safety and health of babies were always the top priority. It was a particular challenge to find a more sustainable plastic that not only conserves resources but is also heat-resistant and meets our high quality standards. But we succeeded. With the MAM Original Pure, the pacifier shield, button, and practical carry and sterilizer box are made of polypropylene linked to bio-circular feedstocks\*. Using the ISCC PLUS certified mass balance approach, these are linked to waste and residues from vegetable oil production as well as previously used vegetable oils and thus given a second life.

When selecting our materials, we attach great importance to the fact that they are absolutely safe for babies. Since our products are put in the mouth and come into contact with saliva, they must meet food safety requirements and undergo a wide range of tests and quality controls. All the necessary regulations and standards are not only complied with at MAM, they are even exceeded. → Pages 33–35

We tested a wide variety of materials in our search for a more sustainable plastic. Criteria were not only the origin of the feedstocks, but also its effects on climate change, soil acidification, particulate matter emissions, and



## MAM ORIGINAL PURE

### Bio-circular feedstocks

The pacifier shield and button, along with the practical carry and sterilizer box are made from polypropylene linked to bio-circular feedstocks\*.



### Skin-friendly

Thanks to large air holes and unique MAM nubs on the inside.



### Orthodontic

With its flat, symmetrical teat shape, it fits perfectly in baby's mouth. Available with silicone and natural rubber teat.

→ Key figures see Page 76

\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.



water and land use. The materials we examined in more detail included recycled plastics, biodegradable plastics, bio-based polyethylene (bio-PE) from sugar cane, and polypropylene linked to bio-circular feedstocks\*. Recycled plastics were ruled out because they are not food-safe. Biodegradable plastics could not be used because they degrade in the use phase. For the two plastics in the final selection, we also carried out a comprehensive life cycle analysis and compared them to

our original polypropylene made from fossil feedstocks. After the evaluation, it was clear: Taking into account all of the impact categories, polypropylene linked to bio-circular feedstocks\* is the most sustainable solution.

#### FACTS ABOUT POLYPROPYLENE LINKED TO BIO-CIRCULAR FEEDSTOCKS:\*

- Bio-circular feedstocks are previously used cooking oils and waste and residues from vegetable oil production
- Compared to polypropylene from fossil feedstocks, polypropylene linked to bio-circular feedstocks generates fewer emissions and has many advantages in other impact categories, such as land use, particulate matter, and human toxicity
- Waste and residues are given a second life
- By using these feedstocks, we do not compete with the food supply (in contrast to bio-PE, for which e.g. sugar cane has to be grown)

## OUR MATERIALS

All MAM baby products and packaging are free from BPA, BPS, PVC, and phthalates. For the printing of our products, we only use inks for indirect food contact, as they are safe and harmless.

#### Polypropylene from fossil feedstocks

Since 2004, we have been using only polypropylene (PP) for our baby bottles. PP is a high-quality plastic that is strong, robust and heat-resistant. The material is practically unbreakable and skin-friendly.

#### Polypropylene linked to bio-circular feedstocks\*

Since 2022, we have also been using polypropylene linked to bio-circular feedstocks. It has exactly the same positive properties as fossil-based polypropylene, such as safety, heat resistance and breaking resistance.

#### Borosilicate

Our glass bottles offer a good alternative to baby bottles made of polypropylene. They are made of borosilicate, a special glass material that can withstand the high temperatures that occur during sterilization. This material must also withstand wide temperature fluctuations when the bottle is heated directly from the refrigerator. However, glass bottles made of borosilicate are slightly heavier than bottles made of polypropylene.

#### Silicone

Our exclusive silicone MAM SkinSoft™ is softer to the touch than other silicones. We developed this unique silicone for our bottle and pacifier teats in close cooperation with experts from research, development, and medicine.

#### Natural rubber or latex

Our pacifiers are also available with a natural rubber teat, a natural alternative made from renewable sources. Natural rubber, also known as latex, is extracted from the latex milk of the rubber tree (Hevea). MAM uses fresh natural rubber from Thailand, where it is processed directly in our Thai production plant.



\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.

## MASS BALANCE APPROACH WITH ISCC PLUS CERTIFICATION



The mass balance approach supports the transition from a linear to a circular economy. This procedure is checked and ensured through ISCC PLUS, an international certification system. Mass balancing is used because current infrastructure does not yet allow for a clear separation of fossil and bio-circular feedstock streams. With the mass balance method,

however, bio-circular feedstocks are linked to the intermediate product (propane gas). As a result, the proportion of fossil resources in the feedstock stream is successively reduced, while at the same time the proportion of bio-circular feedstocks is increased. For example, mass balancing is also used for green electricity, organic cotton, or wood from sustainable cultivation.

## SUSTAINABLE PACKAGING

Packaging has an important job: It protects products from contamination and damage. That is especially important for baby products. They are in constant contact with baby's mouth, they are sucked and chewed on. Therefore, the highest requirements apply to our packaging in terms of safety and protection. Likewise, they must also be designed in a way that they have the least possible impact on the environment. That's why the sustainable design of the packaging is just as important to us as the design of the products themselves.

### WE'RE ON OUR WAY—OUR SUPA PROJECT

In 2019, we launched the SUPA (Sustainable Packaging) project, which marks an important step towards a circular economy for us. In order to derive targeted measures for our packaging, we first analyzed the status quo of our packaging with external experts. This phase served to build up our knowledge and gain insight into which steps need to be taken. Various aspects were considered: A life cycle analysis of our existing packaging showed us the effect our packaging has on the environment based on different impact categories. We have defined the potential for global warming as the most important factor. In addition,

there was information on current and planned legislation, as well as the requirements of our trading and distribution partners. The analysis also included the needs of parents, which were collected by means of large-scale market research.

Based on the status quo analysis, we have derived strategic goals to make our packaging more sustainable—without compromising on the protection of our products.



This packaging serves not only to protect the pacifiers, but also is at the same time a practical carry and sterilizer box.

**Our three main goals are:** reducing our environmental footprint, increasing the recyclability of our packaging, and using materials that are recycled and/or made from renewable raw materials and/or come from responsible sources. We have already achieved some of our goals during the reporting period. However, we must continuously work to keep improving.

### MEASURES IMPLEMENTED DURING THE REPORTING PERIOD

Over the past two years, we have focused on increasing the amount of recycled plastic in our packaging, in line with our goal “40% of our plastic packaging will be made from recycled plastic by 2022.” We have managed to take an important step towards achieving this goal by using 78% recycled PET (rPET) in our blister packs. Further rPET conversions were also made, for example, on our hanging fixtures and inlays. This means that we have already been able to use 164,300 kg of rPET in 2022. rPET is recycled polyethylene terephthalate (PET), a food-grade raw material consisting mainly of used PET bottles. These are collected, shredded, and processed for reuse.

60% of our packaging is made of paper, cardboard, or corrugated cardboard. We make sure that these materials are obtained from responsible sources. Switching these packaging parts to FSC-certified material was an essential step.

We have already achieved a number of successes during the reporting period but are aware that there are still some important

# 76%

**OF OUR PACKAGING MATERIALS**

are either recycled, renewable or from responsible sources.



### WHY DO WE ONLY USE rPET AND NOT OTHER RECYCLED PLASTICS?

Currently, rPET is the only recyclate that meets food safety requirements. At present, there is no single-stream recycling for most plastics. This carries the risk that hazardous substances such as BPA and BPS might also be included. Because of this, recycled plastics other than rPET are not an option for us at the moment. This applies to recycled paper too as it is not food-safe either. It is this same principle that MAM applies to packaging: Safety First.

milestones ahead of us in terms of sustainable packaging. True to the motto “Reduce, Reuse, Recycle,” it is important to find innovative solutions to use less packaging material, reuse packaging, make packaging recyclable and increase the proportion of recycled materials. At the same time, protection and safety for our products must be guaranteed. We are happy to take on this challenge and will continue to pursue our ambitious goals.

### COMMITMENT TO THE CIRCULAR ECONOMY

Functioning recycling systems are a basic prerequisite for the transformation to a circular economy. However, many countries lack the necessary infrastructure and regulations. That is why NGOs are taking responsibility and working with industry partners to implement sustainable solutions for packaging.

In 2021, our subsidiary MAM Brazil entered into a partnership with the EuReciclo, whose aim is to increase recycling rates in Brazil. This is done by companies making a financial contribution to promote and further develop the collection and sorting of packaging waste in the regions.



## SUSTAINABLE PACKAGING GOALS

Goals	Measures	Status
<b>Reduce ecological footprint</b>		
Reducing the CO <sub>2</sub> footprint of our consumer packaging by 40% until 2025	<ul style="list-style-type: none"> <li>Reduction in material thickness</li> <li>Savings on packaging parts</li> <li>Switch to plastic parts made of rPET</li> <li>Switch to carry and sterilizer boxes made from polypropylene linked to bio-circular feedstocks*</li> </ul>	Continuing
Reduce the total packaging carbon footprint (including distribution materials) by 30% until 2025	Use of recycling materials for transport packaging	Continuing
<b>Increase recycling and recyclability</b>		
All packaging materials are recyclable until 2022	Blister and film packaging are converted from multi-material to mono-material	Continuing (84% achieved)
All packaging solutions are recyclable until 2025	Switch to recyclable packaging solutions	In planning
<b>Switch to recycled, renewable or responsible materials</b>		
All packaging solutions are made from either recycled, renewable or responsible materials until 2025	<ul style="list-style-type: none"> <li>Switch to plastic parts made of rPET</li> <li>Switch to carry and sterilizer boxes made from polypropylene linked to bio-circular feedstocks*</li> </ul>	Continuing (76% achieved)
All paper-based packaging material is FSC-certified until 2022	<ul style="list-style-type: none"> <li>Conversion to FSC paper, cardboard and corrugated cardboard packaging carried out in the Hungarian plant</li> <li>Conversion to FSC paper, cardboard and corrugated cardboard packaging in Kabinburi plant in progress</li> </ul>	Continuing (98% achieved)
40% of our plastic packaging are made from recycled material until 2022	Conversion of packaging parts from PET to rPET	Continuing (23% achieved)
No use of PVC in our packaging	Strict adherence to PVC-free packaging material	100%
<b>Reduce plastic packaging</b>		
Reduce plastic packaging by 20% until 2025	<ul style="list-style-type: none"> <li>Reduction in material thickness</li> <li>Savings on plastic parts</li> </ul>	In progress
Reduce single-use plastic by 20% until 2025		
<b>Reduce environmental impact of paints and adhesives</b>		
Exclusive use of paints that are approved for use in food packaging	Low migration state of the art inks for food application are in use for our printed packaging parts	100%
Use of eco-friendly paints, varnishes and adhesives until 2025	Conversion to eco-friendly paints, varnishes and adhesives	In progress
<b>Ensure fair and healthy working conditions</b>		
Fair and healthy working conditions throughout the entire packaging supply chain until 2022	Ensuring fair and safe working conditions at packaging suppliers	100%
<b>Local/regional procurement</b>		
90% of all packaging suppliers within a 200 km radius of MAM plants until 2022	Selection of local suppliers with a maximum transport distance of 200 km to MAM plants	Continuing (85% achieved)

\* Bio-circular feedstocks are linked to used cooking oils and waste and residues from vegetable oil production through the ISCC PLUS certified mass balance approach.

The platform “Verpackung mit Zukunft” (packaging with a future) provides educational work on the topics of sustainable packaging and proper recycling at various events.



### STRONG AND INNOVATIVE TOGETHER

No one can solve the packaging problem alone. It requires industry, politicians, and consumers. All stakeholders have an important role to play. This is why we've joined various initiatives and platforms, because only together can we be strong and creative.

- **Platform “Verpackung mit Zukunft” (packaging with a future)**

We as an industry have our part to play and want to protect the world for future generations. With this in mind, we joined the platform “Verpackung mit Zukunft” (packaging with a future). We want to actively promote the development of sustainable packaging and exchange ideas with important partners and stakeholders along the entire value chain in order to jointly contribute to the circular economy. Together, we face the challenge of developing, using, and recycling sustainable packaging. Our goals: avoid, improve, and recycle packaging. All packaging materials have both advantages and disadvantages. This means that the most sustainable packaging solution must be determined for each product. It is equally important to consider the entire ecological footprint for all packaging materials. This must be the benchmark for whether the packaging has a future or not.

- **PET2PACK**

In July 2020, MAM joined the PET2Pack project with another 23 industrial partners. The aim is to establish a circular value chain for PET packaging that is not PET bottles. The project is led by the University of Applied Sciences (FH Campus Wien) and carried out in cooperation with the Transfer Center for Plastics Technology and the University of Technology in Vienna.

- **PolyCycle**

Plastics are valuable raw materials. Therefore, we must treat them with care. According to the European Circular Economy Strategy, all plastic packaging placed on the market from 2030 onwards should be recyclable and more than half of the plastic waste produced in Europe should be recycled. That is why the industry project PolyCycle was launched, in which we participated, along with the Austrian Research and Testing Institute OFI, the Fraunhofer Institute, and the University of Applied Sciences (FH Campus Wien) from 2020 to 2022. Extensive analyses of recyclates and recycling processes and their applicability for different packaging applications were performed.



## NORMS AND STANDARDS

GRI 416-1

MAM is a pioneer in the field of norms and standards. The inventive spirit of founder Peter Röhrig has shaped the company since its early years. As early as the 1990s, MAM was involved in the implementation of safety standards for baby products and advocated for the highest standards of safety—with success. This has enabled us to play a key role in raising product standards not only in Europe but worldwide for the baby industry. In order to not only comply with the numerous safety standards, but also to exceed them, we at MAM set ourselves exceptionally strict standards and are constantly working on innovative solutions.

### **MAM IS A PIONEER — SAFETY IS IN OUR DNA**

Our founder, Peter Röhrig, was one of the first in Austria to advocate standardized safety requirements for pacifiers, among other things. After all, product safety is closely linked to baby health, which is why it is especially important to us. In the 1980s, only a few EU countries had a pacifier standard. Austria also lacked binding guidelines. Peter Röhrig's tireless efforts made MAM an expert in the field of product safety. We also applied this knowledge to the development of the first European standards in 1990. Peter Röhrig was appointed chairman of one of the working groups related to CEN/TC 252, the standard for baby products. A position which he still holds today.

This test checks the tensile strength between the pacifier knob and the pacifier teat.

With his involvement the following standards were developed at the EU level, which are also being duplicated internationally:

- EN 1400: Standards for pacifiers
- EN 14350: Standards for baby bottles, drinking teats, drinking cups, etc.
- EN 12586: Standards for safe pacifier holders
- EN 12868: Standards for stricter nitrosamine limits in baby products
- EN 14372: Standards for cutlery and feeding utensils for babies

### **STRICT QUALITY CONTROLS — FOR US, SAFE IS NOT SAFE ENOUGH**

At MAM, we have developed our own quality process that goes above and beyond international standards. To do this, our in-house laboratory brings together all the standards in use worldwide for comparison, and then ensures that our MAM standard exceeds these minimum requirements.



**Our products are subjected to numerous, random tests before making their way to parents and babies:**

- The pacifier standard (EN 1400: 2018) sets a minimum value of 120 Newtons (N) for tensile strength. The internal MAM limit is 160 N.
- Likewise, the pacifier standard (EN 1400: 2018) states that the tensile strength between the pacifier button and the pacifier shield must be at least 120 N. At MAM the limit is 350 N.
- The standard for drinking equipment (baby bottles and teats, drinking cups EN 14350-1: 2020) does not include a mandatory drop test. At MAM our drinking vessels must survive up to ten falls from a height of up to 138 cm.
- Furthermore, the standard for drinking vessels (baby bottles and teats, drinking cups— EN 14350: 2020) does not contain any requirements for bite resistance. The internal MAM guideline, on the other hand, requires that bite tests be carried out by machine for both bottle teats and pacifiers.
- The material and design guidelines for baby cutlery and dishes (EN 14372: 2004) do not include an impact resistance test. The MAM requirement for cutlery, however, is to withstand five blows from a height of 100 mm in accordance with the pacifier standard.
- The same standard requires a drop test with five drops from a height of 85 cm, while the internal MAM guideline calls for ten drops from a height of 138 cm.

**ALMOST NO COMPLAINTS**

For MAM, safety and customer satisfaction go hand in hand. We perform 2,500 different tests each year in our own MAM laboratory. These product audits determine whether our products can consistently live up to our promise of quality in their manufacture. However, we do not only rely on internal MAM test results, we also have our products externally tested and certified. To this end, we work with nine accredited laboratories worldwide that inspect MAM products in three areas: raw materials, ink, and product testing. On average, about 3,000 external tests are performed on 30,000 products per year.

The result: only 12 complaints per one million products. A low rate of complaint that we are proud of. We are pleased that, as in previous years, there were no violations of regulations or our code of conduct during the reporting period.

**AWARD-WINNING MAM PRODUCTS**

MAM was awarded the EU Product Safety Award in 2019. This award, which is presented by the European Commission, honors companies that have integrated safety into their core business and who go beyond EU norms and guidelines with their standard processes. In particular, the citation highlights MAM's long-standing commitment to the industry-wide development of product safety standards.



**PRODUCT AWARDS**

We are proud that the passion and innovation we put into the development of our products is repeatedly recognized with awards. During the reporting period, our products won awards in countries including China, the USA, and the United Kingdom. In 2022, our Easy-Start Anti-Colic baby bottle was awarded Best Baby Bottle at the UK's Made for Mums Awards. In the USA, among others, we received the National Parenting Product Award in 2021 for our electric 2-in-1 double breast pump, and in China, our MAM Supreme was honored with the Design of the Year Award.





**The safety and quality of MAM products is our highest priority. László Pungor, Global Quality Director at MAM, together with his quality management team, ensures that MAM products not only comply with all safety standards, but also exceed them.**

## **INTERVIEW WITH LÁSZLÓ PUNGOR**

### **MAM produces very safe and high-quality baby products. How is this guaranteed?**

**László:** We ensure that every MAM baby product meets MAM requirements before it goes into production. We have defined our own standards that go beyond international standards. In order to define a MAM standard, you have to know all of the national standards and always stay up to date. In total, MAM has 40 different test procedures for our pacifiers and 28 different procedures for our bottles.

### **Who conducts these tests?**

**László:** Day in and day out, the quality team ensures that MAM products achieve—and maintain—the highest possible level of quality. Our pacifiers are boiled, pulled, squeezed, and bitten. One test consists of dropping our bottles to the ground from a height of more than one meter when filled. The aim is to expose our products to all types of mechanical stress as this is the only way to achieve the highest possible quality. In total, we carry out 2,500 different tests per year.

### **How is the chemical safety of MAM products ensured?**

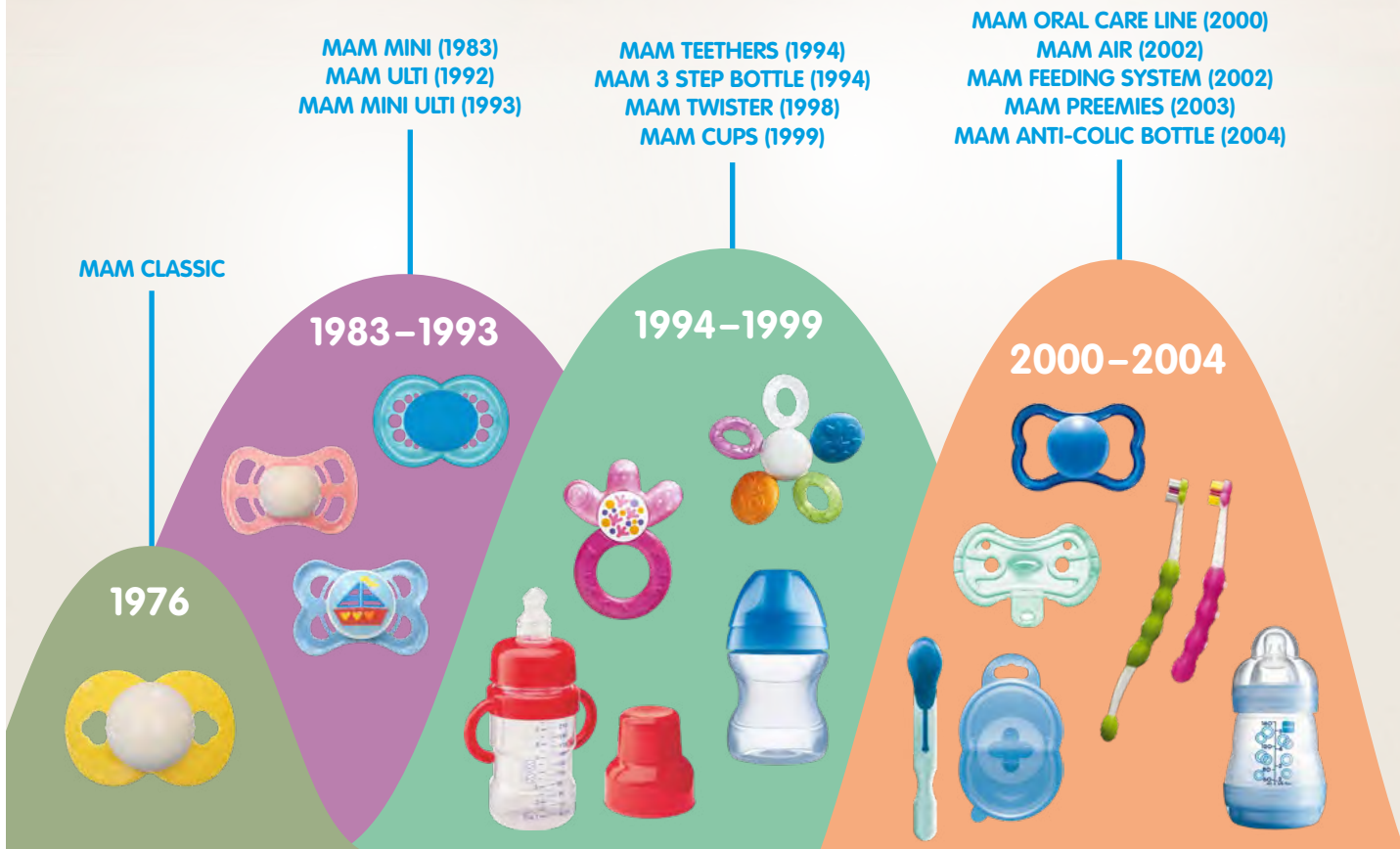
**László:** Chemical tests are carried out during the development phase as well as annually on existing products. These are performed by external, accredited laboratories. We have the materials tested for BPA and BPS, phthalates, and PVC. These are materials that must not be contained in our products. The inks we use are also tested—both those contained in the raw materials and those printed on the pacifiers and bottles.

### **What does the future of quality management at MAM look like?**

**László:** Quality management is of crucial importance for MAM. Parents need particularly high-quality and safe products for their babies. At the same time, sustainability plays an increasingly important role in the materials, design, and production of our products. We ensure that sustainability, quality, and safety are in tune with each other.

# ALWAYS ONE BABY STEP AHEAD

## OUR KEY INNOVATIONS FROM THEN TO NOW:





MAM BREASTFEEDING PRODUCTS (2006)  
MAM START (2006)  
MAM TRAINERS (2007)  
MAM BABY BOTTLE (2007)

2006-2007



MAM STERILIZER (2010)  
MAM CLIP (2010)  
MAM PERFECT (2011)  
MAM MINI TEETHER (2012)  
MAM GLASS BOTTLE (2014)

2010-2014



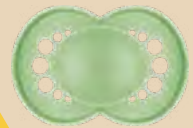
MAM FRIENDS (2016)  
MAM 6IN1 STERILIZER & EXPRESS BOTTLE WARMER (2018)  
MAM COMFORT (2019)  
MAM SUPREME (2020)

2016-2020



MAM ORIGINAL PURE (2022)

2022



# Environment



**ENVIRONMENTAL  
PROTECTION IS  
TEAMWORK.**

Alexandra Fellner-Rausch  
Olivia Hirt

MAM bears a special responsibility for future generations. Climate and environmental protection are a matter close to our hearts.







## INTERVIEW

„WE PUT A LOT OF ENERGY INTO THE FUTURE.“

Interview with Alexandra Fellner-Rausch (Global Sustainability Manager) and Olivia Hirt (Sustainability Manager) about the path to a sustainable future.

### Why is an active contribution to environmental and climate protection important?

**Alexandra:** The well-being of babies and parents is our mission. It determines our thoughts and actions. We want to produce climate and resource-friendly products for future generations. We have already taken a number of steps and know that we still have a lot to accomplish. We're tackling this path with all our might.

### How are you doing this at MAM?

**Olivia:** In order to promote sustainability, a holistic approach needs to be taken. Environmental and climate protection is an important part of MAM's strategy and affects every department. Everyone makes a valuable contribution to reducing CO<sub>2</sub> emissions. In addition to energy efficiency measures, this also includes improvements in sustainable logistics and procurement.

**Alexandra:** It's about constantly questioning processes. This only works through close cooperation with all departments and locations. Contact with the environmental officers in our plants is important, as they work directly on-site to reduce our impact on the climate. This is regularly checked by external audits.

### What is the role of external networking?

**Olivia:** Collaboration across company boundaries is crucial to preserving the livelihood of future generations. Through the exchange with other companies, networks, and scientific institutes, new ideas can be developed that lead to technological innovations.

### What are your next steps?

**Alexandra:** We are currently developing a comprehensive, global climate strategy for MAM. To do this, we first determine the status quo of our total emissions using a corporate carbon footprint calculation for all locations and plants. Based on this, we will define clear targets and measures for reducing our greenhouse gas emissions.

**Olivia:** I am sure that together we can achieve these goals. This requires innovative strength and passion. Qualities that are capitalized at MAM.

**Alexandra:** This is how we can manage to preserve our wonderful world for future generations.

# 67%

OF CO<sub>2</sub> EMISSIONS

(Scope 1+2) per material input were reduced in our plants between 2020 and 2022.



## MANAGEMENT APPROACH

GRI 3-3

The consequences of climate change due to increased greenhouse gas emissions are already being felt and are threatening our livelihoods. In order to keep our planet viable, it is important that, in addition to politics and civil society, companies also make a contribution. As a manufacturing company, we take this responsibility very seriously and are working to continuously reduce our CO<sub>2</sub> emissions. Our focus is on identifying and reducing all relevant emissions by continuing the switch to renewable electricity and intensifying energy efficiency measures.

Another challenge facing our society is that far too much waste is still being produced and often not disposed of properly. This puts a great strain on our environment. That is why

we are working hard to continue to avoid, reduce, and recycle the waste at our suppliers and in our production plants. We succeed in this together with our partners, with whom we find innovative solutions.

In the chapter on Environment, we show how we are making progress on our following material topics: energy and emissions, waste reduction and handling. The recyclability of our products and packaging is covered in the Products chapter.

➔ Pages 22–37

The material topics in the area Environment are again reflected in our sustainability goal areas of climate protection and waste management.

➔ Pages 15–17

Strategic area	Material topics	SDGs	UNGC	Measures	Status
Environment	Energy and emissions	7, 13	7, 8, 9	Develop a MAM-wide climate strategy with targets and CO <sub>2</sub> reduction action plan by 2024	In progress
				Introduce energy management system in accordance with ISO 50001: 2011 for our two plants in Hungary and Thailand by 2024	In planning
				Expand in-house generation of renewable energies in the Hungarian production plant by 2024	In planning
	Waste reduction and handling	12	7, 8, 9	Continuously expand energy efficiency measures in all production plants	Achieved and continuing
				Continuously reduce waste in plants (including hazardous waste) and in the supply chain	Achieved and continuing
				Continue to increase production waste recycling through type-sorting	Achieved and continuing

## CLIMATE PROTECTION

### EMISSION REDUCTION MEASURES

GRI 302-1, 305-1, 305-2

It's in our blood: At MAM, we have been working with all our strength and confidence to ensure a bright future for our babies since the company was born. In addition to the high quality, safety, and functionality of our products, environmental and climate protection is a big priority at MAM. Continuous reduction of CO<sub>2</sub> emissions is a prerequisite for combating climate change. This can only be achieved through close cooperation and the involvement of our internal and external stakeholders, such as our employees, suppliers, and consumers. Only together can we learn and try new ways to make our contribution to climate protection.

#### CLIMATE PROTECTION IS ONLY POSSIBLE TOGETHER

During the reporting period, MAM began developing a comprehensive climate strategy for the entire company. We want to tackle this important issue both strategically and holistically. A strong commitment from our management board to ambitious climate targets and reduction measures is crucial. We already have carbon footprint calculations for our Vienna and Paris locations, as well as product carbon footprints (PCF) for all our pacifiers and baby bottles.

In order to develop a climate strategy, it is necessary to think holistically and calculate the corporate carbon footprint of all MAM sites and plants in a uniform manner. This status quo is the basis for a comprehensive analysis to identify the company's largest CO<sub>2</sub>

### WHAT ARE SCOPE 1, 2, AND 3 GREENHOUSE GAS EMISSIONS?

The Greenhouse Gas Protocol (GHG Protocol), a partnership between the World Resources Institute and the Business Council for Sustainable Development, divides greenhouse gas emissions into three areas:

- **Scope 1:** Directly generated emissions resulting from the consumption of fuels during operation, transport, and fugitive emissions, such as accidental leaks.
- **Scope 2:** Indirectly generated emissions resulting from the use of purchased electricity, steam, heat, or cooling.
- **Scope 3:** All other indirect emissions resulting from a company's activities in its value chain.

impact areas. The next step is deriving targets and developing an effective reduction action plan, taking into account the Scope 1, 2 and 3 emission sources. Once the MAM climate strategy has been developed, it will be implemented in all areas of the company with the help of training and awareness building. This will ensure that all employees can make their contribution to achieving the MAM climate goals and putting the defined measures into action. Our goal is to have the MAM climate strategy finalized by the end of 2024.

Numerous steps have already been taken in recent years to reduce CO<sub>2</sub> emissions at MAM. In the process, we take our entire value chain into account.

→ Key figures see Pages 75–76



# 372

MWh

are produced yearly by the photovoltaic system on the roof of our plant in Hungary.

## SUPPLIERS—CLIMATE PROTECTION IN THE SUPPLY CHAIN

Our product carbon footprints for pacifiers and bottles show that the largest proportion of CO<sub>2</sub> emissions are from the use of our products by consumers. With our educational campaign “Reduce CO<sub>2</sub> with MAM” we support parents in reducing their CO<sub>2</sub> emissions and saving energy at the same time.

But the raw materials and the manufacture of our product components also generate CO<sub>2</sub>. At the same time, there is also great savings potential here. That’s why we work with suppliers who give sustainability the same priority as we do. This is anchored in our Code of Conduct and a basis for all collaborations. It is available to the public on our MAM web site. Our suppliers, e.g. Greiner and Alpla, two companies based in Austria, have been involved in climate protection for years. With their innovative approaches, they advocate the sustainable use of resources. Among other things, Greiner has committed to establishing science-based targets by 2023.

We source about 97% of our product components from Austrian suppliers. Our natural rubber comes from smallholder farmers near our production facility in Hat Yai, Thailand. As a result, we can guarantee short transport routes from our suppliers to our plants and reduce CO<sub>2</sub> emissions.



The photovoltaic system at our plant in Hungary.

## OUR PLANTS—USING THE POWER OF THE SUN

We do everything we can to keep CO<sub>2</sub> emissions as low as possible in our production plants. Renewable energy generated by our photovoltaic (PV) systems installed at our MAM production facilities and other energy-saving measures help make this possible.

In the reporting period, we increased the output of our photovoltaic system in Hungary to a total of 484 kWp. With this expansion, we can now produce 372 MWh annually and cover 16% of the energy requirements for our plant in Hungary.

For 2024/2025, we want to increase the output of the plant by an additional 600 kWp and install an electrical storage system with a capacity of 3000 kWh. This will replace around 50% of the purchased energy in the future.

Additionally, we have equipped the entire plant with state-of-the-art energy-saving technology. For example, a solar thermal system supplies the plant with hot water for showers, sinks, etc. We can heat the entire warehouse with the heat recovered from the compressors. Built in 2016-2017, the new production area uses a modern heat pump. Efficient air conditioning and heat exchangers ensure that the temperature is optimally controlled while keeping energy consumption as low as possible.

Our plant in Kabinburi (Thailand), which was built according to European energy efficiency standards, has been in operation since 2016. The roof of the production hall was covered with a PV system comprising 1,130 solar panels with a capacity of 355 kWp. This enables us to produce around 500 MWh per year. This comes to about 40% of the electricity we need. We feed the excess electricity that is

generated a few months of the year into the public grid free of charge. The ten centimeter air cushion between the wall and the outer cladding of our Thai plant is another well thought-out and energy efficient measure. This construction keeps the walls cool, and less energy is required for active cooling.

Proper thermal management is an important issue in tropical Kabinburi. We therefore have two independent cooling systems in our production area: a heat condensing dry cooler and an independent water chiller plant combined with state-of-the-art ventilation equipment. Motion detectors and temperature sensors ensure that cooling is only used where it is needed—at a constant room temperature of 25 degrees and 50% relative humidity. The humidity comes from the heat generated during production. This means that no energy is lost. By European standards, Kabinburi is a showpiece of energy efficiency: Thanks to all the measures taken, we can save more than 340 tons of CO<sub>2</sub> per year.

#### LOGISTICS—NO ROAD IS TRAVELED EMPTY

Logistics is another important area where CO<sub>2</sub> emissions need to be reduced. We moved the warehouse and distribution of our MAM online shop from an external operator to our Hungarian facility in August 2022. This allows us to combine our transport routes and make them more efficient.

Basically—no road is traveled empty. Pick-ups and deliveries are timed in such a way that every truck that brings individual parts to the plant leaves with finished products for distribution. Our MAM subsidiaries are also taking steps for more sustainable logistics, such as MAM Germany, which switched to DHL GoGreen parcel shipping in 2021.



Our Thaimed  
Hightech plant in  
Thailand.

#### OUR LOCATIONS—WORLDWIDE CONTRIBUTION TO CLIMATE PROTECTION

MAM subsidiaries are increasingly focusing on climate measures to reduce our carbon footprint as well. Here are the most important examples:

**MAM France:** The MAM France team has made climate protection a matter close to their heart. As early as 2020, the entire carbon footprint of the site was calculated and analyzed, and clear targets and reduction measures were derived from this. For example, MAM France has set itself the goal for its marketing & distribution operations of emitting 1,050 fewer tons of CO<sub>2</sub> by 2025. That's 32% less compared to 2019. An extensive internal workshop was held with a focus on greenhouse gases and climate change to ensure that all employees recognize the importance of this topic. That was the cornerstone for consistent implementation of the reduction measures in all areas.

Among other things, documents and product brochures, intensively used for sales talks, were digitalized or totally redesigned, saving 1.3 tons of paper in 2022. In addition, the entire sales team's vehicle fleet was converted to hybrid and electric cars.

**MAM Germany:** The entire electric demand (55,650 kWh in 2021) of the office building and warehouse is covered with green electricity from renewable energy sources. The site also has its own PV system. This system enabled MAM Germany to feed 69,642 kWh into the public grid in 2021 and 79,125 kWh in 2022.

### CLIMATE PROTECTION PROJECTS—AN ACCOMPANYING MEASURE

In order to limit climate change and stabilize global temperatures, it is crucial that we reduce greenhouse gas emissions. This can only be achieved through a combination of measures: Reducing emissions within the company and financial support for projects that reduce greenhouse gases or remove them from the atmosphere.

MAM supports climate protection projects that have been audited and certified by the independent organization “The Gold Standard”. This organization was established in 2003 by the WWF and other environmental organizations and ensures that projects fulfill their purpose and contribute to sustainable development.

We are particularly interested in choosing projects that promote the health and well-being of babies and families around the world.

## WE MAKE REDUCING CO<sub>2</sub> EASY

The results of the PCF studies for our MAM pacifiers and baby bottles have shown that the majority of CO<sub>2</sub> emissions are caused by the use of MAM products.

The activities that consume the most energy are sterilizing and cleaning. With baby bottles, there is also warming the milk. Naturally, we support parents every step of the way and have developed some practical solutions to reduce CO<sub>2</sub>. With the help of the carry and sterilizer box for pacifiers and the self-sterilizing function of the MAM Easy Start Anti-Colic baby bottle, these products can be made germ-free in the microwave, which saves energy. Compared to boiling on the stove, 77% CO<sub>2</sub> can be saved with the pacifiers and up to 85% CO<sub>2</sub> with our Anti-Colic bottle\*. Parents can use our CO<sub>2</sub> calculator on the MAM website to work out their individual savings potential.

This is why we have chosen the “Clean Cookstoves” projects in Myanmar and Nigeria. These climate protection projects provide clean and efficient cooking stoves for private households, small businesses, and community facilities. For households in particular, the added value goes beyond reducing CO<sub>2</sub>. Improved indoor air quality reduces respiratory illness and allows families to save time and money by using less fuel. With these projects, we promote both climate protection and family health.



\* Calculated and verified by independent experts from denkstatt GmbH.



The energy-efficient building of our MAM R&D Competence Center.

## INNOVATION HAS A NEW ADDRESS

June 2022 saw the opening of our new MAM R&D Competence Center in Großhöflein, Austria. The new building offers plenty of space and possibilities for our entire research and development team. Around 50 employees will find enough room to work creatively and innovatively across the 4,000 m<sup>2</sup> of floor space. We are an important employer in the region and offer highly qualified specialists an excellent workplace.

A rooftop garden, lounge and rest areas, a slide connecting all floors, a fitness room, and a large communal kitchen provide a working environment where you can feel right at home.

It also sets new standards in terms of energy efficiency and is a showcase project for environmentally-friendly construction:

- Careful attention was paid to regionality and sustainability when selecting the building materials. For example, larch wood from Austria was used for all of the windows.
- Heating and cooling energy is obtained from a depth of 120 meters using a brine-to-water heat pump. The use of a geothermal system enables us to realize an energy-efficient building that does not require any fossil fuels.

- The temperature of the premises is regulated by thermal component activation. With this technology, water pipes are laid through walls, ceilings, and floors in order to efficiently use the storage mass of these components. Through geothermal energy and component activation, we can save up to 20,056 kg of CO<sub>2</sub> per year\*\*, an 80% reduction compared to gas heat and conventional air conditioning.
- The micro-perforated intermediate layer of the glass roof as well as external, perforated slats that are aligned according to the position of the sun prevent excessive radiation of heat. We can save up to 16% energy for cooling during the summer and still ensure a good indoor climate. This corresponds to a CO<sub>2</sub> reduction of 5,523 kg per year.
- All of the electricity for our building comes from renewable resources.

\*\* Calculated in 2018 by Pilz und Partner ZT GmbH.



## REGIONAL VALUE CREATION

Regional value creation is a matter close to our heart at MAM. Not just in Großhöflein, but also in the regions around our plants in Hungary and Thailand. Our largest production site is located in Hungary near the Austrian border: Vaskeresztes, a small town with 381 inhabitants. In 1991, MAM founder Peter Röhrig acquired a hall with almost 400m<sup>2</sup> there to set up a production facility for MAM pacifiers. Since then the site has been enlarged to 14,350 m<sup>2</sup>, a 38-fold increase. MAM is currently the largest employer in the region with around 550 employees. MAM has also been an important employer at the Thai production sites in Kabinburi and Hat Yai for many years.



Our plant in Vaskeresztes, Hungary secures many jobs in the region.

## WASTE MANAGEMENT

GRI 306-1, 306-2

Plastic waste is a major burden on the environment, especially the oceans. Every year, millions of tons of plastic end up in the world's oceans, posing a major threat. MAM is aware of this problem and makes sure that as little waste as possible is generated along the entire value chain. This includes the resource-saving and recyclable design of our products and packaging, responsible handling of waste in our plants and subsidiaries, and informative programs for recycling and upcycling MAM products.

The waste hierarchy principle of Refuse—Reduce—Reuse—Recycle serves as a guideline for us. We take appropriate measures in all areas.

### REFUSE

Waste prevention starts with product development by paying attention to efficient use and consumption of materials in design and manufacturing processes. Our product parts, such as pacifier shields and buttons, are manufactured by our long-term suppliers according to our design and specifications. These are then assembled and packaged in our production plants, and delivered. For the manufacture of individual plastic parts using injection molding processes, our R&D team is developing new tooling concepts together with the suppliers, which enable sprueless production.

What does sprueless mean? When the plastic is injected into the mold it quickly begins to solidify. This can indeed make up a significant proportion of the total material used. The solution is a hot runner through which the plastic is inserted. During the reporting period, we expanded sprueless production to other elements of our product range. As a result, we were able to save a total of 15 tons of plastic in 2021 and another 24 tons in 2022.

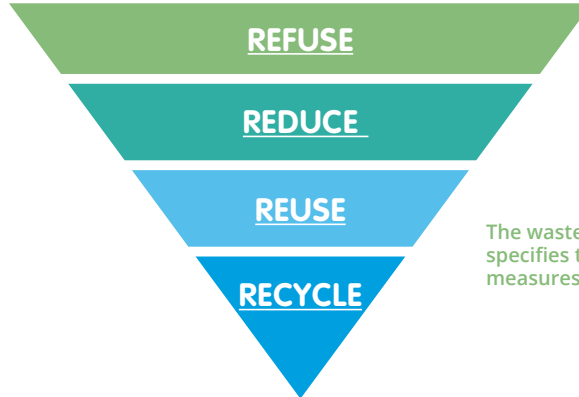


Where sprueless production is not yet used, our suppliers pay attention to the further processing of the sprue and rejects. If the plastics cannot be reused directly in the company due to the necessary quality standards, they are passed on to other manufacturers. At our supplier HT Electronic Systems, for example, the rejects are collected, sorted, and handed over to a certified compounding company.

### REDUCE

We have been working with the ISO 14001 environmental management system for many years at our plants in Hungary and Thailand. This international standard provides guidance on how companies can improve their environmental performance, including waste management. One focus is on minimizing waste. At our Hungarian plant, we have set ourselves the goal of reducing our total amount of waste by 5% per year.

Over the past two years we have managed to reuse most of the transport packaging we receive. We have arranged with our suppliers that they take them back and reuse them. Internally, we also use the boxes again since they are quite sturdy and suitable for other purposes. In warehouse logistics, for example, we were able to switch to new digital solutions and completely dispense with the use of paper.



The waste hierarchy specifies the order in which measures are to be taken.

### REUSE

We have been involved in upcycling for many years, so that our products get a second life after use. Through upcycling initiatives, we not only promote environmental awareness but also the creativity of families. Again and again, we receive fascinating ideas via social networks from our community and our world-wide MAM teams. We use short videos to show how easy it is to turn our bottles and pacifiers into things like vases, candle holders, or fairy lights, for example. The creativity of our community is boundless.

## IN SEARCH OF PACIFIERS

Brantner Digital Solutions is working on new ways to promote the circular economy. To do this, an artificial intelligence (AI) was developed to optimize waste sorting and segregate valuable plastics. MAM supports this project by providing Anti-Colic bottles, pacifiers and the associated carry and sterilizer boxes. The AI is trained on our products in order to be able to guarantee robotic sorting. These test runs are laying the foundation for a future expansion of recycling streams.





## RECYCLE

Research, inventiveness, and the desire to innovate are needed when it comes to recycling plastics. A lot is currently happening to increase recycling rates for plastics and to bring this high-quality material back into the cycle. The infrastructure for collection is gradually being expanded, recycling plant technology is advancing, and new methods such as chemical recycling of plastics are being tested. The importance of informing the population about the need for careful waste separation should be particularly emphasized. Recycling systems currently in use for plastic are mainly geared towards packaging. At the moment, there is almost no large-scale collection and recycling of plastic products. This means our products cannot yet be fed into an extensive recycling stream although our plastic baby bottles, for example, are easy to disassemble and technically recyclable.

We work with various companies and institutions to promote the expansion of recycling systems for plastics, such as the PET2Pack project [→ Page 32](#), or Brantner, an international waste and resource management company. [→ See Box Page 47](#)

[→](#) Key figures see Page 77



### RECYCLING STARTS WITH DESIGN

Plastic is an important material. In order to reuse it, it must be recycled and separated according to type. That's why the eco-design of packaging and products is crucial. The use of composite materials is problematic because they cannot be mechanically recycled. At MAM, most of the packaging is made from mono-materials and is therefore recyclable. But there are also packaging components made of composite material. We are aware of this problem and are already working on a change.

## STATIONS IN THE “WASTE CHAIN”

Value chain	Waste generation	Measures
<b>Upstream</b>		
<b>Raw material extraction</b>	Waste from resource extraction (e.g., petroleum, latex milk, wood)	Though outside of MAM's sphere of influence, the production process has been established for many years and is designed to be resource-efficient.
<b>Raw materials processing</b>	Waste from raw material processing	Though outside of MAM's sphere of influence, the production process has been established for many years and is designed to be resource-efficient.
<b>Component production</b>	<ul style="list-style-type: none"> <li>• Waste from plastic, paper processing</li> <li>• Sprue</li> <li>• Rejects</li> </ul>	<ul style="list-style-type: none"> <li>• Sprueless production</li> <li>• Packaging savings</li> </ul>
<b>MAM</b>		
<b>Component production (latex products) and assembly of individual components</b>	<ul style="list-style-type: none"> <li>• Non-hazardous waste (plastic, paper, residual waste, rubble)                             <ul style="list-style-type: none"> <li>- Rejects</li> <li>- Disposal</li> </ul> </li> <li>• Hazardous waste (e.g., paint, cleaning agents)                             <ul style="list-style-type: none"> <li>- Disposal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Non-hazardous waste                             <ul style="list-style-type: none"> <li>- Avoidance measures</li> <li>- Collection of recyclable materials, increase in recycling rate</li> </ul> </li> <li>• Hazardous waste                             <ul style="list-style-type: none"> <li>- Separate storage</li> <li>- Proper collection and disposal</li> </ul> </li> </ul>
<b>Downstream</b>		
<b>Distribution</b>	<ul style="list-style-type: none"> <li>• Disposal of outer packaging</li> <li>• Unsold products</li> </ul>	<ul style="list-style-type: none"> <li>• Recyclable outer packaging</li> <li>• Product donations</li> </ul>
<b>Use phase</b>	Disposal of retail packaging	<ul style="list-style-type: none"> <li>• Reduce retail packaging material</li> <li>• Recyclable retail packaging</li> </ul>
<b>End-of-Life</b>	Product disposal	<ul style="list-style-type: none"> <li>• Recyclable products</li> <li>• Upcycling projects and communication measures</li> </ul>

# 39

**TONS**

of plastic were saved through sprueless production in 2021 and 2022.



# Social



**BOLD  
LEADERSHIP IS  
IMPORTANT.**

—  
Sandra Chini

We are constantly evolving  
as a company as well  
as a society. This works  
best when we believe  
in our own strengths  
and help each other.





## INTERVIEW

### “WE GROW WITH OUR RESPONSIBILITIES.”

Sandra Chini (Chief People, Organization and Innovation Officer) won the “HR Person of the Year” award in 2021 for her work on employee leadership and motivation.



#### Why is sustainability important to you?

**Sandra:** At MAM, we have the privilege of being involved in developing products for the next generation. It’s a big responsibility, but it’s also a lot of fun. The employees are the heart of MAM, they shape our unique corporate culture. Their well-being is an essential part of ensuring MAM’s long-term success, and that’s what I am committed to.

#### Where do you see the connection between people & culture, sustainability, and innovation?

**Sandra:** These three topics are mutually reinforcing. It takes creative thinking for MAM to further develop, and the best possible working environment is needed so that employees can fully unleash their talents. In turn, an inspiring and innovative corporate climate has an impact on employee satisfaction, loyalty, and inventiveness.

#### How has the Covid-19 pandemic affected MAM?

**Sandra:** The time during the Covid-19 pandemic acted as an accelerator for innovations. It made us more flexible as a company and showed us how important it is to take courageous steps. During the pandemic, we had to switch to working from home within a very short time and also had to transfer our great team spirit to this hybrid environment. We did it—with the help of virtual fitness offers, online team building, and even an online Christmas party.

#### What are the positive changes brought about by these initiatives?

**Sandra:** Our offers have been met with great interest. We have established many of the formats, such as the Open Staff Meeting, which regularly invites all employees to updates and an open exchange, for the long term.

#### Would you say that social sustainability also means giving something back to society?

**Sandra:** Yes, helping babies and parents in difficult situations goes without saying for us. We promote research projects on baby health and support underprivileged children and families through global corporate giving programs.

# 987

EMPLOYEES

work at MAM.



## MANAGEMENT APPROACH


GRI 3-3

Our top priority is the health and well-being of our employees. In a manufacturing company, there are potential workloads in terms of the time involved as well as the type of work. Damage to health or work-related accidents must be taken into account. For this reason, we are continuously working to identify possible risks at an early stage and to implement measures to prevent accidents and improve workplace conditions.

During the reporting period, the workload was further exacerbated by the Covid-19 pandemic. The change in working methods, social distancing, and added responsibilities, especially for parents, led to increased mental stress. For this reason, various initiatives have been launched to ensure networking and exchange among employees on one hand and to promote physical health on the other.

Furthermore, we are confronted with the mega-trend of demographic change and the resulting increase in the shortage of skilled workers. Therefore, our aim is to be an attractive employer that supports and strengthens its employees in a variety of ways. We promote diversity, equal opportunity, and positive interaction with one another. We also offer numerous training and development opportunities.

Wars and environmental disasters lead to poverty and hardship. That is why we are actively involved in numerous social initiatives around the world that serve the common good.

In the following chapter on Social, we show how we are making progress on our following material topics: Health and occupational safety, good employer and diversity/equal opportunity/continuing education. These topics are directly linked to our sustainability goal areas of employee health and employee satisfaction.  Pages 15–17

Strategic area	Material topics	SDGs	UNGC	Measures	Status
Social	Health and occupational safety	3, 8	1	Improve health management, expand preventive measures	Achieved and continuing
				Harmonize occupational safety and health management at MAM plants by 2024	In planning
				Implement ISO 45001 in our Hungarian plant by 2024	In planning
	Good employer & diversity/equal opportunity/continuing education	4, 5, 8	6	Conduct "Great-Place-to-Work" Re-Audit for Austria by 2021	Achieved
				Promote equal opportunities in the workplace	Achieved and continuing
				Intensify measures to reconcile family and work, including the re-audit of work and family by 2023	In progress
				Intensify country-specific and individually tailored benefits for employees	Achieved and continuing

## EMPLOYEE HEALTH

GRI 403-2, 403-3, 403-5, 403-6, 403-9

### HEALTH IS AND WILL REMAIN CENTRAL

Covid-19 has brought the world to a standstill in recent years. We all became more aware that health is a precious commodity and must be protected at all costs. For us at MAM, one thing is clear: The health of our employees is one of the most important issues—now and in the future.

One of the major challenges in recent years was to keep our employees healthy while being able to manufacture our products at the same time. To this end, we introduced comprehensive Covid-19 protective measures at our plants in Hungary and Thailand as well as at our offices worldwide. Regular tests, temperature checks, mandatory masks, separate lunch breaks, disinfectant dispensers, and health screening forms for visitors were just a few of the many steps we took.

### HOME OFFICE HEALTH

MAM employees have been able to work from home since the beginning of the pandemic. This new situation was not easy for some team members and we looked for solutions to connect our international colleagues. Together with our coach Bernhard Sieber, a successful Olympic rower, we launched our own MAM Remote Workout Classes in 2021 and were able to keep the MAM staff fit and happy.

### EMPLOYEE HEALTH AND BENEFITS

Working with maximum concentration in the laboratory, on a monitor, or in production, the average workday of our colleagues around the world varies greatly. To respond to these diverse needs, we offer a wealth of different initiatives and benefits. Expanded accident and health insurance, vaccinations in the office, regular health checks, and online fitness courses are just a small sample of the benefits that MAM employees receive. In Austria, we offer a versatile and comprehensive range of health services together with the occupational health center Helmcare. In addition, we support the physical fitness of our employees through sports activities, such as rowing courses and hiking trips.

**MAM Hungary** promotes the health of its employees in production with massages and covers 80% of the cost. MAM employees also have the opportunity to use local fitness studios free of charge.

**MAM Thailand:** There are annual health check-ups at our site in Kabinburi. There are also offers for discounted health and accident insurance. At our southern production site in Hat Yai, free health checks are organized for all employees in the local hospital, such as prenatal care, vaccinations, nutritional counseling, and prescribing necessary medication. As well, not only the employees but also their families receive free supplementary insurance.

→ Key figures see Pages 82–83



### OCCUPATIONAL SAFETY — IN A SYSTEMATIC WAY

Occupational safety is a top priority for us. We defined new structures for risk management and for the implementation of new measures. To quickly identify sources of danger, we conduct regular risk analyses. If, despite all precautions, an accident occurs at work, we analyze the event to prevent future accidents.

In order to further reduce our low accident rate, we are continuously working to optimize our internal processes and provide our employees with the best possible training. There were no serious accidents at work during the reporting period.

## EMPLOYEE SATISFACTION

GRI 404-2

### A FAMILY THAT IS THERE FOR ONE ANOTHER

Satisfied, happy employees are the key to MAM's success. Innovation and progress are only possible when employees feel at ease. From the beginning, MAM has focused on training, continuing education, and the compatibility of work and family. Over the years,

# 99%

OF EMPLOYEES

feel that they are being treated inclusively and diversely, regardless of their sexual orientation or ethnic background.

we have professionalized and expanded our commitment and benefits to the workforce. Above all, we want to be one thing: a stable and successful employer.

During the pandemic, our internal Workplace platform was an essential part of ensuring that our employees were connected. It was important to us to provide a framework for personal exchange where employees could share their personal My MAM Moments and My Team Moments with the MAM community. MAM Austria even hosted a virtual Christmas party.

### AWARD-WINNING EMPLOYER

For our commitment in Austria, MAM was certified with the prestigious "Great Place to Work" award during the reporting period. The basis for the award is an anonymous employee survey, which highlights the key factors for an excellent workplace. These include credible leadership, equal opportunities, a good work-life balance, good team spirit, fun at work, fair treatment, and fair promotions. 105 out of the 115 employees of MAM Austria took part in the anonymous survey. The participation rate of 91.3% shows how committed our employees are. 99% feel that they are being treated inclusively and diversely, regardless of their sexual orientation or ethnic background. 90% of our employees are satisfied





MAM Brazil at a team building event.

with the way we contribute to society, 90% are proud to tell others that they work at MAM and 93% are proud of what we accomplish together. We take the feedback from our employees very seriously and are constantly working to further increase satisfaction. We inform employees about our progress in regular meetings.

### MAM PROJECTS WORLDWIDE

During the reporting period, there were initiatives to increase the satisfaction of the respective teams at all of our locations.

**MAM Austria:** In October 2022, the MAM Jobticket was introduced, a travel allowance for annual public transportation passes, which has triggered a great deal of enthusiasm among our employees. Furthermore, the MAM workforce in Vienna and Größhöflein receive financial support for lunch and home office.



The family day in Vaskeresztes offers a varied program.



**MAM China:** During the reporting period, all MAM China employees had the opportunity to complete an extensive English course. This not only promoted communication within the company but also personal development.

**MAM Hungary:** Family is very important at MAM Hungary. Therefore, a family day in Vaskeresztes takes place bi-annually for employees, partners, and children to promote mutual exchange.

**MAM UK:** It is a priority for MAM UK that all employees know what to do in a health emergency. Therefore, annual first-aid training is offered to the team. In addition, it is important for MAM UK to enhance team spirit, for example, by participating in a charity run.

**MAM USA:** In addition to health benefits such as health care, MAM USA supports the pension plan for employees, offers free online training, and encourages teamwork through various team building events.

→ Key figures see Pages 79–82

## EQUAL OPPORTUNITY AND EMPOWERMENT

GRI 401-3, 405-1

### DIVERSITY IS OUR STRENGTH

Diversity is deeply embedded in our values and culture. We are convinced that diverse teams are more innovative and successful. Besides, working is much more fun when you can learn from each other and see new perspectives. Above all, an important focus at MAM is equal opportunity for women and men. At 53% (2021) and 54% (2022), we already have a high proportion of women in management. This value has increased continuously over the last few years.

### WE MAKE IT POSSIBLE TO BALANCE WORK AND FAMILY

As a manufacturer of baby products, we pay particular attention to the compatibility of work and family. With flexible working hours, clear flexitime arrangements, and home office options, we make it easier for parents to pick up children from school or childcare. We welcome the fact that more and more fathers are taking advantage of parental leave to be closer to their families during this special time. Mothers and fathers do not have to worry

Future female researchers at work.



# 54%

WOMEN

in management positions worldwide.

about parental leave and professional success being mutually exclusive. In 2022, 90% of women and 100% of men returned after parental leave.

Our employees' children do not come up short with us either. For example, MAM Austria has been organizing daycare for children aged 6 to 12 during the summer holidays for years. Children can enjoy their summer holidays to the fullest, while parents can focus on their work with peace of mind.

### WE SUPPORT YOUNG WOMEN RESEARCHERS

We show new job perspectives not only for our current employees, but also for our future employees. In June 2022, we organized the first MAM Women in Research Day, with the aim of introducing girls aged 10 to 12 to technical professions and raising their interest in them. The STEM sector (science, technology, engineering, and mathematics) in particular offers excellent job opportunities, good pay, exciting career prospects, and much more. Yet only a quarter of all highly qualified science and technology jobs in Austria are held by women. The MAM Women in Research Day was a great success: A total of 30 girls visited the MAM R&D Competence Center and immersed themselves in the world of research. With exciting experiments and games, a visit to the laboratory at the MAM R&D Competence Center, and a hands-on demonstration with the Burgenland research coordinator Werner Gruber, the girls got an insight into a promising field of work.

→ Key figures see Pages 80–81



There are still professions that are traditionally dominated by men, especially in technical, logistical, and craft areas. At MAM, these outdated beliefs are broken down. Numerous examples show that women have made careers in typically “male professions”—like Monika Vida, Warehouse Leader at our plant in Hungary.



## GENDER EQUALITY WORKS AT MAM.

Monika Vida,  
Warehouse Leader

### INTERVIEW WITH MONIKA VIDA

**Monika Vida, Warehouse Leader at our plant in Hungary, has been working for many years in a predominantly male professional field. She is proud to be a role model here and to show that logistics is not a man’s job.**

#### How has your career at MAM developed?

**Monika:** In 2009 I started in logistics at MAM, an area that fascinates me because there is always something new to do and develop here. After just one year, I was promoted to a managerial position. I now manage the warehouse, which has since doubled in size and the number of employees. I work with many different personalities, so trust and respect are important for my work. I am always here for my colleagues who have questions or encounter problems.

#### What is your experience with gender equality at MAM?

**Monika:** The fact that I was able to pursue a career in a traditionally male-dominated area like logistics shows me that gender equality works at MAM. Many women hold management positions here. Our plant in Hungary is also run by a female manager and I have been working with other women in management for several years.

#### Why is innovation important for equality and empowerment?

**Monika:** The huge advances in technology mean that more and more women are able to work in fields that used to be reserved for men. You can clearly see that in our warehouse. We have more and more female employees—women now make up 25% of our warehouse staff. They bring in new ideas and perspectives. This diversity moves us forward at MAM.

## SOCIAL COMMITMENT

### KNOWLEDGE — OUR PRECIOUS RESOURCE

Thanks to many years of excellent cooperation with medical experts worldwide, MAM has gained a lot of experience and knowledge, which we want to pass on. Each one of our baby products contains the combined expertise and experience of experts from various disciplines and research institutes. These include pediatricians, developmental educators, dentists, and midwives. This is how we ensure that all our MAM baby products are always in line with the latest research. The network of experts is a valuable resource for MAM that we actively maintain. In 2022, we collaborated with 209 medical experts worldwide on product development and the creation of communication materials. We gladly pass on the information we gain to parents, either directly on our website or at events and via social media. But we also promote exchange between different fields of research.

During the reporting period, we organized events and projects around the world that imparted knowledge on the topic of pregnancy and baby health. Our MAM partners have set up various projects to connect medical experts and to reach parents and provide them with information during the pandemic.

#### RESOURCES FOR EXPERTS

Our record in the reporting period shows the diversity of our commitment and far-reaching network. We are currently networked with 11,787 experts (as of December 31, 2022) and have access to 10,517 scientific studies (as of December 31, 2022) from the database of the International Children Medical Research Society (ICMRS). We also maintain a dedicated website for workers in the health sector ([www.mambaby.com/professionals](http://www.mambaby.com/professionals)), where we offer, among other things, summaries of scientific studies. More than 20,000 health care professionals (HCP) were registered on our MAM HCP website in 2022 and 55,000 professionals received our newsletters.

We provide our network with a wealth of educational materials created specifically to inform parents. With our illustrated brochures, which deal with important topics such as breastfeeding, baby massage, oral hygiene, or Sudden Infant Death Syndrome (SIDS), we reach all parents without language barriers. One issue we are particularly committed to is SIDS, the leading cause of death in the first

Experts can access studies and information on baby health through our website.





## SHARING KNOWLEDGE ON BABY HEALTH IN NUMBERS

**11,787**

We **network** with  
**11,787 medical experts**

**10,517**

We have access to 10,517 **scientific studies**  
through the ICMRS database

**20,000**

More than **20,000 health care experts** were  
**registered on our website** in 2022

**209**

We have **worked directly with 209 medical  
experts worldwide** in 2022.

year of life. We support the work of the international research community and provide information. For example, we have launched information campaigns in various countries. The aim of these is to make parents aware of the risks and to inform them about preventive measures.

### ONLINE LECTURES AND LIVE BROADCASTS

MAM Brazil made creative use of the challenging time of the pandemic, when face-to-face contact was nearly impossible, and conducted numerous social media events with health care professionals as well as online courses and digital video visits (a virtual form of one-on-one conversations) for medical experts. Together with local “Medfluencers”, MAM Brazil has supported passing on knowledge to parents. During the reporting period, MAM Brazil had established 49 active HCP partnerships (pediatricians, dentists, midwives). Online video lectures, live broadcasts, and short videos were organized together. At the end of 2021, we reached an impressive number of over eight million online profiles.

## EDUCATION IN PICTURES



MAM provides educational material regarding different topics such as breastfeeding—without language barriers.

### CONFERENCE FOR EXPERTS

The MAM Specialist Event in Switzerland, which is aimed at professionals in the field of baby health, was held for the first time in 2018. The last symposium took place in Zurich in October 2022 and covered a wide range of topics, such as children's sleep, the assessment of child development, the development of the child's brain, and facts about oral medicine. Due to the many positive reactions of the participants, MAM Switzerland will continue to organize the conference.

But MAM doesn't just want to give experts in Switzerland the opportunity to ask questions. Parents should be able to as well. That's why we hold regular Q&A sessions on Instagram with midwife Franziska Summermatter, among others. Interested parents can ask questions that are important to them about everyday life with babies. These are answered expertly and in detail.

Ursula Dolder, expert in family support, at the MAM Switzerland conference.

### ONLINE-TRAINING

MAM UK has partnered with the Health Professional Academy (HPA) to develop online training for healthcare professionals. This newly established educational training course on the subject of "Expressing Breast Milk" was created in close cooperation with the HPA Clinical Team. It is intended to support midwives, doctors, and other professional caregivers in advising mothers. Between December 2021 and August 2022, 95% of the 1,521 experts who have so far completed the training rated it as good or excellent. Feedback from one participant was: "After the course, I felt more confident and informed to provide the necessary care and emotional support to mother and child."

### BOOSTING SOCIAL MEDIA EFFORTS

In Spain, as part of the market launch of our new MAM Supreme pacifier, which has an extra thin and flexible teat neck, we intensified our collaboration with experts and "Medfluencers". For example, through special training courses for pharmacy staff, specialist newsletters with in-depth scientific information on our MAM Supreme pacifier, and the expansion of our social media activities, we were quickly able to achieve widespread awareness and acceptance of the innovative product.

# 600

**PARTICIPANTS**

in total attended the three MAM Specialist Events in Switzerland.



Just Chill — Breast-feeding in public as a peaceful protest on Vienna's most visible square.

**I SEE IT AS A CORE TASK TO USE OUR POSSIBILITIES AND REACH AT MAM TO MAKE SOCIAL WRONGS VISIBLE AND, IDEALLY, TO MAKE THE WORLD A BIT MORE TOLERANT.**

Georg Ribarov  
MAM Market Manager Austria

## PUBLIC BREASTFEEDING — A CAMPAIGN FOR MORE ACCEPTANCE

Identifying social wrongs and standing up for human rights is a matter close to our hearts. Every year, MAM Austria brings together its stakeholders and selects a topic that deserves to be brought to the public's attention. In 2021, parents, influencers, and experts decided to draw attention to the highly emotional topic of "breastfeeding in public".

### IMPROVING THE SITUATION FOR BREASTFEEDING MOTHERS

"While brainstorming, it was important to me to make a lasting difference for mothers in Austria," says initiator and MAM Market Manager Austria Georg Ribarov, since mothers experience discrimination again and again. While bare breasts are ubiquitous in billboards, television, and commercials, the sight of a breastfeeding mother still elicits outrage from some people. Two-thirds of all women experience negative reactions when they breastfeed in public—this was shown by a MAM survey involving more than 1,900 women from Austria, Germany, and Switzerland.

The result: Young mothers increasingly avoid breastfeeding outside their own homes. "The results of our survey show that we are still a long way from where we should be when it comes to breastfeeding in public," says Georg. "I see it as our job to use our opportunities and reach at MAM to improve things and make the world a little more tolerant." The topic was widely discussed over a period of four months and made visible via social media channels, among other things, in order to hold a peaceful protest—right in the middle of touristy Vienna.

### PEACEFUL PROTEST IN VIENNA

On August 8, 2022, the time had come: On Heldenplatz, the MAM community met for Austria's first public breastfeeding event. Women breastfed their babies in public without shame. The event was a total success. It reached a large number of people and achieved a wide reach with numerous TV and radio reports. "The great positive response in the media and in our community speaks for itself," says Georg Ribarov.





MAM France supports the MAMAMA organization.

## CORPORATE GIVING

### TIME, MONEY, AND ENGAGEMENT

Being there for people with passion and doing good together—for MAM, corporate responsibility also means contributing to society. It is important for us to enter into long-term partnerships that focus on the health and safety of babies and their families. Material and monetary donations are just a small part of our commitment. We also provide active support.

A lot of bad things happened around the world during the reporting period. We helped where we could. A very special concern for us was to provide aid for Ukraine. The Russian war of aggression has brought great suffering to many innocent people, families, and children.

We donated a total of over 42,000 euros and more than 15,000 MAM products, sleeping bags, clothing, and first aid items.

Sadly, there was also a great need for help in many other parts of the world. Severe flooding occurred in both Germany and Brazil. Our subsidiaries MAM Germany and MAM Brazil immediately provided active support to the affected regions with donations in kind and financial assistance.

MAM Thailand has been involved with the Prachinburi Special Education Center for many years.



MAM France places great importance on corporate volunteering. For example, in 2021, employees were able to volunteer at MAMAMA in place of a day's work. The Paris-based aid organization provides mothers in need and their children with everything that is important for their well-being, such as clothes, early education books, beds or even prams, and hygiene products. Furthermore, each mother receives individual advice from MAMAMA and an aid package that is perfectly tailored to her and her children.

MAM UK is particularly committed to Tommy's, which provides support to parents dealing with traumatic loss through miscarriage. Part of the proceeds from the sale of a specially designed pacifier clip were donated to Tommy's. Another cause close to MAM UK's heart is supporting the Metropolitan Police Christmas Tree Appeal organization. The staff gave up their own Christmas presents so that disadvantaged children from foster and refugee homes could receive a small gift on Christmas morning.

MAM Thailand has been supporting the Prachinburi Special Education Center for many years, which cares for and supports children with disabilities. Employees are regularly involved in renovation and clean-up work.





Children painting at Mikros Dounias Camp, an organization supported by MAM Greece.



**MAM Greece** has been supporting the Mikros Dounias organization on the island since 2017, which brings local children and children with a refugee background together in a playful way in order to promote respect and appreciation for one another. Moreover, MAM Greece supported families who had lost or had to flee their homes due to devastating forest fires.

**MAM Scandinavia** has been collaborating with the organization “Operation Smile” for many years with the aim of improving the health and dignity of babies and children with cleft lip and palate. MAM Scandinavia has already financed numerous of cleft palate surgeries and supported with specialized bottles that makes it easier to feed a baby with cleft palates.

**MAM USA** supports a variety of charities that help families in need, such as Baby2Baby, Good+Foundation, and 914 cares, through both product and financial donations.

**MAM China** finances projects for disadvantaged families with part of the proceeds from MAM products sold in the online shop.

**MAM Brazil** has established a close partnership with the SOS Children’s Villages in the area and supports them financially.

**MAM Switzerland** has been supporting a non-profit association that supports children with rare diseases for years through volunteer work and donations.



The Clapa baby bottle developed by MAM makes drinking easier for babies with cleft lip and palate.

**120,000**

**MAM PRODUCTS**

were donated to various organizations worldwide in 2021 and 2022.

# Governance



”

WE WANT  
TO BE AN  
EXAMPLE FOR  
THE NEXT  
GENERATION.

Harald Schermann  
Julia Loydl

At MAM, we have a clear idea of how we want to work. To this end, we have formulated principles that apply to our employees and business partners.



## INTERVIEW

### “OUR BUSINESS IS BASED ON ETHICAL PRINCIPLES.”

Harald Schermann (Business Owner & Director Strategic Procurement) and Julia Loydl (Strategic Procurement Manager) on sustainable supplier management and transparent supply chains.



#### How important is sustainability in the supply chain?

**Harald:** Sustainability is a matter close to my heart and also an important part of MAM's corporate culture. We have set clear guidelines for MAM, according to which we act, and we expect the same from our suppliers.

**Julia:** We only partner with suppliers who meet the requirements of our Code of Conduct. Social sustainability is constantly reviewed and improved where necessary. Social audits such as Sedex SMETA ensure that fair labor standards, occupational health and safety, and ethical principles are adhered to. This audit allows for transparency and continuous improvement.

#### What is the connection between procurement, innovation, and sustainability?

**Harald:** Innovation drives sustainability, as new technologies and processes support the selection of environmentally-friendly and socially responsible suppliers. Examples of this are blockchain technology and transparent sustainability ratings.

**Julia:** All areas work hand in hand. Our innovation process already includes considerations for sustainable procurement. Potential suppliers are selected not only in terms of quality, price, and reliability but also according to ecological and social criteria.

#### Does sustainable supplier management present any challenges?

**Harald:** Our suppliers differ greatly from one another—they range from start-ups to international corporations. We want to “inject” each and every one of our partners with our sustainability DNA. Most of our product and packaging parts suppliers have already been certified for the use of sustainable materials.

**Julia:** Our suppliers continue to develop with us—we can also learn a lot from them. It is an exciting challenge for us to work together in an ecologically and socially responsible manner.

#### How do you see the future?

**Harald:** Our suppliers play a crucial role in promoting MAM's sustainable development. We will work even more closely with them towards sustainability in the future.

~97%

OF OUR PRODUCT COMPONENTS

come from Austria.



## MANAGEMENT APPROACH

GRI 3-3

Human rights form the universal basis for a life of freedom, dignity, and equality. Sadly, many people are still denied these basic rights. Besides governments, companies must also ensure that human rights are respected. It must be guaranteed that all people are treated with dignity and justice along the entire value chain.

MAM has firmly anchored these basic moral principles into its corporate culture. Through our membership of the UN Global Compact, we have also committed to upholding its ten principles, which include respect for human rights, fair labor standards, environmental protection, and fighting corruption. Our MAM Code of Conduct provides an internal and external framework of our principles and ensures a common

understanding of ethical business practices. It also ensures transparency and helps us to protect the company from compliance violations. These rules of conduct are communicated not only to our employees but to all existing and new suppliers as well. Our Code of Conduct is regularly reviewed and adapted to new circumstances.

In the chapter on Governance, we show how we are making progress on the following material topics: compliance, respecting human rights, fighting corruption, and sustainability management with suppliers. These topics are covered by the sustainability goal areas of business ethics and sustainable supply chain management.

➔ Pages 15–17

Strategic area	Material topics	SDGs	UNGC	Measures	Status
Governance	Compliance, respecting human rights, fighting corruption	8, 17	1, 2, 4, 5, 10	Update of the MAM Code of Conduct by 2024	In planning
				Carry out social audits and re-audits for all our production facilities in accordance with Sedex/SMETA	Achieved and continuing
	Sustainable supply chain management	8, 17	1, 2, 4, 5, 10	Create an anti-corruption program and implement it through training for employees by 2024	In progress
				Further anchoring of sustainable supplier management as a systematic process	Achieved and continuing
			Roll out our Code of Conduct to other existing and new suppliers	Achieved and continuing	

## BUSINESS ETHICS

GRI 2-15a, 2-16a, 2-23, 2-24, 205-2, 408-1, 409-1

### CLEAR VALUES AND PRINCIPLES

Responsible conduct and ethical values are important in our culture. To prevent conflicts of interest and possible misconduct, we have developed the MAM Code of Conduct. This is the framework of our business activities and defines our expectations for our employees and for our business partners, suppliers, and other stakeholders. This builds upon the guidelines of the UN Global Compact. It is an initiative launched by the United Nations (UN) that encourages companies and organizations worldwide to promote sustainable and responsible business practices. MAM has been a member of this organization for many years and is therefore committed to its ten basic principles and to supporting the SDGs. → Pages 18–19

MAM's compliance with the principles is reviewed once a year by the UN Global Compact through the mandatory submission of a Communication on Progress.



### OUR MAM VALUES

- **Courage:** for personal and professional development and setting clear priorities
- **Passion:** for growth, success, and uniqueness of the MAM brand
- **Innovation:** the pursuit of sustainable ideas and solutions
- **Communication:** respectful, open, and honest with one another
- **Loyalty:** the sense of belonging to the MAM community
- **Engagement:** through mutual appreciation, recognition, and support
- **Ownership:** we take responsibility and hold to our agreements
- **Appreciation:** through respect and recognition

### THE UN GLOBAL COMPACT

In 2000, the UN Global Compact was founded by the United Nations as the world's largest corporate responsibility initiative. It promotes dialogue between business, civil society, and politics. The ten universal principles in the areas of human rights, labor standards, the environment, preventing corruption, and support for the United Nations' Sustainable Development Goals are considered central elements. The UN Global Compact is represented in 160 countries and already has more than 12,000 business and 3,000 non-business participating organizations.





### ZERO TOLERANCE POLICY

MAM is growing—and our structures are too. The issue of anti-corruption is an important part of our sustainability strategy. We train our employees to identify corruption and to understand what they need to do in such a situation. For this reason, we want to further sharpen our guidelines here.

Our Code of Conduct has a zero-tolerance policy towards potential incidents of corruption. It sets out how we envision fair treatment and what makes us successful together. The fundamentals of teamwork can also be found there, as well as principles for dealing with problematic situations. This could be dinner with a new business partner who suddenly offers generous gifts, possible conflicts of interest, or the disclosure of confidential information.

We took additional steps in revising the global MAM anti-corruption program during the reporting period. We will start with its implementation in Austria and then roll it out to all MAM countries over the next few years. The anti-corruption program consists of three elements: a written set of rules, an anonymous reporting process, and employee training.

To create the guideline, we have already carried out a status quo survey at all our MAM locations. In doing so, we discussed different

forms of corruption, and the proper way to deal with our teams and brought the results together. In the next step, we will create a set of rules in which we present and define types of corruption and determine the correct handling of corruption cases using illustrative examples relevant to MAM.

The second step is to set up a reporting system. We will give our employees and stakeholders the opportunity to report suspected corruption anonymously and without complications. This is then examined using a precisely elaborated process with clear responsibilities. Subsequently, appropriate actions are taken within a clearly defined period of time.

The third and, from our point of view, the most important step of our anti-corruption program is open and clear communication with our employees about the importance of this topic and what contribution each individual can make to the prevention of corruption at MAM. To this end, we plan to conduct extensive training and education with our teams. It is important to us that our employees feel safe and informed at all times.

### FAIR CONDITIONS GUARANTEED

The protection of human rights, and especially the strict avoidance of child and forced labor is a given for MAM. We would like to pass this on to our customers and business partners. We rely on the Sedex initiative and the associated SMETA audit standard to check compliance with our principles. SMETA is based on international guidelines and works as a kind of checklist that is verified on site by experts. Components of SMETA include policies on occupational health and safety, working hours, and fair treatment of employees. In addition to the plant inspection, which is carried out by the auditor, interviews with the workforce are also part of the process. This gives employees the opportunity to report confidentially on whether they are satisfied with their working environment. We conduct these audits regularly at all three MAM production plants. As soon as a failure or non-compliance with standards is identified, it is noted in the final report. Based on the gathered information we can work on improvements in our plants if necessary. Audits were also carried out during the reporting period. The next audits are planned for 2023 and 2024.

## SUPPLIER MANAGEMENT

GRI 414-1

### EXEMPLARY ACTION — OUR PRINCIPLE

Our suppliers are an important part of our value chain. It is our ambition that all our business partners take on ecological and social responsibility and act accordingly. Our MAM Code of Conduct lays out our expectations for working together as well as the principles that form the basis of every business relationship for us. This allows us to clarify the standards to be met. By the end of 2022, 80% of our suppliers had been screened for social criteria and our goal is to reach 100% by 2024.

In addition to the social aspects, we also select our partners according to ecological criteria. For example, about 97% of our individual product parts come from Austria and around 80% of our suppliers are located within a 400 km radius of our plants. These short distances allow us to guarantee a stable supply chain even in the event of global bottlenecks.

**Sedex** Member



We foster fair working conditions in the supply chain .

### COMMITMENT TO FAIR WAGES

The majority of our product components come from Austria. For the production of our latex pacifiers and for our MAM Friends developmental toys, we use natural rubber, which we source outside of Europe.

For many years, we have been supplied with latex by the farmers around our production site in Hat Yai, Thailand. Rubber is made from the milk of the rubber tree and is the main source of income for many smallholders in the region.

In order to support fair trade with rubber farmers, we joined the Fair Rubber association in 2020. The Fair Rubber principles incorporate social and ecological criteria that are intended to ensure sustainable rubber production. Every three years, an audit financed by Fair Rubber is carried out to check compliance with their criteria.

In addition to fair working conditions and the support of local communities, adequate financial remuneration is the most important instrument for the NGO. MAM pays an additional premium of 0.50 euro per kilo of rubber supplied by the farmers. This premium is jointly managed by the cooperative and used to improve working and living conditions. This way, 100% of the premium stays in the rubber producing community.



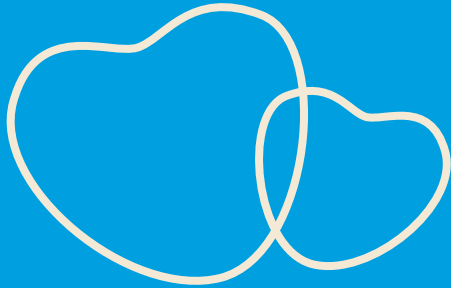
A rubber farmer taps the tree to obtain the milky raw material.

### FAIR RUBBER — MAKE THE WORLD A BETTER PLACE

Fair Rubber is an association for the fair trade of natural rubber products, in which companies, NGOs, and individuals are involved. The aim of Fair Rubber is to improve the working and living conditions of primary producers of rubber by applying the principles of fair trade and to promote the environmentally-friendly production of natural rubber. Why is this so important? The low world market price for rubber and poor working conditions make it very difficult for smallholders to feed themselves and their families through their own work. This makes the Fair Rubber initiative an important driver for a fair rubber supply chain. In addition to MAM, the members of the Fair Rubber Association also include producers of, for example, bicycle tires, mattresses, flip flops, and rubber boots, who are jointly committed to fair trade rubber.







# FURTHER INFORMATION

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# STAKEHOLDER ENGAGEMENT



## OUR STAKEHOLDER ENGAGEMENT—A DIALOGUE ON EQUAL TERMS

Dialogue with our stakeholders is part of the daily routine at MAM. Be it in product development, workplace design, or other important sustainability issues, the voices of our stakeholders are essential for respectful cooperation.

### Our stakeholder groups

Parents, medical experts, distribution partners, suppliers, and MAM employees are our most important stakeholders. We defined these in a workshop together. We are in constant exchange with them regardless of our reporting cycle.

### Regular exchange with parents

Every year, we conduct extensive market research projects in order to account for the needs of parents and their babies in the best possible way. In 2021 we commissioned 22 market research studies with 8,910 parents from 12 countries. In 2022 there were 25 market research studies with 8,869 parents from 13 countries. For a long time now, we have had our own in-house market research team that is exclusively concerned with understanding parents and babies in the best way possible.

### Medical experts

Working closely with medical experts is a major focus at MAM. That's because baby health is our top priority. This ongoing dialogue is handled by our dedicated "Medical Science Cooperations" department. We worked directly with 209 medical experts worldwide in 2022. We continue to involve them in our product development processes, including our latest innovation,

the MAM Original Pure pacifier. We also promote research by commissioning studies on topics related to babies and passing this knowledge on to our medical partners. Our experts have access to more than 10,500 studies.

### Suppliers

We have been working with most of our suppliers for many years now. They manufacture the individual parts that we assemble in our plants so close cooperation is essential. In recent years, we have successfully worked together with many of our suppliers (e.g., Ponez, Proform) to make production processes more environmentally friendly. As a result, sprueless production methods enabled us to avoid waste and save a total 39 tons of plastic in 2021 and 2022.

### Distribution partners

We are also in constant exchange with our international distribution partners. They take sustainability seriously and expect the same from their suppliers. In order to meet the requirements, we regularly evaluate them and account for them in our activities. For our Sustainable Packaging project, for example, we involved various retail partners from the very beginning and integrated their ideas about sustainable packaging design into our process.

### Employees

In Austria, we conducted a "Great Place to Work" evaluation in 2021. Employees were asked about various topics related to their work situation. This provided valuable insights that enabled us to take further action

to increase the satisfaction of our employees. When it comes to site-specific sustainability issues, employee opinions are sought out in all of our locations. They are encouraged to contribute their ideas and wishes.

For example, the MAM France sustainability team has launched the “Raise your hand for the planet” project. Every employee can use both time and financial resources for a project close to one’s heart.

## **WE ARE COMMITTED**

**MAM has been voluntarily involved in numerous initiatives, platforms, and organizations for many years, contributing financial resources and expertise. Here are some examples:**

- UN Global Compact: largest worldwide initiative for sustainable development
- respACT: leading corporate platform for sustainable development in Austria
- Plattform Verpackung mit Zukunft: association of companies to make resource-saving use of packaging possible
- Fair Rubber: association for the fair trade of natural rubber products
- Altstoff Recycling Austria (ARA): Co-founder of Austria’s leading packaging recycling specialist
- Österreichischer Kunststoffkreislauf (ÖKK): association for the recovery of plastic packaging
- Österreichisches Forschungsinstitut (OFI): austrian Research and Testing Institute
- Verband Österreichischer Kieferorthopäden (VÖK): voluntary Association of Orthodontic Dentistry
- Österreichische Gesellschaft für Kinder- und Jugendheilkunde (ÖGKJ): association of over 1,600 pediatricians
- SIDS Austria: organization for the prevention of sudden infant death syndrome
- University of Leoben, Polymer Engineering and science department

**MAM is also an active member of eight international science and standardization commissions:**

- |            |  |
|------------|--|
| • EN 14350 | • World Association of Bottles and Teats |
| • EN 1400  | • The Association of Austrian            |
| • EN 12586 | Plastics Processors                      |
| • EN 12868 | • International Children Medical         |
| • EN 14372 | Research Society                         |

# KEY FIGURES

## ENVIRONMENT

GRI 301-1, 302-1, 302-3, 305-1, 305-2, 305-4, 306-3, 306-4, 306-5

Behind every story at MAM lies data that shows the progress in areas of sustainability. In this section, the GRI environmental indicators are listed, analyzed, and described. In terms of the environment, we have set the system boundary for our plants in Thailand and Hungary since the impact of our office locations is relatively negligible. Nevertheless, we also implement environmental measures in all offices, especially in the areas of procurement, mobility, energy, waste, and raising awareness. [Page 40](#)

### PRODUCTION SITE ENERGY USE (IN MWh/MJ)

GRI 302-1

	2020		2021		2022	
	(MWh)	(MJ)	(MWh)	(MJ)	(MWh)	(MJ)
<b>Total fuel consumption of all production sites</b>	<b>2,312</b>	<b>8,323,797</b>	<b>2,233</b>	<b>8,038,290</b>	<b>2,107</b>	<b>7,585,687</b>
<b>Sum of fuel consumption within the organization from non-renewable sources</b>	<b>2,312</b>	<b>8,323,797</b>	<b>2,233</b>	<b>8,038,290</b>	<b>2,107</b>	<b>7,585,687</b>
Propane raw gas	1,911	6,880,101	1,864	6,712,083	1,714	6,170,344
Petrol	27	97,870	37	131,791	32	116,101
Diesel	7	25,046	8	28,388	3	10,852
Heating oil	365	1,313,579	322	1,158,828	356	1,281,189
Liquefied natural gas (LNG)	2	7,200	2	7,200	2	7,200
<b>Sum of fuel consumption within the organization from renewable sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total purchased energy</b>	<b>3,140</b>	<b>11,305,120</b>	<b>3,331</b>	<b>11,991,328</b>	<b>3,295</b>	<b>11,860,362</b>
Electricity usage	3,140	11,305,120	3,331	11,991,328	3,295	11,860,362
<b>Total self-produced energy</b>	<b>464</b>	<b>1,670,565</b>	<b>655</b>	<b>2,358,529</b>	<b>878</b>	<b>3,162,096</b>
Generated electricity	464	1,670,565	655	2,358,529	878	3,162,096
<b>Total energy sold</b>	<b>144</b>	<b>519,256</b>	<b>156</b>	<b>561,543</b>	<b>124</b>	<b>445,194</b>
Electricity sold	144	519,256	156	561,543	124	445,194
Heat sold	0	0	0	0	0	0
<b>External energy consumption balance</b>	<b>2,996</b>	<b>10,785,864</b>	<b>3,175</b>	<b>11,429,785</b>	<b>3,171</b>	<b>11,415,168</b>
<b>Total electrical energy consumption within the organization</b>	<b>3,460</b>	<b>12,456,429</b>	<b>3,830</b>	<b>13,788,313</b>	<b>4,049</b>	<b>14,577,264</b>
<b>Total energy consumption within the organization</b>	<b>5,772</b>	<b>20,780,225</b>	<b>6,063</b>	<b>21,826,603</b>	<b>6,156</b>	<b>22,162,950</b>

Energy use in our plants has grown in recent years due to an increase in production.

The gradual expansion of our photovoltaic system at our main plant in Hungary has resulted in a steady increase in the share of self-generated electricity. The output of the PV system was increased to 484 kWp during the reporting period. [Pages 42–44](#)

**ENERGY INTENSITY (ENERGY INPUT PER MATERIAL INPUT IN MWh/TON)**

GRI 302-3

	2020	2021	2022
<b>Total all plants</b>	<b>1.52</b>	<b>1.37</b>	<b>1.43</b>
Plant Hungary	1.17	1.03	1.03
Plant Thaimed Baby	19.08	28.04	19.38
Plant Thaimed HT	4.51	6.39	6.49

Overall, there is no pivotal change in energy density. There are, however, differences in the individual plants. The energy to material input was reduced at the plant in Hungary. The energy use of 28.04 MWh/ton at our Thaimed Baby plant in 2021 is due to lower production volumes, and thus lower material use. In 2022, the value decreased again. At our Thaimed HT plant, the increase can be explained by a higher production volume.

Pages 41–44

**GREENHOUSE GAS EMISSIONS AT PRODUCTION SITES (IN TONS OF CO<sub>2</sub>e, SCOPE 2 LOCATION BASED)**

GRI 305-1  
305-2

	2020	2021	2022
<b>Total all plants</b>	<b>1,567</b>	<b>1,703</b>	<b>1,664</b>
Scope 1 GHG Emissions	553	534	505
Scope 2 GHG Emissions	1,014	1,169	1,159
<b>Total plant Hungary</b>	<b>1,023</b>	<b>1,000</b>	<b>884</b>
Scope 1 GHG Emissions	444	433	398
Scope 2 GHG Emissions	580	567	486
<b>Total plant Thaimed Baby</b>	<b>232</b>	<b>260</b>	<b>261</b>
Scope 1 GHG Emissions	97	85	94
Scope 2 GHG Emissions	135	174	166
<b>Total plant Thaimed HT</b>	<b>311</b>	<b>443</b>	<b>520</b>
Scope 1 GHG Emissions	12	16	13
Scope 2 GHG Emissions	299	427	507

Fluctuating values of total emissions have been observed over the last three years. Scope 1 CO<sub>2</sub> emissions in Hungary have declined continuously due to the expansion of renewable energy production at the site. At our Thai plants, there has been an increase in Scope 2 CO<sub>2</sub> emissions, which can be attributed to the more CO<sub>2</sub> intensive electricity mix.

Pages 41–44

**CARBON INTENSITY—TOTAL-CO<sub>2</sub>-EMISSIONS (SCOPE 1 AND 2)  
(IN TONS PER TOTAL WEIGHT OF MATERIALS USED, LOCATION-BASED)**

GRI 305-4

	2020	2021	2022
<b>Total all plants</b>	<b>0.35</b>	<b>0.12</b>	<b>0.11</b>
Plant Hungary	0.28	0.23	0.21
Plant Thaimed Baby	6.88	11.88	7.97
Plant Thaimed HT	1.39	2.55	2.43

Overall carbon intensity has decreased as production volumes have increased. The reasons for this can be found in the aforementioned descriptions. [→ Pages 41–44](#)

**MATERIALS USED AT THE PRODUCTION SITES  
(IN TONS)**

GRI 301-1

	2020	2021	2022
<b>Total</b>	<b>3,895</b>	<b>4,541</b>	<b>4,396</b>
Renewable	1,198	1,525	1,396
Non-renewable	2,697	3,016	3,000
<b>Hungary</b>	<b>3,637</b>	<b>4,346</b>	<b>4,149</b>
Renewable	1,128	1,462	1,331
Non-renewable	2,509	2,884	2,818
<b>Thaimed Baby</b>	<b>34</b>	<b>22</b>	<b>33</b>
Renewable	34	22	33
Non-renewable	0	0	0
<b>Thaimed HT</b>	<b>225</b>	<b>174</b>	<b>214</b>
Renewable	37	41	32
Non-renewable	188	133	182

Even in the past years of crisis, MAM has seen an increase in demand for its products. As a result, the overall use of both renewable and non-renewable materials has increased. [→ Pages 27–28](#)

## TOTAL WASTE AT PRODUCTION SITES BY TYPE OF WASTE (IN TONS)

GRI 306-3

	2020	2021	2022
<b>Total</b>	<b>411.5</b>	<b>477.9</b>	<b>506.1</b>
<b>Non-hazardous</b>	<b>379.4</b>	<b>444.0</b>	<b>470.1</b>
Residual waste	26.3*	29.3	25.5
Construction waste	0	0	0
PP waste	17.8	29.2	25.4
PE-foil waste	30.9	25.9	31.8
PET-foil waste	62.5	75.9	82.8
Other plastic waste	6.8	4.0	6.1
Paper waste	236.0	263.5	264.1
Metal waste	0.2	-	13
Mixed waste (PP, rubber, silicon)	24.9	16.1	19.4
Electronic waste	0.45	0	2
<b>Hazardous</b>	<b>32.0</b>	<b>33.9</b>	<b>35.4</b>
Hazardous waste	32.0	33.9	35.4

Material usage increased due to higher production volumes. The amount of waste generated correlates with this trend. The amount of residual waste tends to decrease. The increased use of PET foil can be explained by the switch to rPET and the associated test runs. The increase in metal waste is due to the disposal of old production machines. Our hazardous waste mainly consists of the cleaning agents and consumables that are used to clean our printing machines. [Pages 46-48](#)

\* After the publication of the 2019/20 sustainability report, an error in the waste quantity data was identified. For this reason, we corrected the 2020 value for residual waste from 49.9 to 26.3.

## TOTAL WASTE AT PRODUCTION SITES BY TREATMENT METHOD (IN TONS)

GRI 306-4  
306-5

	2020	2021	2022
<b>Total</b>	<b>437.7</b>	<b>477.9</b>	<b>506.1</b>
<b>Non-hazardous</b>	<b>379.4</b>	<b>444.0</b>	<b>470.1</b>
Recycling	354.6	398.6	425.2
Recovery	24.9	16.1	19.4
Landfill	26.3*	29.3	25.5
<b>Hazardous</b>	<b>32.0</b>	<b>33.9</b>	<b>33.9</b>
Incineration	32.0	33.9	35.4


Waste that cannot be avoided is properly disposed of, through recycling companies or the public waste management system. The share of recycled and recovered waste was 84% in 2022. Recovered waste mainly refers to construction waste that can be repurposed for other building projects. Residual waste that cannot be disposed of in any other way due to the lack of public incineration facilities in Hungary and Thailand is sent to a landfill. [Pages 46-48](#)

\* After the publication of the 2019/20 sustainability report, an error in the waste quantity data was identified. For this reason, we corrected the 2020 value for residual waste from 49.9 to 26.3.

## EMPLOYEES



2-7, 401-1, 401-3, 403-1, 403-2, 403-3, 403-4  
403-5, 403-9, 404-1, 404-3, 405-1

Our success depends on the people who work for MAM. In order to remain an attractive employer, we collect non-personalized data from employees in our subsidiaries and plants around the world, analyze it, and derive measures for improvement from it. The following tables provide an overview of the GRI-relevant key figures for this area. The promotion of employee health and occupational safety in our plants is another important topic for which we collect and report both qualitative and quantitative data.  Page 52

### ORGANIZATION PROFILE



2-7  
405-1

	2020		2021		2022	
<b>Total employees</b>	<b>955</b>		<b>958</b>		<b>987</b>	
Europe	809	85%	808	84%	826	84%
Asia	97	10%	97	10%	101	10%
North America	19	2%	21	2%	27	3%
South America	30	3%	32	3%	33	3%
Temporary	932	98%	938	98%	970	98%
Permanent	23	2%	20	2%	17	2%
Full-time	898	94%	892	93%	915	93%
Part-time	57	6%	65	7%	67	7%
<b>Women</b>	<b>721</b>	<b>75%</b>	<b>716</b>	<b>75%</b>	<b>749</b>	<b>76%</b>
Permanent	702	97%	702	98%	736	98%
Temporary	19	3%	14	2%	13	2%
Full-time	672	93%	657	92%	682	91%
Part-time	49	7%	58	8%	62	8%
<b>Men</b>	<b>234</b>	<b>25%</b>	<b>242</b>	<b>25%</b>	<b>238</b>	<b>24%</b>
Permanent	230	98%	236	98%	234	98%
Temporary	4	2%	6	2%	4	2%
Full-time	226	97%	235	97%	233	98%
Part-time	8	3%	7	3%	5	2%

The number of employees has risen in recent years. The largest increases are in Europe and North America.

The proportion of women and men remained nearly unchanged at 76% and 24%, respectively. The employment relationship is also at a consistently high level. From 2020 to 2022, 98% of the employees were employed on a permanent basis. The proportion of full and part-time workers has barely changed since 2020. Part-time employment is possible in all MAM countries. In addition, our employee benefits are the same for everyone, whether temporary or permanent, full-time or part-time.

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**NEWLY HIRED EMPLOYEES AND STAFF TURNOVER  
BY AGE GROUP, GENDER AND REGION**

GRI 401-1

	2020		2021		2022	
<b>Total new employees</b>	<b>131</b>		<b>169</b>		<b>208</b>	
Percentage of total employees	14%		18%		21%	
Europe	106	81%	137	81%	166	80%
Asia	20	15%	23	14%	29	14%
North America	3	2%	5	3%	10	5%
South America	2	2%	4	2%	3	1%
Women	106	81%	126	75%	159	76%
Men	25	19%	43	25%	49	24%
<30 years	58	44%	65	38%	72	35%
30-50 years	58	44%	92	54%	126	61%
>50 years	15	11%*	10	6%	10	5%
<b>Total employees who have left the company</b>	<b>131</b>		<b>164</b>		<b>171</b>	
Turnover rate total	14%		17%		17%	
Women	95	73%	122	74%	126	74%
Men	36	28%	42	26%	45	26%
Europe	88	67%	136	83%	140	82%
Asia	16	12%	23	14%	25	15%
North America	4	3%	3	2%	4	2%
South America	23	18%	2	1%	2	1%
Women	95	73%	122	72%	126	61%
Men	36	27%	42	25%	45	22%
<30 years	40	31%	59	35%	46	22%
30-50 years	78	60%	81	48%	101	49%
>50 years	13	10%	27	16%	24	12%

The number of new employees has increased significantly in recent years, with a simultaneous increase in people who have left the company.

Staff turnover increased slightly from 2020 to 2021, and remained stable at 17% in 2022.  Page 55

\* Due to a rounding error in the 2019/20 sustainability report, this value has been corrected from 12% to 11%

## COMPOSITION OF MANAGEMENT AND EMPLOYEES BY GENDER AND AGE

GRI 405-1

	2020		2021		2022	
<b>Total management*</b>	<b>60</b>		<b>57</b>		<b>54</b>	
Women	31	52%	30	53%	29	54%
Men	29	48%	27	47%	25	46%
<30 years	0	0%	0	0%	0	0%
30-50 years	35	58%	32	56%	29	54%
>50 years	25	42%	25	44%	23	43%
<b>Total employees</b>	<b>955</b>		<b>958</b>		<b>987</b>	
Women	721	75%	716	75%	749	76%
Men	234	25%	242	25%	238	24%
<30 years	200	21%	197	21%	167	17%
30-50 years	588	62%	595	62%	625	63%
>50 years	167	17%	166	17%	195	20%
<b>Production employees</b>	<b>522</b>		<b>513</b>		<b>510</b>	
Women	432	83%	423	82%	438	86%
Men	90	17%	90	18%	72	14%
<30 years	112	21%	125	24%	105	21%
30-50 years	308	59%	294	57%	284	56%
>50 years	102	20%	94	18%	121	24%
<b>Administrative staff</b>	<b>433</b>		<b>445</b>		<b>477</b>	
Women	289	67%	293	66%	311	65%
Men	144	33%	152	34%	166	35%
<30 years	78	18%	72	16%	73	15%
30-50 years	282	65%	301	68%	323	68%
>50 years	73	17%	72	16%	81	17%

A balanced relationship between female and male managers is important to us. In 2022, the proportion of women in management was just over half, reaching 54%. This proportion has remained at a constant level in recent years. In our production plants, 86% of the employees are women. This number has increased in recent years.

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\* Governance Body definition has been renewed as of 2021. This results in a slight decrease in the number of people in the governance body from 2020 to 2021.

PARENTAL LEAVE

GRI 401-3  
405-1

	2020		2021		2022	
<b>Total employees</b>	<b>955</b>		<b>958</b>		<b>987</b>	
<b>Total number of employees on parental leave</b>	<b>75</b>	<b>8%</b>	<b>71</b>	<b>7%</b>	<b>66</b>	<b>7%</b>
Female employees	71	95%	66	93%	64	97%
Male employees	4	5%	5	7%	2	3%
<b>Total number of employees who should have returned to work as planned after parental leave</b>	<b>15</b>		<b>25</b>		<b>22</b>	
Female employees	13	87%	21	84%	20	91%
Male employees	2	13%	4	16%	2	9%
<b>Total number of employees who actually returned to work after taking parental leave</b>	<b>13</b>		<b>22</b>		<b>20</b>	
Female employees	11	85%	18	82%	18	90%
Male employees	2	15%	4	18%	2	10%
Return rate women	85%		86%		90%	
Return rate men	100%		100%		100%	
<b>Total number of employees who returned to work after completing parental leave and were still employed 12 months after returning to work</b>	<b>15</b>		<b>11</b>		<b>15</b>	
Female employees	13	87%	10	91%	15	100%
Male employees	2	13%	1	9%	0	0%
Retention rate women	77%		91%		83%	
Retention rate men	40%		50%		0%	
Employees with children	455	48%	450	47%	527	53%
Employees without children	500	52%	509	53%	460	47%

MAM is a family-friendly company. 53% percent of our employees have children. The rate of parents taking parental leave has remained constant over the years. The return rate after parental leave is nearly 91% with the rate increasing for women and unvarying for men.

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## CONTINUING EDUCATION AND EMPLOYEE APPRAISALS

GRI 404-1  
404-3

	2020	2021	2022
<b>Average total training time in hours</b>	<b>13.7</b>	<b>11.7</b>	<b>12.7</b>
Average training time women in hours	12.7	10.6	12.1
Average training time men in hours	16.7	14.7	14.5
Average training time for production employees	12	10.4	11.3
Average training time for administrative employees	15.7	13.1	11.5
Total percentage of employees who held appraisal interviews	88%	94%	95%
Percentage of women who held appraisal interviews	89%	96%	96%
Percentage of men who held appraisal interviews	84%	90%	90%
Percentage of production employees who held appraisal interviews	98%	100%	100%
Percentage of administrative employees who held appraisal interviews	76%	88%	89%

The average time spent in continuing education decreased slightly to 12.7 hours in 2022.

Regarding the rate of performance reviews, we were able to increase the proportion of employees who regularly undergo performance reviews from 88% to 95% in the reporting period. The proportion among our production employees has been 100% since 2021. [→ Page 55](#)

## WORK-RELATED INJURIES

GRI 403-9

	2020	2021	2022
<b>Our employees</b>			
Number of hours worked	1,047,210	1,088,389	1,068,851
Number of serious work-related injuries	0	0	0
Rate of serious work-related injuries	0	0	0
Number of documentable work-related injuries	10	8	11
Rate of documentable work-related injuries	0.10%	0.07%	0.10%
<b>Temporary workers and contractors</b>			
Number of hours worked	6,384	6,626	6,121
Number of serious work-related injuries	0	0	0
Rate of serious work-related injuries	0	0	0
Number of documentable work-related injuries	0	0	0
Rate of documentable work-related injuries	0	0	0

The safety of our employees in our plants is a top priority. Fortunately, there were no work-related fatalities or serious accidents. Work-related injuries decreased in 2021, reaching 0.10% in 2022, the same low level as in 2020. Work-related injuries result from accidents such as minor cuts or burns. To avoid serious accidents, we have identified the most common hazards and have taken appropriate preventive measures in anticipation of this, such as extending the obligation to wear protective equipment, tightening traffic regulations in the warehouse, and improving machinery protective features.

[→ Page 53](#)

## MANAGEMENT SYSTEM FOR OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1

### Management system for occupational health and safety

- Occupational health and safety management is based on the legal framework and applies to all who work in our plants

GRI 403-2

### Hazard identification, risk assessment, and incident investigation

- Hazard identification: fire or explosion, electric shock, warehouse accidents, unsafe production machinery, slips and falls while working in the production area, cuts, company bus accident, accident on the way to work, burns.
- Health risks: influence of chemicals, high blood pressure and diabetes (constant night shift). Musculoskeletal disorders, noise, headaches from hot weather. Respiratory diseases from dust, deterioration in eyesight (for office employees).
- In Vaskeresztes, risk assessments are carried out every three years by an external expert. In Thailand, the Health & Safety Officers evaluate risks together with the employees at least once a year. Preventive measures are then created as needed.
- Non-routine evaluation: conducted for new technology, new machinery, new chemicals, new production, and work process changes, etc.
- Preventing reprisals: all employees can independently avoid danger and report hazards without fear of negative consequences. This is recorded in separate documents at each location (Health & Safety Policy, Safety Manual).

GRI 403-3

### Occupational health services

- Regular health checks, health counselling, health-promoting activities, ensuring occupational safety, first aid, and emergency treatment.
- Responsibilities: the internal Health & Safety Officers in Thailand and the externally appointed occupational physician in Hungary are responsible for occupational health services. They also guarantee the confidentiality

of the employees' medical data.

- Implementation of occupational health services: in Vaskeresztes all services are available on site. In Kabinburi, first aid and health check-ups are offered on site, the rest of the services are outsourced. First-aid services are provided in Hat Yai. All services are accessible during working hours.

GRI 403-4

### Worker participation, consultation, and communication on occupational health and safety

- There is a Health & Safety Team at our plants in Vaskeresztes and Kabinburi and a Health & Safety Officer at the Hat Yai plant which has fewer than 50 employees.
- Responsibilities: regularly review subsequent laws and appropriately adapt measures, investigate and record workplace accidents and take preventive measures, create work safety reports and participate in official inspections, manage and provide personal protective equipment, coordinate work safety risk assessments, arrange medical examinations, etc.
- Employee involvement: participation in hazard identification and risk assessment (only in Thailand, an expert does this in Vaskeresztes), investigation of accidents, defining health & safety measures, audits.
- Communication: information about health & safety is communicated via notices and emails.

GRI 403-5


### Worker training on occupational health and safety

- Health and safety training is provided to all employees in all three plants.
- Implementation of training: in Vaskeresztes and Kabinburi, annual training is compulsory for all employees, and prior to their first time on site. Training is conducted in Hat Yai as required.

→ Pages 54-55

## GOVERNANCE

GRI 103-1, 103-2, 103-3, 204-1, 414-1

Key figures play a decisive role in adhering to our moral principles along the entire MAM value chain. This allows us to measure and evaluate the effectiveness of our actions. The key figures relevant according to the GRI are presented and interpreted below.  Page 66

### SHARE OF OUTPUT FROM LOCAL SUPPLIERS (WITHIN 400 KM OF PRODUCTION SITE)

GRI 204-1

	2020	2021	2022
<b>Total purchase volume in %</b>	<b>100%*</b>	<b>100%</b>	<b>100%</b>
Raw materials	0.3%	0.2%	1.0%
Associated process materials	0.3%	0.3%	0.2%
Semi-finished products or parts	72.7%	71.1%	71.6%
Materials for packaging	23.9%	25.2%	24.2%
Other materials	2.8%	3.2%	3.0%
<b>Total local purchasing volume in euros %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Raw materials	0.3%	0.4%	0.4%
Associated process materials	0.3%	0.5%	0.2%
Semi-finished products or parts	72.1%	71.3%	72.0%
Materials for packaging	24.2%	24.5%	23.7%
Other materials	3.0%	3.3%	3.6%
<b>Percentage of total local purchasing volume</b>	<b>86.0%</b>	<b>86.0%</b>	<b>82.0%</b>

About 97% of our product parts come from Austria, and about 80% of our suppliers are located within a 400 km radius of our plants. If all consumable, operating, and packaging materials are added, the share of the total local purchasing volume within a 400km radius is around 82%. We recorded a slight decrease here compared with previous years.

 Pages 67–70

\* Due to the ongoing development of data management, the values given slightly deviate from those in previous reports.

### HUMAN RIGHTS AUDIT AND COMPLIANCE

GRI 412-1  
412-2

	2020	2021	2022
Number of production sites with human rights verification during the year in question	3	3	3
Percentage of production sites with human rights verification during the year in question	100%	100%	100%
Total number of hours spent training employees on human rights policies and procedures*	79	99	97
Percentage of employees trained in human rights policies or procedures that address aspects of human rights*	95%	90%	90%

\* This data has only been collected at the two production sites in Thailand.

At our production sites in Hungary and Thailand, we ensure that our employees work under fair conditions that meet the highest ethical requirements. We have this regularly checked and confirmed by SMETA audits in accordance with the Sedex standard.  Pages 67–70

**NEW SUPPLIERS AUDITED ACCORDING TO SOCIAL CRITERIA**

GRI 414-1

	2020	2021	2022
<b>Number of new suppliers in the segment</b>	<b>7</b>	<b>26</b>	<b>5</b>
Raw materials	1	5	2
Associated process materials	3	1	0
Semi-finished products or parts	0	11	0
Materials for packaging	1	2	3
Other materials	2	7	0
<b>Number of new suppliers in segments screened according to social criteria</b>	<b>7</b>	<b>13</b>	<b>4</b>
Raw materials	1	5	2
Associated process materials	3	0	0
Semi-finished products or parts	0	2	0
Materials for packaging	1	1	2
Other materials	2	5	0
Percentage of new suppliers in segments screened according to social criteria	100%	50%	80%

We have enjoyed excellent cooperation with our suppliers for many years. Regular on-site audits are carried out with regard to quality requirements and social criteria. In 2021, we saw a large increase of new suppliers, mainly in Thaimed HT and Hungary. This increase can be explained by a new production line. The proportion of suppliers audited according to social criteria decreased in 2021. This trend was countered in 2022.

Pages 67–70

# GRI INDEX

GRI 1: Foundation 2021		
Explanation of Use	Bamed MAM Group Ltd has reported the information referred to in this GRI Index for the period 01.01.2021– 31.12.2022 with reference to the GRI Standards.	
GRI 1	GRI 1: Foundation 2021	
GRI 2: General Disclosures 2021		
2-1	Organizational details	Pages 10-11 <sup>1) 2)</sup>
2-2	Entities included in the organization's sustainability reporting	Pages 10-11
2-3	Reporting period, frequency and contact point	Reporting period 2021/2022, biennially, collection and consolidation of data per calendar year Deviating values from previous reports are given in corrected form in the data tables and marked accordingly with a footnote. Pages 77, 79, 80, 84
2-4	Restatements of information	This report has not been externally audited. Consulting by denkstatt GmbH.
2-5	External assurance	Pages 10-11, 20
2-6	Activities, value chain and other business relationships	Page 78
2-7	Employees	Pages 12-13
2-9	Governance structure and composition	Pages 12-13
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 12-13
2-13	Delegation of responsibility for managing impacts	Pages 12-13
2-14	Role of the highest governance body in sustainability reporting	Pages 12-13
2-15	Conflicts of interest	Pages 67-69
2-16	Communication of critical concerns	Pages 67-69
2-22	Statement on sustainable development strategy	Pages 3, 15-16
2-23	Policy commitments	Pages 18-19, 67-69
2-24	Embedding policy commitments	Pages 18-19, 67-69
2-27	Compliance with laws and regulations	No incidents of non-compliance with the law and no fines during the reporting period
2-28	Membership associations	Pages 72-73
2-29	Approach to stakeholder engagement	Pages 72-73
2-30	Collective bargaining agreements	MAM pays all employees wages and salaries that are determined by local relevant competitive markets. Such wages and salaries are always above local collective bargaining agreements.
GRI 3: Material topics 2021		
3-1	Process to determine material topics	Page 14
3-2	List of material topics	Page 14
3-3	Management of material topics	Pages 24, 40, 52, 66
GRI 200: Economic Standards		
GRI 204: Procurement practices 2016		
204-1	Proportion of spending on local suppliers	Page 84
GRI 205: Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	Pages 67-69
GRI 300: Environmental Standards		
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Page 76
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Pages 41-44, 74
302-3	Energy intensity	Page 75
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Pages 41-44, 75
305-2	Energy indirect (Scope 2) GHG emissions	Pages 41-44, 75
305-4	GHG emissions intensity	Page 76
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Pages 46-49
306-2	Management of significant waste-related impacts	Pages 46-49
306-3	Waste generated	Page 77
306-4	Waste diverted from disposal	Page 77
306-5	Waste directed to disposal	Page 77



<b>GRI 400: Social Standards</b>		
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	Page 79
401-3	Parental leave	Pages 56, 81
<b>GRI 402: Labor/Management Relations 2016</b>		
402-1	Minimum notice periods regarding operational changes	Timely notification of significant changes is standard at MAM
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	Page 83
403-2	Hazard identification, risk assessment and incident investigation	Pages 53-54, 83
403-3	Occupational health services	Pages 53-54, 83
403-4	Worker participation, consultation and communication on occupational health and safety	Pages 83
403-5	Worker training on occupational health and safety	Pages 56, 86-87
403-6	Promotion of worker health	Pages 53-54
403-9	Work-related injuries	Pages 53-54, 82
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	Pages 79, 82
404-2	Programs for upgrading employee skills and transition assistance programs	Pages 54-55
404-3	Percentage of employees receiving regular performance and career development reviews	Page 82
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	Pages 56, 80-81
<b>GRI 406: Non-discrimination 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	There were no incidents in the reporting period
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Based on the respective legal framework conditions
<b>GRI 408: Child Labor 2016</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	Pages 67-69, increased risk in the two production facilities in Thailand
<b>GRI 409: Forced or Compulsory Labor 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 67-69, increased risk in the two production facilities in Thailand
<b>GRI 410: Safety Practices 2016</b>		
410-1	Security personnel trained in human rights policies or procedures	100%
<b>GRI 411: Rights of Indigenous Peoples 2016</b>		
411-1	Incidents of violations involving rights of indigenous peoples	There were no incidents in the reporting period
<b>GRI 412: Human Rights Assessment 2016</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	Page 84
412-2	Employee training on human rights policies or procedures	Page 84
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-1	New suppliers that were screened using social criteria	Pages 69-70, 85
<b>GRI 416: Customer Health and Safety 2016</b>		
416-1	Assessment of the health and safety impacts of product and service categories	Pages 33-34, 100%
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents in the reporting period
<b>GRI 417: Marketing and Labeling 2016</b>		
417-2	Incidents of non-compliance concerning product and service information and labeling	There were no incidents in the reporting period
417-3	Incidents of non-compliance concerning marketing communications	There were no incidents in the reporting period
<b>GRI 418: Customer Privacy 2016</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Covered by the EU General Data Protection Regulation, no violations in the reporting period.

- 1) Ownership and legal structure: The group is owned by the Röhrig family. As with MAM Baby AG, MAM Babyartikel GmbH is a subsidiary of Bamed MAM Group Ltd based in Cyprus. The supreme body of the group is Active Ownership LP based in Cyprus. Important strategic decisions require the approval of the supreme body of the group. Operationally, the group of companies is managed by MAM Baby AG, Switzerland, represented by the Chairman of the Board of Directors Niklaus Schertenleib, with MAM Baby AG being responsible for production, marketing, and sales. The two Austrian companies in the group, MAM Health & Innovation GmbH and MAM Babyartikel GmbH, represented by Managing Director Peter Röhrig, are responsible for research and development and brand management in coordination with MAM Baby AG.
- 2) Size of the organization including balance sheet figures such as turnover and sales: Bamed MAM Group Ltd is not a publicly listed company, therefore no disclosure is required. We live from the distribution of a limited range of products under a single brand in a niche market with low growth. At the global market level, we are the only remaining medium-sized company of this type. All major competitors are part of larger, financially strong, and diversified company structures. Under these conditions, we consider there to be a risk that public disclosure could enable our competitors to draw far-reaching conclusions that could be used to our disadvantage.

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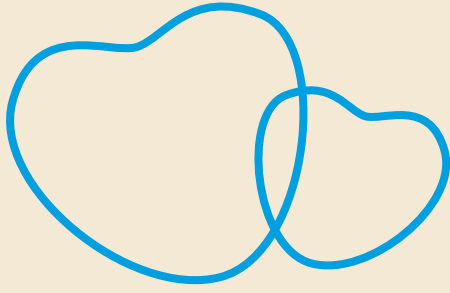
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MAM is inventive at heart. With a lot of know-how and passion, we develop and produce baby products that are 100% safe and support the healthy development of babies. By acting sustainably, we help to ensure a future worth living for generations to come.



