



On Supplier Code of Conduct

Version 2.0 - Effective September 2026

We believe that how we move matters just as much as how fast and how far we go. Our mission to ignite the human spirit through movement is only possible if our journey is defined by integrity. Together with our supply chain partners, we take the **On PATH Forward**, following our guideposts for a responsible supply chain that help us do right by people and the planet.

The On Supplier Code of Conduct lays out the **Must-Follow PATH Markers**, the minimum requirements for our upstream supply chain partnerships with respect to **P**lanet, **A**ccountability, **T**ransparency, and **H**uman rights. The Code applies to all suppliers with which On has a business relationship, including but not limited to: production and material suppliers, business process and outsourcing suppliers, and all other vendors that support business services at or for our manufacturing sites (“Supplier(s)” or “partner(s)”).

Our Supplier Code of Conduct is based on internationally recognized human rights expressed in the International Bill of Human Rights and the International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work, as well as referencing the United Nations Guiding Principles on Business and Human Rights, and the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct. It is complemented by several related policies on responsible business and human rights, which can be found on our governance webpage at this link:

<https://investors.on-running.com/governance/default.aspx#governance-documents>



P | Planet

We operate within the limits of our ecosystem. Our partners commit to measurable carbon reduction, waste minimization, and the preservation of our natural playgrounds.

At On, we engineer our products to advance decarbonization and circularity. This touches on the entire value chain, from upstream impacts with our Suppliers, to downstream impacts with our product use and end-of-life phases. Going beyond environmental compliance across our entire value chain includes continuously assessing energy, air emissions, water, waste and chemical impacts, and engaging in evidence-based abatement activities. We evaluate supplier environmental performance annually on air and greenhouse gas emissions, waste, wastewater, energy, and chemical management using the Higg Facility Environmental Module (FEM).

At minimum, we expect our Suppliers to comply with the legal environmental requirements where they operate, to onboard to the Higg FEM platform, and to produce environmental data promptly upon request by On.

P1 - Environmental Management Systems

Suppliers must proactively implement responsible measures to reduce their facility's negative environmental impact. Suppliers must ensure all requisite environmental permits (such as those for wastewater discharge, air emissions, surface water, and chemical storage) are available and current. Suppliers must have procedures in place to annually identify environmental risks and prevent environmental emergencies (for example, procedures related to chemical, wastewater, or hazardous waste). Environmental policies must clearly establish procedures for minimizing impact across critical areas such as energy consumption, air emissions, water usage, waste generation, management of hazardous materials, and other identified significant environmental risks.

P2 - Carbon & Energy

Facilities shall ensure that air emissions do not exceed local standards. All Tier 1 Suppliers¹ are prohibited from using coal as a direct energy source. Tier 2 Suppliers²

¹ Tier 1 Suppliers refers to our assembly and manufacturing partners.

² Tier 2 Suppliers are those who manufacture materials and components used in On products.



currently using coal for direct energy must have a coal phase-out plan, approved by their management, in place by 2028. Stack air emission quality testing for the boiler system shall be submitted in accordance with local regulatory requirements.

P3 - Circularity & Waste

Facilities shall ensure that the disposal of both hazardous and non-hazardous waste does not cause severe environmental pollution and shall explicitly prohibit onsite incineration and illegal landfilling of any waste. All contractors involved in the collection and treatment of hazardous waste must maintain requisite licenses, and both hazardous and non-hazardous waste must be properly segregated and stored according to legal requirements.

P4 - Water & Water Security

Facilities shall ensure the responsible management of water resources by identifying and tracking all water sources utilized. Suppliers shall accurately measure and categorize water consumption, with separate reporting for domestic and production use where applicable. Furthermore, facilities shall monitor and strictly comply with all legally mandated groundwater abstraction limits.

P5 - Wastewater & Chemicals

Suppliers shall strictly prohibit the discharge of untreated process or domestic wastewater. Suppliers are required to accurately identify, continuously monitor, and treat all wastewater in accordance with local regulatory limits prior to discharge. To ensure chemical safety, partners must adopt the latest ZDHC MRSL and avoid the use of prohibited substances in all production processes. Compliance is demonstrated through maintaining active ZDHC Gateway profiles, submitting monthly chemical inventories, and—for facilities with wet processes—conducting rigorous wastewater and sludge testing in alignment with ZDHC Wastewater Guidelines. All test results must be verified by a ZDHC-approved laboratory and reported via the ZDHC Gateway to meet On's foundational performance expectations, with a clear commitment to developing and executing phase-out plans for any non-conforming chemicals identified.

A | Accountability

We take responsibility for our actions. Our partners commit to rigorous self-reporting, open-door audits, and the highest standards of governance.

A1 - Management Systems

Compliance with Laws and Codes

Suppliers shall comply with all applicable laws and regulations on labor at the local, national and international level, and regularly update policies and procedures accordingly. Suppliers shall guarantee that the On Supplier Code of Conduct and all related policies developed by On for the protection of people and planet are implemented and observed in their contractual relationship with On. To view our most updated policies on responsible business and human rights, please visit: <https://investors.on-running.com/governance/default.aspx#governance-documents>

When differences in standards arise, the highest standard shall apply in favor of the employees.

The On Supplier Code of Conduct is translated into the local languages of the countries where we operate. Translations of this Code are provided for convenience. If any translation conflicts with or differs from the English version, the English version shall prevail. All Suppliers are required to post the On Supplier Code of Conduct, including On's Speak Up posters, in the relevant local languages, in an area in their facilities clearly visible and easily accessible by all employees.

Suppliers must show a robust management system to prevent instances of violations of our Supplier Code of Conduct, and that remediation procedures are in place if issues are identified.

Recognised Employment

Applicable standards: ILO Conventions 158 and 175

To every extent possible, work performed must be on the basis of a recognised

employment relationship established through local laws and practices.

Obligations to workers under labor and social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labor-only contracting, sub-contracting, home-working arrangements or apprenticeship schemes without real intent to impart skills or provide regular employment. Furthermore such obligations shall not be avoided through the excessive use of fixed-term contracts of employment.

Suppliers shall ensure that their employment contracts comply with local law and regulations. Written employment contracts must be provided and explained to all workers in their native language or another language in which they are proficient.

A2 - Anti-Corruption & Bribery

Suppliers shall comply with all applicable anti-corruption and anti-bribery laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act 2010. In particular, Suppliers shall not tolerate, permit or engage in bribery, corruption, fraud or unethical business practices in dealing with business partners, public officials or On representatives. Suppliers are strictly prohibited from offering cash in any form to On team members under all circumstances. Suppliers may not offer favors, gifts, entertainment or anything else of value to On team members in exchange for preferential or favorable treatment, to influence a decision or to secure any other undue benefit.

A3 - Grievance Mechanisms

Applicable standard: UN Guiding Principle 31

Suppliers shall implement effective, accessible grievance mechanisms for all employees, including systems to facilitate worker-management communication. These systems shall provide an option for workers to remain anonymous and have in place an anti-retaliation commitment to protect reporters. These may include suggestion boxes, hotlines, email, worker committees, union representation, and regular meetings. Suppliers must ensure that workers are aware of the grievance procedures and are fully trained on their use. Monitoring must be in place to track the number, types, timing, and resolution of grievances, and the resolution of a case must be communicated to the reporter. Suppliers shall produce grievance



metrics to On on request.

On is committed to treating all workers fairly and with respect. Suppliers shall communicate the availability of On's Speak Up whistleblower platform (<https://on.integrityline.io/>) to their employees. On's Speak Up platform is an online platform hosted by an independent third party and is available 24/7. Reports may be filed anonymously, subject to local laws. Workers in our Supplier's facilities may contact On directly and in their preferred language: (i) on the Speak up platform; (ii) via email to speak-up@on-running.com; or (iii) by contacting team members of On's Sustainability Team. All grievances reported to On will be investigated following its internal procedures. On is committed to protecting the identity of those who report issues and to remediating any non-compliances. On will work to safeguard your identity and protect you from any form of retaliation following a report made in good faith.

We aim for our grievance mechanism to meet the following principles: Legitimate, Accessible, Predictable, Equitable, Transparent, Human Rights compatible, and based on engagement and dialogue, as defined by the UN Guiding Principle 31.

A4 - Intellectual Property

Suppliers shall respect On's intellectual property rights and will conduct know-how transfers in a manner protecting On's intellectual property rights. Suppliers shall conduct their business, store documents and perform financial reporting with integrity. Suppliers shall use information provided to them by On exclusively for the purpose of providing services for On, and shall protect the information from any internal and external misuse, including by limiting access to those with a legitimate need to know. Suppliers shall promptly notify On of any unauthorized access, infringement, counterfeiting or other violation involving On's intellectual property, confidential information or related materials.

T | Transparency

We commit to full visibility. Our partners commit to full traceability across every tier of the supply chain, ensuring that every material and process is mapped and verified.



To ensure ethical sourcing and mitigate operational risks, On requires full visibility into its supply chain. We believe that transparency is the foundation of a responsible business. This standard applies to all Tier 1 Suppliers and their respective upstream supply chains and sub-contractors.

T1 - Supply Chain Mapping & Disclosure

Suppliers are required to onboard to On's preferred traceability platform, Textile Genesis, upon request and disclose their upstream supply chain partners.

T2 - Material Traceability: Chain of Custody and Certifications

Preference will always be given to raw materials that can be traced to feedstock or can be provided with a sustainability or responsibility certification. Suppliers are required to maintain accurate records and chain of custody documents for raw materials sourced and produce on request the recognized material certificates based on the relevant certification scheme.

To view our most updated policies on Preferred Materials, please visit:
<https://investors.on-running.com/governance/default.aspx#governance-documents>

T3 - Subcontractors and Third Parties

Suppliers shall not engage subcontractors to do any work without prior written approval by On, including any material production, manufacturing or assembly production that requires home-working. Suppliers shall ensure that all approved subcontractors within the value chain comply with the standards set out in this Supplier Code of Conduct and shall remain responsible for their subcontractors' compliance.

T4 - Access to documentation and records

Suppliers must be transparent with their policies, processes and records. On representatives or agents may at any time ask for records and documents to ensure compliance with On's Supplier Code of Conduct, and Suppliers shall produce such

records and documents promptly. Records and documents should be complete and accurate. Suppliers shall allow On representatives or agents unrestricted access to its facilities, workers and records at all times, including when advance notice has not been provided.

H | Human rights

We respect the individual. Our partners commit to living wages, safe working conditions, and the protection of the rights of every person who makes our progress possible.

H1 - Freely Chosen Employment

Applicable standards: ILO Conventions 29, 97, and 105

On has zero tolerance for forced labor. All Suppliers must not use any form of compelled or involuntary labor, and human trafficking or modern slavery, whether in the form of prison, indentured or bonded labor, or other forms of forced labor.

Suppliers that employ migrant workers, as defined by the ILO as “a person who migrates from one country to another with a view to being employed otherwise than on his or her account” should ensure that:

- All recruitment fees and related costs should be borne by the employer. No fees, costs, or deposits may be charged to workers.
- Workers keep their own identity papers and personal documentation. Management provides a safe place that is always accessible to workers to keep worker’s personal belongings.
- Worker’s freedom of movement shall be always respected, they shall not be charged penalties for terminating their contract and shall be free to leave at will and without retaliation.
- All migrant workers must receive a written contract, or at the very least a job offer that aligns with their contract, in their native language during the recruitment process in their home country. Working and living conditions must also be clearly explained to workers pre-departure.
- Living arrangements and accommodation must align with applicable international standard and/or local law, whichever is higher.

H2 - Freedom of Association and Collective Bargaining

Applicable standards: ILO Conventions 87, 98, 135, and 154

All Suppliers shall recognize the worker's right to freedom of association and collective bargaining agreements and shall not discriminate or retaliate against workers that express or support such rights. Worker's representatives shall not be hindered in carrying out their representative functions in the workplace.

Where the right to freedom of association and collective bargaining is restricted under law, On will not hinder the development of lawful parallel means for independent and free association and bargaining.

H3 - Child Labor

Applicable standards: ILO Conventions 138 and 182

There shall be no use of the labor of any person under fifteen years of age, or of any person under the national legal age for completing compulsory schooling or the minimum working age, whichever is higher. Young workers (aged 15 to 17) shall not perform any work that is likely to harm their health, safety and development. Young workers shall not be employed at night, work for long hours, or perform hazardous labor.

In addition to not using child labor, all Suppliers must show a robust management system to prevent instances of child labor and ensure that remediation procedures are in place where child labor is identified.

H4 - Working Hours

Applicable standards: ILO Conventions 001, 014, 030, and 106

Hours of work shall not exceed the regular and overtime hours allowed by national and local laws. A standard working week shall not exceed 48 hours (or the maximum weekly working hours permitted under local laws, whichever is less). Except for extraordinary circumstances, the sum of regular and overtime hours shall not exceed 60 hours per week (or the maximum allowed according to local laws, whichever is less).

Working hours may exceed 60 hours in a seven-day period only if all of the following occurs:

- written pre-approval is obtained from On;
- it's allowed with any freely negotiated collective agreements with a worker's organization representing a significant portion of the workforce; and
- appropriate safeguards are in place to protect workers' health and safety.

The Supplier must demonstrate that extraordinary circumstances exist, such as natural disasters or national emergencies. On's definition of extraordinary circumstances does not include operational peaks, holidays, or other seasonal fluctuations.

Overtime must be voluntary, and employees must be fully compensated in accordance with local laws. Suppliers shall not request that workers work overtime on a regular basis and Suppliers shall compensate all overtime work at a premium rate.

Workers shall be entitled to at least one day of rest (24 consecutive hours) in every seven-day period.

H5 - Discrimination, Harassment, and Inhumane Treatment

Applicable standards: ILO Conventions 100, 111 and 190

No person working for any Supplier shall be subject to discrimination in employment, including in hiring, compensation, advancement, discipline, termination or retirement. Every employee shall be treated with respect and dignity and afforded equality of opportunity and treatment regardless of gender, race, color, social or ethnic origin, sexual orientation, age, disability, religion, marital or pregnancy status, political opinion, trade union membership, nationality, military status or other distinguishing characteristics.

Employees must not be subjected to physical, verbal, sexual, or psychological abuse or harassment, or any other forms of intimidation, at any time. No form of harassment, coercion, or intimidation shall be used as a form of disciplinary measure. Disciplinary procedures shall comply with applicable laws and be clearly stated in employment policies.

On does not tolerate any form of gender-based violence and harassment (GBVH),

or harassment based on ethnicity, age, sexual orientation, or any other protected characteristic.

H6 - Fair Compensation

Applicable standards: ILO Conventions 95, 131, and 183; ILO MEWPLW/2024/7

Suppliers shall acknowledge that every worker has the right to receive compensation for a regular work week that is sufficient to meet the worker's and their family's basic needs and provide some discretionary income. At a minimum, workers shall receive timely payment of legally mandated wages and benefits, including holiday and leave entitlements, and full statutory severance payments once their employment ends.

The wages and benefits paid by TIER 1 SUPPLIERS shall meet the level necessary to afford a decent standard of living for workers and their families, taking into account the country circumstances and calculated for the work performed during the normal hours of work, in accordance with the ILO's principles for estimating a living wage.³ This calculation excludes overtime.

Deductions from wages must not be made for disciplinary purposes. All Suppliers must ensure that the composition of wages and benefits are clear to workers and must inform all workers immediately of any amendments.

H7 - Workplace Health & Safety

Applicable standards: ILO Conventions 155 and 187

Supplier's facilities must be constructed in accordance with all applicable laws, regulations and standards. Suppliers shall provide a safe, healthy and hygienic working environment in order to prevent any injury, accident or illness and shall comply with all applicable health and safety regulations.

Suppliers shall take a proactive approach to protect the health and safety of their employees by implementing adequate policies and systems, routinely monitoring such policies and systems, and providing appropriate training to their employees in order to prevent injuries and accidents and to protect the workers' health. In addition, particular working conditions and protections for vulnerable workers (e.g., pregnant workers and young workers) shall be implemented.

³ ILO 2024;

https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40ed_norm/%40relconf/documents/meetingdocument/wcms_918126.pdf



Supplier Declaration

The On Supplier Code of Conduct is updated from time to time and shared with our Suppliers and their facility management teams. A signed copy must be filed with On before production can begin. For any questions regarding On's requirements and standards, please contact the Sustainability Team at: sustainability@on.com.

As a condition of doing business with On Holding AG or any of its subsidiaries, the authorized representative of the below Supplier certifies that it will comply with this Code and its requirements.

We, the undersigned, have reviewed the On Supplier Code of Conduct in its entirety. We understand that the Must-Follow Markers of the On PATH are the baseline, non-negotiable standards for our partnership. We pledge to not only meet these requirements, but to join On in a journey of continuous, sustainable improvement.

Supplier Name

Authorized Signature

Date DD/MM/YYYY

Name and Position