

PERFORMANCE SUMMARY

The table below provides a summary of key sustainability performance data.

Indicator	Unit	2014	2015	2016	2017	2018
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WATER Managing a precious resource wisely

Total water used	Million cubic metres	8.3	8.3	8.2	8.0	7.9
Water intensity	Litres per kg dyed product	127	121	118	112	109

ENERGY Renewables for a sustainable future

Total energy used	Million kWh	858	833	829	823	810
Energy intensity	kWh per kg dyed product	13.2	12.2	11.9	11.5	11.2
% renewable energy used	%	22%	27%	29%	29%	28%
Total greenhouse gas emissions	Thousand tonnes CO ₂ e	322	305	319	311	302
Greenhouse gas emissions intensity	KgCO ₂ e/Kg dyed product	4.9	4.5	4.6	4.3	4.2

EFFLUENT & EMISSIONS Working for a cleaner world

% of water discharged as waste effluent	%	87%	80%	79%	77%	68%
Environmental prosecutions	No	0	0	0	0	0

SOCIAL Safe and sustainable workplaces and communities

Headcount ¹		19,204	18,985	19,079	19,419	18,802
% female employees	%	40.2%	40.5%	40.2%	40.8%	39.3%
% female senior managers	%	18.6%	18.8%	21.1%	21.5%	23.5%
% female board members	%	12.5%	11.1%	22.2%	30.0%	30%
Employee engagement score	%	81%	83%	83%	83%	83%
Incident rate	Injuries per 100 FTE	–	–	0.56	0.56	0.58
Average days lost per reportable incident	Days per incident	–	–	12.4	14.7	10.6
Work related fatalities	No	0	0	0	1	0
Health & safety prosecutions	No	0	0	0	0	0

LIVING SUSTAINABLY Protecting our planet

Total waste generated	Tonnes	–	–	–	–	12,000
% total material waste	%					9%

¹ Headcount includes employees in JV operations.
Therefore these numbers do not reconcile exactly to the statutory headcount in the Annual Report.