

# PERFORMANCE SUMMARY

| Indicator   | Unit                                   | 2014 | 2015 | 2016 | 2017 | 2018 | 2018 restated <sup>1</sup> | 2019 |
|---|--|------|------|------|------|------|----------------------------|------|
| <b>WATER</b> Managing a precious resource wisely                      |  |      |      |      |      |      |                            |      |
| Total water used  | Million cubic metres                   | 8.3  | 8.3  | 8.2  | 8.0  | 7.9  | 7.7                        | 7.4  |
| Water intensity (dyed product)  | Litres per kg product                  | 127  | 121  | 118  | 112  | 109  | 92                         | 90   |
| % of major plants where detailed water balance studies were conducted |  |      |      |      |      | 2    |                            | 29   |
| % of recycled and reused  | %                                      | 2%   | 4%   | 8%   | 11%  | 20%  | 20%                        | 24%  |
| % of water from municipal supply                                      | %                                      | 41%  | 39%  | 36%  | 37%  | 37%  | 36%                        | 36%  |
| % of water from ground water sources                                  | %                                      | 27%  | 26%  | 27%  | 24%  | 23%  | 24%                        | 21%  |
| % water from natural watercourses and reservoirs                      | %                                      | 30%  | 30%  | 28%  | 28%  | 20%  | 20%                        | 18%  |
| <b>ENERGY</b> Renewables for a sustainable future                     |  |      |      |      |      |      |                            |      |
| Total energy used in manufacturing                                    | Million kWh                            | 858  | 833  | 829  | 823  | 810  | 792                        | 770  |
| Non-renewable electricity used  | %                                      | 31%  | 32%  | 30%  | 29%  | 28%  | 29%                        | 31%  |
| Natural gas used  | %                                      | 33%  | 33%  | 35%  | 34%  | 35%  | 33%                        | 32%  |
| Oil used  | %                                      | 11%  | 6%   | 6%   | 7%   | 5%   | 5%                         | 5%   |
| Coal used   | %                                      | 0%   | 0%   | 0%   | 0%   | 0%   | 0%                         | 0%   |
| Renewable energy used   | %                                      | 25%  | 29%  | 29%  | 30%  | 31%  | 32%                        | 32%  |
| Energy intensity  | kWh per kg dyed product                | 13.2 | 12.2 | 11.9 | 11.5 | 11.2 | 9.4                        | 9.3  |
| No of sites with detailed energy surveys conducted                    |  |      |      |      |      |      |                            | 20   |
| % of plants who have implemented ISO 50001                            |  |      |      |      |      |      |                            | 1    |
| <b>EFFLUENT &amp; EMISSIONS</b> Working for a cleaner world           |  |      |      |      |      |      |                            |      |
| % of water discharged as waste effluent                               | %                                      | 87%  | 80%  | 79%  | 77%  | 68%  | 68%                        | 62%  |
| Environmental prosecutions  | No                                     | 0    | 0    | 0    | 0    | 0    | 0                          | 0    |
| % of effluent compliant with ZDHC                                     | %                                      |      |      |      |      |      |                            | 63%  |
| Money spent on new effluent treatment plants and technology           | Million \$                             | 3.4  | 0.9  | 1.6  | 2.2  | 3.6  | 3.6                        | 4.6  |
| Total carbon footprint (scope 1 and 2)                                | Thousand tonnes CO <sub>2</sub> e      | 322  | 305  | 319  | 311  | 302  | 288                        | 275  |
| Emissions volume intensity  | CO <sub>2</sub> e kg per kg of product | 4.9  | 4.5  | 4.6  | 4.3  | 4.2  | 3.4                        | 3.3  |
| Emissions value intensity   | Tonnes CO <sub>2</sub> e/\$m sales     | 210  | 208  | 219  | 206  | 196  | 204                        | 198  |

<sup>1</sup> 2018 data has been restated without NA Crafts, with Gotex and Patrick Yarn Mills and with finished goods output basis to help with like for like comparisons to 2019

<sup>2</sup> 2018 accident statistics have been marginally restated because of the analysis lag on some incidents

<sup>3</sup> Headcount includes JV operations so the numbers don't reconcile exactly the statutory headcount in the Annual Report

| Indicator   | Unit                            | 2014    | 2015    | 2016    | 2017    | 2018              | 2018 restated <sup>1</sup> | 2019    |
|---|---------------------------------|---------|---------|---------|---------|-------------------|----------------------------|---------|
| <b>SOCIAL</b> Safe and sustainable workplaces and communities   |                                 |         |         |         |         |                   |                            |         |
| Headcount <sup>2</sup>  |                                 | 19,204  | 18,985  | 19,079  | 19,419  | 18,802            | 18,239                     | 17,725  |
| % female employees  | %                               | 40%     | 41%     | 40%     | 41%     | 39%               | 39%                        | 41%     |
| % female senior managers  | %                               | 19%     | 19%     | 21%     | 22%     | 23%               | 23%                        | 24%     |
| % female board members  | %                               | 12.5%   | 11.1%   | 22.2%   | 30%     | 30%               | 30%                        | 33%     |
| Employee engagement score   | %                               | 81%     | 83      | 83      | 83      | 83                |                            | NA      |
| Amount of safety training   | Hours of training per employee  |         |         |         |         | 28                |                            | 29      |
| Sites accredited OHSAS 18001 standard   | No of sites                     |         |         |         |         |                   |                            | 9       |
| Sites accredited ISO 45001 standard   | No of sites                     |         |         |         |         |                   |                            | 3       |
| Near Misses reported  |                                 |         |         |         |         | 1,485             |                            | 1,900   |
| Hazards reported  |                                 |         |         |         |         | 41,583            |                            | 39,471  |
| Improvement Actions completed   |                                 |         |         |         |         | 41,034            |                            | 46,377  |
| Incident rate   | Injuries per 100 FTE            | –       | –       | 0.56    | 0.56    | 0.62 <sup>2</sup> |                            | 0.50    |
| Number of recordable incidents  | No                              |         |         | 163     | 163     | 178               |                            | 134     |
| Average lost days per reportable incident   | Days per incident               | –       | –       | 12.4    | 14.7    | 10.0 <sup>2</sup> |                            | 12.3    |
| Lost days caused by work related accidents  | No of days                      | –       | –       | 2,015   | 2,320   | 1,778             |                            | 1,650   |
| Work related fatalities   | No                              | 0       | 0       | 0       | 1       | 0                 |                            | 0       |
| Health & safety prosecutions  | No                              | 0       | 0       | 0       | 0       | 0                 |                            | 0       |
| Commuting incident rate   | Commuting injuries per 100 FTE  |         |         |         |         | 0.33              |                            | 0.42    |
| Number of commuting incidents   | No                              |         |         |         |         | 96                |                            | 114     |
| % workforce with 'Great Place to Work' or equivalent certification  | % workforce                     |         |         |         |         |                   |                            | 19%     |
| Permanent employees subject to a collective agreement   | %                               | –       | –       | –       | 38%     | 36%               | 37%                        | 43%     |
| Permanent employees that are members of a union   | %                               | –       | –       | –       | 34%     | 37%               | 38%                        | 43%     |
| Diversity in employees  | No of nationalities             |         |         |         | 68      | 63                | 63                         | 60      |
| Diversity in senior management  | No of nationalities represented |         |         |         | 43      | 32                | 32                         | 31      |
| <b>LIVING SUSTAINABLY</b> Protecting our planet   |                                 |         |         |         |         |                   |                            |         |
| Total waste generated   | Tonnes                          | –       | –       | –       | –       | 12,000            | 12,232                     | 12,450  |
| % total material waste  | %                               |         |         |         |         |                   | 9%                         | 9%      |
| % of premium polyester sales from recycled material   |                                 |         |         |         |         |                   |                            | 1.5%    |
| Reused or recycled waste  | % of waste generated            |         |         |         |         |                   | 73%                        | 71%     |
| % of units sending zero waste to landfill   | %                               |         |         |         |         |                   |                            | 67%     |
| Total materials purchased by Coats  | Tonnes                          | 132,694 | 136,249 | 146,394 | 138,589 | 144,318           | 136,705                    | 142,398 |
| Materials used in Coats products  | Tonnes                          | 87,002  | 90,444  | 95,261  | 93,268  | 97,370            | 91,431                     | 102,287 |
| <b>OTHER</b>  |                                 |         |         |         |         |                   |                            |         |
| Senior employees and those with externally facing roles who have successfully completed compliance training | headcount                       | 4,000+  | 4,500+  | 4,500+  | 4,500+  | 4,000+            | 4,000+                     | 4,000+  |
| Number of different colours dyed  | Thousand                        | 156     | 164     | 162     | 171     | 174               | 174                        | 176     |
| Number of dye batches produced  | Million                         | 3.5     | 3.6     | 3.7     | 3.9     | 3.8               | 3.8                        | 3.8     |
| Direct economic value generated and distributed   | \$ million                      | 1,033   | 1,558   | 1,459   | 1,501   | 1,543             | 1,417                      | 1,396   |
| % economic value distributed to suppliers   | %                               | 65%     | 65%     | 63%     | 61%     | 62%               | 62%                        | 60%     |