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PILLAR	INDICATOR	UNIT	2019	2019 RESTATED ¹	2020	2020 RESTATED ¹	2021	2021 RESTATED ¹	2022	2022 RESTATED ²	2023 ³	2023 RESTATED ²	2026 TARGETS	2030 TARGETS
<div>ENERGY</div> <div></div>	Total energy used in operations	Million kWh	826	804	661	641	792	769	774	756	663	653		
	Energy intensity	kWh/kg produced	9.1	8.9	8.9	8.6	8.5	8.2	6.4	6.3	6.5	6.4		
	Non-renewable electricity used	%	28%	29%	29%	29%	28%	28%	24%	24%	23%	23%		
	Natural gas used	%	32%	31%	33%	33%	34%	33%	34%	34%	37%	36%		
	Oil used	%	5%	4%	4%	4%	4%	4%	5%	5%	4%	4%		
	Coal used	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
	Renewable energy used	%	35%	36%	34%	34%	34%	35%	36%	36%	37%	37%		
	% Electricity covered by renewable certificates	%	7%	7%	8%	8%	7%	8%	29%	29%	54%	54%		100%
	Total carbon footprint, Scopes 1, 2 & 3	Thousand tonnes CO ₂ e	1,118		884		1,157.0							
	Scopes 1 & 2 footprint	Thousand tonnes CO ₂ e	269.2		212.8		246.8		188.7	182.0	113.9	111.1	160.6	147.3
	Scope 1 emissions footprint ⁴	Thousand tonnes CO ₂ e	62.3	73.5	48.7	56.8	58.2	68.7	61.77	59.6	53.0	51.7		
	Scope 1 CO ₂ emissions	Tonnes CO ₂	60,789	72,173	46,935	55,400	56,925	67,476	60,298	58,095	50,360	49,287		
	Scope 1 CH ₄ emissions	Tonnes CH ₄	80.7	97.4	63.7	76.8	78.5	95.6	83.2	80.2	77.3	75.7		
	Scope 1 N ₂ O emissions	Tonnes N ₂ O	75.2	91.7	45.9	59.7	56.6	73.7	70.9	69.0	45.5	45.0		
	Scope 1 HFCs emissions	Tonnes HFCs	1,317.0		1,470.0		1,174.8		1,255.2	1,255.2	2,516.1	2,336.5		
	Scope 1 PFCs emissions	Tonnes PFCs	0	0	0	0	0	0	0	0	0	0		
	Scope 1 SF ₆ emissions	Tonnes SF ₆	0	0	0	0	0	0	0	0	0	0		
	Scope 1 NF ₃ emissions	Tonnes NF ₃	0	0	0	0	0	0	0	0	0	0		
	Scope 2 emissions footprint (location based) ⁵	Thousand tonnes CO ₂ e	232.9	232.6	184.3	183.7	213.9	213.3	206.2	201.9	174.0	172.2		
	Scope 2 CO ₂ emissions	Tonnes CO ₂	231,625	231,266	183,278	182,613	212,741	212,237	205,138	200,862	173,058	171,261		
	Scope 2 CH ₄ emissions	Tonnes CH ₄	275	277	214	215	232	235	225	221	194	193		
	Scope 2 N ₂ O emissions	Tonnes N ₂ O	1,043	1,041	829	827	944	944	864	848	745	738		





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ENERGY 	Scope 2 emissions footprint (market based) ⁶	Thousand tonnes CO ₂ e	206.9	190.9	164.1	149.2	188.6	172.4	126.9	122.4	60.9	59.4		
	Scope 2 CO ₂ emissions	Tonnes CO ₂	204,510	188,708	162,323	147,274	186,503	170,309	125,038	120,587	59,790	58,293		
	Scope 2 CH ₄ emissions	Tonnes CH ₄	153.8	70.9	128.1	109.6	126.6	108.5	165.5	165.0	123.6	123.6		
	Scope 2 N ₂ O emissions	Tonnes N ₂ O	622.7	416.3	526.3	608.6	585.2	712.0	508.1	506.4	228.0	228.0		
	Out-of-scope biofuels, Scope 2 CO ₂ emissions	Tonnes CO ₂	38,163.0	38,163.0	26,960.0	26,960.1	32,789.0	32,789.1	27,518.8	27,518.8	24,090.4	24,090.4		
	% scope 2 emissions covered by renewable certificates	%	5%	5%	6%	6%	8%	8%	29%	29%	54%	54%		
	Scope 1&2 (Location based) Emissions volume intensity	CO ₂ e kg/kg production	3.3	3.4	3.1	3.2	2.9	3.0	2.2	2.2	2.2	2.2		
	Scope 1&2 (Location based) Emissions value intensity	CO ₂ e tonnes/\$m sales	223	-	209	-	195	195	169	170	-	161		
	Scope 1&2 (Market based) Emissions volume intensity	CO ₂ e kg/kg production	3.0	2.9	2.9	2.8	2.6	2.6	1.6	1.5	1.1	1.1		
	Scope 1&2 (Market based) Emissions value intensity	CO ₂ e tonnes/\$m sales	203	-	191	-	176	167	119	118	-	80		
	Scope 3 emissions footprint ⁷	Thousand tonnes CO ₂ e	849.2	1,060.8	671.0	869.7	891.3	1,181.0	777.6	999.2	-	882.8		700.1
	Scope 3 CO ₂ emissions	Tonnes CO ₂	722,740	865,823	579,979	721,451	738,782	958,678	641,210	837,310	-	764,891		
	Scope 3 CH ₄ emissions	Tonnes CH ₄	6,748	42,624	4,419	33,912	7,106	46,030	7,589	38,430	-	30,663		
	Scope 3 N ₂ O emissions	Tonnes N ₂ O	30,525	10,586	23,590	8,814	31,994	12,038	26,128	9,751	-	9,165		
 MATERIALS	% of sustainable raw materials	%							26%	25%	29%	29%	60%	100%
	Total materials purchased by Coats Group	Tonnes		180,355		154,209		202,587		186,108		151,522		
	Total materials purchased by Coats (Footwear Components)	Tonnes		38,868		32,747		44,143		55,086		40,145		
	Total materials purchased by Coats (thread products)	Tonnes		141,487		121,462		158,444		131,022		111,377		
	Process chemicals used in Coats thread products	Tonnes		16,034		13,820		17,101		13,577		11,795		
	Packaging materials used in Coats thread products	Tonnes		24,077		22,486		22,482		23,878		19,520		
	Materials used in Coats thread products	Tonnes		101,376		85,156		118,861		93,567		80,062		
	Textile fibres used in Coats thread products	Tonnes		96,565		81,102		113,918		91,530		78,391		
	Dyes and chemicals used in Coats thread products	Tonnes		4,811		4,054		4,943		3,965		3,323		



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WATER 	Total water used	Million cubic metres	7.3	7.2	5.5	5.4	6.0	5.9	4.7	4.5	3.7	3.6		
	Water intensity	Litres/kg produced	80.3	79.2	73.5	72.5	64.5	63.5	38.8	37.7	36.1	35.6		
	% of water recycled	%	22%	22%	20%	20%	23%	23%	21%	24%	27%	27%	28%	
	Withdrawal from municipal supply	Million cubic metres	2.6	2.6	2.1	2.1	2.4	2.3	1.9	1.7	1.4	1.4		
	% water from municipal supply	%	36%	36%	38%	38%	40%	39%	40%	38%	39%	38%		
	Withdrawal from ground water sources	Million cubic metres	1.5	1.6	1.2	1.2	1.4	1.4	1.1	1.1	0.8	0.8		
	% of water from ground water sources	%	21%	22%	22%	22%	23%	24%	23%	23%	22%	22%		
	Withdrawal from natural watercourses, reservoirs and rainwater harvesting	Million cubic metres	1.5	1.5	1.1	1.1	0.8	0.9	0.6	0.7	0.5	0.5		
	% water from natural watercourses and reservoirs and rainwater harvesting	%	21%	21%	20%	20%	13%	15%	13%	15%	13%	13%		
WASTE 	Total water withdrawal	Million cubic metres	5.6	5.6	4.4	4.3	4.6	4.6	3.6	3.5	2.7	2.7		
	% of water discharged as effluent	%	62%	61%	68%	67%	68%	67%	76%	76%	79%	79%		
	Treated effluent discharge to surface water course	Million cubic metres	3.2	3.2	2.7	2.7	3.0	3.0	2.5	2.7	2.3	2.3		
	Effluent discharge to offsite treatment plant	Million cubic metres	1.3	1.2	1.0	0.9	1.1	1.0	1.1	0.8	0.6	0.6		
	Total effluent discharge	Million cubic metres	4.5	4.4	3.7	3.6	4.1	4.0	3.6	3.4	2.9	2.9		
	Environmental prosecutions	No.	0	0	0	0	0	0	0	0	0	0		
	% effluent that is compliant with ZDHC	%	63%		74%		82%		92%	99.756%	99.834%	99.834%	100%	
	Investment in effluent treatment plants and technology	Million \$	4.6	4.6	1.5	1.5	2.2	2.2	1.5	1.5	0.32	0.32		
	Total waste generated	Tonnes	24,207	23,834	17,558	17,202	22,530	22,117	17,727	17,413	15,343	15,168		
	Hazardous waste generated ⁹	Tonnes	7,905	7,784	4,074	4,085	5,754	5,810	3,954	3,931	3,452	3,440		
	Waste as % of Finished Goods Produced		21%	26.3%	19.0%	23.1%	19.4%	23.7%	14.7%	14.5%	15.0%	14.8%		
	Reused or recycled waste	% of waste	67%	65%	61.7%	62%	67.4%	68%	55%	55%	59%	59%		
	Waste going to landfill	Tonnes	3,700	3,602	3,532	3,442	2,977	2,872	2,312	2,296	1,457	1,449	0	0
	% units sending zero waste to landfill	%	58%	56%	49%	52%	46%	47%	59%	59%	47%	48%		



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PEOPLE 	Permanent employee headcount ⁸	No.	17,725		17,943		18,811		16,709	16,243	15,367	15,364		
	Permanent employee average tenure	Years	11.1		10.3		9.7		10.0	9.9	9.8	9.8		
	Permanent employee turnover	%	25%		20%		23%		28%	36%	21%	19%		
	Permanent employee turnover (voluntary)	%							19%	19%	12%	13%		
	Permanent employee turnover (involuntary)	%							9%	17%	9%	7%		
	Temporary Employee Headcount	No.	-		3,163		4,104		3,702	3,692	3,528	3,528		
	% female permanent employees	%	41%		42%		42%		38%	37%	39%	39%		
	% female senior managers	%	24%		22%		23%		21%	19%	23%	23%	30%	
	% female Board members	%	33%		40%		50%		44%	44%	44%	44%		
	Employee engagement score	%	-	-	-	-	83%	-	-	-	79%	79%		
	Safety training	Hours/employee			23.0	-	29.0	-	30.0	29.8	29.8	30.0		
	Sites accredited to OHSAS 18001	No.			7	-	7	-	5	0	0	0		
	Sites accredited to ISO 45001	No.			4	-	5	-	6	14	14	14		
	Near misses reported	No.			1,320	-	1,765	-	1,653	1,566	1,319	1,291		
	Near miss reporting rate	No./100 FTE			6.1	-	6.6	-	6.9	6.6	6.8	6.7		
	Hazards reported	No.			35,083	-	47,400	-	47,369	46,658	44,236	44,048		
	Hazard reporting rate	No./100 FTE			162	-	179	-	196	197.7	226.9	229.2		
	Improvement actions completed	No.			39,689	-	54,228	-	53,389	52,460	42,723	42,410		
	Improvement actions completion rate	No./100 FTE			183	-	204.3	-	221.3	222.3	219.1	220.6		
	Work related incident rate	Incidents/100 FTE				-	0.45	-	0.40	0.37	0.47	0.45		
	Number of recordable incidents	No.	135	127	129	-	120	-	97	87	91	87		
	Average lost days per lost time incident	Days	19.7	19.6	24.3	-	20.7	-	13.3	14.5	19.5	20.2		
	Total lost days from incidents	Days	1,672	1,567	1,699	-	1,916	-	785	754	1,230	1,209		
	Lost time case rate	Lost time incidents/100 FTE	0.31	0.30	0.36	-	0.34	-	0.24	0.22	0.32	0.31		



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PEOPLE	Work related fatalities	No.			0	-	0	-	0	0	0	0		
	Health & safety prosecutions	No.			0	-	0	-	0	0	0	0		
	Commuting incident rate	Incidents/100 FTE			0.37	-	0.37	-	0.38	0.38	0.31	0.30		
	Number of commuting incidents	No.			80	-	98	-	92	90	61	57		
	% workforce with 'Great Place to Work' or equivalent certification	% workforce		-	6%	-	83%	-	86%	86%	87%	87%	88%	
	Permanent employees subject to a collective agreement	%	43%	-	46%	-	53%	-	50%	49%	51%	51%		
	Permanent employees that are members of a union	%	43%	-	47%	-	40%	-	44%	43%	44%	44%		
	Diversity in employees	No. of nationalities	60	-	60	-	62	-	57	55	49	49		
	Diversity in senior managers	No. of nationalities	31	-	31	-	32	-	30	29	29	29		
OTHER	Employees completing compliance training	No.	>4,000		>4,200		>4,700		>2,500	>2,500	>5,000	>5,000		
	Employees completing modern slavery training	No.	3,828		699		>700		>2,500	>2,5000	>5,000	>5,000		
	Number of colours dyed	Thousand	176		158		179		185	184	190	188		
	Number of dye batches produced	Million	3.8		3.1		3.8		3.8	3.8	3.6	3.6		
	Direct economic value generated and distributed	\$ million	1,396		1,166		1,508		1,614	1,541	1,429	1,405		
	% economic value distributed to suppliers	%	60%		62%		60%		61%	61%	57%	57%		



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FOOTNOTES

- ¹ Restated data excludes divestments made in 2023 ie. European Zips/Madagascar/Mauritius. Does not include data for FW Division Acquisitions made in 2022, with exception of their Scopes 1, 2 & 3 emissions data which is included.
- ² Restatements same as 1, however also includes all data for FW Division acquisitions made in 2022.
- ³ Data includes FW acquisitions made in 2022 and European Zips/Madagascar/Mauritius up to point of divestment in 2023.
- ⁴ Scope 1 methodology - Fuel consumption data is collected from all units monthly, based on metred or invoiced consumption converted into kWh. This is converted into emissions using DEFRA gross calorific value conversion factors published each year. This is then consolidated as per the boundary methodology.
- ⁵ Scope 2 Location based methodology. Electricity or steam purchase volumes are collected from all units monthly in kWh. For location based calculations, all electricity kWhs are converted using IEA country level conversion factors for the year in question, and purchased steam or heating is converted using DEFRA conversion factors for the year in question. Data is then consolidated using the boundary methodology explained in note 2.
- ⁶ Scope 2 Market based methodology. Electricity or steam purchase volumes are collected from all units monthly in kWh. For market based calculations, electricity kWhs that are covered by energy attribute certificates directly from suppliers or purchased on official markets are removed and the remainder are converted using supplier level conversion factors, if available or IEA country level conversion factors for the year in question. Purchased steam or heating is converted using DEFRA conversion factors for the year in question except for biogenic steam volumes where the CO₂ component of the emissions is removed and reported separately. Data is then consolidated using the boundary methodology explained in note 2.
- ⁷ Scope 3 methodology. Scope 3 emissions are calculated annually using multiple sources for data (base activity data comes from internal data sources and conversion factors are generated from various sources, including suppliers, life cycle assessment data providers and industry data sources). The most critical data, covering primary raw materials, is largely sourced from suppliers. Each Scope 3 category is calculated with the best available set of data sources, and is consistent over the reported years in this table.
- ⁸ Permanent headcount includes JV operations in China so the numbers don't reconcile exactly to the statutory headcount in the Annual Report.
- ⁹ Hazardous waste includes all of the following categories: dyes, chemicals, solid and aqueous sludge, fuels, oils, toner cartridges, hazardous packaging waste, hazardous cleaning cloths, items containing CFCs, HCFCs & HFCs, batteries, inorganic waste, organic waste, laboratory waste, medical waste, construction materials containing asbestos, fluorescent tubes, paints, inks, adhesives, resins and electrical and electronic equipment.

