PERFORMANCE SUMMARY

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PILLAR	INDICATOR	UNIT	2014	2015	2016	2017	2018	2018 RESTATED[1]	2019	2019 RESTATED[1]	2020	2020 RESTATED[1]	2021	2022 TARGETS[9]	2030 TARGETS
WATER Reduce and reuse	Total water used	Million cubic metres	8.3	8.3	8.2	7.9	7.8	8.3	7.6	7.6	5.9	5.8	6.5		
	Water intensity	Litres/kg produced	127	121	118	112	83	86	83	83	78	76	67		
	Water intensity movement compared to 2018	% movement								-4%		-12%	-22%	-40%	
	% of water recycled	%	2%	4%	8%	11%	20%	18%	23%	22%	22%	19%	22%		
	Withdrawal from municipal supply	Million cubic metres	3.3	3.2	3.1	3.0	2.9	2.8	2.8	2.7	2.3	2.2	2.5		
	% water from municipal supply	%	41%	39%	36%	37%	37%	35%	37%	37%	39%	40%	41%		
	Withdrawal from ground water sources	Million cubic metres	2.1	2.6	2.1	1.9	1.8	1.9	1.6	1.6	1.3	1.2	1.4		
	% of water from ground water sources	%	27%	26%	27%	24%	23%	23%	21%	21%	21%	22%	23%		
	Withdrawal from natural watercourses, reservoirs and rainwater harvesting	Million cubic metres					1.6		1.4		1.1	3.5	13.3		
	% water from natural watercourses and reservoirs and rainwater harvesting	%	30%	30%	28%	28%	20%	24%	18%	20%	18%	18%	13%		
	Total water withdrawal	Million cubic metres	8.0	8.3	7.5	7.1	6.3	6.7	5.8	5.8	4.6	4.6	4.9		
ENERGY Reduce and transition to renewables	Total energy used in operations	Million kWh	858	833	829	823	873	865	845	831	676	670	801		
	Energy intensity	kWh/kg produced	13.2	12.2	11.9	11.5	9.2	9.3	9.2	9.4	8.9	9.1	8.6		
	Energy intensity movement compared to 2018	% movement								1%		-2%	-7%	-7%	
	Non-renewable electricity used	%	31%	32%	30%	29%	35%	32%	36%	34%	35%	32%	32%		
	Natural gas used	%	33%	33%	35%	34%	28%	29%	27%	28%	29%	30%	31%		
	Oil used	%	11%	6%	6%	7%	5%	5%	4%	4%	4%	4%	4%		
	Coal used	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
	Renewable energy used	%	25%	29%	29%	30%	32%	34%	33%	34%	31%	33%	34%		
	Coal used	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
	% Electricity covered by renewable certificates	%					4%	3%	5%	5%	6%	6%	7%		100%
	Total carbon footprint, Scopes 1, 2 & 3[2]	Thousand tonnes CO_2e	322	305	319	311	303		289	1,123.1	233	900.7	1,157.0		
	Scopes 1 & 2 footprint[2]	Thousand tonnes CO_2e	321.9	305.4	318.5	310.6	303.3		289.4	273.8	233.5	217.2	253.4		147.3

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ENERGY Reduce and transition to renewables	Scope 1 emissions footprint[3]	Thousand tonnes CO_2e	81.5	67.8	70.9	71.8	67.1		61.1	64.6	49.2	51.3	62.7		
	Scope 1 CO_2 emissions	Tonnes CO_2								63,153	49,091	49,743	60,106		
	Scope 1 CH_4 emissions	Tonnes CH_4								83.7	66.0	67.2	82.8		
	Scope 1 N_2O emissions	Tonnes N_2O								76.6	41.0	47.3	58.4		
	Scope 1 HFCs emissions	Tonnes HFCs								1,339.2		1,494.5	2,476.8		
	Scope 1 PFCs emissions	Tonnes PFCs								0.0		0.0	0.0		
	Scope 1 SF_6 emissions	Tonnes SF_6								0.0		0.0	0.0		
	Scope 1 NF_3 emissions	Tonnes NF_3								0.0		0.0	0.0		
	Scope 2 emissions footprint (location based)[4]	Thousand tonnes CO_2e	240.4	237.6	247.6	238.8	236.2		228.3	235.3	184.3	186.2	216.1		
	Scope 2 CO_2 emissions	Tonnes CO_2								233,974	183,308	185,116	214,905		
	Scope 2 CH_4 emissions	Tonnes CH_4								277	139.0	216	234		
	Scope 2 N_2O emissions	Tonnes N_2O								1,047	840.0	833	948		
	Scope 2 emissions footprint (market based)[5]	Thousand tonnes CO_2e								209.2		165.9	190.7		
	Scope 2 CO_2 emissions	Tonnes CO_2								206,858		164,160	188,666		
	Scope 2 CH_4 emissions	Tonnes CH_4								101.8		93.0	94.4		
	Scope 2 N_2O emissions	Tonnes N_2O								626.8		529.8	589.3		
	Out-of-scope biofuels, Scope 2 CO_2 emissions	Tonnes CO_2								38,163.0		26,960.0	32,789.0		
	% scope 2 emissions covered by renewable certificates	%					4%		5%		6%		7%		
	Emissions volume intensity (location based)	CO_2e kg/kg production	4.9	4.5	4.6	4.3	3.2	3.1	3.2	3.0	3.1	3.1	2.7		
	Emissions value intensity (location based)	CO_2e tonnes/$m sales	210	208	219	206	200	192	192	185	200	202	176		
	Scope 3 emissions footprint[6]	Thousand tonnes CO_2e							849.2		671.0		891.3		560.5
	Scope 3 CO_2 emissions	Tonnes CO_2							722,740		579,979		738,782		
	Scope 3 CH_4 emissions	Tonnes CH_4							6,748		4,419		7,106		
	Scope 3 N_2O emissions	Tonnes N_2O							30,525		23,590		31,994		

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EFFLUENT Reduce and clean	% of water discharged as effluent	%	87%	80%	79%	77%	69%	65%	62%	61%	67%	69%	68%		
	Treated effluent discharge to surface water course	Million cubic metres					4.1	4.0	3.4	3.2	2.8	2.7	3.0		
	Effluent discharge to offsite treatment plant	Million cubic metres	1.5	1.6	1.4	1.4	1.3	1.3	1.3	1.3	1.1	1.1	1.2		
	Total effluent discharge	Million cubic metres	6.9	6.5	6.4	6.2	5.3	5.3	4.7	4.5	3.9	3.8	4.2		
	Environmental prosecutions	No.	0	0	0	0	0		0		0		0		
	% effluent that is compliant with ZDHC	%					-		63%		74%		82%	100%	
	Investment in effluent treatment plants and technology	Million $	3.4	0.9	1.6	2.2	-		4.6		1.5		2.2		
SOCIAL Living wage Fair employment Community engagement	Permanent employee headcount[2]	No.	19,204	18,985	19,079	19,419	18,239		17,725		17,943		18,811		
	Permanent employee average tenure	Years				10.4	10.2	10.3	11.1		10.3		9.7		
	Permanent employee turnover	%				19%	27%		25%		20%		23%		
	Temporary Employee Headcount	No.					-		-		3,163		4,104		
	% female permanent employees	%	40%	41%	40%	41%	39%		41%		42%		42%		
	% female senior managers	%	19%	19%	21%	22%	23%		24		22%		23%		
	% female Board members	%	13%	11%	22%	30%	30%		33		40%		50%		
	Employee engagement score	%	81%	83%	83%	83%	83%		N/A		N/A		83%		
	Safety training	Hours/employee									23		29		
	Sites accredited to OHSAS 18001	No.									7		7		
	Sites accredited to ISO 45001	No.									4		5		
	Near misses reported	No.				1,583					1,320		1,770		
	Near miss reporting rate	No./100 FTE				5.4					6.1		6.7		
	Hazards reported	No.				33,112					35,083		48,077		
	Hazard reporting rate	No./100 FTE				114					162		181		
	Improvement actions completed	No.				36,014					39,689		54,811		
	Improvement actions completion rate	No./100 FTE				124					183		207		

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SOCIAL Living wage Fair employment Community engagement	Work related incident rate	Incidents/100 FTE			0.56	0.56					0.59		0.45		
	Number of recordable incidents	No.			163	163			135		128		120		
	Average lost days per lost time incident	Days			17.9	34.1	16.8		19.7		24.3		18.7		
	Total lost days from incidents	Days			2,015	2,320			1,672		1,669		1,916		
	Lost time case rate	Lost time incidents/100 FTE			0.26	0.24	0.37		0.31		0.36		0.34		
	Work related fatalities	No.	0	0	0	1					0		0		
	Health & safety prosecutions	No.	0	0	0	0					0		0		
	Commuting incident rate	Incidents/100 FTE									0.37		0.37		
	Number of commuting incidents	No.									80		98		
	% workforce with 'Great Place to Work' or equivalent certification	% workforce.									6%		83%	80%	
	Permanent employees subject to a collective agreement	%				38%	37%		43%		46%		53%		
	Permanent employees that are members of a union	%				34%	38%		43%		47%		40%		
	Diversity in employees	No. of nationalities				68	63		60		60		62		
	Diversity in senior managers	No. of nationalities				43	32		31		31		32		
MATERIALS Eco-footprint Reduce, reuse and recycle	% premium polyester sales from recycled material[9]	%									13%		19%	100%[9]	
	Total waste generated	Tonnes					24,092	24,288	25,401	25,322	17,599	18,499	23,425		
	Hazardous waste generated$_2$	Tonnes					7,150		8,171		4,031		5,868		
	% total material waste	%					15%	17%	16%	18%	14%	16%	17%		
	% movement in waste % compared to 2018	% movement								6%		-8%	-3%	-25%	
	Reused or recycled waste	% of waste				76%	73%	69%	69%	67%	66%	62%	67%		
	% units sending zero waste to landfill	%							65%		47%		45%		
	Total materials purchased by Coats	Tonnes	132,694	136,249	146,394	138,589	139,399		144,802		115,302		133,062		
	Process chemicals used	Tonnes					18,213		16,034		13,820		17,101		
	Packaging materials used	Tonnes					27,062		24,077		22,486		22,482		
	Materials used in Coats products	Tonnes	87,002	90,444	95,261	93,268	94,125		104,691		78,996		93,479		
	Textile fibres used in Coats products	Tonnes					89,329		99,880		74,942		88,536		
	Dyes and chemicals used in Coats products	Tonnes					4,796		4,811		4,054		4,943		

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OTHER	Employees completing compliance training	No.	>4,000	>4,500	>4,500	>4,500	>4,000		>4,000		>4,200		>4,700		
	Employees completing modern slavery training	No.	-	-	-	-	-		3828		699		>700		
	Number of colours dyed	Thousand	156	164	162	171	174		176		158		178		
	Number of dye batches produced	Million	3.5	3.6	3.7	3.9	3.8		3.8		3.1		3.8		
	Direct economic value generated and distributed	$ million	1,033	1,558	1,459	1,501	1,543		1,396		1,166		1,508		
	% economic value distributed to suppliers	%	65%	65%	63%	61%	62%		60%		62%		60%		

[1]During development of our Science Based Targets inventory some corrections to data from 2018 to 2020 were identified. In addition some reporting inconsistencies to water, energy and waste data were identified and corrected.

[2]Total carbon footprint includes Scope 3 from 2019 and include market based Scope 2 from 2019. Prior years only include scopes 1 & 2 and location based for Scope 2. The boundary methodology for our emissions is based on financial control for all companies that are consolidated in the company financial statements and equity share for 2 joint venture operations.

[3]Scope 1 methodology - Fuel consumption data is collected from all units monthly, based on metres 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.

[4]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.

[5]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 CO_2 component of the emissions is removed and reported separately. Data is then consolidated using the boundary methodology explained in note 2.

[6]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 3 reported years in this table.

[7]Permanent headcount includes JV operations in China so the numbers don't reconcile exactly to the statutory headcount in the Annual Report.

[8]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.

[9]All targets listed as 2022 targets, mature in 2022 apart from our recycled material target, which matures in 2024.