

PERFORMANCE SUMMARY



Performance Summary

Pillar	Indicator	Unit	2019	2019 Restated ¹	2020	2020 Restated ¹	2021	2021 Restated ¹	2022	2022 Restated ^{1,2}	2023	2023 Restated ^{1,2}	2024	2024 Restated ^{1,2}	2025	2026 Targets	2030 Targets
 ENERGY	Total carbon footprint, Scope 1, 2 & 3	Thousand tonnes CO ₂ e	1,274		1,026		1,375		1,127	1,121	935	936	955	952	929		
	Scope 1 & 2 footprint ¹	Thousand tonnes CO ₂ e	264.4	248.5	212.8	199.1	246.8	235.9	182.0	176.0	111.2	111.5	89.7	86.6	123.0	137.3	147.3
	% reduction in Scopes 1 & 2 emissions (since 2022)	%									39%	37%	51%	51%	30%		
	Scope 1 emissions footprint ¹	Thousand tonnes CO ₂ e	73.5	73.2	56.8	56.5	68.7	68.4	59.7	59.6	51.9	52.4	52.4	52.1	48.2		
	Scope 1 HFCs emissions ¹	Tonnes HFCs		1,317	1,470	1,470	1,175	1,138	1,255	1,171	2,336	3,003	1,985	1,880	1,283		
	Scope 1 PFCs emissions	Tonnes PFCs	0		0		0		0		0		0		0		
	Scope 1 SF ₆ emissions	Tonnes SF ₆	0		0		0		0		0		0		0		
	Scope 1 NF ₃ emissions	Tonnes NF ₃	0		0		0		0		0		0		0		
	Scope 2 emissions footprint (Location based) ¹	Thousand tonnes CO ₂ e	232.6	220.0	183.7	172.3	213.3	208.5	201.8	175.0	172.2	155.6	181.2	163.4	167.3		
	Scope 2 emissions footprint (Market based) ¹	Thousand tonnes CO ₂ e	190.9	175.3	149.2	142.6	172.4	167.5	122.3	116.4	59.3	59.1	37.3	34.5	74.8		
	Out-of-scope biofuels, Scope 2 CO ₂ emissions ¹	Tonnes CO ₂	38,163	49,398	26,960	37,824	32,789	47,983	27,519	40,350	24,090	28,209	25,683	28,640	30,652		
	% scope 2 emissions covered by renewable certificates	%	5%		6%		8%		29%	32%	54%	57%	74%	77%	62%		
	Scope 1&2 (Location based) Emissions volume intensity ¹	CO ₂ e kg/kg production	3.4		3.2		3.0		2.2	2.0	2.2	2.1	2	2	2		
	Scope 1&2 (Location based) Emissions value intensity ¹	CO ₂ e tonnes/\$m sales	231		209		195		170	166	161	157	156	150	147		
	Scope 1&2 (Market based) Emissions volume intensity ¹	CO ₂ e kg/kg production	2.9		2.8		2.6		1.5	1.5	1.1	1.1	0.80	0.78	1.15		
	Scope 1 NF ₃ emissions	Tonnes NF ₃	0		0		0		0		0		0		0		
	Scope 2 emissions footprint (location based) ¹	Thousand tonnes CO ₂ e	232.6	220.0	183.7	172.3	213.3	208.5	201.8	175.0	172.2	155.6	181.2	163.4	167.3		
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	% scope 2 emissions covered by renewable certificates	%	5%		6%		8%		29%	32%	54%	57%	74%	77%	62%		
	Scope 1&2 (Location based) Emissions volume intensity ¹	CO ₂ e kg/kg production	3.4		3.2		3.0		2.2	2.0	2.2	2.1	2	2	2		
	Scope 1&2 (Location based) Emissions value intensity ¹	CO ₂ e tonnes/\$m sales	231		209		195		170	166	161	157	156	150	147		
	Scope 1&2 (Market based) Emissions volume intensity ¹	CO ₂ e kg/kg production	2.9		2.8		2.6		1.5	1.5	1.1	1.1	0.80	0.78	1.15		



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	Scope 1&2 (Market based) Emissions value intensity ¹	CO ₂ e tonnes/\$m sales	199		191		167		118	125	80	84	60	60	84		
	Scope 3 emissions footprint ³	Thousand tonnes CO ₂ e	1,009.9		820.1		1,133.9		944.7		824.2		865.5		806.1		666.5
 MATERIALS	Total primary raw materials purchased by Coats Group	Tonnes							144,118		115,596		128,500		120,821		
	Total preferred primary raw materials purchased by Coats Group	Tonnes							44,874		40789		58,537		63,307		
	% of preferred primary raw materials	%							31.1%		35.3%		45.6%		52.4%	60%	100%
	Total materials purchased by Coats Group	Tonnes	180,355		154,209		202,587		186,108		151,522		163,616		162,390		
	Total materials purchased by Coats (Footwear Components)	Tonnes	38,868		32,747		44,143		55,086		40,145		43,376		44,756		
	Total materials purchased by Coats (thread products)	Tonnes	141,487		121,462		158,444		131,022		111,377		120,240		117,634		
	Process chemicals used in Coats thread products	Tonnes	16,034		13,820		17,101		13,577		11,795		11,255		11,300		
	Packaging materials used in Coats thread products	Tonnes	24,077		22,486		22,482		23,878		19,520		19,979		21,958		
	Materials used in Coats thread products	Tonnes	101,376		85,156		118,861		93,567		80,062		89,005		84,377		
	Textile fibres used in Coats thread products	Tonnes	96,565		81,102		113,918		91,530		78,391		85,494		80,906		
	Dyes and chemicals used in Coats thread products	Tonnes	4,811		4,054		4,943		3,965		3,323		3,512		3,471		
 WATER	Total water used ²	Million cubic metres	7.2		5.4		5.9		4.5	4.5	3.6	3.6	3.9	3.9	3.8		
	Water intensity ²	Litres/kg produced	79.2		72.5		63.5		37.7	38.2	35.6	38.9	35.3	35.4	35.2		
	Total water recycled ²	Million cubic metres							1.1	1.1	1.0	1.0	1.1	1.1	1.1		
	% of water recycled ²	%	22%		20%		23%		24%	24%	27%	27%	27%	27%	30%	32%	
	Withdrawal from municipal supply ²	Million cubic metres	2.6		2.1		2.3		1.7	1.7	1.4	1.4	1.6	1.6	1.4		
	% water from municipal supply ²	%	36%		38%		39%		38%	37%	38%	38%	41%	40%	38%		
	Withdrawal from ground water sources ²	Million cubic metres	1.6		1.2		1.4		1.1	1.1	0.8	0.8	0.9	0.9	0.9		
	% of water from ground water sources ²	%	22%		22%		24%		23%	24%	22%	22%	22%	22%	25%		
	Withdrawal from natural watercourses, reservoirs and rainwater harvesting ²	Million cubic metres	1.5		1.1		0.9		0.7	0.7	0.5	0.5	0.4	0.4	0.3		
	% water from natural watercourses and reservoirs and rainwater harvesting ²	%	21%		20%		15%		15%	15%	13%	13%	10%	10%	7%		
	Total water withdrawal ^{1,2}	Million cubic metres	5.6		4.3		4.6		3.5	3.4	2.7	2.6	2.9	2.8	2.6		



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 WASTE	% of water discharged as effluent ²	%	61%		67%		67%		76%	75%	79%	79%	73%	73%	72%		
	Treated effluent discharge to surface water course ²	Million cubic metres	3.2		2.7		3.0		2.7	2.7	2.3	2.3	2.2	2.2	1.8		
	Effluent discharge to offsite treatment plant ²	Million cubic metres	1.2		0.9		1.0		0.8	0.7	0.6	0.6	0.7	0.7	0.9		
	Total effluent discharge ²	Million cubic metres	4.4		3.6		4.0		3.4	3.4	2.9	2.9	2.9	2.9	2.7		
	Environmental prosecutions	No.	0		0		0		0	0	0	0	0	0	0		
	% effluent compliance to the Roadmap to Zero standards	%	63.00%		74.00%		82.00%		99.76%		99.83%		99.85%		99.97%	100%	
	Investment in effluent treatment plants and technology	Million \$	4.6		1.5		2.2		1.5		0.3		1.1		4.1		
	Total waste generated ²	Tonnes	23,834		17,202		22,117		17,413	17,055	15,168	14,869	17,833	17,444	18,460		
	Hazardous waste generated ^{2,4}	Tonnes	7,784		4,085		5,810		3,931	3,931	3,440	3,440	3,755	3,755	3,684		
	Waste as % of Finished Goods Produced ²	%	26.3%		23.1%		23.7%		14.5%	14.6%	14.8%	14.7%	16.0%	15.7%	17.3%		
	Reused or recycled waste ²	% of waste	65%		62%		68%		55%	55%	59%	59%	68%	68%	69%		
	Waste going to landfill ²	Tonnes	3,602		3,442		2,872		2296	2102	1,449	1,359	288	237	0	0	0
	% of waste going to landfill ²	%							13.2%	12.3%	9.6%	9.1%	1.6%	1%	0%		
	% units sending zero waste to landfill ²	%	56%		52%		47%		59%	60%	48%	58%	25%	78%	0%		
 PEOPLE	Permanent employee headcount ⁵	No.	17,725		17,943		18,811		16,243		15,364		16,000		15,664		
	Permanent employee average tenure	Years	11.1		10.3		9.7		9.9		9.8		8.8		9.7		
	Permanent employee turnover	%	25%		20%		23%		36%		19%		21%		16%		
	Permanent employee turnover (voluntary)	%							19%		13%		17%		12%		
	Permanent employee turnover (involuntary)	%							17%		7%		4%		4%		
	Temporary Employee Headcount	No.			3,163		4,104		3,692		3,528		4,068		3,974		
	Total senior leadership headcount	No.							182		165		177		191		
	% female permanent employees	%	41%		42%		42%		37%		39%		40%		38%		
	Female senior leadership headcount	No.							38		38		53		63		
	% of females in senior leadership	%	24%		22%		23%		19%		23%		30%		33%	30%	

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 PEOPLE	% female Board members	%	33%		40%		50%		44%		44%		44%		40%		
	Employee engagement score	%					83%				79%		85%		86%		
	Safety training	Hours/employee			23.0		29.0		29.8		30.0		29.7		30.7		
	Sites accredited to OHSAS 18001	No.			7		7		0		0		0		0		
	Sites accredited to ISO 45001	No.			4		5		14		14		15		23		
	Near misses reported	No.			1,320		1,765		1,566		1,291		1,267		1,075		
	Near miss reporting rate	No./100 FTE			6.1		6.6		6.6		6.7		6.28		5.25		
	Hazards reported	No.			35,083		47,400		46,658		44,048		48,845		44,328		
	Hazard reporting rate	No./100 FTE			162.0		179.0		197.7		229.2		242.2		216.4		
	Improvement actions completed	No.			39,689		54,228		52,460		42,410		53,150		61,567		
	Improvement actions completion rate	No./100 FTE			183		204		222		221		264		301		
	Work related incident rate	Incidents/100 FTE					0.45		0.37		0.45		0.37		0.35		
	Number of recordable incidents	No.	127		129		120		87		87		75		71		
	Average lost days per lost time incident	Days	19.6		24.3		20.7		14.5		20.2		25.9		27.3		
	Total lost days from incidents	Days	1,567		1,699		1,916		754		1,209		1,375		1,038		
	Lost time case rate	Lost time incidents/100 FTE	0.30		0.36		0.34		0.22		0.31		0.26		0.19		
	Work related fatalities	No.			0		0		0		0		1 (Contractor)		0		
	Health & safety prosecutions	No.			0		0		0		0		0		0		
	Commuting incident rate	Incidents/100 FTE			0.37		0.37		0.38		0.30		0.32		0.31		
	Number of commuting incidents	No.			80		98		90		57		65		63		
	Total workforce headcount (for 'Great Place to Work' calculation)	No.							19,441		18,404		19,553		19,101		
	Workforce with a 'Great Place to Work' certification	No.							16,719		16,058		18,616		19,003		
	% of workforce with 'Great Place to Work' certification	% workforce			6%		83%		86%		87%		95%		99%	88%	
	Permanent employees subject to a collective agreement	%	43%		46%		53%		49%		51%		59%		48%		

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	Permanent employees that are members of a union	%	43%		47%		40%		43%		44%		40%		41%		
	Diversity in employees	No. of nationalities	60		60		62		55		49		52		54		
	Diversity in senior managers	No. of nationalities	31		31		32		29		29		32		30		
OTHER	Employees completing compliance training	No.	>4,000		>4,200		>4,700		>2,500		>5,000		4,946		3,195		
	Employees completing modern slavery training	No.	3,828		699		>700		>2,500		>5,000		4,940		606		
	Number of colours dyed	Thousand	176		158		179		184		188		200		211		
	Number of dye batches produced	Million	3.8		3.1		3.8		3.8		3.6		4		4		
	Direct economic value generated and distributed	\$ million	1,396		1,166		1,508		1,614		1,405		1,504		1,476		
	% economic value distributed to suppliers	%	60%		62%		60%		61%		57%		57%		55%		

FOOTNOTES

¹ Scope 1 and 2 emissions have been restated for 2019 to 2024 to reflect the sale of the Americas yarns business and associated Toluca facility closure and transfer of emissions calculations from a manual Excel spreadsheet to the use of Normative carbon accounting software.

² Energy, water and waste data has been restated from 2022 to 2024 to reflect the sale of the Americas yarns business and associated Toluca facility closure.

³ 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.

⁴ 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.

⁵ Permanent headcount includes JV operations in China so the numbers don't reconcile exactly to the statutory headcount in the Annual Report.