PERFORMANCE SUMMARY

Performance Summary

PILLAR	INDICATOR	UNIT	2014	2015	2016	2017	2018	2018 RESTATED[1]	2019	2019 RESTATED[1]	2020	2020 RESTATED[1]	2021	2021 RESTATED[1]	2022*	2022 TARGETS	2022 RESTATED[9]	2026 TARGETS	2030 TARGETS
ENERGY	Total energy used in operations	Million kWh	858	833	829	823	865	858	831	826	670	661	801	792	692		774		
	Energy intensity	kWh/kg produced	13.2	12.2	11.9	11.5	9.3	9.1	9.4	9.1	9.1	8.9	8.6	8.5	8.2				
	Energy intensity movement compared to 2018	% movement							1%	0%	-2%	-3%	-7%	-7%	-10%	-7%			
	Non-renewable electricity used	%	31%	32%	30%	29%	32%	27%	34%	28%	32%	29%	32%	28%	25%		24%		
	Natural gas used	%	33%	33%	35%	34%	29%	33%	28%	32%	30%	33%	31%	34%	33%		34%		
	Oil used	%	11%	6%	6%	7%	5%	5%	4%	5%	4%	4%	4%	4%	3%		5%		
	Coal used	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%		
	Renewable energy used	%	25%	29%	29%	30%	34%	34%	34%	35%	33%	34%	34%	34%	38%		36%		
	% Electricity covered by renewable certificates	%					3%	5%	5%	7%	6%	8%	7%	7%	25%		29%		100%
	Total carbon footprint, Scopes 1, 2 & 3[2]	Thousand tonnes CO_2e	322	305	319	311	303		1,123.1		900.7		1,157.0		985.2				
	Scopes 1 & 2 footprint[2]	Thousand tonnes CO_2e	321.9	305.4	318.5	310.6	303.3		273.8	269.2	217.2	212.8	253.4	246.8	207.6		212.3	160.6	147.3
	Scope 1 emissions footprint[3]	Thousand tonnes CO_2e	81.5	67.8	70.9	71.8	67.1		64.6	62.26	51.3	48.7	62.7	58.2	50.0		60.48		
	Scope 1 CO_2 emissions	Tonnes CO_2							63,153	60789	49,743	46935	60,106	56,925	48,585		58,862		
	Scope 1 CH_4 emissions	Tonnes CH_4							83.7	80.7	67.2	63.68	82.8	78.5	66.7		81.0		
	Scope 1 N_2O emissions	Tonnes N_2O							76.6	75.2	47.3	45.86	58.4	56.6	52.7		66.5		
	Scope 1 HFCs emissions	Tonnes HFCs							1,339.2	1317	1,494.5	1470	2,476.8	1,174.8	1,159.8		1,159.8		
	Scope 1 PFCs emissions	Tonnes PFCs							0.0	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		0		
	Scope 1 NF_3 emissions	Tonnes NF_3							0.0	0	0.0	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		235.3	232.9	186.2	184.3	216.1	213.9	195.8		206.288		
	Scope 2 CO_2 emissions	Tonnes CO_2							233,974	231,625	185,116	183,278	214,905	212,741	194,754		205,198		
	Scope 2 CH_4 emissions	Tonnes CH_4							277	275	216	214	234	232	216		224.961		
	Scope 2 N_2O emissions	Tonnes N_2O							1,047	1,043	833	829	948	944	815		864.459		

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ENERGY	Scope 2 emissions footprint (market based)[5]	Thousand tonnes CO_2e							209.2	206.9	165.9	164.1	190.7	188.6	157.6		151.8		
	Scope 2 CO_2 emissions	Tonnes CO_2							206,858	204,510	164,160	162,323	188,666	186,503	156,004		150,222		
	Scope 2 CH_4 emissions	Tonnes CH_4							155.8	153.8	129.9	128.1	128.7	126.6	114.6		112.7		
	Scope 2 N_2O emissions	Tonnes N_2O							626.8	622.7	529.8	526.3	589.3	585.2	671.6		644.6		
	Out-of-scope biofuels, Scope 2 CO_2 emissions	Tonnes CO_2							38,163.0	38,163.0	26,960.0	26,960.0	32,789.0	32,789.0	19,900.0				
	% scope 2 emissions covered by renewable certificates	%					4%		5%	5%	6%	6%	7%	8%	25%				
	Emissions volume intensity (location based)	CO_2e kg/kg production	4.9	4.5	4.6	4.3	3.1		3.0	3.3	3.1	3.1	2.7	2.9	2.9				
	Emissions value intensity (location based)	CO_2e tonnes/$m sales	210	208	219	206	192		185	223	202	209	176	188	154				
	Scope 3 emissions footprint[6]	Thousand tonnes CO_2e							849.2		671.0		891.3		777.6				560.5
	Scope 3 CO_2 emissions	Tonnes CO_2							722,740		579,979		738,782		641,210				
	Scope 3 CH_4 emissions	Tonnes CH_4							6,748		4,419		7,106		7,589				
	Scope 3 N_2O emissions	Tonnes N_2O							30,525		23,590		31,994		26,128				
MATERIALS	% of sustainable raw materials	%													11%	26%		60%	
	% premium polyester sales from recycled material	%									13%		19%		23%				
	Total materials purchased by Coats	Tonnes	132,694	136,249	146,394	138,589	139,399		144,802		115,302		133,062		107,052				
	Process chemicals used	Tonnes					18,213		16,034		13,820		17,101		13,577				
	Packaging materials used	Tonnes					27,062		24,077		22,486		22,482		23,878				
	Materials used in Coats products	Tonnes	87,002	90,444	95,261	93,268	94,125		104,691		78,996		93,479		73,010				
	Textile fibres used in Coats products	Tonnes					89,329		99,880		74,942		88,536		69,045				
	Dyes and chemicals used in Coats products	Tonnes					4,796		4,811		4,054		4,943		3,965				

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WATER	Total water used	Million cubic metres	8.3	8.3	8.2	7.9	8.3	8.0	7.6	7.3	5.8	5.5	6.5	6.0	4.4		4.7		
	Water intensity	Litres/kg produced	127	121	118	112	86	85.2	83.0	80.3	76.0	73.5	67.0	64.5	52.5				
	Water intensity movement compared to 2018	% movement							-4%	-6%	-12%	-14%	-22%	-24%	-38%	-40%			
	% of water recycled	%	2%	4%	8%	11%	18%	18%	22%	22%	19%	20%	22%	23%	25%		21%	28%	
	Withdrawal from municipal supply	Million cubic metres	3.3	3.2	3.1	3.0	2.8	2.7	2.7	2.6	2.2	2.1	2.5	2.4	1.8		1.9		
	% water from municipal supply	%	41%	39%	36%	37%	35%	34%	37%	36%	40%	38%	41%	40%	41%		40%		
	Withdrawal from ground water sources	Million cubic metres	2.1	2.6	2.1	1.9	1.9	1.9	1.6	1.5	1.2	1.2	1.4	1.4	1.0		1.1		
	% of water from ground water sources	%	27%	26%	27%	24%	23%	24%	21%	21%	22%	22%	23%	23%	23%		23%		
	Withdrawal from natural watercourses, reservoirs and rainwater harvesting	Million cubic metres					1.6	1.9	1.4	1.5	1.2	1.1	1.0	0.8	0.5		0.6		
	% water from natural watercourses and reservoirs and rainwater harvesting	%	30%	30%	28%	28%	24%	24%	20%	21%	18%	20%	13%	13%	11%		13%		
	Total water withdrawal	Million cubic metres	8.0	8.3	7.5	7.1	6.7	6.5	5.8	5.6	4.6	4.4	4.9	4.6	3.3		3.6		
WASTE	% of water discharged as effluent	%	87%	80%	79%	77%	65%	65%	61%	62%	69%	68%	68%	68%	76%		76%		
	Treated effluent discharge to surface water course	Million cubic metres					4.0	4.1	3.2	3.2	2.7	2.7	3.0	3.0	2.5		2.5		
	Effluent discharge to offsite treatment plant	Million cubic metres	1.5	1.6	1.4	1.4	1.3	1.1	1.3	1.3	1.1	1.0	1.2	1.1	0.9		1.1		
	Total effluent discharge	Million cubic metres	6.9	6.5	6.4	6.2	5.3	5.2	4.5	4.5	3.8	3.7	4.2	4.1	3.4		3.6		
	Environmental prosecutions	No.	0	0	0	0	0	0	0	0	0	0	0	0	0		0		
	% effluent that is compliant with ZDHC	%							63%	63%	74%	74%	82%	82%	92%	100%			
	Investment in effluent treatment plants and technology	Million $	3.4	0.9	1.6	2.2			4.6	4.6	1.5	1.5	2.2	2.2	1.5				
	Total waste generated	Tonnes					24,288	23,072	25,322	24,207	18,499	17,558	23,425	22,530	14,604				
	Hazardous waste generated[8]	Tonnes					7,150	6,924	8,171	7,905	4,031	4,074	5,868	5,754	3,570				
	% total material waste	%					20.2%	19.7%	21.4%	21.1%	19.4%	19.0%	19.6%	19.4%	14.8%				
	% movement in waste % compared to 2018	% movement							6%	7%	-4%	-3%	-3%	-1%	-25%	-25%			
	Reused or recycled waste	% of waste				76%	69%	69%	67%	67%	62%	61%	67%	67%	62%				
	Waste going to landfill	Tonnes					3,060		3,700		3,532		2,977		1,959				0
	% units sending zero waste to landfill	%					61%		65%	58%	47%	49%	45%	46%	58%				

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PEOPLE	Permanent employee headcount[7]	No.	19,204	18,985	19,079	19,419	18,239		17,725		17,943		18,811		16,709				
	Permanent employee average tenure	Years				10.4	10.3		11.1		10.3		9.7		10.0				
	Permanent employee turnover	%				19%	27%		25%		20%		23%		28%				
	Permanent employee turnover (voluntary)	%													19%				
	Permanent employee turnover (involuntary)	%													9%				
	Temporary Employee Headcount	No.					-		-		3,163		4,104		3,702				
	% female permanent employees	%	40%	41%	40%	41%	39%		41%		42%		42%		38%				
	% female senior managers	%	19%	19%	21%	22%	23%		24		22%		20%		21%			21%	30%
	% female Board members	%	13%	11%	22%	30%	30%		33		40%		50%		44%				
	Employee engagement score	%	81%	83%	83%	83%	83%		N/A		N/A		83%		N/A				
	Safety training	Hours/employee									23		29		30				
	Sites accredited to OHSAS 18001	No.									7		7		5				
	Sites accredited to ISO 45001	No.									4		5		6				
	Near misses reported	No.				1,583					1,320		1,765		1,653				
	Near miss reporting rate	No./100 FTE				5.4					6.1		6.6		6.9				
	Hazards reported	No.				33,112					35,083		47,400		47,369				
	Hazard reporting rate	No./100 FTE				114					162		179		196				
	Improvement actions completed	No.				36,014					39,689		54,228		53,389				
	Improvement actions completion rate	No./100 FTE				124					183		204.3		221.3				
	Work related incident rate	Incidents/100 FTE			0.56	0.56							0.45		0.4				
	Number of recordable incidents	No.			163	163			135		129		120		97				
	Average lost days per lost time incident	Days			17.9	34.1	16.8		19.7		24.3		20.69		13.31				
	Total lost days from incidents	Days			2,015	2,320			1,672		1,699		1,916		785				
	Lost time case rate	Lost time incidents/100 FTE			0.26	0.24	0.37		0.31		0.36		0.34		0.24				

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PEOPLE	Work related fatalities	No.	0	0	0	1					0		0		0				
	Health & safety prosecutions	No.	0	0	0	0					0		0		0				
	Commuting incident rate	Incidents/100 FTE									0.37		0.37		0.38				
	Number of commuting incidents	No.									80		98		92				
	% workforce with 'Great Place to Work' or equivalent certification	% workforce									6%		83%		86%	80%	83%	88%	
	Permanent employees subject to a collective agreement	%				38%	37%		43%		46%		53%		50%				
	Permanent employees that are members of a union	%				34%	38%		43%		47%		40%		44%				
	Diversity in employees	No. of nationalities				68	63		60		60		62		57				
	Diversity in senior managers	No. of nationalities				43	32		31		31		32		30				
OTHER	Employees completing compliance training	No.	>4,000	>4,500	>4,500	>4,500	>4,000		>4,000		>4,200		>4,700		>2,500				
	Employees completing modern slavery training	No.							3828		699		>700		>2,500				
	Number of colours dyed	Thousand	156	164	162	171	174	174	176	176	158	158	178	179	185				
	Number of dye batches produced	Million	3.5	3.6	3.7	3.9	3.8	3.8	3.8	3.8	3.1	3.1	3.8	3.8	3.8				
	Direct economic value generated and distributed	$ million	1,033	1,558	1,459	1,501	1,543		1396		1166		1508		1614				
	% Economic value distributed to suppliers	%	65%	65%	63%	61%	62%		60%		62%		60%		61%				

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FOOTNOTES

[1] Due to the sale of our Brazilian and Argentinian businesses in 2022 all years from 2018 to 2022 have been restated to exclude these businesses.

*2022 Data - All data excludes Brazil/Argentina, except emissions data, H&S data and economic value data.

[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 metred or invoiced consumption coverted 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] Some 2022 data has been restated to include group acquisition in 2022 of Texon and Rhenoflex.