

# Sustainability opportunities

We have identified the following sustainability opportunities over the short, medium and long term:

## 1 Use of lower-emission sources of energy (i.e. solar PV) to reduce cost and improve energy availability

### Opportunity

Efficiencies through alternative energy solutions

S, M & L term

As a group we have always focused on efficiencies as a way of reducing our cost of doing business and providing affordable products for our customers.

We are continuing to seek new ways in which to further improve our efficiencies while reducing our carbon footprint.

Our solar PV and LED projects are some examples of the initiatives directed towards reducing direct cost through investing in renewable energy programmes and adopting energy-efficiency measures.

### Capitals impacted

NC

FC

SRC

### Material matters

#3 Maintaining a low cost of doing business

## 2 Increased capital availability, enhancing our ability to attract ESG capital at favourable rates

### Opportunity

Increased share value

M & L term

ESG capital markets are growing and demonstrating good sustainability performance will enhance our ability to attract capital at favourable rates as investors are directing more funds towards a just transition.

### Capitals impacted

FC

SRC

### Material matters

#5 Allocating capital effectively

## 3 Implementing ESG profit-led initiatives that can be scaled across the group to reduce cost and create a net positive impact on people and the planet

### Opportunity

Scaling ESG profit-enabled initiatives

S, M & L term

Identifying and implementing ESG profit-enabled initiatives that can be scaled across the group to reduce cost and carbon emissions and further integrate sustainability into business strategies.

### Capitals impacted

NC

FC

SRC

### Material matters

#1 Customer focus

#5 Allocating capital effectively

#2 Maintaining an efficient and effective supply chain

#3 Maintaining a low cost of doing business

## Sustainability opportunities (continued)

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### Increased diversity, attraction and retention of staff to enhance sustainable performance rates

[Read more: Integrated report – Risks and opportunities, risk number 8](#)

#### Opportunity

Diversifying our workforce

S, M & L term

Building a diverse and inclusive workforce enables us to provide sustained value into the future and to execute on strategic objectives. This includes a focus on race, gender and age, and prioritising investment in skills development and training of our employees.

Our ability to attract and retain top talent, especially the younger generation looking for companies that are responsible corporate citizens, will influence our ability to build and expand an agile business in the long term.

#### Capitals impacted

NC

FC

SRC

#### Material matters

#4 Attracting and retaining talent

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### Diversifying our supply chain and sourcing across multiple geographic regions

[Read more: Integrated report – Risks and opportunities, risk number 2](#)

#### Opportunity

Building resilience

M & L term

Diversifying our supply chain and sourcing across multiple geographic regions builds supply chain resilience and can ensure business continuity when extreme weather events play out.

#### Capitals impacted

NC

FC

SRC

MC

#### Material matters

#1 Customer focus

#2 Maintaining an efficient and effective supply chain

#3 Maintaining a low cost of doing business

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### Growth in more sustainable fibres/materials, thereby decreasing cost of raw material

#### Opportunity

Adaption, and extension of products and services

M & L term

Decreased cost in more sustainable fibres/materials with the growing market demand for more environmentally friendly products is an opportunity for the group in specific areas of our market. Product ranges can be adapted to meet shifts in customer preferences/expectations.

#### Capitals impacted

NC

FC

SRC

H&IC

#### Material matters

#1 Customer focus