

Environmental, Social and Governance



In 2021 we committed to developing an Environmental, Social and Governance (ESG) Framework as a key part of our ESG Journey.

Minimising our impact on the environment

- A**dvancing sustainability
- M**inimising environmental impact
- S**ocially responsible

Our contribution to the United Nations Sustainable Development Goals

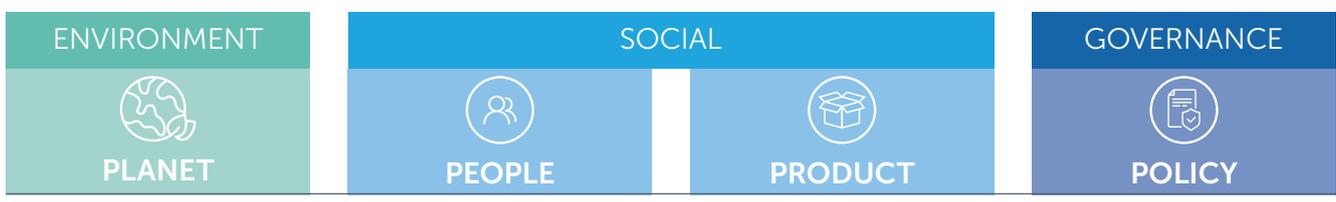
These areas where our business can have the most meaningful impact:



Our ESG Framework is based on our 4 Ps (Planet, People, Product, Policy) and focuses on key commitments that are meaningful and aligned to our Mission and the United Nations Sustainable Development Goals (SDGs). Our approach to ESG is a core part of our mission and strategy and is supported by Increased resources and improved organisational effectiveness.

 For more information see page 41

ESG Framework



Principles

<ul style="list-style-type: none"> Minimise any negative impact on the environment. Uphold the highest standards of corporate responsibility. 	<ul style="list-style-type: none"> Having a positive impact on the local communities in which we operate. Offer our employees a safe, supportive working environment with a positive culture. 	<ul style="list-style-type: none"> Operate in an ethical and responsible manner. Contribute to society by developing products to improve patient outcomes. 	<ul style="list-style-type: none"> Uphold the highest standards of corporate governance. Build and develop an ESG reporting framework with meaningful targets.
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Stakeholder engagement

<ul style="list-style-type: none"> Communities and Environment. Supply Chain. Investors. 	<ul style="list-style-type: none"> Patients, Partners, Clinicians. Employees. 	<ul style="list-style-type: none"> Regulators. Supply Chain. 	<ul style="list-style-type: none"> Investors. Partners. Employees.
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Commitments

<ul style="list-style-type: none"> Minimise negative environmental impact, combat climate change. Manage energy use more efficiently and increase renewable and sustainable resources. Reduce waste, protect water, improve recycling, re-use materials. Expand scope of ISO Certification. Promote Environmental Pledge Scheme. 	<ul style="list-style-type: none"> Attract, retain and develop our talent to support future growth. Promote equality, diversity and inclusion. Support employees on health, safety and all forms of wellbeing, including EAP Programme and mental wellness app. Provide financial support for employees' charity work, chosen charities and community volunteering. 	<ul style="list-style-type: none"> Uphold ethical standards across our value chain. Work with patients, partners and clinicians to identify unmet needs. Improve transition of early stage R&D, reduce waste. Manufacture products focused on quality, customer safety, welfare. Transition to recyclable packaging, apply regulations and certification. 	<ul style="list-style-type: none"> Uphold external standards to protect human rights. Zero tolerance towards bribery, corruption and fraud. Robust data governance and compliance. Ensure equal pay regardless of gender, ethnicity or disability. Enrol in UN Global Compact, embed Ten Principles across business.
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ESG metrics

<ul style="list-style-type: none"> Pathway to reduce emissions, plan for scope 3. CO₂e emissions per £k sales (KG). Gas usage, water, electricity (total, by person). Waste (recycle, landfill, incinerate). 	<ul style="list-style-type: none"> Charitable donations. YOY Health & Safety score. Employee Engagement score. Training and development spend. % training in EDI/ Unconscious bias. 	<ul style="list-style-type: none"> Number of new products released per year. % new products released with recyclable packaging. Product safety rates in market. % suppliers signed up to Supplier Charter. 	<ul style="list-style-type: none"> Compliance with UN Global Compact principles. Reported cases of bribery, corruption or fraud. Whistleblowing reports.
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UN Sustainable Development Goals



Environmental, Social and Governance continued

We have further developed our processes and plans for issues that are meaningful to us, with particular focus on our metrics, monitoring, reporting and management of performance.

In addition to our ESG framework in 2021, we have:

- Expanded data capture and improved management systems and processes to ensure the continued improvement and accuracy of data.
- Formalised our approach and strong governance of ESG issues with the formation of an ESG Steering Committee and expanded the role of our Group H&S Manager to encompass ESG.
- Integrated ESG factors into key employees personal objectives, key results and executive remuneration.
- Increased reporting scope and transparency, including reporting in reference to established global reporting frameworks such as the UN SDGs within this Report.
- Further increased our use of renewable energy.
- Implemented pro-active approach to COVID-19, remaining fully operational.
- Rolled out real time Environmental, Health and Safety (IEHS) reporting, EHS maturity plan and significantly reduced health and safety incidents.

Post period end in Q1 2022 we:

- Commenced a review of Task Force of the Climate-related Financial Disclosure (TCFD) requirements to identify climate risk and aligned opportunities.
- Engaged our internal auditor RSM to conduct an ESG Maturity Assessment, the output of which is reflected in this Report.



AMS is an environmentally conscious organisation which acknowledges the impact our operations and services may have on the environment.

Looking forward

We are accelerating progress of our ESG roadmap, and we are proud to have achieved so much already in 2021. While we celebrate our achievements, we recognise that this is a journey and there is always more that can be done, and more to aim for. A selection of our focus areas for 2022 include:

- Extensive Board discussion led to a decision to work with an external consultant to implement a **'Pathway to Net Zero'** (see page 42 for further details).
- Further engage our stakeholders, in particular Investors and Employees, to further develop the materiality work carried out and refine our ESG Framework.
- Continue to assess and meet current and upcoming trends, including adapting our ESG Framework to consider the Global Reporting Initiative (GRI) and TCFD requirements and SDGs and reflect best practice.
- Build on robust governance processes.
- Continue to build performance reporting and monitoring systems with improved data.
- Feasibility studies of energy saving and environmentally beneficial projects.
- Build on our role in the medical device market through growth in provision of our quality products to the market, supported by the sustainability goals and external accreditation.
- Adopt UN Global Compact and the Ten Principles.
- **Our Roadmap will outline the pathway and milestones in subsequent annual reports.**

On the following pages we describe our approach to our 4 Ps, key highlights, metrics, and next steps for each of our key issues, as outlined in our ESG Framework.



More information and detail is also on our Website (www.admedsol.com) and queries can be directed to esg@admedsol.com





PLANET

We are committed to minimising any negative impact on the environment and upholding the highest standards of corporate responsibility.

Emissions per £k sales

27.45 CO₂e

net scope 1 (direct) and scope 2 (indirect) emissions intensity¹
(2020: 20.72 CO₂e, 2019: 25.14 CO₂e emissions per £k sales)



2,838,419 kg CO₂e¹
scope 1 and 2 emissions (2020:
1,876,157 CO₂e, 2019: 2,717,061 CO₂e)

51%
renewable/low carbon energy mix
(including nuclear) (2020: 42%)

53 m³/employee
total water usage (2020: 42m³)

2.2%
waste to landfill (2020: No data)

1.25 tons/employee
total waste (2020: 0.76 tons/employee)

¹ 2021 emissions influenced by acquisition of Raleigh (36% of total gas usage in 2021 – gas accounts for 52% of Group scope 1 emissions). Raleigh scope 1 and 2 emissions were 423,398 CO₂e (15% of Group). £250k invested on obsolete HVAC systems that created a 200% increase in f-gas losses in 2021. The comparator year (2020) was heavily impacted by COVID-19, resulting in lower utilities water and waste metrics.

Highlights

Continued development of energy and climate change strategy and action plans.

Improvements made to data management and collection.

Reduced business car mileage by improved communication and processes.

Board decisions to work with external consultant on a Pathway to Net Zero.

First **electric car charger** purchased.

Review of potential future impact of **TCFD** commenced (Q1 2022).

Invested in solvent recovery to reduce risk of environmental spillage.

Commenced roll out of more in-depth recycling processes.

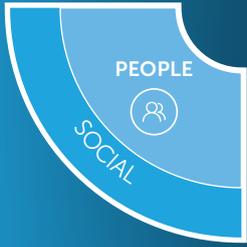
Launched **Environmental Pledge** Scheme across the Group to encourage employees to reduce their own carbon footprint.



Looking forward

- Improve and expand data collection and analysis to enable targeted improvements.
- Refine internal targets and embed climate change risk, including risk register (renewable energy target: 70% by 2025).
- Focus on waste management (recycle, landfill, incineration).
- Further embed role of 'ESG Champions' for local and global awareness, initiatives and support.
- Review of renewable energy and other activities to align with mission, strategy and values.
- Expand implementation of ISO 14001 and ISO 50001 certification across the Group.
- Further promote Environmental Pledge Scheme, measure impact and communicate key ideas.

Environmental, Social and Governance continued

PEOPLE

We are committed to having a positive impact on the local communities in which we operate and offering our employees a safe, supportive working environment with a positive culture.

76%

of employees were neutral or positive about AMS living their Care, Fair, Dare values in the engagement survey (2020: 78%)



69%
employee engagement survey response rate (2020: 45%)

83%
positive or neutral responses based on the external benchmark of our Engagement Score¹

64%
training in Equality, Diversity and Inclusion/unconscious bias (employees with email, 35% of all employees)

¹ As defined by the Culture Amp software.

1
reported incident of discrimination (2020: 0)

20%
invested in the Employee Share Plan (2020: 21%)

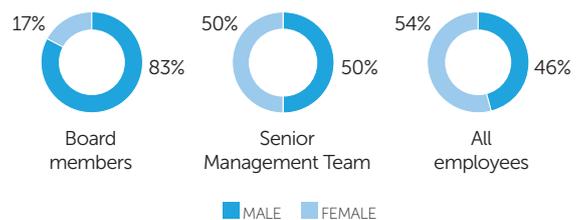
2.1
H&S (AMS Accident Incident Rate) (2020: 2.8)

0
Lost Time Incidents (LTIs) (2020: 5)

Highlights

- New approach** to charitable giving and donations, aligned to our mission, locations and activities.
- £30k donated** to charitable and community activities through product and monetary donations (2020: £16k).
- Strategic partnership** plan with charities working in areas aligned with our values and maximise impact.

Employee gender diversity



Highlights

- EDI/unconscious bias training linked to launch of Altogether AMS, our Diversity and Inclusion Programme, and launch of EDI Committee.
- Redesigned Executive bonus scheme to focus more on personal objectives and within that ESG progress.
- Continued improvement and formalisation of processes including employee inductions, training requirement assessment and role clarity.
- Improved EHS governance, data capture processes and internal H&S communications.
- Continued embedding of health and safety culture.
- Extensive COVID-19 controls to maintain safe working environments for our staff.

Looking forward

- Work to embed EDI across the Group, in particular in recruitment.
- Continuous review of our benefits proposition.
- Increase training and development budget to drive employee satisfaction and develop key staff.
- Promote expanded Employee Assistance Programme (EAP) and actions to improve access to support for mental wellbeing.
- Increase frequency of company-wide EHS events including annual EHS day and site 'EHS focus days'.
- Focus on building approach to charitable giving and engagement by development of communities strategy.

ESG Principles



CASE STUDY

Reducing our environmental impact

In 2021 our Plymouth site undertook a project looking at energy consumption which resulted in the installation of 494 photovoltaic solar panels on the roof of the building to provide a substantial renewable source of energy to the site. This was a key step in becoming a more sustainable business and the panels now provide 19% of site electricity per year, the equivalent carbon saving in excess of 1,900 trees per annum, and supporting the local economy as the project was developed and planned in conjunction with a local provider.

The site has now entered the next phase and received planning permission to create capacity for additional volumes for Seal-G®, LiquiBandFIX8®, LiquiBand XL® volumes and further R&D capability. ESG was at the heart of the project. The site went through an extensive biodiversity survey; material selection reflected environmental requirements, and solar panels were part of the structural design. The internal specifications also reflect the requirements of our ESG and sustainability goals.

68.7
MWh generated

19%
of the site's
electricity



Find out more on our website www.admedsol.com



Environmental, Social and Governance continued

PRODUCT

We are committed to contributing to society by developing products to improve patient outcomes.

£9.3m

dedicated investment in R&D
2020: £7.9m

8.6%
of revenue spend on R&D and innovation
(2020: 9.1%)

3
new products released in 2021
(2020: 3)

94%
of key¹ materials suppliers met with,
visited and/or audited in the past year

1 Ranked critical, crucial or major.

0
deaths caused in the market
by AMS products (2020: 0)

\$10.6 billion
potential total annual achievable market
estimation (see pages 8 and 9 for more
information)

Highlights

Significant progress in key R&D projects to meet unmet patient needs (LiquiBandFIX8[®] PMA for distribution in the US and Seal-G[®] and Seal-G[®] MIST – see page 6 for further details).

Further development of strategic approach to technology and innovation aligned to business growth plans.

Successful supply chain management and contingency planning throughout coronavirus pandemic.

Assessed plans to implement strict standards of **sustainable sourcing**.

Group-wide **review of packaging and statutory packaging requirements**.



Looking forward

- Further develop collaboration strategies with academia and research institutes.
- Increasing focus on process efficiency and product quality innovation.
- Continued investigation and assessment of alternative raw material supplies to further strengthen security of supply and supply chain resilience.
- Review considerations for health care economics to consider the best ways to distribute product in an ethical way to meet ethical needs.
- Continued focus on responsible and sustainable sourcing of raw materials.



POLICY

We are committed to operating in an ethical and responsible manner, upholding the highest standards of corporate governance and to building and developing an ESG reporting framework with meaningful targets.



0 fines

and non-monetary sanctions from non-compliance with environmental laws and/or regulations (2020: 0)

First ESG Steering Committee Meeting held (Three as at Q1 2022)
First formal annual ESG reporting initiated

0 incidents

of bribery, corruption or fraud (2020: 0 incidents)

0
whistleblowing reports (2020: 0)

£0
spend on political campaigns, lobbying or think tanks (2020: £0)

0
reported incidents of human rights violations in our supply chain (2020: 0)

Highlights

Continued adherence to the UK Corporate Governance Code (see pages 56 to 61).
 Appointment to the Board of **Grahame Cook** and **Douglas Le Fort** as Non-Executive Directors.
 Updated and revised **Annual Compliance training** on data protection, modern slavery and the policies listed on the right of this page.

ESG Steering Committee formation complete; development of robust ESG data collection and management processes.
Explicit establishment of ESG (including climate risk) in Risk Register.
ISO 50001 and ISO 14001 action plan commenced.

Review and refresh of policies:
 i) Anti-Bribery, Anti-Money Laundering, Anti-Facilitation of Tax Evasion, Competition Law.
 ii) Whistleblowing.
 iii) Market Abuse, Gifts and Hospitality.
 iv) Health and Safety, and Environmental and Energy policies.



Looking forward

- Formally sign up to UN Global Compact (see page 40).
- Sustainability and ESG related policy development.
- Assessment and progress of ISO 50001 and 14001 standards implementation and expansion to other sites.
- Assessment of current processes and performance reporting to external, best practice benchmarks.
- Re-launch of updated Compliance training.
- Development of a formal Code of Conduct for all employees.
- Continued integration of acquisitions to ensure all policies are adopted and embedded.

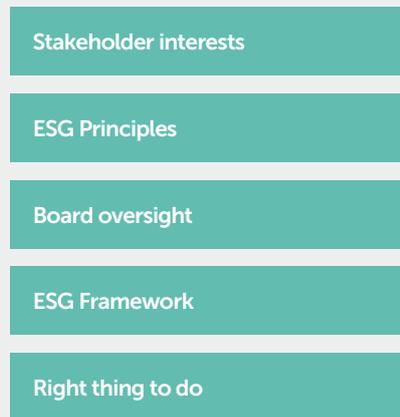
Environmental, Social and Governance continued

Established an ESG Steering Committee

Topics reviewed by the ESG Steering Committee

<ul style="list-style-type: none"> EDI training Employee engagement Mental wellbeing Bribery and corruption 	<ul style="list-style-type: none"> Packaging review Waste energy management Expanded EAP Programme New products for unmet needs 	<ul style="list-style-type: none"> Supplier charter Training and development Protect Human Rights SDGs
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ESG Inputs



ESG Outputs



External Accreditation

Our commitment to ESG is underpinned by our decision to adopt the UN Global Compact Ten Principles.



Principles 1 and 2 – Human Rights
Support and protect human rights and avoid abuses

Principles 3 to 6 – Labour Standards
Uphold freedom of association and right to collective bargaining, eliminate forced, compulsory and child labour and discrimination

Principles 7 to 9 – Environment
Take action on environmental challenge, promote environmental responsibility and encourage environmentally-friendly technologies

Principle 10 – Anti-Corruption
Work against all forms of corruption

UN Sustainability Development Goals



Selection of an appropriate reporting framework

Following a review of recognised external reporting frameworks, we concluded that one of the most relevant primary reference frameworks for AMS was the United Nations Sustainable Development Goals (UN SDGs), the 17 goals which were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve the Goals.

The SDGs which we consider to be most relevant to AMS are:

UN Goal	How AMS contributes
 <p>Ensure healthy lives and promote wellbeing for all at all ages</p>	AMS supply innovative tissue-healing technologies which ensure the best clinical outcome for the patient and improve the patient experience. Both patient and clinician experience are focus areas. Mental wellbeing is a focus with increased levels of flexible working and the launch of an expanded Employee Assistance Programme in 2022.
 <p>Ensure gender equality and empower all women and girls</p>	AMS is committed during recruitment, promotion, and other selection processes to ensuring equal opportunities for all, irrespective of gender. Our Equality, Diversity and Inclusion programme, Altogether AMS, will promote gender equality and a culture of inclusion.
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	AMS works closely with clinicians and partners, investing in industry-leading training and education, using a variety of digital platforms to deliver externally endorsed educational programmes.
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	AMS employs more than 700 people working together to deliver our mission, vision and long-term sustainable growth. AMS recognises that ensuring employees are engaged, skilled and motivated is critical for successful delivery of strategy. We are committed to paying the living wage and to the training and development of our employees in a safe working environment.
 <p>Ensure sustainable consumption and production patterns</p>	Through our quality management system and supply chain management activities, AMS aims to ensure that all its products meet the highest standards of quality, safety and efficacy, meeting audit requirements and adhering to policies on anti-bribery, anti-slavery and ethical sourcing.
 <p>Take urgent action to combat climate change and its impacts</p>	AMS is committed to taking action against climate change and keeping the global average temperature increase below 1.5C. We are focused on reducing carbon emissions, increasing the proportion of renewable sources in our energy mix, reducing waste and embedding climate change risk. Our investment in a 'Pathway to Net Zero' will drive further progress in the short to medium term.

Other key ESG activities

Modern Slavery Act

Prior to the introduction of the legislation, we implemented an Ethical Sourcing Policy and the requirements of the Modern Slavery Act 2015 build on that policy.

During 2021, we took the following key steps to implement the requirements of the Modern Slavery Act 2015:

- Group-wide communication of the Anti-Slavery and Human Trafficking Policy through compliance training.
- Reinforcement of existing policies covering ethical business practices and legal compliance.
- Contractual commitments from supply chain partners to act in accordance with our Ethical Sourcing Policy.
- Routine audits of suppliers include an assessment of compliance.
- Continuing liaison with suppliers, contractors and business partners to establish their commitment to the eradication of slavery and human trafficking.
- Ensured Anti-Slavery, Human Trafficking and Forced Labour Policies are a focus for the ESG strategy.

The full compliance statement can be found on the company website www.admedsol.com.

Gender Pay Gap Reporting – Ensuring Opportunities for All

AMS believes in being an inclusive and diverse employer, where individuals are provided opportunities to develop and reach their full potential. We remain confident that employees are paid equally for doing equivalent jobs across the business, as well as having equal opportunities for development and advancement.

Our latest report under the Gender Pay Gap Regulations is available on the company website www.admedsol.com

Environmental, Social and Governance continued

Becoming a more sustainable business.

Environmental Review of 2021

We are required to comply with the Companies (Directors' Report) and Limited Liability Partnerships (Energy & Carbon Report) Regulations, 2018, this covers Stream lined Energy and Carbon Reporting (SECR). In 2019, we measured our environmental impact in line with the SECR requirements to develop our base line results. These baseline results determine our ultimate performance from our base year figures to our most current reporting period.

Our 2020 report showed improvements through reduction in overall Carbon Dioxide equivalent (CO₂e) emissions to the atmosphere in both of our intensity ratios and helped to shape our objectives for 2021. Our 2021 report now includes Raleigh Coatings which was acquired at the end of 2020. Our high-level findings are presented below.

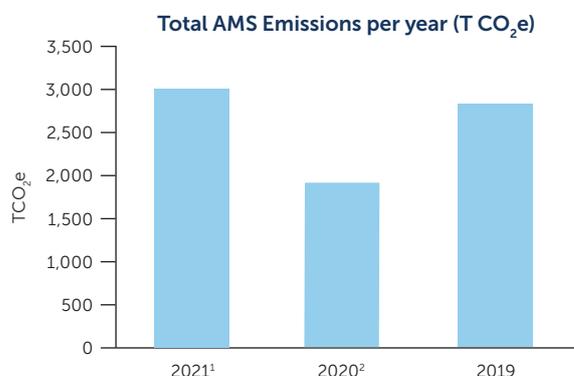
Environmental Impact

In 2021 AMS emitted 2,981 TCO₂e into the atmosphere, an increase on both 2019 (2,797 TCO₂e) and 2020 (1,899 TCO₂e). This has been impacted by the growth of the business leading to more sites and higher levels of production, including the acquisitions of Raleigh and Biomatlante.

Total Scope 1,2 & 3 (TCO₂e)

2021 ²	2,981.22
2020 ¹	1,899.00
2019	2,797.16

1 Raleigh included for first time in 2021.
2 COVID-19 impacted year.



Environmental Development

In 2021 we committed to investing time and resources into becoming both more sustainable and more carbon efficient.

We use our Environmental Policy to guide decisions and our Board are committed to our environmental plans and objectives.

As part of our commitments outlined on page 33 we implemented the International Standards (ISO) for Energy and Environmental Management (ISO 14001 & ISO 50001) and received a positive report at stage 1, allowing us to undertake final certification audits H1 2022.

2021 Targets

No breaches of environmental permits or consents	✓ Achieved
Policy adoption (Environmental/Energy Management)	✓ Achieved Endorsed at Board level
Implementation of ISO 14001 & ISO 50001 across the Group	✓ Achieved See left
ESG Framework	✓ Achieved Outlined on page 33
Installation of Solar panels at AMS Plymouth	✓ Achieved Outlined on page 37
Launch of Environmental Pledge programme	▬ Partially achieved Launched in conjunction with the ESG Champions in Q1 2022

Future development

In line with our ESG framework and commitment to reduce our environmental burden, in 2022 AMS will develop our approach to sustainability by:

- Work with an external consultant to review where we can reduce our Scope 1 and 2 emissions and assess/scope our Scope 3 emissions, both up and down the supply chain.
- Establish a process to move towards Net Zero via the feasibility assessment outlined above and report to the Board on resource required to drive AMS' long-term sustainability.

- Set site-based targets to support our ambitions and promote how AMS can help and play a part in keeping global warming potential under the Science-Based Target of 1.5C

During 2021 we received a significant number of requests from our stakeholders for environmental and ESG related data. We spent a lot of time reviewing progress on our ESG journey and how our stakeholders perceive us. In 2022 we will build on this and undertake activities that support our projects, focusing on reducing our emissions, minimising use of natural resources and reducing risks to biodiversity and habitats, including resource scarcity.

Our reporting

Our emissions reporting represents all core business operations within scope of our Consolidated Financial Statements. Primary data from energy suppliers has been used wherever possible.

Following the Companies (Directors' Report) and Limited Liability Partnerships (Energy & Carbon Report) Regulations, 2018 and to meet out SECR reporting requirements, we report within AMS' report the following recognised scopes.

These scopes are listed within ISO 14069:2013, which describes the principles, concepts and methods relating to the quantification and reporting of direct and indirect greenhouse gas (GHG) emissions for an organisation.

Scope 1 – All Direct Emissions from the activities of an organisation or under their control, including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

Scope 2 – Indirect Emissions from electricity purchased and used by the organisation. Emissions created during the production of the energy eventually used by the organisation.

Scope 3 – All Other Emissions from activities of the organisation, occurring from sources that they do not own or control.

Our calculations are based on records we hold and use location-based emissions in compliance with the factors published by BEIS/DEFRA from June 2020 and June 2021. We report all our Scope 1 and Scope 2 emissions. In 2019 we also committed to start reporting on some elements of Scope 3.

The table below covers the total emissions from AMS activities for all locations in 2021, it also offers a comparison to both 2020 and our base year data 2019.

Emissions type/scope	Yearly comparison (kg CO ₂ e)			Commentary
	2021 ¹	2020 ²	2019	
Total Scope 1 (kg CO₂e)	1,726,938	565,517	1,394,419	
Natural gas (kg CO ₂ e)	899,415	104,794	465,928	Gas emissions based on usage in all but one geographical location.
Gas oil (kg CO ₂ e)	145,425	143,456	234,813	Emissions through use of oil powered heating and supply system in one AMS location.
AMS Company cars (kg CO ₂ e)	248,891	172,504	406,308	Emissions generated from AMS owned vehicles, this is combined petrol, diesel and hybrid emissions.
F-gas losses (kg CO ₂ e)	433,207	144,763	287,370	Emissions captured through F-gas losses across AMS systems.
Total Scope 2 (kg CO₂e)	1,111,481	1,310,640	1,322,642	
Location based electricity (kg CO ₂ e)	1,111,481	1,310,640	1,322,642	Electricity emissions based on use in each geographical location.
Total Scope 3 (kg CO₂e)	142,798	22,838	80,094	
Electricity, transmission and distribution loss (kg CO ₂ e)	97,136	N/A	N/A	Not captured before 2021 covers losses within network and usage.
Water in (kg CO ₂ e)	4,501	10,799	9,998	Water delivered to AMS locations for all types of use ranging from manufacturing processes to sanitary use.
Water processed for reuse/trade effluent (kg CO ₂ e) (Winsford only)	2,280	N/A	N/A	Not captured before 2021, covering treatment of water used across our locations.
Private business miles (kg CO ₂ e)	19,751	N/A	N/A	Not captured before 2021, covers business miles completed in privately owned vehicles, based on the definition of a medium sized car.
Waste processing, all types (kg CO ₂ e)	19,130	12,039	70,096	Emissions generated through waste processing based on types of waste, both recycled and non-recyclable.
Total Scope 1, 2 & 3 (kg CO₂e)	2,981,217	1,898,995	2,797,155	
Intensity measure – COGS (EK) (kg CO ₂ e)	2745	22.23	25.14	kg CO ₂ e emissions per £ of sales.
Intensity measure – Eaches (kg CO ₂ e)	0.03	0.02	0.04	kg CO ₂ e emissions per unit (eaches) produced.
Intensity measure – Percentage of waste to landfill (% T)	2.2	N/A	N/A	Percentage of waste that cannot be recycled, further processed but has to go to landfill.
Intensity measure – Renewable/low carbon energy mix (including nuclear)	51%	42%	N/A	Percentage of electricity supplied to locations from renewable sources (including nuclear).
Renewable energy mix (excluding nuclear)	30%	35%	N/A	

1 Raleigh included for first time in 2021.

2 COVID-19 impacted year.