

Pentland Group

Corporate Responsibility review 2021

This Pentland Group* Corporate Responsibility review evaluates the progress made during the period January to December 2021 and outlines plans for 2022.

You can view our previous Corporate Responsibility reviews [here](#).

*Since the end of the year, we have established two Pentland businesses - Pentland Group Trading, incorporating the Group's trading businesses (incl. Pentland Brands and JD Sports) and Pentland Group Limited, incorporating the investment activity. The ultimate beneficial ownership of the Pentland Group of Companies remains unchanged.

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Message from our Chairman

We have a rich history of corporate responsibility. Reflecting on this past year, I am pleased to share that we remain committed to treating people and the environment with respect, as we strive to be a socially responsible and sustainable business.

Since joining the UN Global Compact in 2001, we have committed to upholding human rights and contributing to sustainable development in the communities in which our businesses operate. The COP26 summit in 2021 further highlighted the role companies worldwide must play in driving actions that reduce climate change. The businesses within our Group understand that their efforts have the potential to impact at scale and they made good progress in 2021 in having a positive impact.

For JD Sports Fashion plc, improving ESG performance is an integral part of the JD strategy, and it is committed to embracing its role in making positive, lasting changes. In 2021, Pentland Brands set out an ambitious 100-1-0 positive business strategy that takes action for people and the planet. These goals are for its brands to help 100 million consumers live positive, active, sustainable lifestyles, to improve the lives of one million people in its communities, and to become a net zero business by 2032. Individual brands continue to support

charities, champion causes and trial product innovations that have a lower impact on the planet.

As a company anchored by family values, we expect the people who work in our businesses and supply chain to be treated with respect. Robust ethical sourcing policies and governance processes guide both JD and Pentland Brands. These are continuously being improved to align with global standards. Pentland Brands is working towards 100% transparency in its supply chain by 2032, and JD continues to work with suppliers and third parties to ensure that high ethical standards are maintained.

Supporting communities through charitable action remains a strong focus. Our Rubin Foundation Charitable Trust ensures we can support charities that address causes across a range of locations and disciplines, including the Pentland Centre for Sustainability in Business, The Prince's Trust Enterprise programme, University College London and In Kind Direct.

The JD Foundation supported 19 charity partners in 2021, helping to fund community-based initiatives tackling poverty, mental health, youth homelessness and unemployment. Pentland Brands has committed

to donating 1% of profits to charitable causes every year and in 2021 has, through product donations and financial assistance, supported 100,000 people and donated 100,000 products across 11 global regions.

Our work with global organisations, industry bodies and academic institutions helps share knowledge and amplify impact. As a member of the World Federation of the Sporting Goods industry (WFSGI), we contribute to protecting the interests of those who work in the sports industry. The Pentland Centre for Sustainability in Business at Lancaster University, which we co-founded in 2015, continues to find practical solutions to real world environmental problems.

Looking ahead, we continue to believe that operating as a sustainable business is a key determinant of success. We remain committed to building a responsible and sustainable business and I look forward to sharing further updates with you.

Stephen Rubin
Chairman, Pentland Group

Pentland Group



About Pentland Group

We are a privately-owned family company that owns and invests in companies to create value for stakeholders. We take a long-term view on developing and positioning our brands; we are passionate about our people and committed to being good corporate citizens.

Pentland Group businesses employ over 68,000 people worldwide and, while our businesses are changing rapidly, people and values remain at the heart of what we do.

The core businesses within the Group are JD Sports Fashion plc (JD), Pentland Brands Limited and Lacoste Chaussures.

Pentland Brands Limited

Our Pentland Brands division is the name behind some of the world's best sports, outdoor and lifestyle brands. It controls Speedo, Berghaus, Canterbury of New Zealand, ellesse, Endura, SeaVees, KangaROOS, Mitre and Red or Dead. It is the UK footwear and apparel licensee for Kickers and the UK footwear distributor for Lacoste footwear. It also manages the Fitco business.

The Pentland Brands approach to positive business can be viewed on its **website**.

JD Sports Fashion plc

Pentland Group holds a 51.89% share in JD, the UK's leading retailer of branded sportswear, fashion and outdoor clothing and equipment. JD is listed on the London

Stock Exchange and is managed as an independent operation by the JD Board of Directors.

The JD environmental, social and governance approach can be viewed on its **website**.

Lacoste Chaussures

Pentland Group and the Lacoste Group set up a 50:50 joint venture business to manage the design, production and manufacturing of Lacoste's footwear globally.

The Lacoste Group approach to corporate social responsibility can be viewed on its **website**.

Our approach to corporate responsibility

We believe in doing the right thing, not the easy thing – as individuals and as an organisation. That means doing business ethically, supporting our people, minimising our impact on the environment and partnering with others to drive our sustainability agenda.

Pentland Group companies, in which we hold 50% or more equity, are required to comply with our policies and we use our influence to help others increase their impact where we can. The Pentland Brands policies are set out in its **Our Standards** document. JD Sports Fashion plc and affiliate businesses have their own independent boards and set their own policies on corporate governance and risk management. We partner with NGOs, academics and others in our industry to create change for the better and give back to our communities.



UN Global Compact

We are a signatory of the United Nations Global Compact and fully support its ten principles on human rights, labour, environment and anti-corruption. We remain committed to supporting the UN Sustainable Development Goals, which address the global challenges we face. We have selected the eight goals where we believe our businesses can make the biggest difference.

SUSTAINABLE DEVELOPMENT GOALS



World Economic Forum (WEF)

This report is aligned with the WEF recommended approach to sustainability reporting created by the International Business Council (IBC). It evaluates progress around metrics organised under four pillars.

Metric	Sustainable Development Goal	Location in our report
Principles of governance	8, 10, 13	11, 27
People	3, 5, 8, 10	12, 28
Planet	9, 12, 13	20, 33
Prosperity	9, 10	23, 35

2021 highlights

- 1** JD retained its A- rating within the Carbon Disclosure Project Climate Change Assessment, surpassing its sector average by two grades. This looks at how companies are working to reduce greenhouse gas emissions and combat climate change. It also received a B grading for Water Stewardship.
- 2** Pentland Brands' UK offices and distribution centres send zero waste to landfill. Anything that cannot be recycled is used to generate energy and, in the UK, our owned offices use 100% renewable energy. Its gross greenhouse gas emissions were reduced by 40% compared to 2020.
- 3** JD's private label team surpassed targets, sourcing 98% of its cotton through Better Cotton, a global, not-for-profit organisation. Since joining the sustainable sourcing organisation in 2020, JD has delivered water savings of over 1.3 billion litres.
- 4** Brands within the Pentland Brands portfolio helped plant six million trees in 2021. Trees sequester carbon, protect drinking water, and help prevent climate change related events like flooding. It's committed to planting 50 million trees by 2032.
- 5** JD successfully trialled the 'Together We Can Project' to raise funds for educational opportunities for those working at its factories through micro-donations at till points. The project is being implemented across all JD and Outdoor stores in the UK in 2022 and plans to extend overseas in 2023.
- 6** Pentland Brands partners with global charities that align with its positive business values to help communities based near its offices and within its supply chain and sourcing markets. In 2021 it supported 100,000 people and donated 100,000 products across 11 global regions.
- 7** The JD Foundation supports charities working with disadvantaged young people in the UK, supporting 19 charity partners and donating £3.6 million.
- 8** To foster a more diverse and welcoming environment, Pentland Brands expanded its employee courses to include a new learning series covering diversity and inclusion topics and launched four new employee diversity and inclusion networks — a wellbeing network, a network for Black colleagues and their allies, a network for women and their allies and a network for LGBTQ+ colleagues and their allies.
- 9** We acknowledge the prevalence of social inequality in the UK, with JD in particular recognising this through its participation in the Kickstart Scheme. This was delivered in partnership with The Prince's Trust and has seen over 1,000 people to date progress through the programme, with 90% offered permanent roles within the JD Group.
- 10** Pentland Brands promote physical, mental and emotional wellbeing in many ways. All employees have unlimited access to a mental wellbeing platform and have confidential, 24/7 access to counsellors and information specialists in the areas of emotional health, management, legal, debt, elder and younger care and financial advice.

Partnerships and memberships

We partner with leading charities, organisations and academic institutions to scale positive change. More information can be found on our [website](#).



Pentland Centre for Sustainability in Business

Pentland Group continues to support the Pentland Centre for Sustainability in Business at Lancaster University, which we co-founded in 2015. The Centre carries out research to find practical solutions to social and environmental challenges.



University College London

Pentland Group offers an annual scholarship for a graduate from the Southern Hemisphere at University College London. The Pentland Scholarship offers the opportunity to study at UCL's Department of Political Science to become an Executive Master of Public Administration so that this can be put to use in the scholar's country of origin.



In Kind Direct

Through Pentland Brands, we also support In Kind Direct, which distributes donated products to charitable organisations in the UK and abroad. During this 20-year plus partnership, we have helped In Kind Direct support over 3,000 charities with clothing, footwear and sports equipment from our brands — keeping communities active and warm.



The Prince's Trust

Pentland Group supports The Prince's Trust Enterprise programme, which provides young entrepreneurs with learning, mentoring and funding opportunities to start their businesses.



Paralympics

Speedo was the exclusive provider of swimwear and technical swim products for the Paralympic non-uniform support programme. It supported 41 athletes and 28 countries for the Tokyo Olympics, donating goggles and suits to athletes who didn't have sponsors or equipment.

Pentland Brands Limited



Positive business

Pentland Brands is committed to taking action for people and the planet. Its 100-1-0 positive business strategy forms a crucial part of its overall business strategy, setting out three ambitious goals to achieve by 2032.

Pioneering brands for good

Help 100 million consumers live a positive, active, sustainable lifestyle

Making life better

Improve the lives of one million people in its communities

Driving a sustainable business

Become a net zero business by 2032

More information can be found in the **Pentland Brands Positive Business report**.





Pentland Brands 2021 highlights

Speedo teamed up with the Black Swimming Association to teach people to swim safely

Mitre supported 330 UK charitable organisations

Canterbury of New Zealand nurtured rugby talent for 1,600 young females

Berghaus repaired 4,500 products for free

Endura offered 500 free mountain bike sessions to young people

ellesse and Patta united to break down barriers to inclusion to enjoy tennis

Kickers joined with Show Racism the Red Card's anti-racism event with 600+ schools

SeaVees regenerated 17,000+ square feet of kelp



Governance

Pentland Brands has robust policies and governance structures to ensure it continues to act responsibly towards its people, consumers and the communities it operates in. It strengthens its approach to positive business through regular collaboration across the business, with teams, leaders and committees that help to put its principles into practice. Its Executive team oversees all the areas, including responsibility for human rights, supply chain and the environment.

Information on key business decisions and any resulting stakeholder engagement at Pentland Brands can be found in its **Section 172 statement**.

Ethical behaviour

Pentland Brands have a governance process for issues relating to supply chain, human rights and ethical behaviour, and they continuously work together to evaluate risks and opportunities and make coherent data-driven decisions. They promote ethical behaviour through compulsory online legal training modules, regular social audits and policies.

Positive business governance structure



*2021 structure

People

Founded with family business values, Pentland Brands works to build an inclusive culture that enables employees to be engaged, equipped and energised.

Diversity and inclusion

Pentland Brands is continually working at building a business where everyone feels welcome. The framework is built around people and brands powering diversity and inclusion, everyone feeling a true sense of belonging and striving for better representation across the business to reflect the diverse consumers. In 2021, Pentland Brands launched four employee networks, created a diversity

and inclusion learning series, and started collecting diversity data from its employees.

Pentland Brands recognises that diversity and inclusion is a broad topic, encompassing a range of important issues. It aims to improve the representation of women and people from ethnic minority groups in Director level roles, which it plans to do through a combination of continued succession planning, talent pipeline development and external recruitment. In 2021, the highest level of its organisation - the Pentland Brands Executive team - included 50% female representation (April 2021). More information can be found in the latest **Pentland Brands Gender Pay Gap report**.



Health and wellbeing

Pentland Brands supports its employees in creating a healthy work-life balance in various ways. It has gym access at some offices, offers all employees unlimited access to online programmes to support mental wellbeing and provides confidential 24/7 access to counsellors and information specialists in emotional, health, management, legal, debt, elder and younger care and financial advice. It also introduced flexible working in 2021 to further support employees' work-life balance.

Learning and development

Pentland Brands supports its employee's personal and professional learning journeys through experience, exposure and education. All its employees have access to LinkedIn Learning and its compliance e-learning curriculum empowers new starters and current employees. In 2021, it expanded its course offerings to include a new learning series covering diversity and inclusion topics, which was the most accessed learning series created by Pentland.



Charity

Driven by its goal to improve the lives of one million people in its communities, Pentland Brands gives at least 1% of net profit after tax to charitable causes every year through a combination of financial contributions and product donations. It supports individuals and causes that inspire young people to be more active, empower disadvantaged communities, and reduce environmental impact. It partners with global charities that help communities based in its offices, supply chain and sourcing market locations.

100,000+*
people supported

100,000+
products donated

1,000+
charitable organisations supported

11
global regions reached

*This figure excludes the number of people supported through brands.



Charities



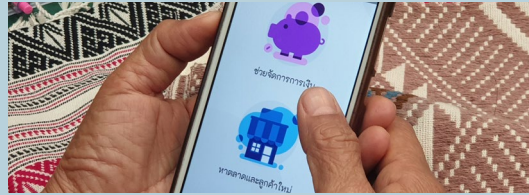
SportInspired

tackles childhood obesity in UK disadvantaged communities through fun sports programmes.



Panathlon

provides sporting opportunities for thousands of young people in the UK with disabilities.



The British Council

supports economic empowerment through educational opportunities.



Oxfam GB

supports migrant families in China with education and social support.



charity: water

brings clean and safe drinking water to developing countries.



Unitas Youth Zone

provides a safe, happy and open environment for disadvantaged young people in North London.



Lendwithcare

helps entrepreneurs in emerging markets through small loans.

Modern Slavery

Modern slavery is unacceptable. Pentland Brands strives to build a fair, ethical and transparent supply chain and has policies, risk assessments and committees that help put this into practice. Pentland Brands has committed to working hard to protect human rights and improve working conditions for everyone in its supply chain. The **Pentland Brands Modern Slavery report** outlines its actions to mitigate modern slavery and increase visibility in its supply chain.

- 174 tier 1 suppliers manufacturing in 16 locations.
- 99 nominated fabric and trim suppliers manufacturing in 12 locations.
- 154 audits in 2021.
- Over 100,000 people worked in its supply chain across 20 global locations (tier 1 and tier 2).

More information about its supply chain model, policies, and tier 1 and tier 2 supplier lists can be viewed **here**.



Planet

Pentland Brands is actively working on ways to reduce its impact.

UK operations

Pentland Brands is working to minimise its office footprint across its operations. Energy saving initiatives across its locations include:

- Procuring 100% renewable electric energy in its owned offices.
- LED lighting at various UK locations.
- Solar panels at its Nottingham office.

- It has electric vehicle charging points and its company car policy is restricted to hybrid or electric vehicles.

The gross greenhouse gas (GHG) emissions for Pentland Brands are 1,806 tonnes of carbon dioxide equivalent (tCO₂e) for the period 1st January 2021 to 31st December 2021, which is a 40% reduction on 2020. This data does not include the majority of Pentland Brands' scope three emissions, which it is working to reduce across its supply chain. More information can be found in the **Pentland Brands Positive Business report**.

Greenhouse gas emissions by year (tonnes CO₂e)

Emissions Source	2020 (location based)	2021 (market based)	Share (%)	YoY variance (%)
Fuel combustion: natural Gas	1,575	1,593	88%	1%
Purchased electricity	1,294	90*	5%	-93%
Fuel combustion: transport	124	123	7%	-1%
Total Emissions (tCO₂e)	2,994	1,806	100%	-40%
Revenue (£m)	288	344		20%
Intensity: (tCO ₂ e per £m)	10.4	5.25		-50%

*See Pentland Brands Positive Business report for more detailed information.

Water

As a business that is part of the textile industry, Pentland Brands understand its actions put immense pressure on water sources. It is working with the organisation charity: water to support communities in water stressed areas in its sourcing markets of Cambodia and India by building sustainable solutions to supply clean and safe water.

Biodiversity

Pentland Brands cultivate diversity at its head office in London. Its brands have also helped plant six million trees in 2021 through Eden Reforestation Projects. Trees sequester carbon, protect drinking water, and help prevent climate change related events like flooding. It's committed to planting 50 million trees by 2032.

Packaging

Pentland Brands is working towards integrating more eco-conscious packaging solutions. In 2021 its brands focused on building more visibility into their packaging journey through data collection while developing alternative packaging solutions.



Supply chain

Pentland Brands is working to reduce the environmental impact of its operations, which it measures using the Higg Index as part of its membership of the Sustainable Apparel Coalition (SAC). It uses all five modules to understand the impact of different parts of its value chain. More information can be found in the **Positive Business report**.



Innovation

Pentland Brands' in-house innovation team works to create products that support health, wellbeing and confidence, and solve current social and environmental challenges. They offer advice on materials to brands so they can expand their range of environmentally friendly products. In 2021, Speedo partnered with BLOOM, a company that uses algae biomass to create renewable materials, to produce a kickboard and pull buoy made from a biobased material mix that includes algae.

Resource circularity

Brands part of the Pentland Brands portfolio continue to explore ways to reuse resources and close the loop on waste. One such example is Berghaus' collaboration with the climbing kit company, Dirtbags, to create new climbing products out of unusable products.



Brands using lower-impact materials

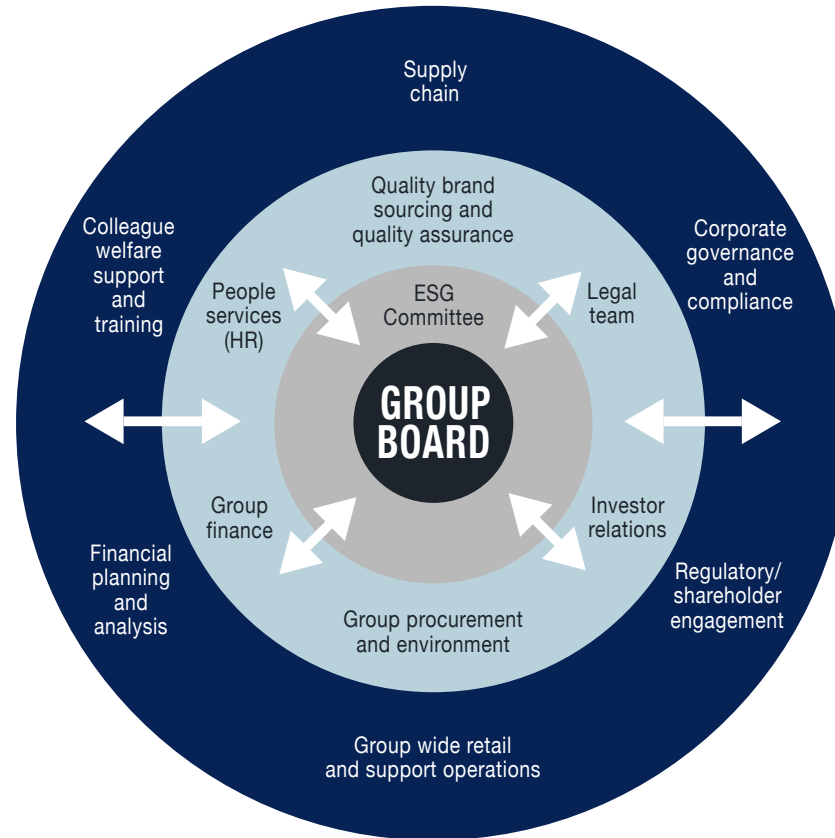
- Speedo is exploring new materials with lower impact by collaborating with innovative partners to make their own fabrics, and using some of these lower-impact materials in their swimwear in 2021.
- Berghaus continues to champion its MADEKINDER label, which shows the sustainability credentials of a product.
- Endura uses recycled yarns in all their MTB jerseys and over a third of their road jerseys.

JD Sports Fashion plc



Governance

As a FTSE 100 company, JD recognises and acknowledges that its scale enables it to make positive, lasting changes. Its ESG Committee (founded in 2020) governs its global, group-wide approach to sustainability, including critical topics such as people strategy, climate change, sustainable sourcing and governance. Further information on JD's ESG committee and credentials can be found on its corporate **website**.



Social

Ethical sourcing

Approximately 90% of the products sold by JD are sourced from its international brand partners, with the remaining 10% derived from the Group's private label brands. A robust framework is in place for the protection of people working for JD's suppliers. From its Ethical Code of Practice to transparency on factory location and audit status, its team has engaged in continuous improvement with regards to private label suppliers.

The JD Ethical Code of Practice ("Code") establishes the procedure for protecting workers and providing assurance that its private label products are manufactured within safe and fair conditions.

It states that people working for its suppliers are to be treated with respect,

and their health and safety and basic human rights must be protected and promoted. The Code follows the International Labour Organization minimum standards. The full form can be found on JD's **corporate website**.

Supply Chain

JD continues to map its supply chain, mapping to tier 4 in 2021. This exercise requires continual engagement with partners.

Summary of partners

2021	2020
191 agents	176 agents
536 factories	496 factories
19 sourcing countries	21 sourcing countries



Modern Slavery

JD will not tolerate, nor condone, abuse of human rights within any part of its business or supply chain. It is committed to complying with the applicable laws and regulations in all of the territories in which it operates. It will conduct itself with professionalism, honesty and integrity while working with suppliers and third parties to ensure that high ethical standards are maintained.

JD Group's 2020/21 target was to evaluate the living wage of workers in its supply chain. As its private label manufacturing is relatively small and can be difficult to influence, it was important to build better partnerships with the supply base to encourage participation in working towards a living wage.

Further data on auditing and sourcing can be viewed in the **JD annual report**.

Social

JD recognises that talented individuals working across the JD Group are integral to its continued success. It strives to create a workplace in which everyone is safe, supported, respected, and has the opportunity to achieve their full potential.

Inclusivity

JD promotes inclusion and raises awareness for fairness and equality through campaigns and International Days for both women and men and encouraging its colleagues to challenge discrimination and bias as a part of their personal and professional lives. As a founding member of Diversity in Retail, JD encourages diverse and inclusive environments internally and externally, ensuring where possible that its support of all areas of society is reflected on social media and its culture as a business.

Wellbeing

Colleague welfare will continue to be a priority. JD offers support and resources in many ways, including information and training through its Wellbeing Network, promoting physical fitness through access to subsidised gym membership and offering financial advice and education. It continues to achieve excellence in the areas of Health and Safety and the protection of its colleagues in their working environment.

Gender analysis

This year JD increased the gender and ethnic diversity of the Board, increasing female Board members to 43% (29 January 2022). As a result, the Board now consists of more female Board members than in any other year. The breakdown of the Plc Board and the Group as a whole by gender as at the end of the financial period ended 29 January 2022 can be seen in JD Group's Gender Pay Gap reports [here](#).

People

Learning and Development

JD is proud to encourage and provide different pathways for personal and professional growth. Its dedicated Development Team produces and delivers learning material worldwide to its colleagues, covering a broad range of operational, behavioural, leadership and technology topics.

Apprenticeships

Over the last few years, JD has worked alongside internal and external stakeholders to promote apprenticeships as a development opportunity across the organisation. It currently has over 270 apprentices and has successfully recruited 40 of those externally. Its apprenticeship

programmes are extensive and cover many different functions within Retail, Distribution Centre and Head Office.

Kickstart Scheme

JD is proud to work closely with the UK Government and The Prince's Trust on its Kickstart scheme, a work-based skills development programme that aims to provide employment opportunities for young people aged 16 and 24 who were previously on Universal Credit and faced significant barriers to employment. Over 1,000 people to date have progressed through the programme, with 90% offered permanent roles within the Group.



JD Foundation

The JD Foundation is a registered charity, founded by the JD Group in October 2015. Its mission is to support charities working with disadvantaged young people in the UK to tackle poverty, mental health, youth homelessness and unemployment. More information on JD's charity partnerships can be found in its **annual report**.

- £4.1 million raised since October 2015
- £3.6 donated so far
- 19 charity partners
- 265k+ hours of support given

Chosen charities for 2021

- **Cardiac Risk in the Young** funds heart screening days for young people.
- **YoungMinds** support young people's mental health and emotional wellbeing.
- **HideOut Youth Zone** provides a safe and inspiring place for thousands of young people. The JD Foundation is a Patron.



Environmental

Climate change

Responsible energy procurement and usage remains integral to JD's efforts to help limit global warming. Some achievements include:

- Achieved 'Leadership' grade of A- within the 2021 CDP Climate Change assessment.
- 91% of energy used in its Western European sites is renewable energy.
- Scope 1 and Scope 2 Science Based Targets were approved by the Science Based Targets Initiative board, with Scope 3 targets submitted during the period.

Carbon emissions

JD remains committed to presenting data reflecting energy usage and carbon footprint.

	2022 (UK & ROI)	2022 (Int)	2022 Total
Energy Usage - Electricity (kWh)	97,988,977	144,440,342	242,429,319
Energy Usage - Natural Gas (kWh)	22,276,701	41,475,393	63,752,094
Total Energy Use (kWh)	120,265,678	185,915,735	306,181,413
Carbon Emissions Location Based (Tonnes CO ₂ e)	22,262	55,602	77,864
Carbon Emissions Market Based (Tonnes CO ₂ e)	4,440	39,568	44,008
Intensity metric: Market based emissions (kgCO ₂ e/m ²)	5.6	49.8	27.6

Water consumption and biodiversity

JD recognises that the highest volume of water usage occurs during the manufacture of products in the supply chain of its private-label products. The largest source of water usage within its site estate is through its gyms. It is working to reduce water usage proactively in several ways. Some achievements include:

- Saving 1.3 billion litres of water since joining Better Cotton in 2020 (sourcing of private label products).
- Retaining its CDP' Water Stewardship' B grade.

Further details can be seen in JD's **annual report**.

Environmental

Sustainable sourcing

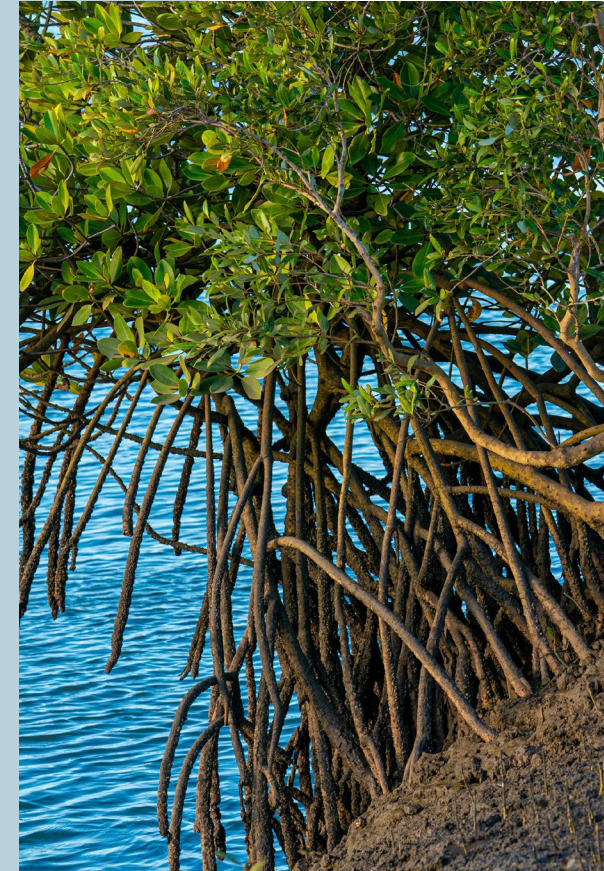
JD is proud to be a member of **Better Cotton**, an organisation that trains farmers to use water efficiently, care for soil health and natural habitats and reduce harmful pesticides. It is committed to increasing the amount of Better Cotton in its private label manufacturing, with over 98% of its cotton in private label production now sourced through Better Cotton.

JD has become one of the founding signatories to the **Waste and Resource Action Plan** Textiles 2030 initiative, a worldwide initiative, a worldwide initiative to reduce the environmental impact of clothing. JD aims to aims to cut carbon by 50% and water by 30% in its private labels.

Circular economies

JD has developed a supply chain to support the environment by keeping products and materials in use for as long as possible. It understands that this is not a completely 'circular' design but extending product life is a key stage of the journey to circularity and contributes to the reduction of emissions via both reducing manufacture of new products and encouraging re-use and responsible end-of-product life decisions. For the second year, JD retained its 'Zero waste to landfill' waste accreditation at its largest operated facility.

Further details can be seen in **JD's annual report.**





The Lacoste Group's approach to corporate social responsibility, including its vision, objectives and long-term commitments, can be viewed on its **website**.

