

# TOWARDS DURABLE ELEGANCE

THIS LABEL PLAYS FAIR

2023 SUSTAINABLE DEVELOPMENT REPORT

LACOSTE 



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# LACOSTE PLAYS FAIR FOR MORE DURABLE ELEGANCE

This report presents Lacoste's progress on the targets set as part of its Durable Elegance approach. Except where specified, all data refers to 2023 and information relating to the "For More Durable Products" and "To reduce our impact on the planet" pillars concerns textile products. The terms 'Brand', 'Company', 'Business' and 'Employer' used in the report refer to Lacoste.

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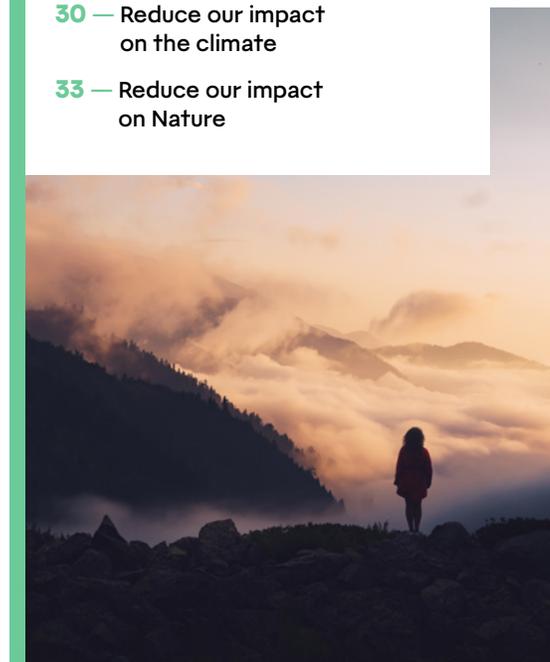
## FOR MORE DURABLE PRODUCTS

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▶ **CATHERINE SPINDLER**  
Deputy CEO

**BERNARD DERRIEN**  
EVP Operations

**GAELE PETIT-PERRIN**  
EVP Human Resources

For over 90 years, Lacoste has been forging its own unique path, guided, as it still is today, by the values of its founder. Our employees continue to uphold these values, which are rooted in teamwork, innovation, courage and elegance.

**For Lacoste, elegance is about more than style.** It's about connecting with others and ourselves, being inclusive and embracing diversity. It's a way of being and living in harmony with others and the world, fostering a sense of community and protecting the planet. This is why, inspired by our past and our values, we remain committed to making elegance a value that spans the divide by reimagining fashion and adopting more sustainable, inclusive and responsible practices. We are putting this approach into practice through our Durable Elegance strategy that commits us to transforming how we produce and consume by engaging our community and the people we work with.

This strategy rests on **three pillars**.

- + **FOR PEOPLE** by encouraging employee engagement with the wider community, particularly in support of young people from challenging backgrounds, and making diversity, equity and inclusion a cornerstone of our HR practices.
- + **FOR MORE DURABLE PRODUCTS** by further extending their lifespan and prioritising preferred materials.
- + **TO REDUCE OUR IMPACT ON THE PLANET** by reducing the impact of our business and transforming our production methods to save natural resources and reduce our carbon footprint.

This proactive strategy is supported by specific, measurable targets that commit us to achieving our vision by 2030, engaging all our teams and managers at every level of our organisations. These targets guide our ongoing efforts to promote diversity and inclusion through a range of initiatives, enhance product durability and reduce the impact of our business on the climate and nature.

You can learn more about these targets in this sustainability report, which measures our progress, the steps we have taken to implement our action plans, and the work still ahead to meet our ambitious goals and the expectations of our employees and customers.

We believe that by working together with our ecosystem of teams, partners and communities, we can make even greater strides towards durability.

Next year, we are going to expand the reach of Durable Elegance, rolling out 'This label plays fair' in all countries where we operate. More than a slogan, it reaffirms elegance as a force for change, helping us make a greater positive impact on the planet and society.

Guided by pragmatism and a deep awareness of our responsibilities, we are putting sustainability at the forefront of our business and leading the transformation of our Brand to create a more durable and stylish world.



# OUR COMMITMENTS

## FOR PEOPLE

### MAKE EQUAL OPPORTUNITIES A REALITY

- Help young people from challenging environments succeed in the workforce.
- Promote a safe, inclusive working environment for people with special needs.
- Support women's career development at all levels of our company.

### RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES

- Track our entire supply chain.
- Partner with the most responsible suppliers and help them improve labour practices.
- Make a long-term commitment to the local communities in our supply chain.

### SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION

- Work alongside the Lacoste Foundation and its partner nonprofits to support youth development.

## FOR MORE DURABLE PRODUCTS

### REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS

### PRIORITISE A SELECTION OF RESPONSIBLE MATERIALS AND DEVELOP OUR OWN DESIGNATED-COTTON SUPPLY CHAIN

- Select organic, certified or recycled materials.
- Develop our own standards-based cotton supply chain, prioritising both ethical sourcing and sustainable farming methods.

### INCREASE THE DURABILITY OF OUR PRODUCTS AND DOUBLE THE LIFESPAN OF TIMELESS PIECES

- Double the lifespan of our timeless polo shirts.
- Roll out our durability protocol across all brand and partner-operated factories.
- Introduce a second-hand marketplace, initially in France, then in all major markets.

## TO REDUCE OUR IMPACT ON THE PLANET

### REDUCE OUR IMPACT ON THE CLIMATE

- Align our key suppliers with our brand climate trajectory (approved by the SBTi).
- Phase out coal in favour of renewable energies.
- Improve the energy efficiency of our company-operated factories.

### REDUCE OUR IMPACT ON NATURE

- Give our textile waste a second life.
- Optimise our water consumption.
- Minimise the use of chemical substances.



# OUR TARGETS

TARGETS	BASE YEAR*	HORIZON	PAGE**		
<b>FOR PEOPLE</b> <b>MAKE EQUAL OPPORTUNITIES A REALITY</b>	Help 1,000 young people from challenging environments succeed in the workforce	2021	2030	P.8	
	Increase by 30% the number of employees with special needs in our workforce	2023	2030	P.9	
	50% women in top leadership positions within our organisation	2022	2030	P.10	
<b>RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES</b>	100% traceability of tier 1 - 4 factories	2019	2026	P.13	
	100% of tier 1 - 4 supplier factories undergo a social audit <sup>1</sup>	N/A	2026	P.14	
	15 impactful and sustainable projects for communities, co-financed with our suppliers	2024	2026	P.15	
<b>SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION</b>	50% of participants in projects supported by the Foundation are girls and young women	2024	2026	P.20	
	20% of projects supported by the Foundation are people with disabilities	2024	2026	P.16	
<b>FOR MORE DURABLE PRODUCTS</b> <b>REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS</b>	15% reduction in the environmental impact of each textile product line	2019	2025	P.22	
	<b>PRIORITISE A SELECTION OF RESPONSIBLE MATERIALS AND DEVELOP OUR OWN DESIGNATED-COTTON SUPPLY CHAIN</b>	80% preferred cotton <sup>2</sup> (textile)	2019	2026	P.23
		90% recycled polyester (textile)	2019	2026	P.26
		100% certified animal raw materials (textile)	2019	2026	P.24
		90% recycled polyester (footwear)	2019	2026	P.26
		100% LWG <sup>3</sup> Gold-rated leather (footwear)	2019	2026	P.26
		85% recycled synthetic materials <sup>4</sup> (leather goods)	2019	2026	P.26
		100% LWG Gold-rated leather (leather goods)	2019	2026	P.26
<b>INCREASE THE DURABILITY OF OUR PRODUCTS AND DOUBLE THE LIFESPAN OF TIMELESS PIECES</b>	100% of timeless polo shirts doubled their lifespan	2019	2025	P.28	
	Roll-out of a second-hand marketplace in France	2024	2025	-	
<b>TO REDUCE OUR IMPACT ON THE PLANET</b> <b>REDUCE OUR IMPACT ON THE CLIMATE</b>	47% absolute reduction in greenhouse gas emissions (Scopes 1 and 2)	2019	2030	P.30	
	37% reduction in greenhouse gas emissions per product sold (Scope 3)	2019	2030	P.30	
	100% of tier 1 - 4 key factories aligned with our Scope 3 climate trajectory	N/A	2030	P.31	
	100% of tier 1 - 2 factories phase out coal	N/A	2025	P.31	
	100% renewable energy at Lacoste-operated sites	2019	2030	P.32	
<b>REDUCE OUR IMPACT ON NATURE</b>	100% of textile waste from our tier 1 suppliers is given a second life	2019	2025	P.34	
	100% of our key factories using wet processes joined the ZDHC initiative <sup>5</sup>	2021	2025	P.35	
	100% of our key factories using wet processes reduced their water consumption by 20%	2019	2025	P.35	
	100% of employees trained in the limits on our planetary resources	2023	2024	-	

<sup>1</sup> Only concerns the core categories of textile products, underwear, leather goods, footwear and joint ventures <sup>2</sup> Organic, certified or recycled <sup>3</sup> Leather Working Group <sup>4</sup> Polyester, polyamide, nylon, polyurethane <sup>5</sup> Zero Discharge of Hazardous Chemical \* The base year is marked N/A if irrelevant to target progress. \*\* - Target not covered in the report.



# FOR PEOPLE



# MAKE EQUAL OPPORTUNITIES A REALITY

We are convinced that team diversity is a source of wealth, innovation and performance. That's why **making equal opportunities a reality** is central to its Durable Elegance strategy.

**The Diversity, Equity & Inclusion (DE&I) approach** aims at collectively laying the foundations for a more inclusive work environment at Lacoste by bringing about a cultural transformation that mirrors the changing needs of society and its customers, notably through its Committed Crocodiles programme (see p.11).



*"Lacoste is a community of 8,500 employees united by our values of elegance, both in terms of style and attitude, team spirit, tenacity and daring. As a Brand that connects people across generations and cultures, diversity is a fundamental part of who we are."*

**GAELE PETIT-PERRIN**  
EVP Human Resources

## ELEVATE YOUTH COMING FROM CHALLENGING ENVIRONMENT

Strengthen social mobility and offer **long-term support to young talent**, from building their academic careers to accessing real job opportunities.

### 2030 Target

**Help 1,000 young people** from challenging environments succeed in the workforce



## EMBRACE PEOPLE WITH SPECIAL NEEDS

Promote **safe, inclusive work environments** for people with special needs and make our company an employer of choice.

### 2030 Target

**Increase by 30%** the number of employees with special needs in our workforce



## DRIVE OUR CROCODELLES TO THE TOP

Implement actions to **ensure women and men benefit from equal professional opportunities** and ensure better representation of women at every level of our organisation.

### 2030 Target

**50% women** in top leadership positions within our organisation



# ELEVATE YOUTH COMING FROM A CHALLENGING ENVIRONMENT

## Provide long-term support to young talent

Lacoste's Elevate Youth programme helps students from challenging environments achieve their academic goals and successfully enter the workplace. **Since 2021**, we've supported **440 young people** through mentorship programmes and employee initiatives such as the **Self-Confidence** programme and the **Lacoste Summer Brand Day**.



In 2023

**135** mentees

joined the Self-Confidence programme

## ▶ The Self-Confidence programme

The Self-Confidence programme is **one of the four mentoring programmes offered to our employees**, the Committed Crocodiles, to mentor 15-25-year-olds sponsored by partner nonprofits of the Lacoste Foundation.

Since 2021, the programme has been launched in the United States, France, Brazil, Panama, Argentina, Spain, Mexico, China and Germany. In all these countries, **we help young people build self-confidence, explore career options and learn about Brand professions**. We also organise regular events throughout the year to deepen the mentor-mentee relationship. In January 2023, we privatised the guest room at Lacoste Arena, a 1,600 m<sup>2</sup> store on the *Champs-Élysées* in Paris, France, for a meeting between Committed Crocodiles and young mentees during phase two of the programme. Members of nonprofits Apprentis d'Auteuil, Sport dans la Ville and Article 1, they enjoyed a day of fun, new experiences, and surprises.

**An immersive introduction to working at Lacoste, this event included workshops on interview skills, career counselling and mental health support**, marking the official start of the Committed Crocodiles mentee support programme in 2023.



## ▶ The Lacoste Summer Brand Day in China

In 2023, we launched the Lacoste Summer Brand Day, a confidence-building **multi-week summer campus in China that prepares students from disadvantaged backgrounds for future workplace challenges**.

Launched in partnership with the nonprofit Beyond the City, the summer campus trained over one hundred young people living in regions located far from Shanghai. They were welcomed to the Brand's head office in China and visited several stores where they were **introduced to careers at Lacoste and took part in workshops** to develop their professional and personal skills.

In 2023

**100+** young people

took part in the Lacoste Summer Brand Day



# EMBRACE PEOPLE WITH SPECIAL NEEDS

## Redouble our efforts on disability

To create a safe and inclusive work environment for our employees with special needs, we are working to change attitudes and behaviours and raise employee awareness.

### ► European Week for the Employment of People with Disabilities: a week of collective action

Each year, the European Week for the Employment of People with Disabilities (EWED) is an opportunity to **develop an even more inclusive environment for our employees with special needs**. In 2023, we provided all our employees, both at our head office and at our industrial and logistics sites across France, with a comprehensive programme of over twenty workshops, information stands, panel discussions and talks aimed at increasing awareness of Lacoste's disability initiatives, promoting understanding of different disabilities and challenging stereotypes.

Over 400 employees took part in France in 2023.

**Bernard Derrien**, EVP Operations, member of the Executive Committee and sponsor of the Embrace People with Special Needs programme, also shared a video with teams on our commitment to creating an inclusive environment for employees with special needs. The disability representatives from our Court 37 and Troyes sites also posted a video on the Recognised Worker with a Disability (RQTH) approach and Lacoste's related initiatives.

Lastly, for the first time, **all European countries where Lacoste operates took part in EWED**.



### ► Committed Crocodiles expand action in aid of people with special needs

Committed Crocodiles worked with the Embrace People with Special Needs programme on three mentorship initiatives in 2023.

Our Retail Qualifications programme offers in-store professional development courses led by our Customer Experience Academy to **strengthen sales skills**.

In Germany, the programme was extended to people with special needs in 2022, in partnership with the ICP foundation. In 2023, participants continued to receive in-store on-the-job training in sales functions and our brand culture.

In addition to this programme, **two new partners joined the Committed Crocodiles ecosystem**:

- **The nonprofit Tremplin Handicap partners** with the Self-Confidence programme to help young people with disabilities enter the workforce.
- **The nonprofit H'Up Entrepreneurs** and the Starting Up programme **help five entrepreneurs with special needs set up their own businesses**. This initiative has shone a spotlight on 'Mon Carré Doux', a start-up specialised in the production of cushions that provide pain relief to women recovering from breast cancer surgery. Lacoste will provide 'Mon Carré Doux' with funding and six months of additional support.



## DRIVE OUR CROCODELLES TO THE TOP

### Lacoste's commitment to gender parity

Following the launch of our gender equality programme in 2022, several initiatives, including the Proud Crocodelles and Future Mom programmes, are helping ensure **better representation of women at every level of our organisations.**

#### ► First cohort of the Proud Crocodelles programme in Panama

Lacoste in Panama welcomed the first cohort of its Proud Crocodelles programme in 2023. The programme is helping us achieve **at least 50% women in governance and senior management positions by 2030.** Over twenty female employees working in various roles at Lacoste received six months of specialised coaching in expert-led workshops.

*"The Proud Crocodelles programme has made a big difference in Panama. Our first cohort bonded well and acquired new soft skills. This initiative will open doors to even more promising careers within our organization."*

**ROSANNA PINTO**  
Human Resources Director in Panama



In 2023

### Launch of the Proud Crocodelles programme

**25+ women employees**

in Panama joined the programme's first cohort

### ► Supporting new mothers in Latin America with the Future Mom programme

In 2023, our brand also launched the Future Mom programme in Latin America to **improve the support given to our expectant mothers.**

Our company offers a complete support package from pregnancy to returning to work, fully funded by Lacoste. All expectant mothers have access to a dedicated platform of services **designed to make their lives easier, including:**

- A personalised service to book appointments with specialists of their choice.
- A mental health hotline and chat platform open 7 days a week.
- One-on-one workshops to help women manage the demands of motherhood and a career.

On-site talks are also organised to help employees **strike a better work-life balance as parents.** We aim to shatter the glass ceiling and show that new parents can thrive in their careers at Lacoste.

En 2023

### Launch of the Future Mom programme

in Latin America



# MAKE EQUAL OPPORTUNITIES A REALITY IN THE WORKPLACE AND BEYOND

## Our commitment to our workforce and the wider community

Our commitment to diversity, equity and inclusion is driven by a team of proactive and dedicated employees: the Committed Crocodiles. However, to make equal opportunities a reality, our brand is also working to achieve deeper cultural transformation to **support, educate and engage our employees over the long term and make collaborative efforts to lay the foundations of a more inclusive culture outside of Lacoste.**



Since 2021  
 ▼  
**440**  
 young people  
 supported by  
 521 Lacoste  
 Committed Crocodiles  
 in 10 countries



## LACOSTE HONOURED WITH AWARDS

Several of our markets were recognised in 2023 for initiatives implemented by their local teams.



In 2023  
 ▼

**3** global awards  
 for Diversity, Equity & Inclusion initiatives, including **Lacoste France**, silver award, "Outreach, education and training", at the *Sommet de l'Inclusion Économique*.

### ► The Committed Crocodiles



Their goal is to positively impact the careers of young people through **mentorship** and to **exemplify the values, know-how and expertise unique to our company.**

Their initiatives are built around four programmes in France and beyond, co-created with partner nonprofits and supported by our training academies:

- **Self-Confidence:** foster personal growth and career development.
- **Manufacturing Qualifications:** learn the basics of garment manufacturing and logistics.
- **Retail Qualifications:** develop skills in sales techniques.
- **Starting Up:** help entrepreneurs set up their own business.

### ► Cultural transformation

We help our teams and ecosystems develop a more inclusive culture by:

- **Implementing e-learning modules and self-assessment tools,** accessible to our global workforce, to educate employees on **unconscious bias.**
- **Organising diversity and inclusion awareness workshops** at our head office and our factories in Troyes.
- **Setting up a diversity committee in Latin America** whose members represent all levels of the organisation and all functions, to **oversee and promote our local DE&I policy.**
- **Strategic partnerships with the Sommet de l'Inclusion Économique and Inclusiv'Day,** key events for companies in France committed to building a more inclusive society together.



# RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES

From the transformation of raw materials through to the finished product, garment production consists of a series of steps involving multiple actors. Aware of the potential impact of our supply chain on the environment, we also fully understand the social risks associated with it.

As a responsible company, Lacoste sets an example by **addressing labour issues** in its supply chain and, where necessary, **improves the working conditions of the people who help manufacture its products**. We also help communities living close to our suppliers, **giving local projects a chance to grow, whether in cities or on cotton farms**.

## IDENTIFY AND SELECT OUR SUPPLIERS

**Better understand** our production supply chain by more effectively identifying all our partners and selecting them carefully using an improved selection framework.

### 2026 Target

**100% traceability** of tier 1 - 4 supplier factories



## ASSESS AND ASSIST OUR SUPPLIERS

Implement ambitious social and safety policies to ensure **compliance with the fundamental rights** contained in international and local labour conventions. **Regularly evaluate our suppliers** through audits and supplier scorecards and assist them when problems arise.

### 2026 Target

**100%** of tier 1 - 4 supplier factories undergo a social audit



## SUPPORT ACTIONS THAT IMPROVE THE LIVING CONDITIONS OF LOCAL COMMUNITIES

Support and co-finance educational, environmental and social entrepreneurship projects, in partnership with the Lacoste Foundation and our suppliers to provide long-term support to local communities.

### 2026 Target

**15 impactful and sustainable projects** for communities, co-financed with our suppliers



# IDENTIFY AND SELECT OUR SUPPLIERS

## Work with committed partners

At each stage of the production chain, we are committed to working with partners engaged in a quality and sustainable development approach.

### ► Continue to identify our entire supply chain

En 2023, we continued to **expand and refine our understanding of our supply chain** from factory to cotton field.

We have published a list of our tier 1 - 4 supplier factories, covering each production stage from spinning to garment manufacture, [on our website](#) since 2021.

Updated twice yearly, it covers factories producing raw materials, textile products, footwear and leather goods, and now includes some tier 5 suppliers.

Enhanced traceability means we can closely monitor our partners and more accurately identify levers for action to better limit the social and environmental impact of production.



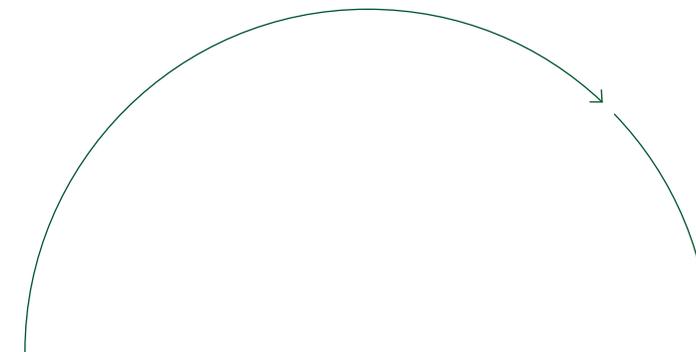
In 2023  
▼  
**100%**  
of tier 1 - 4  
supplier factories  
identified

## ► Improve our supplier selection framework

We choose all our supply chain partners with care. They operate within a strict compliance framework that sets out our essential requirements for producing premium products, treating workers fairly and promoting more sustainable fashion practices.

**We strengthened our compliance framework in 2023 and divided it into six categories.** To be selected by Lacoste, suppliers must achieve a minimum score of 50% in each category.

- **Assessment utilising four types of audit:**  
technical, social, environmental and waste management.
- **Assessment of environmental prerequisites:**  
ensure partners supply accurate data to track and assess their progress, transition away from high-carbon energy sources and properly manage their chemical products and wastewater.
- **Assessment of anti-corruption measures:**  
combating corruption across the supply chain.



# ASSESS AND ASSIST OUR SUPPLIERS

## Work with committed partners

Our company implements **ambitious social and safety policies** to ensure compliance with the **fundamental rights** guaranteed under international labour conventions. During our collaboration we closely monitor the practices of the partners we select.



## ▶ Audit the technical, social and environmental practices of our suppliers

**Tier 1 - 4 and some tier 5** supplier factories are regularly subject to several types of audits.

We prioritize audits according to the level of risk identified, thanks to the complete traceability of suppliers from tier 1 to 4, and some tier 5:

### — Technical audits

These audits use Lacoste-designed audit criteria to ensure products are made to the highest quality standards by monitoring the production process from the raw materials to the finished products.

### — Social audits

These audits are conducted per ICS standards or equivalent and monitor our partners' commitment to fair labour practices and worker safety.

### — Environmental audits

These audits are conducted per ICS standards or equivalent at factories using water-based processes, to ensure we work only with suppliers committed to sustainable textile practices.

Tier 1 factories are also assessed on their **ability to optimise production waste recovery, in line with our circular economy strategy.**

## ▶ Assess suppliers using a revised scorecard

We introduced a **scorecard-based supplier assessment system** in 2018 and began rolling it out to **tiers 1 - 4 textile suppliers.**

This system evaluates suppliers and their factories and analyses multiple performance indicators. The initial rating weighs financial performance, product quality and supply chain management, while a second rating, refined in 2023, measures the supplier's commitment to social and environmental responsibility. It now includes a more detailed matrix of indicators that aligns with our broader CSR performance goals. We measure these indicators using audits and annual supplier data submissions.

The scorecard can then be used to draw up corrective action plans to advance on these issues.

**55 tier 1 suppliers, i. e. approximately 100 factories, were rated** during the most recent evaluation in 2023, as follows:

- **15%** Platinum<sup>1</sup>.
- **31%** Gold<sup>2</sup>.
- **54%** Silver<sup>3</sup>.

This assessment process currently only applies to tier 1 factories and will be rolled out progressively to tiers 2 to 4.

<sup>1</sup> Platinum Grade: top-performing premium suppliers who fully comply with Lacoste's Business and CSR standards. <sup>2</sup> Gold Grade: high-performing suppliers who exceed Lacoste's minimum requirements and achieve solid results, with some areas for improvement. <sup>3</sup> Silver Grade: suppliers who meet Lacoste's minimum requirements but need to make significant improvements to achieve higher standards.



# COMMUNITIES

## Help local communities overcome social and environmental challenges

As part of our sponsorship programme, we partner with suppliers to co-fund projects that **benefit local communities** in the countries where we operate.

The programme focuses on three areas:

- **Education:** tutoring for primary and secondary school students and vocational training.
- **Environment:** protecting biodiversity, reforestation, organic farming, renewable energy and water resource management.
- **Social entrepreneurship:** income-generating activities for families, leadership development and entrepreneurial skills to empower women and girls.

### GUIDING PRINCIPLES OF OUR COMMUNITIES PROGRAMME

- **Priority :** meet local people’s basic needs.
- **Method :** partner with suppliers who adhere to social and environmental best practices.
- **Ambition :** build prosperous communities wherever Lacoste operates.

## A selection of projects supported in 2023

→ **Peru.**

**Nonprofit Recicla Latam**, co-financed in partnership with *Textil del Valle*

Expanding waste collection and recycling programmes in the cities of Chincha and Ica to provide stable incomes for waste collectors.

→ **Vietnam.**

**Nonprofit SOS Children’s villages**, co-financed with *Smart Shirts* in partnership with *Artiverse*

Academic support and scholarship-based assistance for families, school supplies, and bikes to help over 200 children attend school and access a quality education.

→ **Turkey.**

**Nonprofit Turkish Education Foundation**, co-financed with *YESIM*

Helping fourteen girls and young women with proven academic potential reach their higher-education goals through scholarships and individual mentorship programmes.

→ **Sri Lanka.**

**Nonprofit FEO**, co-financed with *Mas Active*

Supporting efforts to clear invasive species from Lunugamvehera National Park to restore biodiversity and enable villagers to farm their land and develop family farming practices.



In 2023  
▼  
**10 projects co-financed**  
in 7 countries

2025 Target  
▼  
**15 projects supported**



# SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION

True to our brand's DNA and the values of our founder René Lacoste, the Lacoste Foundation embodies our **philanthropic efforts to change society for the better**. Sport is a powerful means of emancipating young people and giving them a fresh start in life. It teaches them the values and life skills they need for their personal development. Guided by this conviction, our Foundation has renewed its goals of educational and social integration by supporting sports-based programmes that address young people's physical, intellectual and emotional needs.

In 2023

**10,600 young beneficiaries**  
of whom 50% are girls and young women

**32 projects supported**  
to improve the daily lives of young people through sport

## PROMOTE PHYSICAL EXERCISE AND SPORT

Help young people overcome challenges related to their background, socioeconomic status or disability through individual and team sports.



## MAKE SPORT ACCESSIBLE TO ALL

Support nonprofit projects that help girls and people with disabilities in particular to recognise their skills, develop confidence and discover a sense of freedom.



## INVEST IN A ROUNDED EDUCATION

Promote educational projects and activities that help young people return to the world of education and allow them to engage with their surroundings.



## ENHANCE EMPLOYABILITY AND ACCESS TO THE WORKPLACE

Support nonprofit programmes that introduce young people to business culture and practices, prepare them for the workplace, and help them set personal goals and make informed career choices.



# PROMOTE PHYSICAL EXERCISE AND SPORT

## Introduce young people to sports and improve their well-being

The projects supported by our Foundation go beyond physical fitness. They help young people develop the confidence and skills they need to overcome social barriers and turn their life trajectories around.



### ► Focus on the nonprofit Tibu Africa and its Play, Learn & Thrive Collective programme to promote access to education

Founded in 2010, Tibu is **Morocco's leading organisation for the social and economic integration of young people through sports.**

A programme of weekly tennis sessions, Play, Learn & Thrive Collective helps young people from underprivileged Casablanca neighbourhoods learn the skills they need to develop personally and professionally.

It combines sports and education to **improve children's cognitive abilities, enhance their social skills and develop self-confidence, particularly in girls.**

This programme, co-financed by the Lacoste Foundation and Safari, Lacoste's distributor in Morocco, promotes the vocational integration of young adults through sports-related jobs.



### Play, Learn & Thrive Collective in 2023

▼  
**100+**  
tennis coaching sessions organised

|  
**90**  
young people benefited from this programme

|  
High vocational integration rate with  
**80% positive outcomes**  
for the E2C programme



### OTHER PROJECTS SUPPORTED IN 2023

- *Gol de Letra*: this Brazilian nonprofit uses sports to positively change the lives of young people in Rio's Caju favela.
- *Sport senza Frontiere* in Italy: this Italian nonprofit helps vulnerable young people enrol in sports programmes of their choice and offers tutoring and family support services.



## MAKE SPORT ACCESSIBLE TO ALL

Recognising the power of sport to combat discrimination, our Foundation promotes inclusive practices and **supports initiatives aimed specifically at women and people with disabilities.**

### Enable girls and young women to play sports and help them feel validated

The supported projects encourage girls and young women in particular to practice sports by:

- **Organizing mixed or girls-only sports coaching sessions** in safe, supportive environments.
- **Bringing on board female ‘ambassadors’** with inspiring stories.
- **Spotlighting young female** role models.

### Help people with disabilities discover and practice a sport in a safe and accessible environment

The benefits of sports programmes adapted to people with disabilities include improved physical and mental health and enhanced motor skills, flexibility and concentration. The projects supported by our Foundation also **challenge societal norms and attitudes around disability.**

#### ► Focus on the nonprofit *Sport dans la Ville* and its *Balle de match* programme

*Sport dans la Ville* actively promotes the social and vocational integration of young people from disadvantaged neighbourhoods through sport.

The *Balle de match* programme organises **tennis club practice for girls living in underprivileged neighbourhoods** where *Sport dans la Ville* operates. In addition to weekly tennis sessions, the programme also supports girls' personal and professional development by strengthening their commitment and determination, developing their behavioural skills and introducing them to new environments.



#### *Balle de match* in 2023

▼  
**350+**  
girls now play tennis weekly

#### Expansion of the programme in the *Île-de-France* region

Pioneering new **cultural experiences**

Career support with the *Job dans la ville* **vocational integration programme for girls 15+**



#### OTHER PROJECTS SUPPORTED IN 2023

- The *Association sportive de golf de Djerba* makes golf accessible to both girls and boys.
- The *Comité Handisport de Paris* runs a pilot dance project for young people with visual, hearing or motor impairments.
- *ParaGolf*, an inclusive programme launched by the *Ligue Régionale de Golf de Paris Île-de-France*, makes golf accessible to people with physical disabilities.



## INVEST IN ALL FORMS OF LEARNING

### Share values and knowledge with young people by promoting all forms of learning

Our Foundation promotes programmes that **combine sport with educational assistance** to boost young people's confidence in their abilities, help them achieve their educational goals and prevent them from dropping out of school. The projects supported use sport to strengthen social skills by **teaching young people fundamental values and the rules of social behaviour**. These programmes also encourage young people to be more open to the world by **organising international exchanges with other nonprofit organisations, bringing them into contact with people from other backgrounds and introducing them to different cultures and lifestyles**.

#### ► Focus on the nonprofit *Gol de Letra* and its international sports and culture exchange programme

*Gol de Letra* promotes education for socially vulnerable children and young people in Brazil's favelas. It believes in **the power of sport to drive social change and empower individuals to achieve their full potential**. Each year, *Gol de Letra*, with the support of the Lacoste Foundation, helps ten Brazilians aged 14 to 17 travel to France.

#### The programme includes:

- One week of sports activities in the Drôme region with young people from the nonprofit *Sport dans la Ville*.
- One week visiting Paris and its cultural and historical sites.

This memorable and formative experience broadens the minds of these young people by bringing them into contact with a new culture.



*"Making friends was one of the highlights of this experience because there's nothing more special than connecting with people from different backgrounds and cultures. It was very rewarding for young Brazilians and French people to get to know each other better. They learned a lot from this unique experience, and it has strengthened the ties between our countries."*

**THAYA PEREIRA**  
educator at Gol de Letra

### OTHER PROJECTS SUPPORTED IN 2023

- The nonprofits *Apprentis d'Auteuil* and *Comme les Autres* benefited from the public speaking-based training courses offered by *Eloquentia*.
- The nonprofit *Etendart* implements a range of educational and cultural programmes in addition to tennis sessions.
- *Academia dos Champs*, a nonprofit in Portugal, provides educational assistance, language classes and tennis coaching for young people.



# ENHANCE EMPLOYABILITY AND ACCESS TO THE WORKPLACE

## Empower young people to explore and enter the workplace

The Lacoste Foundation and its partner nonprofits help young people confidently plan their future careers by:

- **Enhancing employability** through qualification-based training, career guidance, CV writing and interview preparation.
- **Building bridges and promoting contact with the business world** through company visits, industrial site tours and traineeships.
- **Implementing a structured mentorship programme**, Self-Confidence, to support young adults from disadvantaged backgrounds through the engagement of our employees worldwide.

► **Focus on the nonprofit Life Project 4 Youth and its Move for Change programme that empowers girls and young women to take action and build their own futures**

Active in 14 countries, the nonprofit LP4Y promotes the vocational and social integration of marginalised young women. **It supports entrepreneurial initiatives that integrate them and their families.**

LP4Y opened a training centre in Payatas, a suburb of Manila in the Philippines, for young **women aged 17 to 24 from disadvantaged backgrounds who have dropped out of full-time education.** Most are already mothers and have to provide for themselves.

LP4Y training and development centres are life project incubators that promote 'learning by doing'. As members of the Move for Change programme, these young women teach sports in their community and run their classes like a small business.



Move for change in 2023

**168 women**

supported towards financial independence

**62% of women**

supported now earn a decent wage

Since 2021, Move for change has

**Equipped young women with the skills they need** to succeed in the workplace

**Widened access to sport and its benefits** with more than 100 sports sessions organised for the community

**Provided personalised support** to help young women find traineeships and then jobs



## OTHER PROJECTS SUPPORTED IN 2023

- The nonprofit *Tibu Maroc* and its *École de la 2<sup>nd</sup>e chance* programme support the vocational integration of young people in the sports industry.
- **Mentorship (1 young person/ 1 mentor)** by Lacoste employees in four new countries: China, Germany, Panama and Spain.
- **Visits for young people from Foundation-supported nonprofits** to the historic Lacoste factory in Troyes and tours of stores and local head offices to discover job opportunities.



# FOR MORE DURABLE PRODUCTS



# REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS

To reduce the impact of our products on the environment, we focus on each stage of their life cycle using the PEF<sup>1</sup> environmental measurement method proposed by the European Commission and currently in the final stages of development. It is a **standardised method for calculating and reporting the environmental footprint of products** based on sixteen impact indicators, weighted by additional factors such as product durability and repairability.

## 2025 Target

**15% reduction** in our environmental footprint per textile product sold compared to 2019.



To achieve our 2025 target of a 15% reduction in our environmental impact per product sold, we have identified two primary levers:

- Prioritise selected preferred raw materials.
- Enhance product durability.

In line with our actions in 2022, we pursued these goals by **organising two new Ecodesign events in 2023** to educate teams on the changing environmental impact of our products and introduce them to the principles and tools to adopt for more informed decision-making throughout the product's life cycle: from the initial design stage, we consider the environmental impact of the materials we use and plan for the product's recyclability at the end of its life.

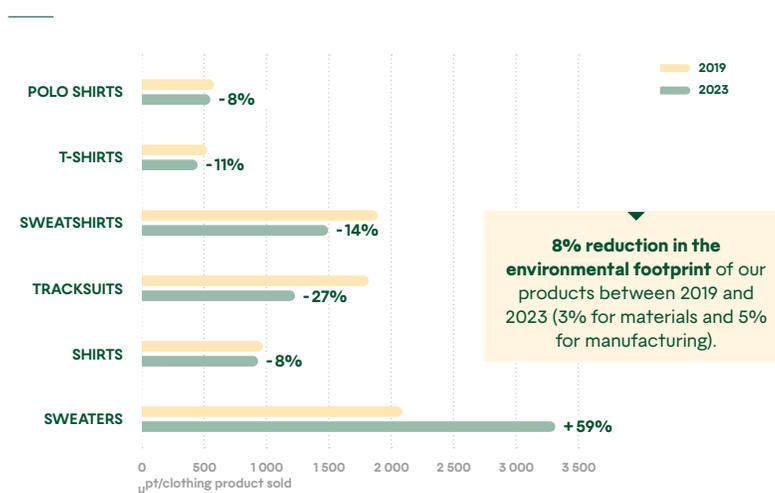
## The PEF method at Lacoste

Since 2022, we have analysed the environmental impact of each of our textile collections compared to our 2019 emissions baseline. Before the PEF method is finalised, we are using the PEF 2.0 version to **measure the environmental footprint of our collections** supplemented by other data bases.

We are also gradually incorporating our supply chain factory data, collected during environmental data-gathering initiatives, into our calculations. Our goal is to **produce the most precise analytical model possible**.

Lacoste continues to work with the PEF Technical Secretariat, including on finalising a durability protocol measuring the lifespan of textile products and footwear.

Reduction in our environmental footprint per product line



Source: Data for the Fall/Winter and Spring/Summer 2023 collections

<sup>1</sup> Product Environmental Footprint <sup>2</sup> Climate change, fine particulate matter, depletion of water resources, depletion of non-renewable energy resources, land use, depletion of non-renewable mineral resources, depletion of the ozone layer, acidification, ionizing radiation, photochemical ozone formation, terrestrial eutrophication, marine eutrophication, freshwater eutrophication, human carcinogenic toxicity, freshwater ecotoxicity, human non-carcinogenic toxicity.



# PRIORITISE A SELECTION OF RESPONSIBLE MATERIALS AND DEVELOP OUR OWN DESIGNATED-COTTON SUPPLY CHAIN

The initial stage of a product's life cycle, raw material production, is a major contributor to pollution, with high water and energy usage and reliance on chemical inputs.

To address this issue, we plan to **increase the use of traceable, lower-impact, certified and recycled materials** and reduce reliance on conventional materials. Our Brand is also developing its own ethical and standards-based **designated-cotton supply chain**.

## SELECT RESPONSIBLE MATERIALS

Develop long-term partnerships and prioritise traceable, certified and recycled materials with a lower environmental impact.

### 2026 Targets

**80%** responsible cotton (textile)

**90%** recycled polyester (textile and footwear)

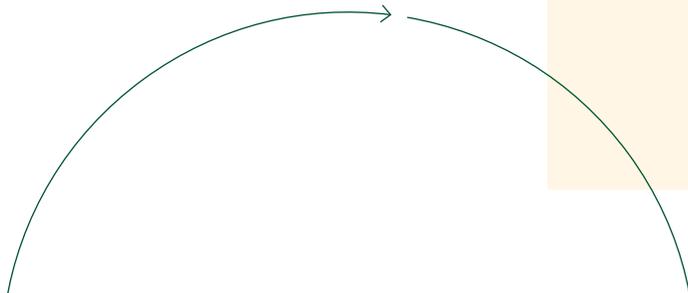
**100%** certified animal raw materials (textile)

**85%** recycled synthetic materials (leather goods)

**100%** LWG Gold-rated leather (footwear and leather goods)

## DEVELOP OUR OWN STANDARDS-BASED COTTON SUPPLY CHAIN

Develop our own standards-based and ethical cotton supply chain.



Prioritise a selection of responsible materials and develop our own designated-cotton supply chain

# PROMOTE A SELECTION OF PREFERRED MATERIALS

## Definition of preferred raw materials

To meet our targets, in 2023, we implemented a **standards-based selection process for raw materials** that prioritises alternatives to conventional options.

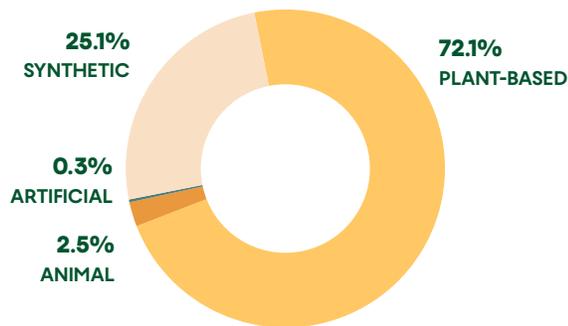
This selection meets one or more criteria based on the following principles:

- **Environment:** the material must guarantee the best environmental performance.
- **Traceability:** suppliers must identify all actors in their supply chain.
- **Ensure animal welfare** in the sourcing of our materials.

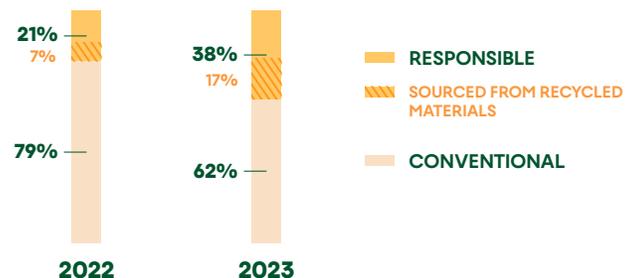
We also guarantee that selected materials comply with these criteria by applying the following independent standards:

- **Recycled materials:** GRS<sup>1</sup>, RCS<sup>2</sup>
- **Organic materials:** GOTS<sup>3</sup>, OCS<sup>4</sup>
- **Animal materials:** RWS<sup>5</sup> (wool), RAS<sup>6</sup> (alpaca), SFA<sup>7</sup> (cashmere), RDS<sup>8</sup> (down)

Breakdown of the main raw materials used by Lacoste in 2023 in textile products (volume in tonnes)



Share of responsible materials (volume in tonnes)



Since 2023  
 Textile products containing more than **50%** responsible materials included in the responsibly sourced selection



In 2023  
 of SS23\* textile products included in the responsibly sourced selection **36%**  
**44%** for FW23\*\*



- Primary material: **100% recycled polyester**
- Men's, women's and children's jackets
- Fall/Winter 2023 Season

<sup>1</sup> Global Recycled Standard <sup>2</sup> Recycled Claim Standard  
<sup>3</sup> Global Organic Textile Standard <sup>4</sup> Organic Content Standard  
<sup>5</sup> Responsible Wool Standard <sup>6</sup> Responsible Alpaca Standard  
<sup>7</sup> Sustainable Fibre Alliance <sup>8</sup> Responsible Down Standard

\* Spring/Summer 2023, projected volumes, all textiles, including underwear  
 \*\* Fall/Winter 2023, projected volumes, all textiles, including underwear



Prioritise a selection of responsible materials and develop our own designated-cotton supply chain

# INCREASE THE USE OF ALTERNATIVES TO CONVENTIONAL COTTON

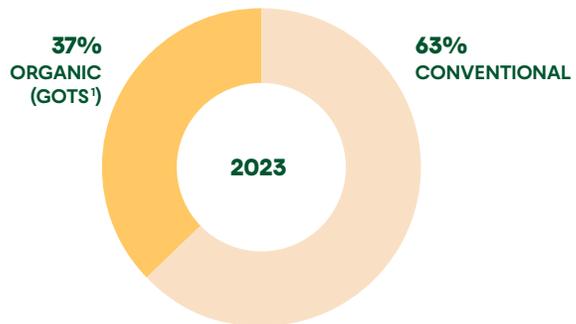
## Organic cotton

In 2023, we expanded the use of responsible materials in our collections, with a particular focus on cotton. Our Brand uses GOTS<sup>1</sup>- and OCS<sup>2</sup>-certified organic cotton.

These standards enable us to **guarantee the traceability of certified organic-origin fibres across the supply chain and promote better social and environmental practices.**

GOTS also **prohibits the use of chemical products hazardous to the environment** (particularly during the dyeing process) **and the health of workers across the supply chain.**

Changes in types of cotton used by Lacoste from 2022 to 2023 (volume in tonnes)



Since 2023  
**+15%**  
**organic cotton**  
 in collections  
 (22% in 2022)

<sup>1</sup> Global Organic Textile Standard  
<sup>2</sup> Organic Content Standard

## Develop our own standards-based proprietary cotton supply chain: designated cotton

Since 2023, we have developed a designated-cotton supply chain as part of our Durable Elegance strategy. Our aim is to **build a network of cotton farmers chosen by our brand who share our commitment to sustainable development.**

We have produced a set of specifications to **directly select the partner farms with whom we wish to produce our future collections.** Located mainly in Australia, the United States, Greece and Peru, the cotton fields of these producers are regularly audited to ensure they **meet our high labour and environmental standards.**

This approach aims to ensure:

- **End-to-end traceability** of our supply chain.
- **Monitoring** of labour and environmental practices.
- **A durable partnership** with local farmers to secure their year-on-year financial stability.



Prioritise a selection of responsible materials and develop our own designated-cotton supply chain

## FOOTWEAR AND LEATHER GOODS

We also aim to **use more responsible materials** in our footwear and leather goods in line with our textile targets.



Footwear in 2023

**67%** recycled polyester  
compared to 60% in 2022 (in tonnes)

**100%**  
LWG Gold-certified tanneries

### Greater use of responsible materials in our footwear products

Among the important changes made to footwear in 2023, we continued exploring ways to incorporate more responsible materials into our collections without compromising product quality and performance.

- **Reduction in the use of conventional polyester** by gradually replacing it with recycled polyester (+7% between 2022 and 2023).
- **Increased use of Bloom® Rise** in footwear soles, a material produced from algae powder and EVA (Ethylene Vinyl Acetate).
- **The leather used for our footwear is exclusively sourced from LWG Gold-certified tanneries.** Some tanneries, such as Tong Hong in Vietnam, demonstrate a higher level of commitment by taking steps to minimise their environmental footprint:
  - Strategy to reduce greenhouse gas emissions by phasing out coal in favour of biomass.
  - Target of 80% recycled water by 2030 and 100% of leather waste recycled by 2024.

### Significant progress on recycled materials and leather for our leather goods

As with footwear, we continued to explore the use of recycled materials and leather in our leather goods range.

- **Substantial work on recycled materials**, besides polyester, for nylon, polyamide and polyurethane products.
- **In addition to partnering with responsible tanneries and aiming for 100% LWG Gold-certified materials**, Lacoste is exploring **leather alternatives to limit the environmental impact** of its collections. They include the launch of several recycled leather products in 2023, including the Lora bag.



The Lora bag contains over 20% recycled leather (based on total weight - Fall/Winter 2023)

The Puffy Croc range contains over 50% recycled nylon (Fall/Winter 2023)



Leather goods in 2023

**100%**  
polyester and  
recycled polyamide,  
85% recycled polyurethane

**70%** of tanneries  
are LWG Gold-certified,  
30% are LWG Silver-certified



# INCREASE THE DURABILITY OF OUR PRODUCTS AND DOUBLE THE LIFESPAN OF TIMELESS PIECES

In addition to our work on raw materials, we continuously strive to **extend the lifespan of our products and reduce their environmental impact**. Our brand also creates timeless collections that **defy trends and reduce obsolescence**.

## Incorporating durability into the PEF method

The PEF<sup>1</sup> method for calculating and reporting the environmental footprint of our products covers sixteen impact indicators weighted by additional factors such as product durability and reparability.

Alongside prioritising selected preferred raw materials, we are also extending the lifespan of our products to help us achieve our 2025 goal of a 15% reduction in our environmental impact per product sold.

<sup>1</sup> Product Environmental Footprint Category Rules

### INCREASE THE DURABILITY OF OUR PRODUCTS

Our teams design products to last, even after repeated washes. To measure the lifespan of its products, Lacoste uses a PEF<sup>1</sup>-aligned durability protocol.



### DOUBLE THE LIFESPAN OF OUR TIMELESS PIECES: FOCUS ON THE TIMELESS POLO SHIRT

Our work centred on the timeless polo shirt category, especially the L1212, the Brand's iconic garment.

#### 2025 Target

**100%** of timeless<sup>2</sup> polo shirts doubled their lifespan

(according to benchmark PEF 2.1)



<sup>2</sup> 100% cotton piqué polo shirts and stretch piqué polo shirts for men's, women's and children's casual ranges; technical piqué polo shirts for men's, women's, and children's sports ranges.



Increase the durability of our products and double the lifespan of timeless pieces

# ENHANCE THE DURABILITY OF OUR PRODUCTS

## Enhanced durability protocol

To increase the durability of our products, we have developed our own **rigorous durability** protocol benchmarked against PEFCR<sup>1</sup>. Updated in 2023, this protocol sets out production tests and standards for Lacoste-branded clothing. It is used for the **artificial accelerated ageing of garments** to check:

- **The product keeps its shape** during use.
- **The fabrics and materials have excellent resistance** properties.
- **The product exhibits no visible signs of degradation**, including pilling or perforation.
- **Colourfastness**.

Accredited laboratories perform **continuous performance, durability and quality tests** on our products throughout the manufacturing process.

<sup>1</sup> Product Environmental Footprint Category Rules

## ► Focus on Timeless polo shirts

Our efforts to improve the durability of our products have resulted notably in the **doubling of the lifespan of our range of timeless polo shirts** from 60 to 120 wash cycles.

The L1212, our Brand's flagship polo shirt, underwent significant enhancements in 2023:

- **Development of a more durable knit**  
A denser fabric with reduced transparency for light-coloured garments. The fabric is constructed using a plied yarn formed by twisting together two single yarns for enhanced knit regularity and durability.
- **Strengthened collar**  
The multi-ply twisted yarn construction enhances collar durability. The pattern has been adjusted for a better fit and greater ease of movement.
- **Enhanced buttoned placket**  
Originally designed by René Lacoste 90 years ago, this placket has a new construction and more flexible interfacing for a better fit, straighter drape and improved resistance to wear and tear.
- **Enhanced dyeing formula**  
Improved colourfastness on black and navy polo shirt material.

+ In 2023  
▼  
**83%**  
**of timeless polo shirts**  
doubled their lifespan





# TO REDUCE OUR IMPACT ON THE PLANET



# REDUCE OUR IMPACT ON THE CLIMATE

As part of our Durable Elegance environmental and social strategy, we continued the work we began several years ago to **reduce our carbon footprint across our entire value chain** and meet our ambitious 2025 and 2030 targets.

## Our reduction targets approved by the SBTi

In 2021, we set **two targets to reduce our carbon footprint by 2030** using our 2019 emissions as a baseline.

**Approved by the Science Based Target Initiative (SBTi) in 2023**, the first target, for direct emissions (Scopes 1 and 2), is aligned with the global target of limiting warming to 1.5°C, particularly the **improved efficiency of our company-owned sites**.

The second target, which relates to Lacoste's indirect emissions, aims to **reduce the carbon footprint of our entire value chain by aligning our key suppliers with our climate strategy**.

## 2030 Targets

**47% absolute reduction in greenhouse gas emissions** for direct and indirect emissions (Scopes 1 and 2). Lacoste's company-owned factories contribute 36% of total greenhouse gas emissions, and our stores and offices 54% of emissions.

**37% reduction in greenhouse gas emissions per product sold** for indirect emissions (Scope 3). Scope 3 emissions make up 97% of Lacoste's carbon footprint. The primary sources of emissions relate to the use of raw materials and factory production processes.

## REDUCE OUR CARBON FOOTPRINT ACROSS THE VALUE CHAIN

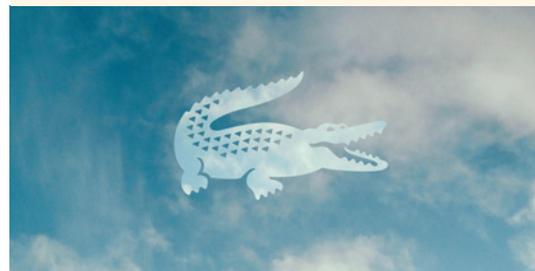
Measure energy usage, align our suppliers with climate goals, eliminate coal and expand the use of renewables.

## 2025 Target

**100% of tier 1 - 2 factories** to phase out coal

## 2030 Target

**100% of key textile tier 1 - 4 factories on track to reduce their carbon footprint by 37%.**

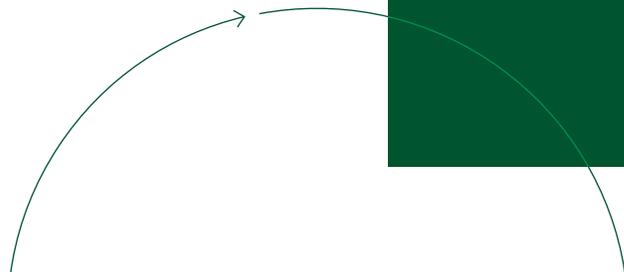


## IMPROVE THE EFFICIENCY OF OUR COMPANY-OWNED FACTORIES

Reduce the energy usage of our company-owned sites and promote less carbon-intensive energies, particularly at our historic *Les Gayettes* site.

## 2030 Target

**100% renewable energy** for Lacoste-operated sites



# REDUCE OUR CARBON FOOTPRINT ACROSS THE VALUE CHAIN

## Improve the collection and governance of our data

In 2023, we adopted a new approach to **monitor and support the environmental performance of textile factories in our supply chain** and reduce their carbon emissions. To optimise these monitoring and support activities and guarantee data consistency, we also improved our data collection and governance procedures.

We streamlined data collection **using a standard data collection tool**. In 2023, this tool enabled 342 of our tier 1 - 4 textile suppliers out of 366 to gather a larger volume of more detailed information.

We also **improved the governance of our environmental data collection**. Dedicated teams now coordinate data collection from factories in their production platform and check the data they submit.

## ▶ Key factory concept

By improving data collection and its governance, we can **track the flow of raw materials more accurately** across the supply chain. Enhanced traceability allowed us to **pinpoint key factories that collectively account for 70% of our brand's total production volume across production tiers 1 - 4**. By identifying these factories, we can monitor our principal industrial partners and help them **prioritise their environmental performance**, particularly by reducing their greenhouse gas emissions.

## FOCUS ON OUR KEY SUPPLIERS

As part of its sustainable development strategy, the Aster Group has made reducing the direct impact of its business on the environment a top priority. Powered exclusively by I-REC-certified renewable energy since 2021, it is carbon neutral for Scope 2 emissions. The solar panels installed by the Group in 2023 generated 55% of its total energy needs.

End of 2023

**97%**  
of factories  
in tiers 1 - 2  
no longer use coal



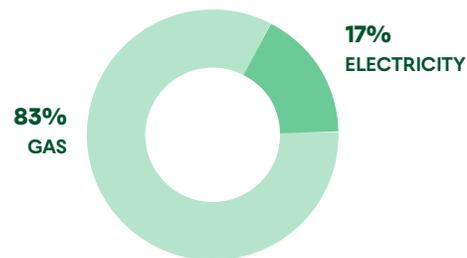
# IMPROVE THE ENERGY EFFICIENCY OF OUR COMPANY-OWNED FACTORIES

## Reduce the energy footprint of the *Gayettes* site

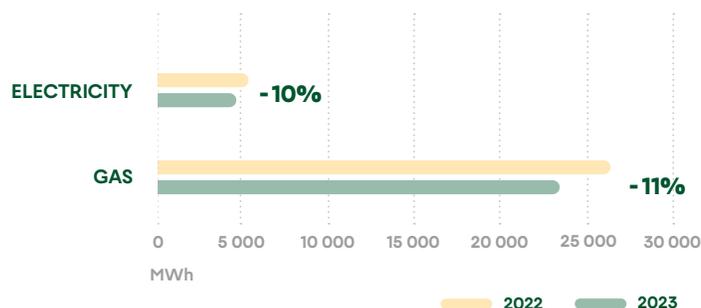
In 2023, we renewed our commitment to **reducing the energy impact and carbon emissions of our company-owned facilities**, especially on our historic *Gayettes* site. Situated in Troyes, this factory exemplifies **our textile expertise**. It spans the entire production process, from the reception of spools to the end product, utilising specialised production techniques such as knitting, dyeing, warping, cutting and sewing. The *Gayettes* site also supplies fabric to our other company-owned French manufacturing facilities, such as SNPP and Vaucouleurs, and knitwear to factories in Morocco and Tunisia. Two energy sources fuel the production process from start to finish:

- **Electricity to power the whole site** and production machinery.
- **Gas to generate steam** for dyeing and tentering and to heat the production workshops.

Energy mix of the *Gayettes* site in 2023



Change in the energy mix of the *Gayettes* site from 2022 to 2023



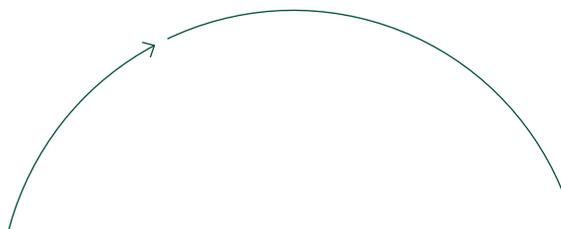
In 2023  
**11% reduction in gas usage**  
 at *Gayettes*  
 (compared to 2022)  
 |  
**- 10 % reduction in electricity usage**  
 at *Gayettes*  
 (compared to 2022)



### REDUCTION IN ELECTRICITY AND GAS USAGE AT THE GAYETTES SITE

In this factory, we have been working hard to reduce our gas and electricity usage and completed two main projects:

- **Adjusting boiler capacity** to match site requirements and enhance their technical performance. The boilers generate steam to heat the workshops and dye fabric.
- **Replacing all insulation for steam and hot water pipes** in the boiler room and across the production site. The aim is to minimise energy loss in the distribution network and mitigate the risk of accidents and burns.



# REDUCE OUR IMPACT ON NATURE

The environmental impact of fashion extends beyond carbon emissions. This is why we are also committed to **reducing the impact of our business on Nature.**

## Protect water resources and prevent pollution

We are committed to helping our suppliers adopt more sustainable practices, **focusing on effective production waste management and water usage and minimising pollution caused by the use of chemical products.**

### GIVE OUR TEXTILE WASTE AND OUR UNSOLD ITEMS A SECOND LIFE

Identify and recover textile waste, explore second-life solutions and facilitate the implementation of this strategy internally and in partnership with suppliers.

#### 2025 Target

**100 %** of textile waste from our tier 1 suppliers is given a second life<sup>1</sup>



<sup>1</sup> Extend product lifespan through reuse or recovery (transformed or recycled).

### OPTIMISE WATER USAGE AND MINIMISE THE USE OF CHEMICAL SUBSTANCES

Reduce water usage for both our organisation and our partners, while minimising the use of chemical products to preserve the local environment.

#### 2025 Target

**100%** of our key factories using wet processes are committed to a ZDHC<sup>2</sup> approach

**100%** of our key factories using wet processes have reduced their water consumption by 20%



<sup>2</sup> Zero Discharge of Hazardous Chemicals



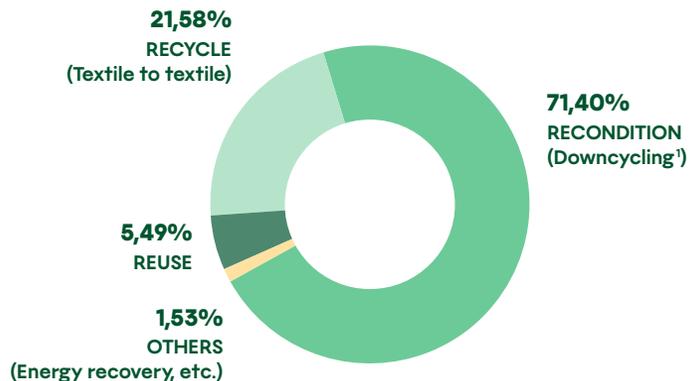
# GIVE OUR TEXTILE WASTE AND OUR UNSOLD ITEMS A SECOND LIFE

## Managing our production waste

As part of our strategy to improve resource management, we are exploring a range of second-life solutions for our textile waste. **Giving waste a second life** prevents the destruction of production waste by:

- **Reusing** an item for its intended use, in products of the same or higher quality, without remanufacturing.
- **Reconditioning** an item, transforming it into a new product of equal or higher value, without recycling or downcycling.
- **Closed-loop recycling** materials or products, transforming them into fibres and then fabrics for new collections.

### Our tier 1 suppliers' recycling practices



<sup>1</sup> Downcycling is the transformation of waste materials or products into new materials or products of lower quality or value.



In 2023

▼

**99%** of our industrial-origin textile waste was given a second life

As part of our zero-destruction strategy, we launched a pilot project with textile waste tracking and reporting platform: Reverse Resources.

This three-month experiment aimed to **optimise waste management practices using a digital tracking platform**.

- 9 factories, 3 per Lacoste production platform (AMERICAS, EUROMED, ASIA), took part in the pilot project.
- The pilot has already provided us with more accurate data and helped expand the recycler network.



# OPTIMISE WATER USAGE AND MINIMISE THE USE OF CHEMICAL SUBSTANCES

## Adopt ZDHC practices to minimise our chemical footprint

To limit the use of specific chemical substances, ensure worker safety and preserve the local environment near production sites, **we joined the ZDHC initiative in 2021**. ZDHC aims to minimise the industry's chemical footprint by implementing the Roadmap to Zero programme and production standards and phasing out the discharge of hazardous chemical substances.

To standardise our procedures across our supply chain, in 2023, we **involved as many 'key suppliers' as possible** in the programme (see p.31). Some have joined the initiative, and we will keep working with all our suppliers to get everyone on board.

## Minimise water usage

Building on our work at *Gayettes*, we launched several initiatives in 2023 to reduce industrial water usage in our manufacturing and dyeing processes and encourage water reuse. The aim of this project is to:

- **Reduce water usage** in our manufacturing process by 20% from 2019 levels by 2024.
- **Recycle** 70% of industrial water by 2026.

We also pay close attention to industrial water at our *Gayettes* site. We continuously monitor the amounts of water withdrawn and discharged, the exit pH and temperature. Wastewater from the site is discharged into Troyes agglomeration's wastewater treatment plant only after the thresholds set by prefectural decree are checked and daily tests performed by an independent COFRAC-certified laboratory. We constantly monitor the water to ensure consistency between withdrawn and discharged volumes.

As part of our efforts to improve the water resilience of our supply chain, in 2023 we set a **target to reduce our suppliers' water usage**. Our brand aims to **cut by 20% the water usage of our key suppliers** using wet processes by 2050.



In 2023  
 ▼  
**41%**  
 of our key factories  
 using wet processes joined  
 the ZDHC initiative





DURABLE  
ELEGANCE



# TARGET PROGRESS

## FOR PEOPLE

TARGETS	BASE YEAR*	HORIZON	2023**	
<b>MAKE EQUAL OPPORTUNITIES A REALITY</b>	Help 1,000 young people from challenging environments succeed in the workforce	2021	2030	440
	Increase by 30% the number of employees with special needs in our workforce	2023	2030	15%
	50% women in top leadership positions within our organisation	2022	2030	42%
<b>RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES</b>	100% traceability of tier 1 - 4 factories	2019	2026	100%
	100% of tier 1 - 4 supplier factories undergo a social audit <sup>1</sup>	N/A	2026	75%
	15 impactful and sustainable projects for communities, co-financed with our suppliers	2024	2026	10
<b>SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION</b>	50% of participants in projects supported by the Foundation are girls and young women	2024	2026	50%
	20% of projects supported by the Foundation are people with disabilities	2024	2026	13%

## FOR MORE DURABLE PRODUCTS

<b>REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS</b>	15% reduction in the environmental impact of each textile product line	2019	2025	- 8%
<b>PRIORITISE A SELECTION OF RESPONSIBLE MATERIALS AND DEVELOP OUR OWN DESIGNATED-COTTON SUPPLY CHAIN</b>	80% preferred cotton <sup>2</sup> (textile)	2019	2026	37,2%
	90% recycled polyester (textile)	2019	2026	64,3%
	100% certified animal raw materials (textile)	2019	2026	100%
	90% recycled polyester (footwear)	2019	2026	47%
	100% LWG <sup>3</sup> Gold-rated leather (footwear)	2019	2026	100%
	85% recycled synthetic materials <sup>4</sup> (leather goods)	2019	2026	48%
	100% LWG Gold-rated leather (leather goods)	2019	2026	70%
<b>INCREASE THE DURABILITY OF OUR PRODUCTS AND DOUBLE THE LIFESPAN OF TIMELESS PIECES</b>	100% of timeless polo shirts doubled their lifespan	2019	2025	83%
	Roll-out of a second-hand marketplace in France	2024	2025	-

## TO REDUCE OUR IMPACT ON THE PLANET

<b>REDUCE OUR IMPACT ON THE CLIMATE</b>	47% absolute reduction in greenhouse gas emissions (Scopes 1 and 2)	2019	2030	-
	37% reduction in greenhouse gas emissions per product sold (Scope 3)	2019	2030	-
	100% of tier 1 - 4 key factories aligned with our Scope 3 climate trajectory	N/A	2030	-
	100% of tier 1 - 2 factories phase out coal	N/A	2025	97%
	100% renewable energy at Lacoste-operated sites	2019	2030	-
<b>REDUCE OUR IMPACT ON NATURE</b>	100% of textile waste from our tier 1 suppliers is given a second life	2019	2025	99%
	100% of our key factories using wet processes joined the ZDHC initiative <sup>5</sup>	2021	2025	41%
	100% of our key factories using wet processes reduced their water consumption by 20%	2019	2025	-
	100% of employees trained in the limits on our planetary resources	2023	2024	-

<sup>1</sup> Only concerns the core categories of textile products, underwear, leather goods, footwear and joint ventures <sup>2</sup> Organic, certified or recycled <sup>3</sup> Leather Working Group <sup>4</sup> Polyester, polyamide, nylon, polyurethane <sup>5</sup> Zero Discharge of Hazardous Chemical \* The base year is marked N/A if irrelevant to target progress. \*\* Results are marked - if they have not been consolidated to date or are being calculated, or the target is too recent to measure. For scopes 1, 2 & 3, a recalculation of the baseline is in progress following a change in the calculation perimeter.





For over 90 years, Lacoste has been driven by the values of teamwork, boldness, tenacity and elegance. These values, embodied by the crocodile, have always been at the heart of everything we do. Today, René Lacoste's vision lives on in our commitment to taking a different approach to fashion, one that is responsible, sustainable and inclusive.

A single phrase encapsulates our vision: This label plays fair. It is a statement that reaffirms our uniqueness, our difference and our purpose to strive for elegance. From our relationships with our teams, partners and communities to how we design more durable products and reduce our impact on the planet, elegance guides everything we do. We firmly believe that elegance is not just about style: it is a value that bridges divides and unites us, regardless of our origins, social background or life experiences.

Through Durable Elegance, our brand, employees, partners and suppliers are committed to taking a unique approach to addressing the economic, social and environmental challenges we all face today. By choosing Lacoste, you're choosing a brand that plays fair.



