

2024-2025  
SUSTAINABLE DEVELOPMENT REPORT

# TOWARDS DURABLE ELEGANCE

THIS LABEL PLAYS FAIR

LACOSTE 

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# LACOSTE PLAYS FAIR

This report outlines Lacoste’s progress towards achieving the targets set as part of its Durable Elegance strategy. Except where specified, all data refer to 2024 and/or 2025. Where 2025 data were unavailable at the time of publication, 2024 figures have been used. The terms ‘Brand’, ‘Business’ and ‘Employer’ used in the report refer to Lacoste.

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**Amandine Morel**  
EVP Brand



**Gaëlle Petit-Perrin**  
EVP Human Resources



**Bernard Derrien**  
EVP Operations



For nearly a century, Lacoste has built a unique legacy, one defined by boldness and elegance. This legacy began with one man, René Lacoste, a visionary who rewrote the rules and made elegance a commitment.

His values continue to guide our Brand today and inform every decision we make, while his vision shapes how we innovate and grow, with the same quiet confidence and exacting standards that have always defined Lacoste.

These commitments are a fundamental part of who we are.

Durable Elegance expresses our determination to transform the way our products are produced and consumed, as well as how we work together with others. We take a proactive approach to this strategy, setting clear targets for 2030 and continuously strengthening our practices. At Lacoste, elegance extends beyond our products; it defines how we build our relationships and guides our actions.

### For people,

we are committed to making equal opportunities a reality, including by supporting young people from challenging environments and individuals with special needs, promoting gender equality and placing diversity, equity and inclusion at the heart of our policies.

### For our products,

we continue to uphold our standards of sustainability and quality and ensure the continuity of our values and practices. Committed to craftsmanship and those who contribute to it, we design pieces to be worn over time and passed down through the generations.

### For the planet,

we continue to adapt our practices and support our partners in aligning with pathways and processes that respect Nature and address current climate challenges.

Together with our employees, partners and communities, we are bringing this ambition to life. This report provides an overview of the actions we have taken, the progress we have made, and the innovations still to come. Above all, it reflects the conviction that has guided our Business for more than nine decades: elegance is not a style; it is a way of doing and a state of mind.

In 2024 and 2025, we introduced our new signature, This Label Plays Fair, to better share our approach with our customers by making our commitments more transparent and easier to understand.

This is because Lacoste is more than a brand or a product: it's a community committed to making the world a better place, driven by its identity and values, and always taking the lead to shape a new kind of future.



# THIS LABEL PLAYS FAIR

Our label is the promise of our commitments.

It is the promise of our commitment to people,  
Playing as a team to promote diversity and foster inclusion,  
Working hand in hand with the Lacoste Foundation  
to make equal opportunities a reality.  
Because we believe everyone has a role to play to move the lines.

It is the promise of our commitment to our products,  
Sourcing quality materials and prolonging the lifespan of  
our iconic pieces passed down from one generation to the next.  
Because what's well designed stands the test of time.

It is the promise of our commitment to our planet,  
Continuously optimizing our processes.  
Because reducing our environmental footprint is yet another step  
towards minimizing our impact.

That's right, this label plays fair, because playing fair  
is also a question of elegance.

## 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 organisation.

### Recognise the contribution of workers from field to factory and care for local communities

Track our entire supply chain.

Partner with the most committed suppliers and help them improve labour practices.

Make a long-term commitment to 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 OVER TIME

### Reduce the environmental footprint of our products

### Prioritise preferred raw materials and develop our own nominated-cotton supply chain

Select organic, recycled and/or certified materials.

Develop a cotton supply chain that meets stringent social and environmental standards.

### Increase the durability of our products over time and double the lifespan of timeless pieces

Double the lifespan of our timeless polo shirts.

Roll out the Lacoste durability protocol across all brand and partner-operated factories.

Introduce a second-hand marketplace, initially in France, then in all major markets.

## REDUCING OUR IMPACT ON THE PLANET

### Reduce our impact on the climate

Improve the energy efficiency of our factories.

Phase out coal in favour of renewable energies.

Align our strategic suppliers with our Brand climate trajectory approved by the Science-Based Targets initiative (SBTi).

### Reduce our impact on Nature

Understand and measure our impact on biodiversity.

Give our textile waste a second life.

Minimise the use of chemical substances.



# OUR TARGETS

	TARGETS	BASE YEAR*	HORIZON	PAGE**	
FOR PEOPLE	MAKE EQUAL OPPORTUNITIES A REALITY	Help 1,500 young people from challenging environments enter the workforce (target raised after being reached in 2025)	2021	2030	9
		Increase by 30% the number of employees with special needs in our workforce	2022	2030	10
		50% women in top leadership positions within our organisation	2022	2030	11
FOR PEOPLE	RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES	100% traceability of tier 1 - 4 factories (textile and leather goods)	2019	2026	13
		100% traceability of tier 1 - 4 factories (footwear)	2019	2027	13
		100% of social audits <sup>1</sup> of our tier 1 - 4 supplier factories validated	N/A	2026	14
		15 impactful projects for communities, co-financed with our suppliers	2024	2026	15
FOR PEOPLE	SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION	50% of participants in projects supported by the Foundation are girls and young women	2024	2026	16
		20% of projects supported by the Foundation benefit people with disabilities	2024	2026	20
FOR MORE DURABLE PRODUCTS OVER TIME	REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS	15% average reduction in the environmental impact of our product lines (textile).	2019	2025	22
	PRIORITISE PREFERRED RAW MATERIALS AND DEVELOP OUR OWN NOMINATED-COTTON SUPPLY CHAIN	80% preferred <sup>2</sup> cotton (textile)	2019	2026	24
		90% recycled polyester (textile)	2019	2026	24, 25
		100% certified animal raw materials (textile)	2019	2026	24
		90% recycled polyester (footwear)	2019	2026	24
		100% LWG <sup>3</sup> Gold-rated leather (footwear)	2019	2026	24
		85% recycled synthetic materials <sup>4</sup> (leather goods)	2019	2026	24
100% LWG Gold-rated leather (leather goods)	2019	2026	24		
FOR MORE DURABLE PRODUCTS OVER TIME	INCREASE THE DURABILITY OF OUR PRODUCTS OVER TIME AND DOUBLE THE LIFESPAN OF TIMELESS PIECES	100% of timeless polo shirts doubled their lifespan	2019	2025	28
		Roll-out of a second-hand marketplace in France	2024	2025	28
REDUCING OUR IMPACT ON THE CLIMATE	REDUCE OUR IMPACT ON THE CLIMATE	47% absolute reduction in greenhouse gas emissions (Scopes 1 and 2)	2019	2030	31, 32
		37% reduction in greenhouse gas emissions per product sold (Scope 3)	2019	2030	31, 33
		100% of tier 1 - 4 strategic factories aligned with our climate trajectory (Scope 3)	N/A	2030	33
		100% of tier 1 - 2 factories have phased out coal (textile and leather goods)	N/A	2025	33
		100% of tier 1 - 2 factories have phased out coal (footwear)	N/A	2028	32
REDUCING OUR IMPACT ON THE PLANET	REDUCE OUR IMPACT ON NATURE	100% of textile waste from our tier 1 suppliers is given a second life (methodology revised in 2025)	2019	2025	36
		100% of our strategic factories using wet processes joined the ZDHC <sup>5</sup> initiative (textile and leather goods)	2021	2025	37
		100% of our strategic factories using wet processes are committed to the ZDHC approach (footwear)	2021	2028	37
		100% of our strategic factories using wet processes have reduced their water consumption by 20% (target under revision)	2019	-	-
		Training on the planetary boundaries has been rolled out across 100% of Lacoste sites	2023	2027	-

2024-2025 SUSTAINABLE DEVELOPMENT REPORT



<sup>1</sup> Only concerns the core categories of textile products, leather goods, footwear and joint ventures, collections for adults and children <sup>2</sup> Organic, recycled or 'Nominated Cotton™' <sup>3</sup> Leather Working Group <sup>4</sup> Polyester, polyamide, PVC, nylon, polycarbonate, elastodiene, polypropylene and 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.

REDUCING OUR IMPACT ON THE PLANET  
FOR MORE DURABLE PRODUCTS OVER TIME  
FOR PEOPLE  
INTRODUCTION



# FOR PEOPLE

# ▶ Make equal opportunities a reality

Convinced that diversity is a source of innovation and performance, our Brand is committed to making equal opportunities a reality.

Our Diversity, Equity and Inclusion (DE&I) commitment is central to our identity. It rests on three pillars and a shared dynamic aimed at meeting the expectations of society and our customers.



*Lacoste is a community of 8,500 employees united by shared values of elegance, in style and mindset, alongside*

*team spirit, tenacity and boldness. As a Brand that connects people across generations and cultures, diversity is a fundamental part of who we are."*

Gaëlle Petit-Perrin  
EVP Human Resources

2030 TARGET

**Elevate youth from challenging environments**

Support young people from challenging environments in their professional integration.

↓

Help **1,500** young people from challenging environments integrate the workforce (target raised after the previous target of 1,000 was reached in 2025).

2030 TARGET

**Embrace people with special needs**

Provide a trusting and open environment where employees with special needs feel valued, included, and have equal opportunities to thrive.

↓

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

2030 TARGET

**Drive our Crocodelles to the top**

Ensure better representation of women in leadership roles and at all levels of the organization.

↓

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

**The Committed Crocodiles**  
Drive progress on inclusion through a community of committed employees.



# Elevate youth from challenging environment

Lacoste's Elevate Youth programme helps talented young people from challenging environments achieve their academic goals and successfully enter the workplace.

Since 2021, we've supported more than 1,000 young people through our "Committed Crocodiles" mentorship programmes in 13 countries and initiatives such as "Inspire Days".

In 2025, more than 30 local initiatives were rolled out worldwide.

SINCE 2021

Over **1,000**  
young people supported  
by our programmes



## THE "INSPIRE DAYS" PROGRAMME

To reduce inequalities in educational guidance, Lacoste supports young people from challenging environments before they start their upper secondary education through schemes adapted to each country.

In France, Lacoste opens its head office each year for one week to young people, offering them an introduction to its various professions through around ten workshops.

**Outcome:** 9.2/10 satisfaction score, and all participants say they feel more comfortable talking about their future careers.

SINCE 2024

Around **100** young people participated in similar programmes in Brazil, Spain and China, supported by local initiatives

## THE COMMITTED CROCODILES: AN EQUAL OPPORTUNITIES COMMUNITY

The Committed Crocodiles, our network of volunteer employees, support the professional inclusion of young people from challenging environments or with special needs through mentorship programmes.

Since 2021, more than 840 young people have benefited from the Committed Crocodiles programme

Committed Crocodiles initiatives are organised around four programmes developed by Lacoste and deployed globally in adapted formats.

Our four Committed Crocodiles programmes:

These programmes are deployed with our partner nonprofits across all our regions globally and supported by our training academies.

- **Self-Confidence:** help young people build self-confidence and support them in achieving their career goals.
- **Manufacturing Qualifications:** develop skills in garment manufacturing and logistics.
- **Retail Qualifications:** develop our employees' sales techniques.
- **Starting Up:** help entrepreneurs set up their own businesses.



IN 2025

**22** Committed Crocodiles programmes deployed in 10 countries



# Embrace People with special needs

Since 2024, Lacoste has rolled out a 360-degree disability strategy across France and internationally for both employees and customers.

IN 2025

## 36%

increase in the number of employees with special needs compared with 2022

IN 2025

Our French and German subsidiaries were recognised by their partner organisations for their commitment to supporting young people with special needs.

## EMPLOYEE DISABILITY AWARENESS AND TRAINING

At Lacoste, we are committed to creating safe and inclusive workplaces by helping to change perceptions of disability. Among the many awareness-raising initiatives:

- International conferences in France, Mexico, Germany and Panama, including talks by our ambassador Théo Curin at our Paris head office and Troyes sites, attended by more than 100 employees.
- In France, employees with special needs have access to dedicated resources and support, including a disability guide and local guidance and support through dedicated Disability Representatives.
- In Panama, three workshops were held to raise awareness of visible and invisible disabilities, with over 85% employee participation.
- In 2025, we produced and shared with all teams the “Rising Beyond Disabilities” video series, which features three employees with disabilities and highlights the practical support provided by our Brand.
- Mental health and neurodiversity training sessions were organised in Canada and the United Kingdom.
- In China, 26 volunteers and nine visually impaired people took part in the “Run Together” race.



## A 360-DEGREE SPECIAL NEEDS POLICY

Our 360-degree special needs policy addresses physical and digital accessibility, recruitment, training and thoughtful procurement practices.

In 2025, actions implemented as part of this policy included:

- From September, an online training programme was launched across all subsidiaries to help store teams better support customers with disabilities.
- Our French teams implemented an inclusive procurement policy and developed a directory to promote partnerships with suppliers committed to employing people with special needs.

IN 2025

## 59%

of our store employees trained

## Over 12%

of turnover in France transferred to adapted companies, employing people with special needs

# Drive our Crocodelles to the top

Since 2022, this programme, in line with our commitment to gender parity, has supported the development of women's careers at all levels of our organisation. It includes international initiatives such as dedicated podcasts and the "Accelerate" programme.

IN 2025

**41%**

women in top leadership positions  
within our organisation



## “VOICES OF PROUD CROCODELLES” PODCASTS

Launched in 2024, the first season of this monthly podcast series highlighted the diverse career journeys of women across functions and regions, inspiring and empowering the wider Lacoste community.

Thierry Guibert, CEO of MF Brands, took part in the final podcast of 2025, sharing his vision of leadership and his commitment to gender equality.

IN 2024 AND 2025

**12**

podcasts per year

**Over 10,000**  
cumulative views

## ACCELERATE: A GLOBAL CAREER ACCELERATOR PROGRAMME FOR OUR CROCODELLES

Convinced that career development and professional equality go hand in hand, Lacoste launched 'Accelerate' to support its female employees in their professional growth and strengthen their leadership potential.

Each cohort brings together women from a range of different roles and regions across 13 countries. Over the course of a year, they benefit from expert-led workshops, co-development and networking sessions, inspirational talks from our MF Brands leaders and mentoring from senior executives. Alongside this global program, local initiatives in countries such as Panama and Brazil help accelerate career development opportunities.

IN 2024 AND 2025

**More than 90** female employees  
have taken part in our dedicated programmes  
across the world

# ▶ Recognise the contribution of workers from field to factory and care for local communities

At Lacoste, we engage with a broad ecosystem of stakeholders, and alongside their environmental footprint, we take into account any social risks they may face.

This is why we implement a rigorous selection process for suppliers involved in the production of our products, conduct regular assessments and provide ongoing monitoring to support their long-term transition.

We also engage with communities in close contact with our supply chain through local initiatives co-financed with our suppliers.

## SUPPLIER TIERS

- TIER 1  
Cutting and assembly of the finished product
- TIER 2  
Fabric dyeing and printing, and accessories production
- TIER 3  
Knitting or weaving and yarn dyeing
- TIER 4  
Spinning (the process of making fibres into yarn) and fibre dyeing
- TIER 5  
Production of natural, plant-based fibres

2026 TARGET


### Identify and select our suppliers

Strengthen our supplier selection criteria and enhance our traceability processes to ensure we work with suppliers who meet our requirements.

↓

**100%**

traceability of Tier 1 - 4 factories, up to and including spinning operations.



2026 TARGET


### Assess and assist our suppliers

Regularly assess our suppliers through social, environmental (for wet processes) and technical audits, and help them achieve compliance through monitored action plans.

↓

**100%**

of Tier 1 - 4 factories socially audited.



2026 TARGET

### Support local communities

Improve living conditions of the communities in the countries where Lacoste operates, in partnership with the Lacoste Foundation and our suppliers, through educational, environmental and social entrepreneurship initiatives.

↓

**15**

projects for communities, co-financed with our suppliers.





# Identify and select our suppliers

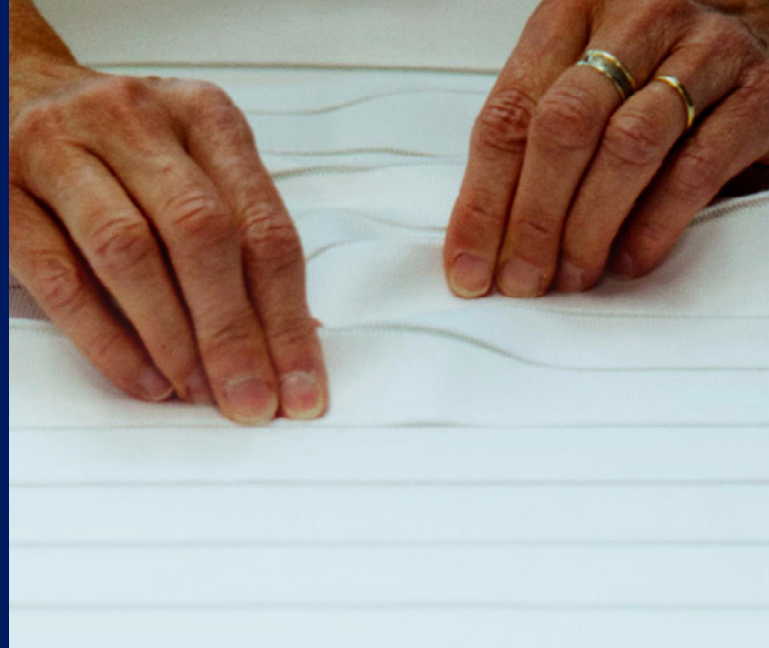
At each stage of the value chain, Lacoste is committed to working with partners engaged in continuous social and environmental improvement and development processes.

In addition to compliance with French and European duty-of-care requirements, we implement key criteria designed to ensure full supply chain mapping and traceability across Tiers 1 - 4.

IN 2025

# 99%

traceability of Tier 1 - 4 factories  
(textile and leather goods)



## STRICTER SELECTION CRITERIA

Our carefully selected suppliers are required to operate within a strict compliance framework, strengthened in 2023, that sets out the core requirements for producing higher-quality products and ensuring fair treatment of workers.

Lacoste partner standards are based on six pillars:

- Four audits: technical, social, environmental and waste management.
- Assessment of environmental prerequisites.
- Assessment of anti-corruption measures.

We also assess the countries in which we operate against three criteria: their level of textile sourcing capability, overall sourcing costs and potential risks, including geopolitical and social factors.



## MANAGING SUPPLIER TRACEABILITY

To support traceability management and ensure a consistent and coordinated approach across functions, Lacoste established an internal governance framework involving central, platform, product and sourcing teams.

Lacoste deployed a traceability solution beginning with the Autumn/Winter 2023 collection to collect, manage and utilise the following information each season to reach its targets:

- Full traceability data for textile components and processes.
- Technical data used to calculate product footprint (PEFCR<sup>1</sup> Apparel).

A review session is held at the end of each collection to improve reporting quality and strengthen the framework, including supplier upskilling and more stringent evaluation criteria.

This traceability tool enables Lacoste to identify non-conformities and implement audits or corrective actions where needed.

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

# Assess and assist our suppliers

Lacoste periodically audits all Tier 1 - 4 and some Tier 5 factories in its supply chain.

These audits are designed to ensure product quality and manufacturing safety, uphold decent working conditions and mitigate social, environmental and technical risks. Lacoste maintains a factory compliance framework, updated annually to ensure alignment with national regulations and international standards.

## SPOTLIGHT ON THE SUPPLIERS CONFERENCE

This event is regularly attended by all our Tier 1 - 5 apparel, footwear and leather goods suppliers. It aims to strengthen collaboration by sharing our vision, targets and priorities. It is also an opportunity to recognise top-performing partners, build essential collective engagement and improve practices.



## CONTINUOUS IMPROVEMENT AUDITS

Covering all Tier 1 - 4 textile, leather and footwear factories, they support the early detection of risks.

- The **technical audit** ensures products are manufactured in accordance with expected quality standards.
- The **social audit** is designed to assess working conditions, workplace safety and compliance with fundamental labour rights.
- The **environmental audit**, performed at factories using wet or chemical processes, ensures that products are manufactured in accordance with water pollution prevention requirements.
- The **waste management audit**, conducted exclusively at Tier 1 suppliers, assesses waste management practices and ensures that no products are destroyed.

IN 2025

**79%**  
of Tier 1 - 4 social audits validated

## SUPPLIER ASSESSMENT SCORECARD

Rolled out in phases since 2018, the Scorecard is used to assess Tier 1 and Tier 2 textile suppliers and their production sites.

It is based on two key assessment categories, equally weighted in the scoring, each broken down into multiple performance indicators.

- Supplier operational reliability, covering financial performance, product quality, development process reliability and supply chain management.
- Level of social and environmental commitment, strengthened since 2024, incorporating indicators aligned with our CSR performance priorities: carbon, water, waste, compliance and traceability.

Based on regular assessments, the Scorecard contributes to supplier improvement through corrective action plans.

IN 2025, OUT OF 48 TIER-1  
SUPPLIERS ASSESSED

**2%**  
Platinum  
(= outstanding  
performance)

**28%**  
Gold  
(= very strong  
performance)

**70%**  
Silver  
(= performance  
at expected level)

# Support local communities

The Communities programme reflects our Brand's commitment to social and environmental responsibility. In partnership with its most committed suppliers, Lacoste co-finances NGO-led projects to improve the living conditions of local communities in the countries where it operates. The programme focuses on three areas of action: education, the environment and social entrepreneurship.



*"At Lacoste, we believe that our economic success goes hand in hand with our ability to create societal value through our activities and in close partnership with our supply chain partners."*

**Bernard Derrien**  
EVP Operations and Sponsor of the Communities Programme

AMERICAS

Colombia  
Hilos de Esperanza - CEO

Promoting the social and professional inclusion of women in rural areas through technical and entrepreneurial training and the sale of textile handicrafts.

Co-funded by CRYSTAL

**Over 200**  
beneficiaries supported

**90%**  
of beneficiaries generated additional income through the sale of their products

- Ecoan (Environment)
- Educa (Education)
- Cedetep (Education & social entrepreneurship)
- Recicla Latam (Environment)
- Caritas (Environment)
- Colombia
- Peru

END 2025  
Target reached with  
**15**  
projects supported

ASIA

Sri Lanka  
Federation of Environmental Organisations (FEO)

Removing invasive plants from Lunugamvehera National Park to restore the natural habitat of wildlife species, protect food crops and raise the incomes of local residents.

Co-funded by MAS

**Over 300**  
hectares treated

**60**  
local workers benefited from a supplementary source of income

Turquie  
TEV (Education)  
Cekvak (Education)

Tunisia  
ATPNE  
(Environment)

Sri Lanka  
UNDP (Education & social entrepreneurship)

Madagascar

Vietnam  
Enfants d'Asie (Education)  
Saigon Children (Education)  
SOS Children's Villages (Education)

EUROMED

Madagascar  
Caritas

Improving vocational training at the Caritas centre in Antsirabe by building new classrooms and technical workshops; assisting students with job searches and microbusiness creation.

Co-funded by AQUARELLE

**240**  
young people trained

**70%**  
of young people employed within 6 months



# Supporting the inclusion of young people through education and sport



Sport is an effective tool for empowerment, learning and personal growth. Since 2006, the Lacoste Foundation has supported over 320 nonprofit programmes in France and internationally to promote the education of young people and help them enter the workforce and become active members of society. Our support goes beyond the financial: we take an all-around approach by sharing our expertise and collaborating closely across our Brand ecosystem.

IN 2025

**24** non profit programmes supported




*“At the Lacoste Foundation, we believe in the transformative power of sport, particularly its ability to positively shape the lives and trajectories of young people from challenging environments or who have encountered obstacles in their journey. Far more than a game or leisure activity, sport helps them unlock their full potential.”*

**Pierre-André Maus**  
President of the Lacoste Foundation


### Promoting physical exercise and sport

Making sports accessible to underserved communities and improving young people's well-being.




### Making sport accessible to all

Encouraging girls to play sports and helping people with special needs take part in sporting activities.




### Investing in a rounded education

Promoting all forms of learning and helping young people develop social skills through sport.



### Enhancing employability and access to work

Helping young people understand how businesses work and what employers expect, so they can build the skills they need to enter the workplace.



### 2026 TARGETS

<p><b>50%</b> of beneficiaries are girls</p>	<p><b>20%</b> of projects benefit people with special needs</p>
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# Promoting physical exercise and sport

Around the world, opportunities to play sport and stay active are often limited by a young person's income, background, social and economic status or disability.

The Lacoste Foundation supports nonprofit initiatives that bring sports and their life-changing benefits to more young people.



## SPOTLIGHT ON SPORT SENZA FRONTIERE

MILAN - ITALY

This nonprofit is on a mission to make sport accessible to all, as a powerful force for prevention, inclusion and stronger communities.

Every year since 2022, the programme has offered children aged six to seventeen from challenging environments the chance to take part in the sports of their choice, join outdoor summer camps, receive one-on-one guidance from an educator and a psychologist and benefit from medical check-ups.

IN 2024 AND 2025

**160** young people provided with support

### “XXI, LE SPORT DES SOLUTIONS”

The Lacoste Foundation helped fund this documentary, which is based on an essay by David Blough. Featuring the powerful stories of former athletes, programme beneficiaries and members of nonprofit organisations, the film offers an inside look at sports programmes while giving a platform to different perspectives and experiences.

More than **15 million**  
views in 100 countries

Over **50**  
public screenings in 10 countries

**4**  
prizes

“The Lacoste Foundation played a central role in the creation, distribution and impact of the film “XXI – Le sport des solutions”. This partnership broke new ground, showing how sport can drive social innovation and have a meaningful impact. By organising fifty or so screenings across more than one hundred countries, we are bringing vital but often overlooked initiatives into the global spotlight.”

David Blough  
Director of RES SPORTIVA

# Making sport accessible to all

Recognising the power of sport to promote inclusion and combat discrimination, the Lacoste Foundation supports nonprofit initiatives aimed at girls as well as people with disabilities.

Our goals are to build the confidence of girls through sport and to help people with disabilities practice sport in a safe and accessible environment

**50%**  
girls in projects supported in 2023, 2024 and 2025

**21%**  
of supported projects benefited people with special needs in 2025, compared with 15% in 2024 and 10% in 2023



## SPOTLIGHT ON ESANSYEL

GUADELOUPE - FRANCE

Led by the Heart Project nonprofit, Esansyel empowers female athletes to reach their full potential and champions gender equality initiatives in sport.

Esansyel is a four-day educational programme designed to guide girls from challenging environments through their career and life choices.

By combining sport and personal development with cultural and artistic activities, the programme builds their self-confidence and agency within a supportive and inspiring environment.

IN 2025

**20** beneficiaries

## FIRST RENCONTRE PARAGOLF

Launched in 2021, this partnership between the Lacoste Foundation and the Ligue de Golf Paris Ile-de-France aims to widen access to golf for the disabled (G4D) across the region. The first G4D event took place on 19 September 2025, in Maisons-Laffitte. Over one hundred people came together for a fun day of sport and golf-related workshops. A team of twelve Lacoste volunteers provided logistical support and participant assistance.

IN 2025

**12**  
golf courses in the Paris region offer G4D sessions

Over **650**  
beneficiaries

“

*“The first event was a big success. Sixty golfers with disabilities took part, supported by a large team of volunteers. Everyone enjoyed the day, which demonstrated how golf can help restore people’s confidence and allow them to carve out a place in the golfing community.”*

Romain Leve

Assistant Director, Ligue de Golf Paris Île-de-France



# Investing in a rounded education

The Lacoste Foundation supports projects that use sport to help young people develop their academic and social skills.

The aim is to broaden their horizons, build their confidence and help them develop an outward-looking mindset through activities combining sport, tutoring, the arts and civic education workshops.



## SPOTLIGHT ON PLAY AND LEARN

PRETORIA - SOUTH AFRICA

The Tennis South Africa nonprofit is encouraging more people to play the sport by opening coaching centres for children in underserved areas.

The Play and Learn programme offers young people from five districts of Pretoria supervised tennis coaching and workshops on topics like self-esteem, teamwork, healthy living and nutrition.

IN 2025

**50** beneficiaries, of whom 50% are girls

## FESTIVAL 24 HEADS TO THE OLYMPIC AND PARALYMPIC GAMES

In July 2024, six hundred young people from across the globe travelled to Paris and Lyon for Festival 24, an event organised by the Sport dans la Ville nonprofit in the lead-up to the Paris Olympic Games. During the two-week event, young people supported by six of the Foundation's partner nonprofits took part in sports tournaments, cultural visits and once-in-a-lifetime events like the opening ceremonies of the Paris Olympic and Paralympic Games.

**Over 600**  
young people took part  
from over 50 countries

### BENEFICIARIES IN THEIR OWN WORDS

*"I could hardly believe it when they said I could join the delegation – no one else in my family has ever been abroad before."*

*"We did sports, sang plenty of songs, and lots of people joined in. Seeing all these people from around the world come together with a real sense of unity was incredible."*

*"I made friends from all over the world. This trip has completely changed my outlook on life. Thank you, Festival 24!"*

# Enhancing employability and access to work

By partnering with local organisations worldwide, the Lacoste Foundation uses sport to re-engage and inspire young people, improving their skills so they can successfully enter the workforce.



## SPOTLIGHT ON TIBU

CASABLANCA - MOROCCO

The Tibu nonprofit uses sport to address social challenges, focusing on education and promoting the inclusion of young people and women in the country's social and economic life. Our Foundation supports a project that provides tennis coaching and organises regular tournaments for one hundred young people from one of Casablanca's most disadvantaged neighbourhoods. At the same time, around ten other young people have enrolled in the *École de la seconde chance*<sup>1</sup> programme to prepare for careers in the sports sector through a re-engagement pathway comprising discovery workshops, technical and vocational training and social skills development.

IN 2025

**100** beneficiaries aged between 7 and 25

<sup>1</sup> Second Chance School

## VOLUNTEER EMPLOYEES MAKING A DIFFERENCE TO YOUNG LIVES

Every year, Lacoste employees get involved in mentoring programmes like Self Confidence, working directly with young people supported by our Foundation's partner organisations.

Young mentees meet regularly with Lacoste mentors to discuss their career goals, explore Lacoste's work environments – including retail and industrial sites – and take part in hands-on training for job applications and interviews.

IN 2025

**Over 60**

young people visited our stores, production plant and logistics sites in Troyes

**116**

young beneficiaries of the mentorship programme in 13 countries

*“My mentor gave me the confidence and courage I needed to take on new challenges. They helped me develop a much better grasp of the workplace and feel more confident about my future career choices. I'm so grateful for this opportunity to take part in the Self Confidence mentorship programme.”*

*Self Confidence China programme beneficiary in 2024*



# FOR MORE DURABLE PRODUCTS OVER TIME

# REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS

Lacoste has adopted the PEF<sup>1</sup> methodology to reduce the environmental impact of its products across their life cycle. Our ambition is to roll out the PEF<sup>2</sup> Apparel & Footwear protocol to all suppliers and to reduce the environmental footprint of each textile product line by 15% by 2025. To reach this target, we are improving the selection of our raw materials, extending the durability of our products over time and enhancing the environmental performance of our factories. Ecodesign Events, held ahead of each collection, support these actions by helping our teams better understand our environmental impact and eco-design tools.

## The PEF<sup>2</sup> Apparel methodology

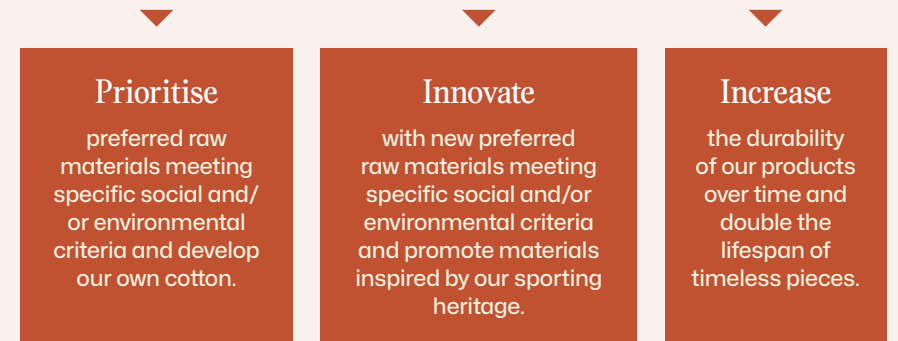
Using sixteen key environmental indicators, such as climate change, human toxicity, land use, water use and fossil resource use, this European standard, approved in 2025, establishes a common framework for calculating and presenting the environmental footprint of products. Since 2022, we have analysed the environmental footprint of each textile collection and benchmarked it against our 2019 base year.

We are adapting our systems to the rapidly evolving methodology and progressively integrating factory-specific data to build a more precise and reliable assessment model.

Using the PEF method, we evaluate the environmental footprint of our textile product ranges across their entire life cycle, from fibre production to spinning, knitting, weaving, dyeing, finishing, apparel manufacturing, shipping, sales, use, care and end of life.



Our transformation is guided by three priorities:



<sup>1</sup> Product Environmental Footprint <sup>2</sup> Product Environmental Footprint Category Rules



# ► Prioritise preferred raw materials and develop our Nominated Cotton™

Raw material production is one of the most polluting stages of the product life cycle, due to its impact on natural resources, including the use of water, chemicals and energy.

Our Brand has implemented a range of measures to reduce the environmental footprint of its products, notably by exploring and adopting alternatives to conventional materials.

**Prioritise preferred raw materials**

Prioritise traceable, lower-impact, certified or recycled materials.



**Develop our Nominated Cotton™<sup>1</sup>**

Develop a cotton supply chain that meets the Brand's quality standards.



**Innovate**

Explore alternatives to conventional materials to reduce our environmental footprint per product sold.



**2026 TARGETS**

<b>80%</b> preferred <sup>2</sup> cotton (textile)	<b>100%</b> certified animal raw materials (textile)	<b>90%</b> recycled polyester (textile and footwear)	<b>100%</b> LWG Gold-rated leather <sup>3</sup> (footwear and leather goods)	<b>85%</b> recycled synthetic materials (leather goods)
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<sup>1</sup> Nominated Cotton™ sourced from supply chains selected by Lacoste for their high environmental, social and quality standards <sup>2</sup> Cotton sourced from organic farming, recycled from our own fabric offcuts, or Nominated Cotton™ <sup>3</sup> The Leather Working Group sets social and environmental audit standards to assess and certify leather manufacturers, recognising industry best practices

# Prioritise preferred raw materials

We prioritise and develop alternatives to conventional materials to reduce our environmental footprint per product sold. This selection is based on one or more of the following criteria:

Use of materials sourced from organic farming, recycled materials or materials sourced from industrial or agricultural processes with a reduced environmental impact.

Animal welfare respected for the materials concerned.

We ensure full traceability of selected materials for our Tier 1 - 4 suppliers and incorporate independent certifications

(GRS and RCS for recycled materials, GOTS and OCS for organic materials, RWS, RAS, SFA and RDS for animal-derived materials, and LWG for leather<sup>1</sup>).



## PREFERRED COTTON FOR OUR TEXTILES

In 2025, cotton accounted for 74% of the fibres used in our Textile collections. To reduce our environmental footprint, we use 49% preferred cotton for these collections, including organic cotton (GOTS/OCS), recycled cotton (GRS) or Nominated Cotton™, cotton aligned with the Brand's quality, social and environmental standards.

Key preferred cotton product initiatives:

- Use of GOTS-certified cotton in Women's Sportswear Double Face Active sweatshirts.
- Use of closed-loop recycled cotton, sourced from our production offcuts, in products from the unisex signature Croc programme since 2022.
- Use of Nominated Cotton™ in technical jersey fabrics for Sport collections and in Men's Sportswear Pima cotton T-shirts.

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**IN 2025**  
**49%**  
of cotton used is preferred

IN 2025

**100%**

of leather used in footwear is LWG Gold-rated compared with 2019

**85%**

of leather used in leather goods is LWG Gold-rated (the remaining 15% is Silver-rated), compared with 2019

## OPTIMISED INDUSTRIAL PROCESS FOR OUR FOOTWEAR COLLECTIONS

For its footwear collections, Lacoste partners with the ISA Tantec tannery to source leather with a lower environmental impact. The systems used by this key partner go beyond standard industrial processes and include:

- Natural treatment of tanning wastewater through constructed wetlands.
- Rainwater harvesting for production.
- Use of energy generated via solar panels and wind turbines.
- Reuse of water.



## RECYCLED SYNTHETIC MATERIALS FOR OUR LEATHER GOODS

We continue to improve the environmental performance of our leather goods by using recycled materials, including the switch to recycled polyester for our Neocroc bag. In 2025, 50% of the synthetic materials used were recycled.

<sup>1</sup> GRS: Global Recycled Standard - RCS: Recycled Content Standard - GOTS: Global Organic Textile Standard - OCS: Organic Content Standard - RWS: Responsible Wool Standard - RAS: Responsible Alpaca Standard - SFA: Sustainable Fibre Alliance - RDS: Responsible Down Standard - LWG: Leather Working Group

# Develop our Nominated Cotton™

In 2023, Lacoste set out specific requirements for the production of cotton used in its textile products, covering environmental, social and quality standards.

Nominated Cotton™ was developed to, among other goals, foster new commercial partnerships, promote regenerative production practices, secure working conditions, continuously improve the environmental performance of farms, ensure traceability from cotton field to our outlets and enhance the quality of the final product.

Since 2025, WWF has been working with us to improve the technical foundations of our approach.

2028 TARGET

100%

of Nominated Cotton™ used in our textile products will be regenerative cotton.



## APPROACH

We developed Nominated Cotton™ to enhance the traceability and quality of our products.

Lacoste is able to trace the supply chain upstream, from manufacturers to farmers by working with farm-ginning partnerships.

We select our producer partners based on their audit results.



In 2025, **7** farm-ginning partner pairs, compared with 5 in 2024 and 1 in 2023.



### SPOTLIGHT ON SOIL HEALTH

Nominated Cotton™ has been developed in line with regenerative agriculture criteria.

Producers are requested to:

Implement soil conservation practices such as crop rotation, cover crops and conservation tillage.

Increase the share of organic matter in line with a predefined soil management plan.

*“WWF helps critically assess Nominated Cotton™, providing informed insights into the best agroecological practices for cotton cultivation, which are integrated into this continuously evolving standard. In its second review, WWF assessed the nominated cotton standard’s strengths, areas for improvement and future development phases.”*

WWF France





# Innovate

Innovation is central to the DNA of our Brand, which has consistently evolved, innovated and responded to new challenges since its creation.

Our teams are committed to ongoing research and the development of new solutions to continuously expand the use of preferred raw materials in our products.



## PACKAGING INNOVATIONS ALREADY WELL ESTABLISHED AT LACOSTE

We have developed lighter, more durable materials over time, combining paper with closed-loop recycled cotton from our textile production surplus, to significantly reduce our annual paper and plastic consumption.

- These new material blends have helped reduce the weight of materials used in our labels, sock packaging and boxes by 30-50%.
- We are conducting new tests on recycled cotton to develop reusable alternatives to some of our single-use packaging.

We also reuse our surplus textiles to create single piqué table napkins for the Café Lacoste in Paris.

## INNOVATIONS INSPIRED BY OUR FIELD OF PLAY

### DYEING

Our Brand continues to develop its know-how and demonstrate its expertise in coloured dyeing by:

- Avoiding the use of chemical products.
- Making use of locally available resources.

Inspired by our immediate environment, we have developed a new solution incorporating a mineral dye derived from the clay soil of the French Open tennis courts, which is used as an ingredient in the dyeing process.

This technique avoids the use of all chemical products in the dyeing of our organic-origin cotton, while ensuring the Brand's quality standards are met.

### IN 2025

**5** types of polo shirts, T-shirts, woven caps and braided bags incorporating our new dyeing process have been made available for sale in stores

### WASTE REUSE

In 2024, Lacoste and the French Tennis Federation launched the "Back on Court" initiative during the Rolex Paris Masters and French Open tournaments.

Guided by circular economy principles, it helps recover 'unavoidable' waste generated during these sporting events.

Racket string offcuts, tennis ball tubes and used nets are collected and transformed into recycled materials to make polo shirts for ball boys and ball girls.

### IN 2024-2025

**Nearly 40,000** ball tubes collected for treatment

# ► Increase the durability of our products over time and double the lifespan of our timeless pieces

The more durable a product is over time, and the longer it is worn, the lower its environmental impact per wear. This is why, to achieve the target of reducing our environmental footprint of each textile product line by 15% by 2025, we are working to extend the lifespan of our products.


In line with this target, our teams develop ways to ensure products maintain their original look and feel wash after wash.

They also take part in a seasonal initiative, Ecodesign Events, that raises awareness of an approach designed to reduce the environmental impact of products throughout their life cycle, from design to end-of-life.

To measure the lifespan of its products, Lacoste uses a durability protocol aligned with Version 2 of the PEFCR<sup>1</sup>, based on sixteen environmental indicators.

### Increase the durability of our products over time

Develop solutions that meet stringent criteria, ensuring products remain in use for longer while upholding our quality standards and lowering their environmental footprint across the life cycle.



### Double the lifespan of our timeless pieces

We concentrated our efforts on our timeless polo shirt category and particularly our Brand's iconic L.12.12.

↓

Doubling the lifespan of

# 100%

of iconic L.12.12 polo shirts<sup>2</sup>  
(according to benchmark PEF 2.1)



2025 TARGET

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

<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 over time and double the lifespan of our timeless pieces

In addition to ensuring our products retain their original qualities over time, our Brand also creates timeless, trend-defying collections that reduce obsolescence over time.

To achieve this, we apply strict manufacturing criteria, which are set out in our durability protocol.

## OUR DURABILITY PROTOCOL

Lacoste has developed a rigorous in-house durability protocol benchmarked against PEFCR v2 to increase the durability of our products over time. Regularly updated, this protocol defines manufacturing criteria by assessing:

- Colourfastness.
- Shrinkage, distortion or other defects.
- The risk of holes.
- The rate and extent of pilling formation.

These tests are carried out in accredited laboratories.

### IN 2025

Doubling of the lifespan of **96%** of timeless polo shirts (by volume), compared with 83% in 2023 versus 2019.

Note: excluding items outside the 'timeless' scope has limited progress on achieving our target.



<sup>1</sup>Second-hand

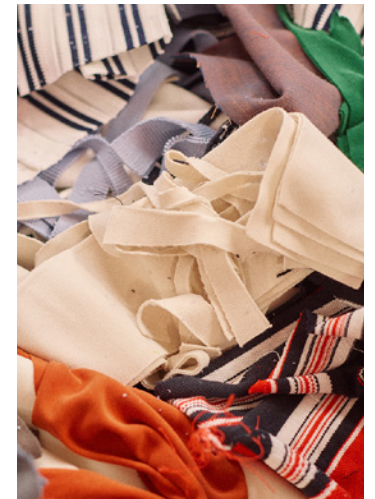
### SPOTLIGHT ON TIMELESS POLO SHIRTS

Doubling the lifespan of our iconic polo shirts is a core target of the Brand's durability strategy. Between 2023 and 2025, our iconic polo shirt, the L.12.12, underwent several improvements:

- A more durable knit over time developed from twisted-strand yarn to improve fabric resistance over time.
- A reinforced collar created by assembling multiple cabled yarns and adjusting the pattern.
- An improved button placket with a new construction and a more flexible interlining.
- An improved dyeing formula for better colour fixation.

## LACOSTE SECONDE MAIN<sup>1</sup>

Since November 2024, the Lacoste Seconde Main platform has been giving our products a second life. Authenticated and reconditioned in France by experts, these garments are subject to a rigorous process and meet our exacting quality standards. By helping reduce waste and raw material extraction, this initiative supports our commitment to extend the life of our products and will soon launch internationally.





# REDUCE OUR IMPACT ON THE PLANET

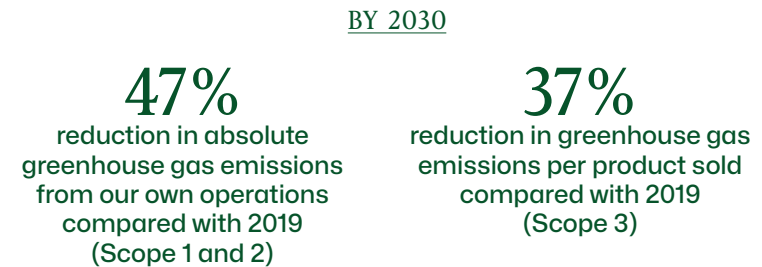


# ▶ Reduce our impact on the climate

Lacoste continues the work it began several years ago to reduce its carbon footprint across its value chain, starting with its own operations.

Our targets, validated by the Science Based Targets initiative (SBTi), align our actions with a global pathway for limiting temperature rise to between 1.5°C and 2°C.

We are also enhancing our analytical tools, including through carbon footprint monitoring, to better prioritise our actions and measure their impact.



2030 TARGET


**Improve the efficiency of our company-owned factories**

Reduce the environmental footprint of Lacoste-operated factories, offices and shops, and increase the use of lower-carbon energy at our *Les Gayettes* facility.

↓

**100%**  
renewable energy used in Lacoste-operated sites

↓



TARGETS

**Reduce our carbon footprint across the value chain**


Monitor our suppliers and support them in aligning with the climate pathway, switching from fossil fuels to renewable energy and adopting more energy-efficient production processes.

↓

**100%**  
of Tier 1 - 4 strategic factories aligned with our climate pathway

↓

**100%**  
of Tier 1 - 2 factories phased out coal in 2025 for textile and leather goods, with the same target set for footwear in 2028.

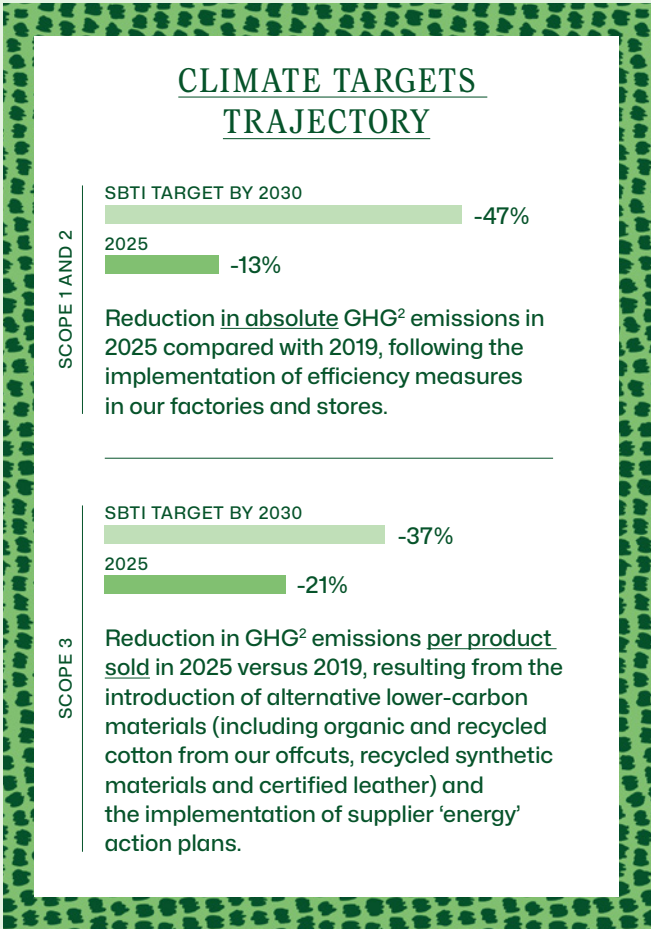
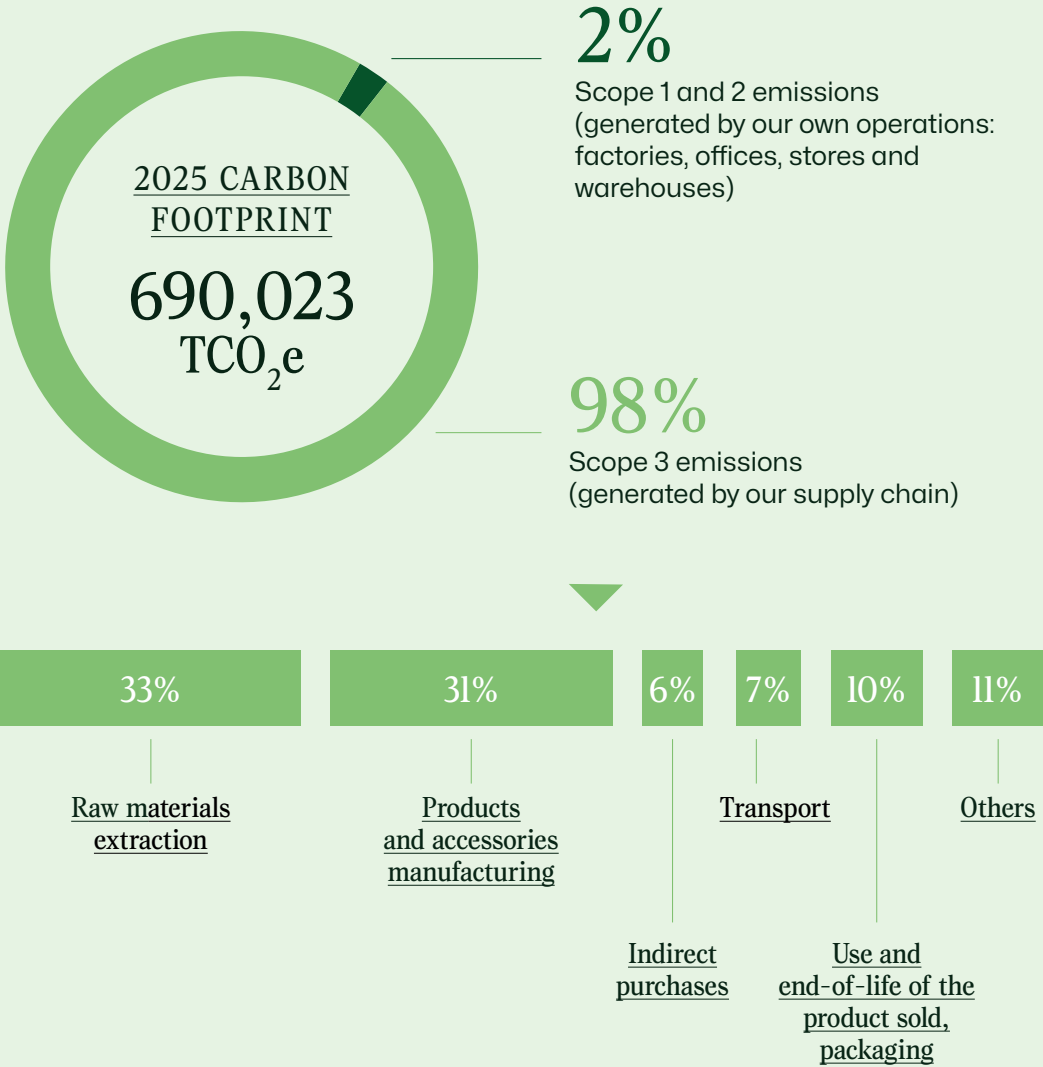


# OUR CARBON ASSESSMENT

We perform an annual carbon assessment based on a rigorous methodology aligned with the GHG Protocol<sup>1</sup> to better measure our impact and set clear priorities for climate action.

This analysis provides us with an overview of our carbon footprint and our real-world impact across the supply chain.

It also guides our efforts towards areas where our operations have the greatest impact, allowing us to prioritise actions that deliver the largest emissions reductions and best support progress towards our climate goals.



IN 2025

We upgraded our climate transition plan covering Scope 1, 2 and 3. This approach more clearly defines our key decarbonisation actions, enhances operational execution and ensures precise monitoring of our pathway to achieve our SBTi-validated targets by 2030.

<sup>1</sup>The Greenhouse Gas Protocol sets international standards to measure and manage greenhouse gas emissions <sup>2</sup> Greenhouse Gas

# Improve the efficiency of our company-owned factories

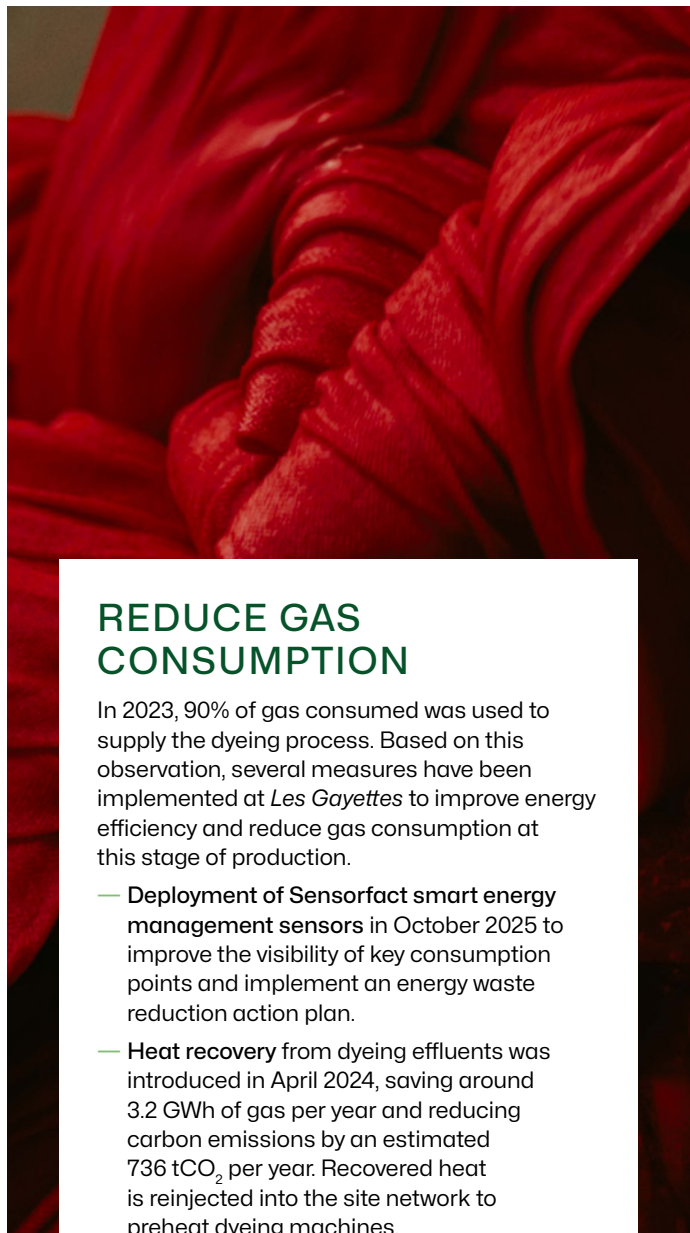
Lacoste works to reduce greenhouse gas emissions from its operations and sites (factories, shops and offices) as part of its decarbonisation plan.

Lacoste has transformed its historic *Les Gayettes* site in Troyes, France, into a fully integrated production site, from the receipt of yarn reels to the assembly of finished products, where teams analyse practical measures to reduce the Brand's carbon footprint and experiment with deploying best practices among its suppliers.

## 2030 TARGET

# 47%

reduction in absolute GHG emissions from our own operations compared with 2019 (13% in 2025)



## REDUCE GAS CONSUMPTION

In 2023, 90% of gas consumed was used to supply the dyeing process. Based on this observation, several measures have been implemented at *Les Gayettes* to improve energy efficiency and reduce gas consumption at this stage of production.

- Deployment of Sensorfact smart energy management sensors in October 2025 to improve the visibility of key consumption points and implement an energy waste reduction action plan.
- Heat recovery from dyeing effluents was introduced in April 2024, saving around 3.2 GWh of gas per year and reducing carbon emissions by an estimated 736 tCO<sub>2</sub> per year. Recovered heat is reinjected into the site network to preheat dyeing machines.

## SOLAR PANEL INSTALLATION

Several solutions were tested to develop renewable energy sources compatible with the site's infrastructure and applicable regulations.

Solar canopies will be installed over the car park at *Les Gayettes* in 2026 to reduce electricity purchases by 5-7%.



Expected reduction of **5 to 7%** in electricity purchases, thanks to the installation of the solar canopies, compared with 2019

# Reduce our carbon footprint across the value chain

Lacoste targets a 37% reduction in its carbon footprint per product sold by 2030 (Scope 3), in line with its climate goals validated by the Science Based Targets initiative (SBTi), in addition to its plans to reduce emissions from its own operations (Scope 1 and 2).

To achieve these targets, our strategic suppliers have also committed to decarbonising their operations by 2030 in line with our Brand strategy. Lacoste is helping them improve the energy efficiency of their factories, increase the use of renewable energy and reduce the use of fossil fuels.

## 2030 TARGET

**37%**  
reduction in GHG emissions per product sold compared with 2019 (21% in 2025)

## SUPPORT OUR STRATEGIC SUPPLIERS

Our traceability system provides end-to-end visibility of material flows across our textile supply chain, enabling us to identify our key factories each season, prioritise monitoring of their environmental performance, and assess the effectiveness of the continuous improvement initiatives deployed.

Indicators monitored:

- Reduced greenhouse gas emissions.
- Lower water use.
- Better waste management.



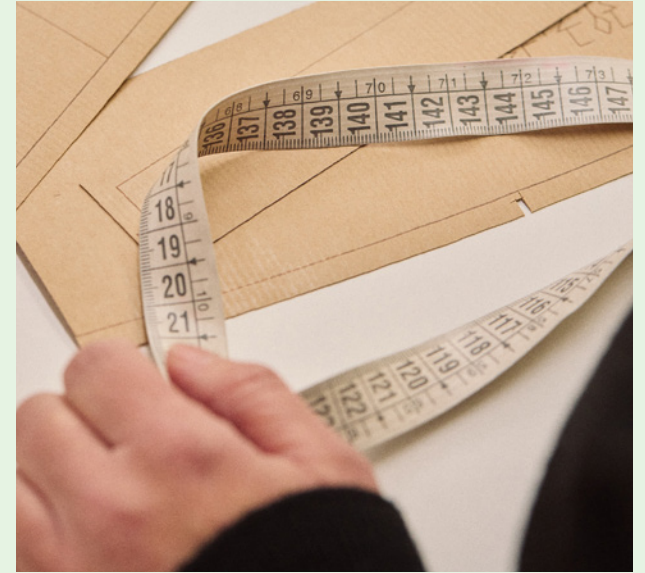
### IN 2025

**14%**  
of our Tier 1 - 4 key factories have aligned with our climate pathway by adopting an SBTi pathway

**96%**  
of Tier 1 - 2 factories phased out coal for our textile and leather goods categories

### WHAT ARE "STRATEGIC SUPPLIERS"?

Factories that account for 80% of the volumes in our value chain, also referred to as "key factories".



## OUR MONITORING AND DATA COLLECTION METHODOLOGY

In 2025, we revised our textile carbon accounting methodology to better integrate our suppliers' decarbonisation actions at each stage of the production process.

The methodology adopts a "top-down" approach, allocating a share of each factory's total emissions to Lacoste based on the volume of production carried out on behalf of the Brand.

For most factories, emissions are calculated using data verified by independent third parties. For the remaining factories, emissions are estimated based on observed average energy consumption and the energy mix specific to each production country.

# ▶ Reduce our impact on Nature

The environmental impact of fashion extends far beyond its carbon footprint. Recognising its responsibility to the wider environment, Lacoste is also committed to reducing its impact on Nature.

As part of our Durable Elegance strategy, we continue to implement practices that better protect biodiversity and minimise our impact on water resources and human ecosystems.

## Understand and measure our impact on biodiversity

Understand, analyse, measure and act to identify priority areas and advance our production practices.



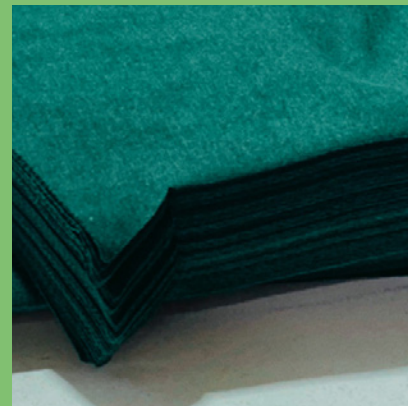
## Give our textile waste a second life

Increase the share of recycled textiles in our production and develop new recovery solutions.



**100%**  
of textile waste from Tier 1 suppliers is given a second life

2025 TARGET



## Limit water pollution and the use of chemical substances

Strengthen the monitoring of our wet processes and those of our partners to protect the local environment.



**100%**  
of strategic factories using wet processes joined the ZDHC initiative<sup>1</sup>

2025 TARGET



<sup>1</sup> Zero Discharge Hazardous Chemical

# Understand and measure our impact on biodiversity

Lacoste is conducting an in-depth analysis to measure its real-world impact on Nature, prioritising and launching restoration projects with its local partners.

These projects are currently structured around three key areas, enabling us to take complementary actions: reduce and mitigate, restore and regenerate, and transform and capitalise.



## UNDERSTAND

Building on our traceability initiatives, we analysed our value chain and identified the stages with the greatest impact on biodiversity:

- Raw material production (cotton farms).
- Material transformation processes (dyeing factories).

Our goal is to clarify the risks and dependencies related to land use, water availability and chemical inputs at these stages.

We also gathered and analysed supplementary data to better understand local challenges, working with our partners to identify threatened species and key local ecosystems, and to determine cotton field soil health.

**63%** of sites analysed are located close to biodiversity-sensitive areas

As part of its biodiversity initiatives, Lacoste is taking part in the CircHive project (No. 10108208), part of the European Horizon research and innovation programme, which aims to measure and transparently integrate the value of nature into decision-making processes.



<sup>1</sup> Zero Discharge Hazardous Chemical

## ACT

This analysis has identified three priority action levers:

### Reduce and mitigate

The impact of our raw materials by working with our cotton producers to improve social and environmental practices, notably through our Nominated Cotton™ programme

The impact of key partner wet-process factories by reducing water consumption and preventing chemical discharges through our commitment to the ZDHC<sup>1</sup> framework.

### Restore and regenerate

Through two restoration projects with our partner WWF, in France (biodiversity preservation in Brenne) and Vietnam (Mekong Delta).

By identifying two restoration projects within our value chain: one near a cotton producer and the other near a production site.

Improving the impact of our cotton and exploring regenerative practices with our producers.

### Transform and capitalise

By repurposing textile waste into material production.

By developing circular business models, such as our second-hand platform.

By training our employees on planetary boundaries.

By developing cotton alternatives utilising innovative new raw materials.

# Give our textile waste a second life

For several years, Lacoste has been implementing action plans aimed at reducing textile waste. As part of its circular economy approach, our Brand has developed a textile waste management audit system that maximises material reuse.

## NUMBER OF PRODUCTS MANUFACTURED USING CLOSED-LOOP RECYCLED COTTON

200,000  
in 2023

300,000  
in 2024

500,000  
in 2025

## MONITOR TO OPTIMISE OUR WASTE RECOVERY

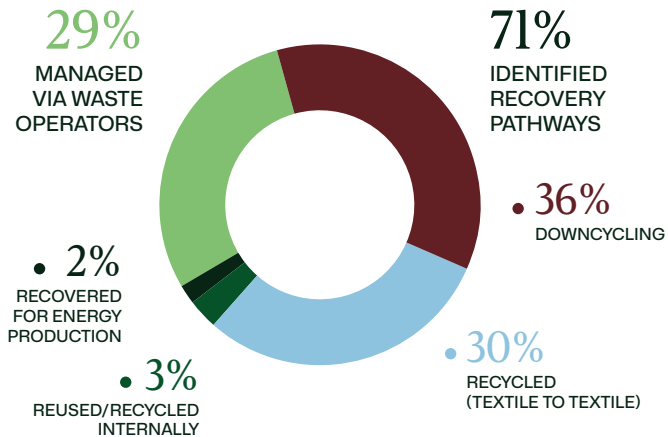
Building on insights from its Zero Destruction strategy, Lacoste scaled up the deployment of its Waste Management Process (WMP) to all Tier 1 suppliers in 2025.

The audit system strengthens textile waste management processes and ensures that waste is handled exclusively by compliant processing partners.

END OF 2025

**60%** of Tier 1 factories have a valid WMP with no identified critical non-compliances<sup>1</sup>

## BREAKDOWN OF OUR TEXTILE WASTE RECYCLING PRACTICES IN 2025



<sup>1</sup> Incineration or landfill of waste



## CLOSED-LOOP RECYCLED COTTON

This cotton recycling technique repurposes dyed, high-end cotton offcuts from past productions to create new collections.

Used over seven seasons for selected polo shirts, T-shirts, sweatshirts and some woven products, this circular initiative is deployed in all regions where Lacoste operates.

An effective lever for reducing our environmental footprint, closed-loop recycled cotton also guarantees identical product quality.

FROM 2023

**1 million** products manufactured using this technique across our 3 regional hubs (ASIA, AMERICAS, EMEA)



# Limit water pollution and the use of chemical substances

Lacoste is committed to minimising its water impact through the ZDHC<sup>1</sup> initiative.

We are therefore committed to long-term accountability, measurable performance and transparency, specifically targeting our strategic wet-processing suppliers.



<sup>1</sup> Zero Discharge Hazardous Chemical

## THE ZDHC INITIATIVE

The global Zero Discharge of Hazardous Chemicals (ZDHC) initiative aims to eliminate dangerous substances from the textile, apparel and footwear industries. It promotes safer alternatives and the implementation of supply chain best practices.

Defined statuses measure the maturity and commitment levels of companies within this initiative. By advancing to 'Signatory Brand' status in 2025, Lacoste is now committed to the 'Brand to Zero Roadmap,' which involves:

- Public commitments to the management of chemical substances.
- Enhanced transparency requirements for our practices and supply chain.
- Third-party audits of our roadmap and KPIs.

This new status also involves:

- Adapting our chemical management strategy by redefining our ambitions, aligning with ZDHC requirements and strengthening internal governance.
- Further supporting the upskilling of our industrial partners.

IN 2025

# 95%

of our strategic wet-process suppliers for our textile and leather goods products were engaged in the ZDHC programme



DURABLE  
ELEGANCE



# TARGET MONITORING

	TARGETS	BASE YEAR*	HORIZON	2025**	
FOR PEOPLE	MAKE EQUAL OPPORTUNITIES A REALITY	Help 1,500 young people from challenging environments enter the workforce (target raised after being reached in 2025)	2021	2030	1,160
		Increase by 30% the number of employees with special needs in our workforce	2022	2030	36%
		50% women in top leadership positions within our organisation	2022	2030	41%
	RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES	100% traceability of tier 1 - 4 factories (textile and leather goods)	2019	2026	99%
		100% traceability of tier 1 - 4 factories (footwear)	2019	2027	8%
		100% of social audits <sup>1</sup> of our tier 1 - 4 supplier factories validated	N/A	2026	79%
		15 impactful projects for communities, co-financed with our suppliers	2024	2026	15
	SPORT AS A LEVER FOR EDUCATION AND SOCIAL COHESION	50% of participants in projects supported by the Foundation are girls and young women	2024	2026	50%
		20% of projects supported by the Foundation benefit people with disabilities	2024	2026	21%
	FOR MORE DURABLE PRODUCTS OVER TIME	REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS	15% average reduction in the environmental impact of our product lines (textile).	2019	2025
PRIORITISE PREFERRED RAW MATERIALS AND DEVELOP OUR OWN NOMINATED-COTTON SUPPLY CHAIN		80% preferred <sup>2</sup> cotton (textile)	2019	2026	49%
		90% recycled polyester (textile)	2019	2026	75%
		100% certified animal raw materials (textile)	2019	2026	84%
		90% recycled polyester (footwear)	2019	2026	85%
		100% LWG <sup>3</sup> Gold-rated leather (footwear)	2019	2026	100%
		85% recycled synthetic materials <sup>4</sup> (leather goods)	2019	2026	50%
100% LWG Gold-rated leather (leather goods)		2019	2026	85%	
INCREASE THE DURABILITY OF OUR PRODUCTS OVER TIME AND DOUBLE THE LIFESPAN OF TIMELESS PIECES		100% of timeless polo shirts doubled their lifespan	2019	2025	96%
		Roll-out of a second-hand marketplace in France	2024	2025	OK
REDUCING OUR IMPACT ON THE CLIMATE AND PLANET	REDUCE OUR IMPACT ON THE CLIMATE	47% absolute reduction in greenhouse gas emissions (Scopes 1 and 2)	2019	2030	-13%
		37% reduction in greenhouse gas emissions per product sold (Scope 3)	2019	2030	-21%
		100% of tier 1 - 4 strategic factories aligned with our climate trajectory (Scope 3)	N/A	2030	14%
		100% of tier 1 - 2 factories have phased out coal (textile and leather goods)	N/A	2025	96%
		100% of tier 1 - 2 factories have phased out coal (footwear)	N/A	2028	84%
	REDUCE OUR IMPACT ON NATURE	100% of textile waste from our tier 1 suppliers is given a second life (methodology revised in 2025)	2019	2025	60%
		100% of our strategic factories using wet processes joined the ZDHC <sup>5</sup> initiative (textile and leather goods)	2021	2025	95%
		100% of our strategic factories using wet processes are committed to the ZDHC approach (footwear)	2021	2028	68%
		100% of our strategic factories using wet processes have reduced their water consumption by 20% (target under revision)	2019	-	-
		Training on the planetary boundaries has been rolled out across 100% of Lacoste sites	2023	2027	80%

<sup>1</sup> Only concerns the core categories of textile products, leather goods, footwear and joint ventures, collections for adults and children <sup>2</sup> Organic, recycled or 'Nominated Cotton™' <sup>3</sup> Leather Working Group <sup>4</sup> Polyester, polyamide, PVC, nylon, polycarbonate, elastodiene, polypropylene and polyurethane <sup>5</sup> Zero Discharge of Hazardous Chemical \* The base year is marked N/A if irrelevant to target progress. \*\* - Indicates that the result is currently unconsolidated, under calculation, or too recent to be measured.



Innovation is deeply embedded in our Brand's DNA.  
Through our Durable Elegance strategy, we continue to move forward while remaining true to the boldness and determination that have guided Lacoste for over 90 years. Together, our employees, partners and suppliers are committed to addressing the economic, social and environmental transformations now shaping our world.

From sourcing preferred raw materials and reducing GHG emissions in production to reusing offcuts, Lacoste is implementing structural change across each stage of its production chain.

*This label plays fair.*

These four words bring our approach to life for both partners and customers.

Because acting responsibly is also a question of elegance.



# CONTACT

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