

# GLOBAL REPORTING INITIATIVE (GRI) INDEX

This report is aligned with the GRI Standards at the **Core level**.

## GENERAL DISCLOSURES

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
<b>Organization Profile</b>	<b>102-1</b>	Name of the organization	NIKE, Inc.		
	<b>102-2</b>	Activities, brands, products, and services	FY19 10-K: Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations: <i>page 92</i> (Annual Report)		
	<b>102-3</b>	Location of headquarters	One Bowerman Dr, Beaverton, OR 97005		
	<b>102-4</b>	Location of operations	FY19 10-K: Item 1. Business: <i>pages 69–75</i> and Item 2. Properties: <i>page 87</i> (Annual Report) <a href="#">NIKE Manufacturing Map</a>		
	<b>102-5</b>	Ownership and legal form	<a href="#">FY19 Proxy Statement</a> <a href="#">Company Bylaws</a> FY19 10-K: Item 1. Business: <i>page 69</i> (Annual Report)		
	<b>102-6</b>	Markets served	FY19 10-K: Item 1. Business: <i>pages 69–75</i> (Annual Report)		
	<b>102-7</b>	Scale of the organization	FY19 10-K: Item 1. Business: <i>pages 69–75</i> (Annual Report)		
	<b>102-8</b>	Information on employees and other workers	Unleash Human Potential: Employees: <i>page 12</i> FY19 10-K: Item 1. Business: <i>page 69</i> (Annual Report) d. We do not have a significant portion of the organization's activities performed by people who are not employees. e. No significant variations	102-8a, b: We currently do not have temporary workers in our data sources.	

### Additional Information

#### TOTAL EMPLOYEES BY EMPLOYMENT TYPE AND GENDER<sup>1</sup> (102-8C)

	CY19	
	Female	Male
Regular Full-Time	24,689	26,033
Regular Part-Time	8,331	8,770
<b>TOTAL REGULAR</b>	<b>33,020</b>	<b>34,803</b>
<b>Full-Time</b>	<b>75%</b>	<b>75%</b>

<sup>1</sup> Temporary employees excluded.

#### NIKE, INC. EMPLOYEE TOTALS BY ETHNICITY (U.S.)

	ALL EMPLOYEES	DIRECTORS+	VPs
	CY19	CY19	CY19
URG	<b>56.3%</b>	<b>24.6%</b>	<b>21.2%</b>
Unknown	<b>1.1%</b>	<b>2.7%</b>	<b>1.7%</b>
White (Not Hispanic/Latino)	<b>42.6%</b>	<b>72.7%</b>	<b>77.1%</b>

Note: Numbers may not add up to 100% due to rounding. Not included in the data above are U.S. NIKE employees working outside the U.S. URM represented 27% (FY15), 22% (FY16) and 27% (FY17) of this population.

<b>Organization Profile</b>	<b>102-9</b>	Supply chain	Transform Manufacturing: Sustainable Sourcing: <i>page 27</i> FY19 10-K: Item 1. Business: <i>pages 71–74</i> (Annual Report) <a href="#">Stages of our Value Chain</a> <a href="#">Measuring our Value Chain Footprint</a>		
	<b>102-10</b>	Significant changes to the organization and its supply chain	FY19 10-K: Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations: <i>pages 92–93</i> (Annual Report) FY19 10-K: Item 2. Properties: <i>page 87</i> (Annual Report)		
	<b>102-11</b>	Precautionary Principle or approach	Issue Prioritization: <i>page 65</i> Targets Summary: <i>page 7</i> Minimize Environmental Footprint: <i>pages 35–62</i>		
	<b>102-12</b>	External initiatives	<a href="#">Sustainability Commitments</a> <a href="#">Industry Standards &amp; Assessment Tools</a> We also mention external initiatives throughout the report.		
	<b>102-13</b>	Membership of associations	<a href="#">Partnerships &amp; Collaborations</a> We also mention memberships throughout the report.		



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## GENERAL DISCLOSURES

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
<b>Strategy</b>	<b>102-14</b>	Statement from senior decision-maker	Letter from Our CEO: <i>page 5</i> Purpose Committee: <i>page 64</i>		
<b>Ethics and Integrity</b>	<b>102-16</b>	Values, principles, standards, and norms of behavior	Letter from Our CEO: <i>page 5</i> NIKE Code of Conduct NIKE Code Leadership Standards NIKE Code of Ethics Sustainability Policies		
<b>Governance</b>	<b>102-18</b>	Governance structure	FY19 Proxy Statement: Corporate Governance: <i>pages 5–26</i> Purpose Committee: <i>page 64</i> Governance		

### Additional Information

Corporate Responsibility, Sustainability and Governance Committee

The purpose of the Corporate Responsibility, Sustainability and Governance Committee of the Board of Directors of NIKE, Inc. is to review NIKE's significant strategies, activities, and policies regarding sustainability (including labor practices), and community impact and charitable activities, and make recommendations to the Board. [Learn more.](#)

Responsibilities include:

- Review and provide guidance to management on sustainability issues and impacts, and the integration of sustainability into NIKE's business, including innovation, product design, manufacturing and sourcing, and operations.
- Review, provide guidance to management, and report to the Board on sustainability (including labor practices) within NIKE's supply chain, and review reports of NIKE's sustainability audits.
- Review and provide guidance to management regarding NIKE's work with industry organizations and non governmental organizations concerning corporate responsibility.
- Annually review the activities of the NIKE Foundation and NIKE community impact initiatives.
- Review and make recommendations to management on reporting to shareholders and other communities regarding corporate responsibility activities.
- Review, provide guidance to management, and report to the Board regarding the involvement of significant corporate responsibility issues in major business decisions, to protect NIKE's valuable goodwill, and human and intellectual capital.
- Review and make recommendations to the Board with respect to any shareholder proposal that relates to the matters overseen by the Committee.
- Annually evaluate the performance of the Committee and report the results of the evaluation to the Board.
- Review and assess annually the adequacy of the Committee's charter.
- Perform such other duties and functions as may, from time to time, be assigned to the Committee by the Board.

	<b>102-29</b>	Identifying and managing economic, environmental, and social impacts	FY19 10-K: Item 1A. Risk Factors: <i>pages 76–86</i> (Annual Report) FY19 10-K: Risk Management and Derivatives: <i>pages 143–146</i> (Annual Report) Minimize Environmental Footprint: Energy and Carbon: <i>pages 40–48</i>		
	<b>102-30</b>	Effectiveness of risk management processes	Minimize Environmental Footprint: Energy and Carbon: <i>pages 40–48</i>		
<b>Stakeholder Engagement</b>	<b>102-40</b>	List of stakeholder groups	Issue Prioritization: <i>page 65</i> Partnerships & Collaborations		
	<b>102-41</b>	Collective bargaining agreements	FY19 10-K: Item 1. Employees: <i>page 74</i>		
	<b>102-42</b>	Identifying and selecting stakeholders	Partnerships & Collaborations		
	<b>102-43</b>	Approach to stakeholder engagement	Partnerships & Collaborations Governance		
	<b>102-44</b>	Key topics and concerns raised	Issue Prioritization: <i>page 65</i>		
<b>Reporting Practice</b>	<b>102-45</b>	Entities included in the consolidated financial statements	About This Report: <i>page 3</i> FY19 10-K: Item 1. Business: <i>page 69</i> (Annual Report)		
	<b>102-46</b>	Defining report content and topic Boundaries	Issue Prioritization: <i>page 65</i>		
	<b>102-47</b>	List of material topics	Issue Prioritization: <i>page 65</i>		
	<b>102-48</b>	Restatements of information	In cases where shifts in scope, methodology, and/or data quality have led to changes in previously reported performance results, we've restated historically reported results. Details are provided below.		



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## GENERAL DISCLOSURES

Data	Page	Reason
Occupational Health & Safety Industry Rates	24	CY18 Industry Rates were adjusted to align with CY18 BLS rates, as at the time of the FY18 NIKE Impact Report publication, CY18 BLS rates hadn't yet been published and CY17 BLS rates were used instead.
Materials Target: Increase use of more sustainable materials in footwear and apparel	10, 38, 39, 40	FY16 & FY18 footwear EPM percentages were restated due to a rounding error discovered through NIKE's data governance processes.
Materials Measure: Source 100% of our cotton more sustainably		FY18 was restated due to a reporting variance identified through NIKE's data governance processes.
Energy & Carbon Target: Reach 100% renewable energy in owned or operated facilities by the end of FY25 and encourage broader adoption as part of our effort to control absolute emissions		FY18 performance data for this target has been restated due to enhancements in NIKE's PPA tracking processes (FY18) that have resulted in more comprehensive and accurate reporting.
Energy and Carbon Measure: Decrease energy use and CO <sub>2</sub> e emissions 25% per unit in key operations (inbound and outbound logistics, distribution centers, headquarter locations, finished goods manufacturing, and NIKE-owned retail)	10, 42, 43, 45, 46	Historical performance data for this target has been restated due to a shift in NIKE's logistics' emissions data source (FY15-18) and to enhancements in NIKE's PPA tracking processes (FY18) that have resulted in more comprehensive and accurate reporting.
Chemistry Measure: 100% compliance with ZDHC Manufacturing Restricted Substances List (MRSL)		FY18 has been restated due to a reporting variance identified through NIKE's data governance processes.

### Data Integrity

Sustainability data is shaped by a landscape of evolving methodologies, advancing standards, and expansions in data accessibility over time. Adapting to these changes while maintaining comparability in our data is critical to instilling integrity and confidence in the validity of the insights the data provides. We understand that we must adapt and be nimble to keep pace with broadening data sets and emerging standards. We continue to focus on the internal controls in our sustainability data processes and systems.

We have obtained external assurance on select reported metrics (Scope 1 and 2 energy consumption and emissions, and Scope 3 commercial air travel emissions). More information can be found in the appendix.

In cases where shifts in scope, methodology, and/or data quality have led to changes in previously reported performance results, we've restated historically reported results and provided context on the changes in the Restatements section of the Appendix. The data presented in this report has been collected through a variety of processes, reviewed, and internally validated and represents the most complete and accurate information at the time of publication. NIKE will continue to be transparent on revisions to reported data in the future.

Organization Profile	102-49	Changes in reporting	Issue Prioritization: <a href="#">page 65</a> About This Report: <a href="#">page 3</a>
	102-50	Reporting period	About This Report: <a href="#">page 3</a>
	102-51	Date of most recent report	We published the FY18 Impact Report in May 2019.
	102-52	Reporting cycle	NIKE reports on an annual reporting cycle.
	102-53	Contact point for questions regarding the report	<a href="mailto:purpose@nike.com">purpose@nike.com</a>
	102-54	Claims of reporting in accordance with the GRI Standards	About This Report: <a href="#">page 3</a>
	102-55	GRI content index	GRI Index: <a href="#">pages 74-89</a>
	102-56	External assurance	PwC Assurance Letter: <a href="#">page 68</a> NIKE, Inc. Management Assertion: <a href="#">pages 69-72</a>

## ECONOMIC

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
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### ECONOMIC PERFORMANCE

#### MATERIAL ASPECTS: Climate Change Risks

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a> Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42-48</a> <a href="#">Energy &amp; Emissions</a>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42-48</a> <a href="#">Energy &amp; Emissions</a>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42-48</a>		
GRI 201: Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42-48</a> Minimize Environmental Footprint: Water: <a href="#">pages 53-55</a> <a href="#">Energy &amp; Emissions</a>		7

#### MATERIAL ASPECTS: Ethical Conduct

GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a>		
	103-2	The management approach and its components	<a href="#">NIKE Code of Conduct</a>		
	103-3	Evaluation of the management approach	Governance: <a href="#">page 64</a>		10



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## ENVIRONMENT

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
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### MATERIALS

#### MATERIAL ASPECTS: CIRCULAR SYSTEMS DESIGN

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a> Minimize Environmental Footprint: Materials: <a href="#">pages 39–41</a>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Materials: <a href="#">pages 39–41</a> <a href="#">Materials</a>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Materials: <a href="#">pages 39–41</a>		
GRI 301: Materials	301-1	Materials used by weight or volume	Minimize Environmental Footprint: Materials: <a href="#">pages 39–41</a>		8

#### Additional Information

NIKE reports its top five material volumes, which include renewable materials: cotton and corrugate/paper; and non-renewable materials: polyester, rubber, and EVA foam. All material types reported are purchased from external suppliers except for EVA foam, which is sourced internally. Data reported consists of both direct measurements and estimates. While many materials are measured directly for a wide variety of products, total corrugate volumes are estimated using average packaging material used for each product group. The majority of cotton and polyester volume data is sourced using direct measurements, though product creation data is used to estimate material volumes for certain parts of the business. In FY19, Nike brand apparel shifted the data source used for reporting polyester volumes.

### ENERGY

#### MATERIAL ASPECTS: Energy

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a> Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a> <a href="#">Energy &amp; Emissions</a>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a> <a href="#">Energy &amp; Emissions</a>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		
GRI 302: Energy	302-1	Energy consumption within the organization	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8
	302-2	Energy consumption outside of the organization	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8
	302-3	Energy intensity	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a> <a href="#">Targets Summary: page 7</a>		8

### WATER

#### MATERIAL ASPECTS: Water Use

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a> Minimize Environmental Footprint: Water: <a href="#">pages 53–55</a> <a href="#">Water</a>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Water: <a href="#">pages 53–55</a> <a href="#">Water</a>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Water: <a href="#">pages 53–55</a>		
GRI 303: Water 2016	303-1	Water withdrawal by source	Minimize Environmental Footprint: Water: <a href="#">pages 53–55</a>		8

#### Additional Information

Contract manufacturers report their freshwater withdrawal volumes and source to NIKE in accordance with NIKE's Water Program, which outlines measurement practices and defines freshwater sources. The facility boundary is equivalent to the property boundary, and freshwater is inclusive of domestic and manufacturing use.

### EMISSIONS

#### MATERIAL ASPECTS: GHG Emissions

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <a href="#">page 65</a> Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a> <a href="#">Energy &amp; Emissions</a>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a> <a href="#">Energy &amp; Emissions</a>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8
	305-2	Energy indirect (Scope 2) GHG emissions	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8
	305-3	Other indirect (Scope 3) GHG emissions	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8
	305-4	GHG Emission intensity	Minimize Environmental Footprint: Energy and Carbon: <a href="#">pages 42–48</a>		8



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## ENVIRONMENT

### ADDITIONAL INFORMATION

NIKE converts all energy consumed to kWh using net calorific value of the direct fuels consumed, including transportation fuels. Emissions data for HFCs, PFCs, and SF<sub>6</sub> are not reported. NIKE has phased out SF<sub>6</sub> and therefore doesn't have SF<sub>6</sub> emissions. Emissions for other greenhouse gases are either not relevant, immaterial, or data is not available.

### SCOPE 1 AND 2

For information on direct and indirect energy consumption, Scope 1 and 2 emissions and the Scope 3 emissions accounting standard used, see the Management Assertion letter. Additional breakdowns of Scope 1 and 2 emissions are shown below.

### 2019 FUEL & ELECTRICITY CONSUMPTION (MWh) & SCOPE 1 & 2 EMISSIONS (METRIC TONS CO<sub>2</sub>e) BY COUNTRY

Country	Fuel Consumed (MWh)	Scope 1 (Metric Tons CO <sub>2</sub> e)	Grid Electricity (MWh)	Onsite Solar (MWh)	Onsite Wind (MWh)	Location-Based Scope 2 (Metric Tons CO <sub>2</sub> e)	Market-Based Scope 2 (Metric Tons CO <sub>2</sub> e)
Argentina	937	190	2,287	-	-	862	862
Australia	1,065	216	2,744	-	-	2,090	2,090
Austria	812	165	669	-	-	102	128
Belgium	12,478	2,528	24,282	3,817	10,205	4,276	423
Brazil	2,743	558	6,255	-	-	752	752
Canada	10,643	1,931	6,290	-	-	946	605
Chile	604	122	2,466	-	-	1,096	1,096
China (Greater)	29,427	5,915	57,534	2,425	-	36,318	36,318
Croatia	52	10	230	-	-	53	129
Czech Republic	192	39	243	-	-	129	148
Denmark	412	83	381	-	-	79	192
France	4,141	839	8,302	-	-	437	430
Germany	5,370	1,088	5,858	-	-	2,630	2,481
Greece	-	-	1,011	-	-	528	462
Hong Kong	653	132	1,769	-	-	1,305	1,305
Hungary	299	61	383	-	-	105	133
India	272	57	619	-	-	452	452
Indonesia	167	34	694	-	-	508	508
Ireland	324	66	761	-	-	316	488
Israel	-	-	1,117	-	-	635	635
Italy	3,120	632	6,557	-	-	2,177	3,178
Japan	5,780	1,081	13,101	-	-	7,152	7,152
Malaysia	628	127	1,680	-	-	1,105	1,105
Mexico	3,930	796	8,338	-	-	3,884	3,884
Netherlands	1,178	239	9,782	-	-	4,561	4,690
New Zealand	98	20	353	-	-	37	37
Norway	277	56	344	-	-	3	94
Panama	22	4	49	-	-	12	12
Philippines	62	13	253	-	-	154	154
Poland	789	160	1,019	-	-	737	918
Portugal	-	-	1,030	-	-	297	319
Russia	2,757	558	3,417	-	-	1,226	1,664
Singapore	316	64	905	-	-	357	357
South Africa	777	158	2,000	-	-	1,900	1,900
South Korea	5,950	1,349	7,877	-	-	4,124	4,124
Spain	3,441	697	6,663	-	-	1,646	2,996
Sri Lanka	8	2	18	-	-	11	11
Sweden	484	98	469	-	-	6	19
Switzerland	290	59	356	-	-	10	11
Thailand	482	98	1,081	-	-	522	522
Turkey	1,214	246	2,457	-	-	1,145	1,145
United Arab Emirates	7	1	17	-	-	11	11
United Kingdom	6,429	1,302	9,416	-	-	2,637	3,008
United States of America	119,145	25,016	386,814	578	-	172,130	123,409
Uruguay	184	37	403	-	-	11	11
<b>TOTAL</b>	<b>227,304</b>	<b>46,714</b>	<b>586,526</b>	<b>6,820</b>	<b>10,205</b>	<b>258,171</b>	<b>209,065</b>



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## ENVIRONMENT

### FY19 ENERGY CONSUMPTION (MWh)

Consumption	Heating Value	MWh from Renewable Sources	MWh from Non-Renewable Sources	Total MWh
Fuel (excluding feedstock)	LHV (lower heating value)	0	227,304	<b>227,304</b>
Purchased or Acquired Electricity		160,224	443,327	<b>603,551</b>
<b>Total Energy Consumption</b>		<b>160,224</b>	<b>670,630</b>	<b>830,854</b>

### FY19 RENEWABLE MWh BY COUNTRY AND TYPE

Country	Onsite Solar	Onsite Wind	RECs: Biomass	RECs: Hydroelectric	RECs: Solar	RECs: Wind	RECs: Wind & Solar	PPA: Oregon Avangrid	TOTAL
Belgium	3,817	10,205	10,674	164	11,774	5,849	-	-	<b>42,483</b>
China	2,425	-	-	-	-	-	-	-	<b>2,425</b>
Greece	-	-	-	-	-	223	-	-	<b>223</b>
Netherlands	-	-	-	-	-	971	-	-	<b>971</b>
United Kingdom	-	-	-	-	-	-	1,561	-	<b>1,561</b>
United States of America	578	-	-	-	-	-	-	111,983	<b>112,562</b>

### FY19 FUEL CONSUMPTION BY FUEL TYPE (MWh)

Natural Gas	207,631
Jet Fuel	12,223
Hi-Sene	3,349
Gasoline	2,210
Diesel	1,369
Propane	521
<b>TOTAL</b>	<b>227,304</b>

### FY19 STEAM, HEAT, COOLING CONSUMPTION (MWh)

Steam	0
Heat	0
Cooling	0

### FY19 BIOMASS CO<sub>2</sub> EMISSIONS (METRIC TONS CO<sub>2</sub>)

	3,843
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### FY19 SCOPE 1 EMISSIONS BY GAS (METRIC TONS CO<sub>2</sub>e)

CH <sub>4</sub>	120
CO <sub>2</sub>	46,199
N <sub>2</sub> O	32
Refrigerant CO <sub>2</sub> e	363
<b>TOTAL</b>	<b>46,714</b>

### SCOPE 3: EMISSION FACTOR SOURCES

- IEA World Electricity CO<sub>2</sub> Emissions Factors
- Network for Transport Measurement (NTM)
- Clean Cargo Working Group (CCWG) Nominal Trade Lane Average Port – Port
- GHG Protocol
- DIN EN 16258

### CARBON TARGET SCOPE MATRIX<sup>1</sup>

● IN SCOPE ● OUT OF SCOPE

NIKE VALUE CHAIN TERMINOLOGY	RE100	25% ENERGY AND CARBON PER UNIT REDUCTION	35% ENERGY AND CARBON PER UNIT REDUCTION	10% PRODUCT CARBON FOOTPRINT PER UNIT REDUCTION <sup>2</sup>	SBT	FULL VALUE CHAIN IMPACTS
<b>CORPORATE SERVICES</b>						
HQs	●	●	●	●	●	●
Other Office Facilities and WHQ Building Construction	●	●	●	●	●	●
Air MI	●	●	●	●	●	●
Corporate Jets	●	●	●	●	●	●
Commercial Air Business Travel	●	●	●	●	●	●
<b>RAW MATERIALS PRODUCTION</b>						
Raw Materials Production	●	●	●	●	●	●
<b>MATERIALS MANUFACTURING</b>						
Materials Manufacturing	●	●	●	●	●	●
<b>MATERIALS FINISHING</b>						
Textile Dyeing and Finishing	●	●	●	●	●	●
<b>FINISHED GOODS MANUFACTURING</b>						
FW, AP, and EQ Manufacturing	●	●	●	●	●	●
<b>LOGISTICS</b>						
Inbound Logistics	●	●	●	●	●	●
Outbound Logistics	●	●	●	●	●	●
Distribution Centers	●	●	●	●	●	●
<b>RETAIL</b>						
NIKE Direct	●	●	●	●	●	●
<b>CONSUMER USE</b>						
Consumer Use	●	●	●	●	●	●
<b>END OF LIFE</b>						
End of Life	●	●	●	●	●	●

1 Only NIKE-owned Retail (NIKE Direct) and Logistics (Distribution Centers, Inbound and Outbound Logistics) are in scope of NIKE commitments where designated as in scope. Non-NIKE-owned Retail and Logistics are included in the Full Value Chain Impacts.  
 2 Target covers Nike brand apparel and footwear only.



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## ENVIRONMENT

### SCOPE 3 EMISSIONS BY CATEGORY AND OPERATIONAL BOUNDARIES

Legend: In SBT scope Not in SBT scope

Emissions Sources	FY19 Metric Tons CO <sub>2</sub> e and/or Evaluation Status	Scope of Reported Emissions	Emissions Calculation Methodology	Percentage of Emissions Calculated Using Data Obtained from Suppliers or Value Chain Partner
<b>UPSTREAM</b>				
1 - Purchased Goods and Services	7,700,000	Includes emissions across NIKE brands and product engines, including from raw materials production, materials manufacturing, materials finishing, and finished goods manufacturing.	Emissions data is calculated using primary activity data and extrapolations. CO <sub>2</sub> e emissions include CO <sub>2</sub> , CH <sub>4</sub> , and N <sub>2</sub> O. Nike Brand and Converse footwear finished goods manufacturing emissions data is derived from 100% primary data and represents nearly 90% of the emissions in finished goods manufacturing. For this subset, vendors provide monthly energy consumption: from the local utility grid, onsite generators, other fuels, and purchased steam. For electricity: kWh values are multiplied by CO <sub>2</sub> e emissions factors for electricity purchased from the local utility grid by the country/region the factory resides in. For onsite generation and other fuels: CO <sub>2</sub> e emissions are calculated using the IPCC bottoms up calculation methodology. CO <sub>2</sub> e methodologies are used for emissions estimates outside of footwear finished goods manufacturing based on lifecycle analysis data applied to product creation data, and employ conservative assumptions to avoid understating NIKE's footprint.	24%
2 - Capital Goods	Not relevant	NIKE does not have significant investment in capital goods as most manufacturing equipment is owned and operated by contracted factories.	N/A	N/A
3 - Fuel and Energy-Related Activities Not Included in Scope 1 or 2	15,000	Includes emissions associated with the extraction, production, and transportation of fuels and energy purchased and reported in NIKE's Scope 1 and 2 footprint.	In FY19, NIKE estimated emissions for the first time for upstream activities related to energy consumption. Emissions data is calculated using primary activity data, extrapolated consumption, and publicly available CO <sub>2</sub> e emissions factors. Consumption is multiplied by the emissions factor, using an identical global factor across all countries and regions.	58%
4 - Upstream Transportation & Distribution	1,100,000	Includes ~95% of global inbound transportation and ~90% of global outbound transportation via the following modes of transportation: air, ocean, truck, and rail. Excludes non-NIKE paid freight.	Transactional data is applied to a third-party transportation carbon calculator against industry standard emissions factors (distance traveled x cargo weight or volume x emission factor). Upstream emissions from air transport of airbag components is calculated using industry standard air freight emission factors per ton-mile and production volume.	100%
5 - Waste Generated in Operations	2,000	Emissions relative to the fate of the waste generated in our own operations including HQs and DCs.	Total HQs and DC waste not diverted from landfill multiplied by a lifecycle assessment-based emission factor for municipal waste sent to landfill.	100%
6 - Business Travel	89,000	Includes emissions from commercial air travel.	Air CO <sub>2</sub> emissions are estimated based on number and distance of trips. Short-haul trips are less fuel efficient per mile flown. Longer-haul flights become less efficient due to the need to carry more fuel.	100%
7 - Employee Commuting	131,000	Emissions associated with the transportation of employees between their homes and work locations. Represents full-time employees.	Internal employee commuting survey data is used to inform the allocation of methods/modes that NIKE applies to its global employee base. Each mode is assigned an emission factor relative to fuel type. Assumptions are made about the average number of working days per year and the average distance between an employee's home and worksite.	19%
8 - Upstream Leased Assets	Not relevant	NIKE does not have significant emissions from upstream leased assets.	N/A	N/A
<b>DOWNSTREAM</b>				
9 - Downstream Transportation & Distribution	101,000	Includes emissions from non-NIKE paid freight. Excludes emissions from consumers traveling to stores.	Transactional data is applied to a third-party transportation carbon calculator against industry standard emissions factors (distance traveled x cargo weight or volume x emission factor). Non-NIKE paid freight is determined by subtracting NIKE-paid inbound and outbound freight from total units, separately.	0%
10 - Processing of Sold Products	Not relevant	NIKE's products are finished consumer goods and do not undergo any additional processing once sold.	N/A	N/A
11 - Use of Sold Products	6,200,000	These emissions are associated with washing and drying NIKE's sold apparel and socks. We assumed for the value chain footprint exercise that footwear and equipment were not washed. Based on our footprinting work, we estimate that about 36% of the emissions throughout our value chain are emitted during the use phase of NIKE products. These emissions are out of scope of NIKE's moonshot ambition.	There is no primary emissions data available from use of NIKE's products. To evaluate NIKE's value chain footprint, we identified and quantified CO <sub>2</sub> e emissions created at each stage of the value chain. The impact of each individual product differs considerably, based on its profile, materials used, size and weight, method of manufacture, and location of production, use, and disposal. Several internal and external tools were used to develop this estimation, including EPA's Waste Reduction Model (WARM), Enablon database, NIKE's Apparel Sustainability Index, NIKE's Footwear Sustainability Index, and NIKE's Materials Sustainability Index. Consumer Usage: Water and Energy Usage was estimated based on the following assumptions - only apparel units and socks were considered. Each item was assumed washed 52 times in one year. The washing assumptions were based on regional consumer washing practices and estimates of washing machine types by region. CO <sub>2</sub> e was based on regional conversion factors applied to the estimated energy usage.	0%
12 - End-of-Life Treatment of Sold Products	439,000	These emissions are associated with the disposal of products including landfill, recycling, and incineration.	There is no primary emissions data available for end of life treatment of NIKE's products. To evaluate NIKE's value chain footprint, we identified and quantified CO <sub>2</sub> e emissions created at each stage of the value chain. The impact of each individual product differs considerably, based on its profile, materials used, size and weight, method of manufacture, and location of production, use and disposal. Several internal and external tools were used to develop this estimation including NIKE's Business and Environmental Scenario Tool (BEST), Enablon database, NIKE's Apparel Sustainability Index, NIKE's Footwear Sustainability Index, and NIKE's Materials Sustainability Index. End of Life Stage: at the disposal stage we assumed the finished good is disposed of at the end of one year.	0%
13 - Downstream Leased Assets	Not relevant	NIKE does not have significant emissions from downstream leased assets	N/A	N/A
14 - Franchises	Not relevant	NIKE does not have significant emissions from franchises.	N/A	N/A
15 - Investments	Not relevant	NIKE does not have significant emissions from investments.	N/A	N/A
<b>Total SBT S3 Emissions</b>	<b>9,500,000</b>			
<b>Total Full Footprint S3 Emissions</b>	<b>15,700,000</b>			





# GLOBAL REPORTING INITIATIVE (GRI) INDEX

## ENVIRONMENT

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
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### EFFLUENTS AND WASTE

#### MATERIAL ASPECTS: Effluents and Waste

GRI 103: MANAGEMENT APPROACH	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Minimize Environmental Footprint: Waste: <i>pages 49–52</i>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Waste: <i>pages 49–52</i> <i>Waste</i>		
	103-3	Evaluation of the management approach	Minimize Environmental Footprint: Waste: <i>pages 49–52</i>		
GRI 306: EFFLUENTS AND WASTE	306-2	Waste by type and disposal method	Minimize Environmental Footprint: Waste: <i>pages 49–52</i>		8, 9

#### Additional Information

Distribution center and office waste disposal method has been determined by information provided by waste disposal contractors. In some facilities, NIKE directly contracts with disposal providers for material-specific streams or specific containers. In other facilities, NIKE uses one provider for all waste streams. Contract manufacturers report their solid waste generation and disposal method to NIKE in accordance with NIKE's Waste Program, which outlines separation and handling practices for non-hazardous waste and defines waste items and management methods.

#### TOTAL WEIGHT OF HAZARDOUS WASTE (TONS) GENERATED IN FOOTWEAR MANUFACTURING<sup>1,2</sup>

	FY19
Total Weight	9,773

1 Best available data reported to NIKE by manufacturing partners of finished goods. Excluded from scope is any hazardous waste generated from non-manufacturing activities.

2 Annual compliance audits verify that our partners are meeting the requirements in the NIKE Code Leadership Standards (CLS) for suppliers. Auditors confirm that partners have obtained all required permits and that hazardous waste vendors selected by the partners are properly qualified and licensed. The CLS also outlines storage requirements for any location that generates or stores 100 kg or more of hazardous waste each month.

## SOCIAL

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
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### OCCUPATIONAL HEALTH AND SAFETY

#### MATERIAL ASPECTS: Occupational Health and Safety

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Transform Manufacturing: Sustainable Sourcing: <i>pages 27–29</i> Unleash Human Potential: Priority Issues: <i>pages 22–24</i>		
	103-2	The management approach and its components	Unleash Human Potential: Priority Issues: <i>pages 22–24</i> <i>Culture of Health and Safety</i>		
	103-3	Evaluation of the management approach	Unleash Human Potential: Priority Issues: <i>pages 22–24</i>		
GRI 403: Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Unleash Human Potential: Priority Issues: <i>pages 22–24</i>	We disclose Total Case Incident Rate (TCIR) and Lost Time Injury Rate (LTIR), which is considered industry standard.	

### TRAINING AND EDUCATION

#### MATERIAL ASPECTS: Workforce Development

GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Unleash Human Potential: Employees: <i>pages 11–16</i>		
	103-2	The management approach and its components	Unleash Human Potential: Employees: <i>pages 11–16</i> <i>People at Nike</i>		
	103-3	Evaluation of the management approach	Unleash Human Potential: Employees: <i>pages 11–16</i>		
GRI 404: Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	Unleash Human Potential: Employees: <i>pages 11–16</i>		

#### Additional Information

#### EMPLOYEES WHO RECEIVE PERFORMANCE REVIEW (CFE RATING)

CY19			CY19		
GENDER			EMPLOYMENT TYPE		
Female	CFE Rating	83.62%	Full-time	CFE Rating	87.64%
	No CFE Rating	16.38%		No CFE Rating	12.36%
Male	CFE Rating	82.72%	Part-time	CFE Rating	69.87%
	No CFE Rating	17.28%		No CFE Rating	30.13%
Grand Total	CFE Rating	83.16%			
	No CFE Rating	16.84%			

#### Notes:

- Excludes temporary workers.
- With the shift in timing to Calendar Year for this report it allows us to provide information on our Annual Performance Review processes when they are complete. Previously, our data cut-off (May 31) was in the early stages of our Performance Review cycles so we saw more employees without a performance rating. With the timing of our data being focused on later in the calendar year it allows us to provide information once our annual processes are complete which leads to the variance from previous reports.
- Employees without a CFE include "Null" or "No Rating" values.
- Employees with a "Too New to Rate" are included with employees with a rating.





# GLOBAL REPORTING INITIATIVE (GRI) INDEX

## SOCIAL

GRI Standard	Number	GRI Disclosure	Location and Notes	Omission	UNGC Principle
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>					
<b>MATERIAL ASPECTS: Total Compensation</b>					
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Unleash Human Potential: Employees: <i>pages 11–16</i>		
	103-2	The management approach and its components	Unleash Human Potential: Employees: <i>pages 11–16</i> <a href="#">People at Nike</a>		
	103-3	Evaluation of the management approach	Unleash Human Potential: Employees: <i>pages 11–16</i>		
GRI 405: Diversity and Equal Opportunity	405-2	Ratio of basic salary and remuneration of women to men	Unleash Human Potential: Employees: <i>pages 11–16</i>		6
<b>CHILD LABOR</b>					
<b>MATERIAL ASPECTS: Child Labor</b>					
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Transform Manufacturing: Priority Issues: <i>page 33</i> <a href="#">Code of Conduct</a> <a href="#">Code Leadership Standards (CLS)</a>		
	103-2	The management approach and its components	Transform Manufacturing: Priority Issues: <i>page 33</i> <a href="#">Human Rights</a>		
	103-3	Evaluation of the management approach	Transform Manufacturing: Priority Issues: <i>page 33</i>		
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	Transform Manufacturing: Priority Issues: <i>page 33</i>		1, 5
<b>FORCED OR COMPULSORY LABOR</b>					
<b>MATERIAL ASPECTS: Forced labor</b>					
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Transform Manufacturing: Priority Issues: <i>page 33</i>		
	103-2	The management approach and its components	Issue Prioritization: <i>page 65</i> Transform Manufacturing: Priority Issues: <i>page 33</i> Accelerating Industry Change Through Partnerships: <i>page 32</i> <a href="#">Code of Conduct</a> <a href="#">Code Leadership Standards (CLS)</a>		
	103-3	Evaluation of the management approach	Transform Manufacturing: Priority Issues: <i>page 33</i>		
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Transform Manufacturing: Priority Issues: <i>page 33</i> NIKE also launched Verité's CUMULUS Forced Labor Screen™, a new due diligence tool to help identify risks related to the recruitment of foreign migrant workers by NIKE suppliers. This tool will help NIKE map our labor supply chain and more proactively identify, prioritize, and address forced labor risks. In the tool's limited release, our launch in Malaysia made NIKE one of its first adopters. In FY20, we will continue to evaluate expansion to other high-risk countries.		4
<b>CHEMISTRY</b>					
<b>MATERIAL ASPECTS: Chemistry</b>					
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Minimize Environmental Footprint: Chemistry: <i>pages 56–59</i>		
	103-2	The management approach and its components	Minimize Environmental Footprint: Chemistry: <i>pages 56–59</i> <a href="#">Approach to Chemistry</a> <a href="#">Chemistry Playbook</a>		
	103-3	Evaluation of the management approach	Purpose Committee: <i>page 64</i> Minimize Environmental Footprint: Chemistry: <i>pages 56–59</i>		
Chemistry	N/A		Minimize Environmental Footprint: Chemistry: <i>pages 56–59</i>		8
<b>ACTIVE KIDS</b>					
<b>MATERIAL ASPECTS: Active Kids</b>					
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundaries	Issue Prioritization: <i>page 65</i> Unleash Human Potential: Community Impact: <i>pages 17–21</i>		
	103-2	The management approach and its components	Unleash Human Potential: Community Impact: <i>pages 17–21</i> <a href="#">Community Impact</a>		
	103-3	Evaluation of the management approach	Purpose Committee: <i>page 64</i> Unleash Human Potential: Community Impact: <i>pages 17–21</i>		
Active Kids	N/A		Unleash Human Potential: Community Impact: <i>pages 17–21</i>		

