

FY21 Performance Summary

[See pages 10-12 in FY22 Impact Report.](#)

PEOPLE

Representation & Hiring

50% representation of women in global corporate workforce and 45% in leadership positions

30% representation of U.S. racial and ethnic minorities³ at Director level and above

35% representation of U.S. racial and ethnic minorities³ in our U.S. corporate workforce⁵

\$10 million investment in Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs)

Enhance opportunities and marketing of open roles for Firstline athletes⁶ into compete for corporate roles

Pay & Benefits

100% pay equity across all employee levels on an annual basis

Provide competitive and equitable benefits for all employees

Inclusive Culture & Engagement

Top quartile of benchmarked companies for both engagement⁷ and inclusion⁸

Continue to focus on improving access to athletes* of all abilities for our brand, our experiences, our product, our facilities and our company

Education & Professional Development

100% of Vice Presidents complete and be credentialed on Inclusive Leadership education

2x investments focused on professional development for racial and ethnic minorities in the U.S. and women globally

Business Diversity & Inclusion

\$1 billion cumulative spend on diverse suppliers¹¹

Health & Safety

100% of strategic suppliers¹⁴ are building healthy and safe workplaces¹⁵

Gender Equity

100% of strategic suppliers¹⁴ have gender equitable (GE) workplaces¹⁶

Worker Engagement

100% of strategic suppliers¹⁴ are measuring and improving worker engagement¹⁷

Code of Conduct

100% of facilities in our extended supply chain meet NIKE's foundational labor, health, safety and environmental standards

[See pages 13-14 in FY22 Impact Report](#)

PLANET**Carbon**

70% absolute reduction of greenhouse gas (GHG) emissions in owned or operated facilities through 100% renewable electricity and fleet electrification^{20,21}

0% emissions change in manufacturing and transportation²⁴

0.5M metric tons emissions reduction through 50% environmentally preferred materials (EPM)²⁵

Waste

10% waste reduction per unit in manufacturing, distribution centers (DCs) and headquarters (HQs)²⁶

100% waste diverted; 80% recycled in manufacturing, packaging, DCs and HQs²⁷

10x finished product waste (FPW) refurbished, recycled or donated²⁸

Water

25% reduction in freshwater usage per kg textile dyeing and finishing²⁹

13B liters water restored in our extended cotton supply chain³⁰

Chemistry

Adopt clean chemistry alternatives for our 10 priority chemistries across our supply chain

[See page 15 in FY22 Impact Report](#)

PLAY

Active Kids
Drive sustained community impact by getting kids moving in our key cities and sourcing backyards with 50% girl participation
Inclusive Community
Invest \$125 million to support organizations working to level the playing field and addressing racial inequality
Employee Engagement
Increase the number of employees engaged in their communities to a minimum of 35%
Community Investment
Invest 2% of prior-year, pre-tax income to drive positive impact in communities

[1] FY20 was the target year for our FY20 targets (FY15–20) and is the 1st year with the 2025 targets. As a result, in many cases, FY20 values disclosed for FY20 targets, the target year (when target value achievement is measured) is FY20.

[2] p.p. = percentage points.
 [3] U.S. racial and ethnic minorities as defined by EEO1 categories include African American, Hispanic, Asian, and Pacific Islander.
 [4] Updated from FY21 Report based on changes in how employees self-identify.
 [5] U.S. corporate workforce includes all U.S.-based full-time employees.
 [6] Firstline athletes include full-time employees who work in our retail stores.
 [7] This index measures the emotional commitment our teammates have to the company.
 [8] This index measures the extent that our teammates feel that NIKE supports their well-being.
 [9] Due to change in vendor, we are no longer able to measure our percentage of diverse suppliers.
 [10] Due to terminating our relationship with our credentialing vendor, we are no longer able to measure our percentage of diverse suppliers.
 [11] A diverse supplier is one that must be majority (at least 51%) owned and/or veteran. **Minority is defined as African American, Hispanic, Asian, and Pacific Islander.

[12] The basis for the revised spend data is based on three driving factors: (1) the basis for the revised spend data is based on three driving factors: systems, and that the resulting spend data was reflected correctly. We have updated our spend data to reflect the revised spend data. (2) We have updated our spend data to reflect the revised spend data. (3) We have updated our spend data to reflect the revised spend data.
 [13] Targets focused on Tier 1 finished goods and Tier 2 materials suppliers.
 [14] Strategic suppliers: strategic finished goods suppliers; suppliers representing at least 1% of total spend.
 [15] Healthy and safe workplaces: Supplier must reach Level 3 safety and health performance.

[16] In order to reach mature gender equity, suppliers must achieve an 80% gender equity score. While none of the strategic suppliers achieved this score, we are working to improve our gender equity score.
 [17] Criteria for measuring and improving engagement must be met for the next phase, which involves responding to and improving engagement.
 [18] Targets focused across the NIKE supply chain – including Tier 1 finished goods and Tier 2 materials suppliers.
 [19] The Nike Code of Conduct and Code Leadership Standards lay out requirements for suppliers representing at least 80% of total spend.
 [20] Target represents NIKE’s Scope 1 and 2 emissions footprint, including direct and indirect emissions from the supply chain.
 [21] FY15 is the baseline for NIKE’s RE100 target, which was 14% renewable energy.
 [22] This metric is part of Management’s Assertion on select sustainability metrics.
 [23] Renewable electricity use was 14% when the baseline for this target was set.
 [24] Scope includes suppliers representing approximately 80% of total spend.

[25] Footwear EPMs: recycled polyester, recycled rubber, leather that re certified cotton.

[26] Scope includes packaging applied in finished goods manufacturing; under establishment.

[27] Scope includes suppliers representing approximately 95% of total fc waste.

[28] FPW consists of unsellable inventory in NIKE's marketplace (produc when accounting for units recycled, to address the constraint that a full u

[29] Scope includes suppliers representing approximately 80% of total fc

[30] Restored through a portfolio of projects that support long-term resili

[31] FY21 percentage has been updated for consistency with FY22 data

Metric	FY20 ¹	FY21	FY22
% women in global workforce	50.2%	50.4%	51.1%
% women in leadership positions	39.3%	43.0%	44.1%
% U.S. racial and ethnic minorities at Director level and above	26.2%	30.5% ⁴	34.5%
% U.S. racial and ethnic minorities in U.S. corporate workforce	31.5%	34.5% ⁴	38.8%
\$ invested (cumulative)	–	\$450,000	\$1.75m
Qualitative	–	–	–
\$ earned by men/women; \$ earned by white/U.S. racial and ethnic minorities	100%	100%	100%
Qualitative	–	–	–
Average percent favorability engagement ⁹	–	80%	79%
Average percent favorability inclusion ⁹	–	75%	77.0%
Qualitative	–	–	–
% VPs completing training	–	0%	45%¹⁰
\$ invested in professional development	\$76,000	\$85,000 1.1x	\$685,000 9.0x
\$ spent on diverse suppliers (cumulative)	–	\$282M ¹²	\$777M
% suppliers with Level 3 health and safety maturity	22%	27%	46%
% suppliers achieving mature gender-equitable capability	–	0.0%	2.0%

Strategic suppliers measuring and improving engagement	-	0%	21%
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% compliance with Foundational Expectations	94%	85%	60%
% of facilities measured for compliance of anticipated total scope	66%	79%	97%

Metric	FY20	FY21	FY22
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Owned or operated facility GHG emissions (metric tons CO ₂ e)	213,152	122,882	75,768²²
% renewable electricity	48%	78.0%	93%²²
Manufacturing and transportation GHG emissions (metric tons CO ₂ e)	3,650,162	2,864,812	3,086,965
Materials GHG emissions reduced (metric tons CO ₂ e)	96,020	123,367	182,611
% EPM	31%	32%	39%

Waste/unit (g/unit)	292.38	274.58	269.4
% waste diverted from landfill and incineration	96%	97%	97%
% waste recycled	68%	70%	72%
FPW collected and recycled or donated (units)	1.28M	2.44M ^{1.9x}	3.11M ^{2.4x}

Freshwater use/kg textile dyeing and finishing (L/kg)	84.36	78.68	76.91
Water restored (L)	0.65B	2.06B	3.72B

# priority chemistries with clean chemistry alternative	0	0	0
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Metric	FY20	FY21	FY22
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% girl participation	–	52% ³¹	50%
\$ invested (cumulative)		\$36.6m	\$69.6M
% of employees engaged in their communities	37%	35%	35%
% of prior-year, pre-tax income invested	1.9%	3.4%	2.2%

baseline year for the majority of our 2025 targets. The continual expansion of our Purpose in the FY20 NIKE Impact Report differ from those provided in this report, reflecting the considered the full FY25. For the Foundational Expectations target and the People targ

including American Indian or Alaskan Native, Asian, Black or African American, Hispanic/Latino, and those who do not identify.

those who do not work in our retail stores, distribution centers (DCs) or Air Manufacturing Innovation (AMI) facilities, DCs or Air MI.

and are for NIKE, influenced by their day-to-day experiences.

NIKE supports a culture of diversity and inclusion, as well as their personal perceptions around diversity. We are able to measure our percent favorability, and assess whether we are meeting our goal. We would like to note that moving forward we will be using an internal credentialing program, operated, managed and controlled by a diverse* person or persons who are either U.S. born or raised, African American, Native American, Pacific Islander or other types of ethnic minorities here in the U.S.

Suppliers: We validated existing suppliers that qualified as diverse, but were not previously diverse. We have increased our outreach to Tier 1 suppliers (prime contractors) to report their Tier 2 spend, which was not previously asked for by NIKE. We have been able to significantly increase the number of diverse suppliers within our extended supply chain and their workers.

representing approximately 80% of total footwear and apparel production.

and health maturity on Culture of Safety Maturity Assessment.

Overall Gender Equity Self-Diagnostic Tool (SDT) score of 71% and perform at a certain level. Suppliers reached a mature level of gender equity in FY21, more than 95% of suppliers in the factory to count toward the target key performance indicator of measuring and improving worker experience. We will begin reporting on progress next year as suppliers be

finished goods and Tier 2 materials suppliers, their workers and facilities, as well as NIKE owned or operated manufacturing facilities (Air MI). We will continue to set the minimum standards we expect each supplier facility to meet. Our scope for this target includes all NIKE owned or operated manufacturing facilities (Air MI).

including facilities and HQ fleet vehicles, and corporate jets.

Renewable energy.

Key metrics, which PwC has performed limited assurance over for the period from June 1, 2021 to the date this report was created.

footwear and apparel production; suppliers representing approximately 80% of total footv

duces NIKE's enterprise carbon impact; currently includes synthetic leather and NIKE's suppliers representing approximately 95% of total footwear production; Air MI; DCs; and footwear production and about 60% of apparel; Air MI; DCs; and HQ locations. Diverted: not deemed as unsellable through normal sales channels including aged inventory, sample unit cannot always be recycled. To avoid overclaiming benefits from recycling, we only count footwear upper materials and apparel textiles production. NIKE's commitment to reduce water stress for water-stressed ecosystems and communities within our extended cotton supply chain, which is inclusive of girls ages 0 through 17.



FY22 change vs FY21	FY22 change vs Baseline	FY25 Target
0.6 p.p. ² ▲	0.9 p.p. ² ▲	50%
1.1 p.p. ▲	4.8 p.p. ▲	45%
4.0 p.p. ▲	8.3 p.p. ▲	30%
4.3 p.p. ▲	7.3 p.p. ▲	35%
\$1.3M ▲	\$1.75M ▲	\$10m
-	-	-
-	-	100%
-	-	-
-1.0 p.p. ▼	-	>83%
+2.0 p.p. ▲	-	>82%
-	-	-
+45 p.p. ▲	-	100%
\$600K ▲	\$609K ▲	2x
+\$495M ▲	+\$777M ▲	\$1B
+19 p.p. ▲	+24 p.p. ▲	100%
+2 p.p. ▲	+2 p.p. ▲	100%

Key
<i>Favorable</i>
<i>Unfavorable</i>

+21 p.p. ▲	+21 p.p. ▲	100%
-25 p.p. ▼	-34 p.p. ▼	100%
+18 p.p. ▲	+31 p.p. ▲	100%

FY22 change vs FY21	FY22 change vs Baseline	FY25 Target
-38% ▼	-64% ▼	-70%
+15 p.p. ▲	+45 p.p. ²³ ▲	100%
+8% ▲	-15% ▼	0% change
48% ▲	90% ▲	500,000
+7 p.p. ▲	+8 p.p. ▲	50%
-2% ▼	-8% ▼	-10%
0%	+1% ▲	100%
+2 p.p. ▲	+4 p.p. ▲	80%
+0.66M ▲	+1.83M ▲	10x
-2% ▼	-9% ▼	-25%
+1.66B ▲	+3.07B ▲	13B
-	-	10

FY22 change vs FY21	FY22 change vs Baseline	FY25 Target
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-2 p.p. ▼	-	50%
\$33M ▲	\$69.6M ▲	\$125M
-	-	35%
-1.2 p.p. ▼	0.3 p.p. ▲	2%

These targets' depth and breadth is a key element of our strategy. As such, we introduced a more inclusive measurement scope in our most current targets. For the nine Planet targets, FY25 Q4 constitutes the final measurement period.

tino, Native Hawaiian or other Pacific Islander.

novation (Air MI).

feeling valued and included.

score within the top quartile. See target narrative for further detail.

um and that our target progression in FY22 should be viewed as a standalone year.

S. citizens or lawful permanent residents. *A "diverse person" may be defined as a minor in the United States.

designated. This included researching the suppliers' certification, that the certification had (subcontractor) spend. We increased our survey scope from 16 to 200 suppliers (representing 95% of our spend) to help us better understand our supply chain and to help us identify ways to improve the frequency and maturity of our data quality (validation) reviews.

100% threshold in each of the SDT's 10 domains. The baseline for this target was created to meet our FY21 milestone to deploy and validate the SDT, develop an action plan and implement it. While most suppliers have started to measure worker voice in their facilities, not all have yet begun to enter this next phase. The baseline for this target was created in FY21 and this

employees at owned-and-operated facilities (Air MI and DCs).

target includes Tier 1 finished good suppliers, Tier 2 material suppliers representing approximately 95% of our spend.





, 2021, to May 31, 2022, as indicated in the Assurance Report.

year upper materials and apparel textiles production; and about 95% of both inbound and

non-leather substitute for leather, Flyleather. Apparel EPMs: recycled polyester, organic cotton, and wool. Apparel manufacturing waste not yet included in reporting scope as defined at HQ locations.

Includes waste to energy incineration, recycled waste and composted waste. Recycled content includes waste from production (scrap, trim, and rejects) and end-of-life product owned by the consumer. We do not count the portion of the unit that is recycled in our target performance numbers.

supply chain.

Increase	Decrease
	
	

and new areas included in target scope
targets and the three Supply Chain

minority**, woman, disabled, LGBTQ

It has been accurately recorded in our
representing the majority of total indirect

in FY21 as the tools to measure
implement actions.
The
; information wasn't measured in

approximately 90% of our footwear

and outbound transportation.

nic cotton, recycled cotton, third-party

ata sources for target tracking are

d: Includes recycled and composted

e use an apportioned methodology

PEOPLE[See page 27 in FY22 Impact Report](#)

LEADERSHIP POSITIONS (DIRECTOR)		
FY21		
	#	%
American Indian or Alaskan Native (Not Hispanic/Latino)	9	0.2%
Asian (Not Hispanic/Latino)	610	13.6%
Black or African American (Not Hispanic/Latino)	256	5.7%
Hispanic/Latino	285	6.4%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	9	0.2%
Two or More Races (Not Hispanic/Latino)	196	4.4%
Unknown	35	0.8%
White (Not Hispanic/Latino)	3,073	68.7%
Total	4,473	100%

[See page 32 in FY22 Impact Report](#)

NIKE, Inc. Totals by Racial Ethnic		
FY21		
All Employees	#	%
Corporate – Racial Category	#	%
American Indian or Alaskan Native (Not Hispanic/Latino)	48	0.4%
Asian (Not Hispanic/Latino)	2,073	15.1%
Black or African American (Not Hispanic/Latino)	763	5.6%
Hispanic/Latino	976	7.1%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	48	0.4%
Two or More Races (Not Hispanic/Latino)	820	6%
Unknown	77	0.6%
White (Not Hispanic/Latino)	8,906	65%
Total	13,711	100%

[32] Corporate is associated with the workforce not directly involved in retail stores,

[See page 164 in FY22 Impact Report](#)

NIKE, INC. TOTALS		
FY21		
GENDER	#	%
ALL EMPLOYEES		
Female	11,606	50.4%
Male	11,409	49.6%
Total	23,015	100%
LEADERSHIP POSITIONS		
Female	166	43.0%
Male	220	57.0%

Total	386	100%
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[See page 164 in FY22 Impact Report](#)

NIKE, INC. WOMEN TO		
FY21		
All Bands	#	%
NIKE, Inc.	32,584	49.9%
VPLT	166	42.8%
Sr. Director	551	42.9%
Director	2,066	43.5%
Managers	5,244	45.9%
Entry Level	24,557	51.8%

[See page 165 in FY22 Impact Report](#)

NIKE, INC. TOTALS BY P		
FY21		
Director+	#	%
Non-REM	3,108	69.5%
REM	1,365	30.5%
Total	4,473	100.0%
American Indian or Alaskan Native (Not Hispanic/Latino)	9	0.2%
Asian (Not Hispanic/Latino)	610	13.6%
Black or African American (Not Hispanic/Latino)	256	5.7%
Hispanic/Latino	285	6.4%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	9	0.2%
Two or More Races (Not Hispanic/Latino)	196	4.4%
Unknown	35	0.8%
White (Not Hispanic/Latino)	3,073	68.7%
Total	4,473	100%

[See page 166 in FY22 Impact Report](#)

NIKE, INC. TO		
FY21		
VP+	#	%

Non-REM	221	69.7%
REM	96	30.3%
Total	317	100%
American Indian or Alaskan Native (Not Hispanic/Latino)	0	0.0%
Asian (Not Hispanic/Latino)	27	8.5%
Black or African American (Not Hispanic/Latino)	45	14.2%
Hispanic/Latino	15	4.7%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	0	0%
Two or More Races (Not Hispanic/Latino)	9	2.8%
Unknown	2	0.6%
White (Not Hispanic/Latino)	219	69.1%
Total	317	100%

[See page 167 in FY22 Impact Report](#)

NIKE, INC. TOTALS BY REM GROUP		
FY21		
All BANDS	#	%
Non-REM	13,098	40.3%
REM	19,441	59.7%
Total	32,539	100.0%
American Indian or Alaskan Native (Not Hispanic/Latino)	123	0.4%
Asian (Not Hispanic/Latino)	3,230	9.9%
Black or African American (Not Hispanic/Latino)	7,905	24.3%
Hispanic/Latino	6,092	18.7%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	211	0.6%
Two or More Races (Not Hispanic/Latino)	1,880	5.8%
Unknown	126	0.4%
White (Not Hispanic/Latino)	12,972	39.9%
Total	32,539	100%

[See page 168 in FY22 Impact Report](#)

NIKE, INC. TOTALS BY REM GROUP (U.S. ON

FY21		
ALL BANDS	#	%
NIKE, Inc.	19,441	59.7%
VPLT	96	30.2%
Sr. Director	310	32.2%
Director	1,004	30.3%
Managers	2,509	36.7%
Entry Level	15,522	73.5%

[See page 169 in FY22 Impact Report](#)

NIKE, INC. TOTALS BY REM		
FY21		
ALL BANDS	#	%
Non-REM	8,983	65.5%
REM	4,728	34.5%
Total	13,711	100.0%
American Indian or Alaskan Native (Not Hispanic/Latino)	48	0.4%
Asian (Not Hispanic/Latino)	2,073	15.1%
Black or African American (Not Hispanic/Latino)	763	5.6%
Hispanic/Latino	976	7.1%
Native Hawaiian or Other Pacific Islander (Not Hispanic/Latino)	48	0.4%
Two or More Races (Not Hispanic/Latino)	820	6.0%
Unknown	77	0.6%
White (Not Hispanic/Latino)	8,906	65.0%
Total	13,711	100%

[See page 170 in FY22 Impact Report](#)

BOARD OF DIRECTORS		
FY20		
GENDER	#	%
Female	4	30.8
Male	9	69.2
Total	13	100

RACE/ETHNICITY		
American Indian or Alaskan Native	0	0
Black or African American	4	30.8
Asian	0	0
Hispanic/Latino	0	0

Native Hawaiian or Other Pacific Islander	0	0
Two or More Races	0	0
Unknown	0	0
White	9	69.2
Total	13	100

[See page 198 in FY22 Impact Report](#)

FY22 TOTAL EMPLOY		
GENDER	#	#
	Unknown HC	Female HC
Full-Time	0	27,259
Part-Time	0	8,315
Total Regular	0	35,574
RACE/ETHNICITY	%	%
	All employees	Directors+
Full-Time	63.00%	34.60%
Part-Time	1.20%	1.00%
Total Regular	35.80%	64.40%

OR LEVEL AND ABOVE) - RACIAL CATEGORY

FY22		Change FY21–FY22		
#	%	#	<i>p.p.</i>	
14	0.3%	5	0.1 p.p.	
760	15.5%	150	1.9 p.p.	
333	6.8%	77	1.1 p.p.	
340	6.9%	55	0.6 p.p.	
8	0.2%	-1	0.0 p.p.	
236	4.8%	40	0.4 p.p.	
49	1%	14	0.2 p.p.	
3,164	64.5%	91	-4.2 p.p.	
4,904	100%	431	0 p.p.	

Minority (REM) Group (Global/Corporate)³²

FY22		Change FY21–FY22		
#	%	#	<i>p.p.</i>	
50	0.3%	2	0.0 p.p.	
2,561	17%	488	1.8 p.p.	
1,062	7%	299	1.5 p.p.	
1,221	8%	245	1.0 p.p.	
53	0.4%	5	0.0 p.p.	
914	6.1%	94	0.1 p.p.	
166	1.1%	89	0.5 p.p.	
9,071	60.1%	165	-4.9 p.p.	
15,098	100%	1,387	0 p.p.	

distribution centers or Air Manufacturing Innovation (Air MI).

BY GENDER (GLOBAL/CORPORATE)

FY22		Change FY21–FY22		
#	%	#	<i>p.p.</i>	
12,833	51.1%	1,227	0.6 p.p.	
12,305	48.9%	896	-0.6 p.p.	
25,138	100%	2,123	0 p.p.	
189	44.1%	23	1.1 p.p.	
240	55.9%	20	-1.1 p.p.	

429	100%	43	0 p.p.
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TOTALS (GLOBAL/ALL LINES OF BUSINESS)

FY22		Change From FY21-FY22	
#	%	#	p.p.
35,574	49.8%	2,990	-0.1 p.p.
190	43.9%	24	1.1 p.p.
628	44.1%	77	1.3 p.p.
2,267	43.9%	201	0.5 p.p.
6,064	47.1%	820	1.2 p.p.
26,425	51.3%	1,868	-0.5 p.p.

REM GROUP (U.S. ONLY, CORPORATE, E+)

FY22		Change FY21-FY22	
#	%	#	p.p.
3,213	65.5%	105	-4.0 p.p.
1,691	34.5%	326	4.0 p.p.
4,904	100%	431	0.0 p.p.
14	0.3%	5	0.1 p.p.
760	15.5%	150	1.9 p.p.
333	6.8%	77	1.1 p.p.
340	6.9%	55	0.6 p.p.
8	0.2%	-1	0.0 p.p.
236	4.8%	40	0.4 p.p.
49	1.0%	14	0.2 p.p.
3,164	64.5%	91	-4.2 p.p.
4,904	100%	431	0.0 p.p.

TOTALS BY REM (U.S./CORPORATE)

FY22		Change FY21-FY22	
#	%	#	p.p.

231	65.4%	10	-4.3 p.p.
122	34.6%	26	4.3 p.p.
353	100%	36	0 p.p.
<hr/>			
0	0.0%	0	0 p.p.
39	11.0%	12	2.5 p.p.
50	14.2%	5	0 p.p.
17	4.8%	2	0.1 p.p.
0	0.0%	0	0 p.p.
16	4.5%	7	1.7 p.p.
6	1.7%	4	1.1 p.p.
225	63.7%	6	-5.3 p.p.
353	100%	36	0 p.p.

P (U.S. ONLY, ALL LINES OF BUSINESS, ALL BANDS)

FY22		Change FY21–FY22	
#	%	#	p.p.
13,738	37.0%	640	-3.3p.p.
23,416	63.0%	3,975	3.3p.p.
37,154	100.0%	4,615	0p.p.
<hr/>			
152	0.4%	29	0p.p.
3,939	10.6%	709	0.7p.p.
9,487	25.5%	1,582	1.2 p.p.
7,427	20.0%	1,335	1.3 p.p.
259	0.7%	48	0 p.p.
2,152	5.8%	272	0 p.p.
437	1.2%	311	0.8 p.p.
13,301	35.8%	329	-4.1 p.p.
37,154	100%	4,615	0 p.p.

ONLY, ALL LINES OF BUSINESS, ALL BANDS) BY BAND

FY22		Change FY21–FY22	
#	%	#	<i>p.p.</i>
23,416	63.0%	3,975	3.3 p.p.
122	34.3%	26	4.1 p.p.
368	34.1%	58	1.9 p.p.
1,249	34.7%	245	4.4 p.p.
3,087	40.3%	578	3.6 p.p.
18,590	76.0%	3,068	2.5 p.p.

GROUP (U.S. ONLY, CORPORATE, ALL BANDS)

FY22		Change FY21–FY22	
#	%	#	<i>p.p.</i>
9,237	61.2%	254	-4.3 p.p.
5,861	38.8%	1,133	4.3 p.p.
15,098	100.0%	1,387	0 p.p.
50	0.3%	2	0 p.p.
2,561	17.0%	488	1.8 p.p.
1,062	7.0%	299	1.5 p.p.
1,221	8.1%	245	1 p.p.
53	0.4%	5	0 p.p.
914	6.1%	94	0.1 p.p.
166	1.1%	89	0.5 p.p.
9,071	60.1%	165	-4.9 p.p.
15,098	100%	1,387	0 p.p.

FY21		FY22	
#	%	#	%
4	33.3	4	36.4
8	66.7	7	63.6
12	100	11	100

0	0	0	0
3	25	3	27.3
0	0	0	0
0	0	0	0

0	0	0	0
0	0	0	0
0	0	0	0
9	75	8	72.7
12	100	11	100

EMPLOYEES BY EMPLOYEE TYPE AND GENDER

%	#	%
Female % of total	Male HC	Male % of total
77%	27,607	77%
23%	8,226	23%
100%	35,833	100%
VPs		
34.30%		
1.70%		
64.00%		



FY25 Target
%
50%
45%

--

FY25 Target
%
30%

FY25 Target
%





Occupational Health & Safety

[See page 171 in FY22 Impact Report](#)

OH&S DATA⁶¹ FOR NIKE EMPLOYEES⁶² AND TIER 1 FOCUS FACTORIES⁶³

NIKE Employees		CY20	CY21 ⁶⁴	CY22
Distribution (Industry Code: 493110)				
Total Case Incident Rate (TCIR)	NIKE	1.17	0.96	1.05
	Industry ⁶⁵	4.90	5.00	5.60
Lost Time Injury Rate (LTIR)	NIKE	0.78	0.33	0.32
	Industry	3.70	2.10	2.30
Air MI (Industry Code: 326113)⁶⁶				
TCIR	NIKE	4.81 ⁶⁷	4.70	3.17
	Industry	4.70	2.70	3.30
LTIR	NIKE	1.93 ⁶⁷	1.71	1.58
	Industry	3.20	1.10	1.20
Offices (Industry Code: 551114)				
TCIR	NIKE	0.35	0.01	0.04
	Industry	0.70	0.70	0.60
LTIR	NIKE	0.15	0.00	0.00
	Industry	0.30	0.30	0.20

[See page 172 in FY22 Impact Report](#)

TIER 1 FOCUS FACTORIES⁶⁸

		CY20	CY21 ⁶⁴	CY22
Footwear (Industry Code: 3162)				
TCIR	Supplier	0.28	0.15	0.11
	Industry	3.20	3.40	6.50
LTIR	Supplier	0.15	0.08	0.06
	Industry	1.00	1.30	3.10
Apparel (Industry Code: 3152)				
TCIR	Supplier	0.50	0.52	0.25
	Industry	1.90	1.60	1.80
LTIR	Supplier	0.27	0.21	0.13
	Industry	0.70	0.60	1.00
Equipment				
TCIR	Supplier	0.37	-	-
	Industry	N/A	N/A	N/A
LTIR	Supplier	0.37	-	-
	Industry	N/A	N/A	N/A

[61] OH&S data is reported using calendar year (CY) instead of fiscal year (FY) to align data with reg (OSHA) and Bureau of Labor Statistics (BLS), both of which are used as an industry standard. The ir classification, such as DCs and Air MI, offices, footwear manufacturing, apparel manufacturing, repoi captured and recorded separately

[62] The reported injury rates reflect a combination of NIKE full-time and certain external temporary v NIKE's operations except retail, which is excluded from OSHA record keeping requirements. Retail ir

[63] Focus factories are key strategic contract factories within our supply chain that represent the ma

- [64] Using CY21 BLS rates as BLS rates for CY22 were not published at the time of the FY22 NIKE,
- [65] The industry average comes from the United States Department of Labor; Bureau of Labor Statistics (Offices, Footwear Manufacturing, Apparel Manufacturing) reports a separate average for recordable
- [66] The Air MI industry code has been updated as of CY22 reporting. After implementation of a manufacturing category is now a more accurate description for Air MI's business. Both "Unlaminated Manufacturing" occur at Air MI facilities
- [67] FY20 Air MI injury rate was uniquely influenced by COVID-19 with interruptions in work, adjustments to the workforce.
- [68] Tier 1 focus factory data is self-reported by factories and may be incomplete. At the time of the FY20 reporting, data for some factories where actual data was unavailable. The BLS does not calculate manufacturing rates for equipment and accessories focus factories.
- [64] Using CY21 BLS rates as BLS rates for CY22 were not published at the time of the FY22 NIKE,

regulatory reporting requirements, including Occupational Safety and Health Administration industry average comes from the United States Department of Labor; BLS. Each industry reports a separate average for recordable injuries and lost time rates each of which are

workers. Data is collected based on U.S. legal reporting requirements, reporting on all injury rates will be included in future reports majority of finished goods production of NIKE footwear, apparel and Converse footwear

Inc. Impact Report publication.

astics. Each industry classification (such as DC, Air Manufacturing Innovation (Air MI), injuries and lost time rates (which are captured).

ufacturing expansion and site diversification plan, the broader “All other plastics product
Plastics Film & Sheet Manufacturing” and “Unlaminated Plastics Profile Shape

ents to manufacturing process and the addition of hundreds of temporary workers to

FY22 NIKE, Inc. Impact Report publication, December 2021 data was estimated for
ipment/accessories. From CY21 onwards through the FY25 target cycle, there are no

Inc. Impact Report publication.

Code of Conduct

[See page 83 in FY22 Impact Report](#)

SUSTAINABLE MANUFACTURING & SOURCING INDEX (SMSI) FACTORY RATINGS

	FY20	FY21	FY22
Gold	0	0	0
Silver	15	14	14
Bronze	432	424	370
Red	16	61	186
No Rating	0	102	4
Zero Tolerance	0	5	38

[See page 83 in FY22 Impact Report](#)

TARGET PERFORMANCE

	FY20	FY21	FY22	Change from
All NIKE	94	85	60	-34
Tier 1	94	92	79	-15
Tier 2	0	59	24	+24
DC	0	0	0	N

[See page 83 in FY22 Impact Report](#)

WORKER COUNT RESULTS

	Tier 1	Tier 2	DCs	FY22 Total
	#	#	#	#
Americas	59,722	3,998	13,747	77,467
EMEA	32,428	846	3,066	36,340
N Asia	113,272	61,449	3,985	178,706
S Asia	380,730	31,079	394	412,203
SE Asia	541,811	57,260	49	599,120
TOTAL	1,127,963	154,632	21,241	1,303,836

[See page 83 in FY22 Impact Report](#)

AUDIT COUNTS

	Tier 1	Tier 2	DCs	FY22 Total
	#	#	#	#
NIKE	61	1	0	62
SLCP ⁴⁰	286	158	26	470
SAC's FEM ⁴⁰	379	185	0	564
ZDHC ⁴⁰ Wastewater Guidelines	82	166	0	248
DECA	0	0	20	20
FLA	4	0	0	4
Better Work	50	3	0	53

Total	862	513	46	1,421
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⁴⁰Number of reports received.

[See page 173 in FY22 Impact Report](#)

AUDIT, NON-COMPLIANCE	% of Tier 1 Total	% of Tier 2 Total	% of DCs Total
Age Standards	0	0.2	0.5
Air Emissions	0	0.1	0
Building Is Safe	4.2	5.6	10
Chemical Management	30.4	20.1	7.2
Code is Fully Implemented	6.7	5.6	8.6
Discrimination	0.4	1.3	5.7
Dorms, Canteen and Childcare	2.1	2.1	1.4
Fire and Emergency Action	16.7	10	12
Forced or Compulsory Labor ⁶⁹	1.3	0.7	0.5
Freedom of Association and Collective Bargaining	1.7	1.4	6.7
Harassment and Abuse	0.8	0	0
Hazardous Waste	1.3	1.9	0
Occupational Health and Hygiene	9.2	13.3	11.5
Regular Employment	1.3	0.8	1
Solid Waste (Non-Hazardous Waste)	0	0.4	2.4
Wages and Benefits	3.3	5.4	2.9
Wastewater	3.8	2.7	0
Working Hours	4.6	10.6	17.2
Workplace Is Safe	12.5	17.7	12.4
Total	100	100	100

[69] "All work or service which is exacted from any person under the menace of any penalty

[See page 81 in FY22 Impact Report](#)

% COMPLIANCE WITH FOUNDATIONAL EXPECTATIONS	FY20	FY22
FY20 target scope (T1 & high visibility ³⁹ T2)	94%	77%
FY25 target scope expansion (additional T2, DCs & Air MI)	NA	12%

[39] Suppliers manufacturing branded licensed products or branded footwear uppers and br:



om FY20-22
p.p.
p.p.
p.p.
A

%
6%
3%
14%
32%
46%
100%

%
4%
33%
40%
17%
1%
0.3%
4%

100%

and for which the said person has not offered himself voluntarily.” – International Labour Orga

anded outsoles.

Materials

See page 104 in FY22 Impact Report

REGRIND MATERIAL IN NIKE FOOTWEAR

FY22 Tiered Models	% of Nike Grind material in outsole
Revolution 6 NN	10%
Downshifter 12	13%
Star Runner GS	8.1%
Crater Impact	14%
Air Max 2021	13%

See page 105 in FY22 Impact Report

TOP FIVE MATERIALS⁴⁶ IN PRODUCT BY VOLUME⁴⁷

		FY20	FY21
<i>Polyester</i>			
Recycled	metric tons	44,387	55,477
	%	23%	33%
Total Polyester Use	metric tons	195,490	166,343
<i>Cotton</i>			
Organic	metric tons	10,811	13,680
	%	10%	12%
Recycled	metric tons	503	905
	%	0.4%	0.8%
Third-party Certified	metric tons	85,139	66,776
	%	75%	58%
Total Cotton Use	metric tons	113,615	115,543
<i>Rubber</i>			
Recycled	metric tons	564	689
	%	0.7%	0.9%
Total Rubber Use	metric tons	76,141	78,896
<i>Ethylene-Vinyl Acetate (EVA) Foam</i>			
Recycled	metric tons	978	907
	%	2%	2%
Total EVA Foam Use	metric tons	61,053	53,055
<i>Leather⁴⁹</i>			
Flyleather	metric tons	53	57
	%	0.1%	0.1%
Synthetic Leather	metric tons	18,623	16,031
	%	36%	26%
Total Leather Use	metric tons	51,646	60,502

[46] Total material use rows reflect both EPM totals and conventional materials totals. Only EPM: enable more inclusive scope of measurement in our 2025 targets, our percentage has dropped. ' percentage in alignment with the expanded measurement scope. Cotton and polyester data inclu footwear and apparel. Rubber, EVA foam and leather data includes NIKE Brand footwear only.

[47] Total material use reflects EPM and conventional materials. As we have shifted data source: targets, our percentage has dropped. We continue to explore ways to help grow our organic, rec the expanded measurement scope. Cotton and polyester data includes NIKE Brand footwear, ap EVA foam and leather data includes NIKE Brand footwear only.

[48] Recycled EVA foam dropped due to methodological shifts in underlying data, combined with to COVID.

[49] All leather is Leather Working Group certified.

[See page 108 in FY22 Impact Report](#)

Scope 1 and 2

FY22 vs FY15 Baseline	FY22 vs FY21	Target
-71%	-38%	-65%

Scope 3

FY22 vs FY15 Baseline	FY22 vs FY21	Target
+8%	-8%	-30%

2030 Science-Based Target

[See page 110 in FY22 Impact Report](#)

	SCOPE 1, 2 & 3 TOTALS (METRIC TONS CO ₂ e)		
	FY15	FY16	FY17
Scope 1	35,264	37,325	40,138
Scope 2	228,770	225,853	224,511
Scope 3	9,219,282	9,433,177	9,947,164

Carbon¹

[See page 175 in FY22 Impact Report](#)

FY22 EMISSIONS SUMMARY (METRIC TONS CO₂e) SCOPE 1, 2, AND 3⁷¹

	Emissions	Emissions (%)
Scope 1	50,868 ²²	0.50%
Scope 2 (market-based emissions)	24,900 ²²	0.30%
Scope 3	9,953,491	99.20%
Total	10,029,259	

[71] NIKE converts all energy consumption to kWh using net calorific value of the direct fuels used. Emissions data for HFCs, PFCs and SF₆ are not reported. NIKE has phased out SF₆ and therefore other greenhouse gases are either not relevant, immaterial, or data is not available.

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC has audited for the period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountant.

[See page 176 in FY22 Impact Report](#)

ENERGY AND EMISSIONS BY BUSINESS UNIT	
	Emissions (Metric Tons CO ₂ e)

	Scope 1 FY20	Scope 1 FY21	Scope 1 FY22
Retail	18,210	17,761	18,611
HQs & Offices	18,488	13,934	14,530
HQ Fleet Vehicles	1,407	227	253
Distribution Centers	9,676	11,224	12,149
Corporate Jets	2,912	1,432	3,515
Air Manufacturing Innovation	1,620	1,884	1,809
NIKE, Inc.	52,312	46,462	50,868 ²²

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC h period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountan

[See page 177 in FY22 Impact Report](#)

FUEL CONSUMPTION (MWh) AND SCOPE 1 EMISSIONS (METRIC TONS CO₂e)			
	FY20	FY21	FY22
<i>Air MI</i>			
Fuel Consumed (MWh)	6,311	7,604	7,219
Emissions (Metric Tons CO ₂ e)	1,620	1,884	1,809
<i>HQ Fleet Vehicles</i>			
Fuel Consumed (MWh)	5,582	904	1,004
Emissions (Metric Tons CO ₂ e)	1,407	227	253
<i>Corporate Jets</i>			
Fuel Consumed (MWh)	11,257	5,534	13,356
Emissions (Metric Tons CO ₂ e)	2,912	1,432	3,515
<i>Distribution Centers</i>			
Fuel Consumed (MWh)	47,244	54,852	59,802
Emissions (Metric Tons CO ₂ e)	9,676	11,224	12,149
<i>HQs & Offices</i>			
Fuel Consumed (MWh)	73,028	49,966	53,522
Emissions (Metric Tons CO ₂ e)	18,488	13,934	14,530
<i>Retail</i>			
Fuel Consumed (MWh)	89,898	87,682	91,880
Emissions (Metric Tons CO ₂ e)	18,210	17,761	18,611
<i>NIKE, Inc.</i>			
Fuel Consumed (MWh)	233,320	206,541	226,783
Emissions (Metric Tons CO ₂ e)	52,312	46,462	50,868 ²²

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC h period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountan

[See page 178 in FY22 Impact Report](#)

ELECTRICITY CONSUMPTION (MWh) AND SCOPE 2 EMISSIONS (METRIC TONS CO₂e)			
	FY20	FY21	FY22
<i>Air MI</i>			
Grid Electricity (MWh)	94,290	86,885	82,116
Location-Based (Metric Tons CO ₂ e)	46,059	42,151	38,531
Market-Based (Metric Tons CO ₂ e)	19,494	2,155	2,952
<i>Distribution Centers</i>			
Total Electricity (MWh)	191,711	197,657	194,685
Grid Electricity (MWh)	173,775	174,388	174,851
Onsite Solar (MWh)	6,805	8,150	10,294
Onsite Wind (MWh)	11,131	15,120	9,540
Location-Based (Metric Tons CO ₂ e)	79,178	81,550	62,811
Market-Based (Metric Tons CO ₂ e)	38,829	14,523	7,708
<i>HQs and Offices</i>			
Total Electricity (MWh)	152,909	121,015	115,051
Grid Electricity	152,281	120,608	113,766
Onsite Solar	628	407	1,285
Location-Based (Metric Tons CO ₂ e)	56,446	46,956	41,620
Market-Based (Metric Tons CO ₂ e)	33,769	18,352	4,062
<i>Retail</i>			
Total Electricity (MWh)	204,033	186,654	196,685
Grid Electricity	204,033	186,654	196,685
Location-Based (Metric Tons CO ₂ e)	89,493	80,922	81,073
Market-Based (Metric Tons CO ₂ e)	68,748	41,391	10,178
<i>NIKE, Inc.</i>			
Total Electricity (MWh)	642,943	592,211	588,537
Grid Electricity	624,379	568,535	567,418
Onsite Solar	7,433	8,557	11,579
Onsite Wind	11,131	15,120	9,540
Location-Based (Metric Tons CO ₂ e)	271,176	251,579	224,035²²
Market-Based (Metric Tons CO ₂ e)	160,840	76,420	24,900²²

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC has audited for the period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountant.

[See page 179 in FY22 Impact Report](#)

SCOPE 3 EMISSIONS: MANUFACTURING & LOGISTICS (METRIC TONS CO₂e)			
	FY20	FY21	FY22
Tier 1 - Footwear Manufacturing	1,388,826	1,411,754	1,469,481
Tier 1 - Apparel Manufacturing	89,865	72,601	87,753

Tier 2 - Footwear Textile Dyeing and Finishing	207,713	193,463	194,364
Tier 2 - Apparel Textile Dyeing and Finishing	785,487	727,076	767,499
Logistics - Inbound Transportation	1,013,581	275,199	413,998²²
Logistics - Outbound Transportation	164,690	184,719	152,869²²

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC has audited for the period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountant.

Science Based Target (SBT) Footprint

[See pages 180-181 in FY22 Impact Report](#)

SCIENCE-BASED TARGETS (SBT) FOOTPRINT			
	FY15	FY16	FY17
Scope 1			
Air Manufacturing Innovation	126	114	145
HQ Fleet Vehicles	406	535	666
Corporate Jets	3,576	4,392	3,391
Distribution Centers	8,084	6,698	7,861
HQs & Offices	10,009	11,623	13,168
Retail	13,423	13,963	14,907
Total	35,624	37,325	40,138
Scope 2 (market-based emissions)			
Air Manufacturing Innovation	18,099	14,873	18,156
Distribution Centers	58,241	67,832	61,142
HQs & Offices	54,276	43,189	41,820
Retail	98,154	99,959	103,393
Total	228,770	225,853	224,511
Scope 3			
Waste Generated in Operations	1,738	1,973	2,031
Downstream Transportation and Distribution	63,787	71,510	67,753
Energy-Related Activities Excluded in Scope 1	11,163	12,151	13,140
End-of-Life	375,270	393,776	404,768
Logistics	1,064,313	880,326	1,146,359
Packaging	539,198	560,225	582,072
Business Travel (Corporate Air Travel)	112,355	110,523	81,913
Employee commuting	98,546	106,755	114,964
T2-T4 ACC	722,333	723,829	620,552
T1 Waste	44	43	42
T1 FW	1,007,402	1,018,623	1,086,039
T1 ACC	114,074	114,310	98,000
T1 AP	175,719	181,408	193,409
T2 AP	589,308	712,818	809,594
T2 FW	216,662	220,386	208,238
T3 AP	1,097,424	1,132,893	1,207,583
T3 FW	357,005	378,591	389,155
T4 AP	764,803	789,522	841,574

T4 FW	1,908,139	2,023,515	2,079,979
RTFKT – Primary Transactions	0	0	0
RTFKT – Secondary Transactions	0	0	0
Total	9,219,282	9,433,177	9,947,164

[22] This metric is part of Management’s Assertion on select sustainability metrics, which PwC h period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountan

[See pages 183-186 in FY22 Impact Report](#)

SCOPE 3 EMISSIONS BY CATEGORY AND OPERATIONAL BOUNDARIES

In SBT scope
Not in SBT scope

EMISSIONS SOURCES	FY22 Metric Tons CO₂e and/or Evaluation Status	Scope of Reported Emissions	Emissions Calculation Methodology
UPSTREAM			
1 - Purchased Goods and Services	8,476,358	Includes emissions across NIKE brands and product engines, including from raw	Emissions data is calculated using primary activity data and extrapolations.
2 - Capital Goods	Not relevant	NIKE does not have significant investment in capital goods as most	N/A
3 - Fuel and Energy-Related Activities Not Included in Scope 1 or 2	15,062	Includes emissions associated with the extraction, production, and transportation of fuels and energy	Emissions data is calculated using primary activity data, extrapolated consumption,
4 - Upstream Transportation and Distribution	644,305	Includes ~95% of global inbound transportation and ~95% of global outbound transportation via the following modes of	Transactional data is applied to a third-party transportation carbon calculator against industry standard
5 - Waste Generated in Operations	1,999	Emissions relative to the fate of the waste generated in our own operations including HQs	Total HQs, DCs, and Air MI waste not diverted from landfill multiplied

6 - Business Travel	13,297	Includes emissions from commercial air travel.	Air CO ₂ emissions are estimated based on number and distance of trips. Short haul trips
7 - Employee Commuting	98,473	Emissions associated with the transportation of employees between their homes and work locations. Represents regular	Internal employee commuting survey data is used to inform the allocation of methods/modes that NIKE
8 - Upstream Leased Assets	Not relevant	NIKE does not have significant emissions from upstream leased assets.	N/A
DOWNSTREAM			
9 - Downstream Transportation and Distribution	85,146	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
10 - Processing of Sold Products	Not relevant	NIKE's products are finished consumer goods and do not undergo any	N/A
11 - Use of Sold Products	7,968,735	These emissions are associated with washing and drying NIKE's sold apparel and starting with FY22	There is no primary emissions data available from use of NIKE's products.
12 - End-of-Life Treatment of Sold Products	618,851	These emissions are associated with the disposal of products including landfill and incineration.	There is no primary emissions data available for end-of-life treatment of NIKE's
13 - Downstream Leased Assets	Not relevant	NIKE does not have significant emissions from downstream leased assets.	N/A
14 - Franchises	Not relevant	NIKE does not have significant emissions from franchises.	N/A

15 - Investments	Not relevant	NIKE does not have significant emissions from investments.	N/A
Total SBT S3 Emissions	9,953,491		
Total Full Footprint S3 Emissions	17,922,226		

See pages 188-190 in FY22 Impact Report

FY22 FUEL & ELECTRICITY		
Country/Region	Fuel Consumed (MWh)	Scope 1 & 2 Emissions (Metric Tons)
Argentina	1,190	25
Australia	989	21
Austria	579	11
Belgium	11,147	1,7
Brazil	86	2
Canada	10,865	2,2
Chile	680	14
China	37,995	8,3
Croatia	36	7
Czech Republic	216	4
Denmark	319	6
France	3,595	73
Germany	6,924	1,4
Greece	0	5
Hong Kong	578	14
Hungary	297	6
India	511	14
Indonesia	126	3
Ireland	303	6
Israel	0	7
Italy	2,359	52
Japan	6,215	1,2
Malaysia	525	11
Mexico	3,266	68
Netherlands	3,515	1,0
New Zealand	73	1
Norway	212	4
Philippines	62	1
Poland	1,089	22
Portugal	0	0
Russia	2,084	44
Singapore	692	17
South Africa	674	14
South Korea	6,199	1,4
Spain	3,400	71
Sweden	369	8
Switzerland	287	5

Taiwan	1,046	25
Thailand	449	98
Turkey	1,011	21
United Arab Emirates	7	2
United Kingdom	6,540	1,3
United States of America	109,891	25,8
Uruguay	198	4
Vietnam	184	7
Total	226,783	50,8

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC has audited for the period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountant.

[See page 191 in FY22 Impact Report](#)

FY22 RE	
Energy Type	Heating Value
Fuel	LHV (lower heating value)
Purchased or Acquired Electricity	
Sustainable Aviation Fuel	
Total	

[See pages 192-193 in FY22 Impact Report](#)

FY22 RE			
	Onsite RE		Power Purchase
Country	Onsite Solar	Onsite Wind	PPA: Oregon Avangrid
Argentina	-	-	-
Austria	-	-	-
Belgium	5,916	9,540	-
Brazil	-	-	-
Canada	-	-	-
Chile	-	-	-
China	3,026	-	-
Croatia	-	-	-
Czech Republic	-	-	-
Denmark	-	-	-
France	-	-	-
Germany	-	-	-
Greece	-	-	-
Hungary	-	-	-
India	-	-	-
Indonesia	-	-	-
Ireland	-	-	-

Israel	-	-	-
Italy	-	-	-
Malaysia	-	-	-
Mexico	762	-	-
Netherlands	-	-	-
Norway	-	-	-
Philippines	-	-	-
Poland	-	-	-
Portugal	-	-	-
South Africa	-	-	-
Spain	-	-	-
Sweden	-	-	-
Switzerland	-	-	-
Thailand	-	-	-
Turkey	-	-	-
United Arab Emirates	-	-	-
United Kingdom	-	-	-
United States of America	1,875	-	110,221
Total	11,579	9,540	110,221

[See page 194 in FY22 Impact Report](#)

RENEWABLE ENERGY (MWh)			
	FY20	FY21	FY22
Manufacturing (Tier 1) and Textile Dyeing and Finishing (Tier 2)⁷⁵			
Renewable Direct Fuel Consumption	487,754	443,212	543,689
% of Total	20%	19%	22%
Renewable Electricity Consumption	13,402	29,897	232,256
% of Total	0.40%	1%	7%
Renewable Energy Consumption	531,010	479,774	798,393
% of Total	8%	8%	13%
Owned or Operated			
Renewable Direct Fuel Consumption	365	2,171	2,709
% of Total	0.20%	1%	1%
Renewable Electricity Consumption	310,798	459,127	547,405 ²²
% of Total	48%	78%	93% ²²
Renewable Energy Consumption	311,163	461,298	550,114 ²²
% of Total	36%	58%	67% ²²

[22] This metric is part of Management's Assertion on select sustainability metrics, which PwC has audited for the period from June 1, 2021, to May 31, 2022, as indicated in the Report of Independent Accountant.

[75] Tier 1 and 2 data includes renewable energy use across footwear only up to FY20, at which point the scope expanded to include all manufacturing. Owned or operated data includes electricity only; full energy view for FY21 can be seen on page 194.

[See page 194 in FY22 Impact Report](#)

FUEL CONSUMPTION BY FUEL TYPE (MWh)	
	FY22
Natural Gas	207,938

Jet Fuel	13,197
Sustainable Aviation Fuel	159
Hi-Sene	2,960
Gasoline	804
Deisel	1,715
Propane	10
TOTAL	226,783

[See page 194 in FY22 Impact Report](#)

STEAM, HEAT, COOLING CONSUMPTION (MWh)	
Steam	0
Heat	0
Cooling	0

[See page 194 in FY22 Impact Report](#)

BIOGENIC EMISSIONS (METRIC TONS CO ₂ e)	
Biomass Renewable Energy Credits	4,660
Biogenic Emissions from SAF	0.0000000017
Total	4,660

[See page 194 in FY22 Impact Report](#)

SCOPE 1 EMISSIONS BY GAS (METRIC TONS CO ₂ e)	
	FY22
CH ₄	111
CO ₂	46,299
N ₂ O	42
Refrigerant CO ₂ e	4,415
TOTAL	50,868

NIKE, Inc. Management Assertion

[See page 216 in FY22 Impact Report](#)

Selected Environmental Sustainability Metrics	
For the Fiscal Year ended May 31, 2022 (FY22)	
Total Energy ⁷⁶ Consumption (MWh)	815,320
Renewable Electricity Consumption (MWh / %)	547,405 / 93%
Renewable Energy Consumption (MWh / %)	550,114 / 67%
Scope 1 (Direct) Emissions (Metric tons CO ₂ e)	50,868
Scope 2 (Indirect) Location-Based Emissions (Metric tons CO ₂ e)	224,035
Scope 2 (Indirect) Market-Based Emissions (Metric tons CO ₂ e)	24,900
Scope 3 (Category 6) Emissions from Commercial Air Travel (Metric tons CO ₂ e)	13,297

Scope 3 (Category 4) Emissions from Logistics (inbound) (Metric tons CO ₂ e)	413,998
Scope 3 (Category 4) Emissions from Logistics (outbound) (Metric tonsCO ₂ e)	152,869

[76] Includes direct fuel use and purchased or acquired electricity consumption.

FY22
82,317
46%
180,645
17,748
12%
867
0.6%
94,417
66%
142,113
2,045
2%
94,494
26⁴⁸
0.1%
44,523
13
0.02%
18,117
28%
65,870

s are called out in table. As we have shifted data sources to
We continue to explore ways to help grow our sustainable cotton
ides NIKE Brand footwear, apparel and socks, and Converse

s to enable more inclusive scope of measurement in our 2025
 cycled and third-party certified cotton percentage in alignment with
 apparel and socks, and Converse footwear and apparel. Rubber,

key suppliers of recycled EVA being offline several months due

IC TONS CO ₂ e)				
FY18	FY19	FY20	FY21	FY22
41,941	46,713	52,312	46,462	50,868
210,321	105,390	160,840	76,420	24,900
10,269,811	10,737,016	11,604,118	10,827,234	9,953,491

consumption, including transportation fuels.
 we doesn't have SF₆ emissions. Emissions for

as performed limited assurance over for the
 its.

BUSINESS FUNCTION (SCOPE 1 AND SCOPE 2 (MARKET-BASED))	
Tons CO ₂ e)	Energy (M

Scope 2 FY20	Scope 2 FY21	Scope 2 FY22	Fuel consumed FY20	Fuel consumed FY21	Fuel consumed FY22
68,748	41,391	10,178	89,898	87,682	91,880
33,769	18,352	4,062	73,028	49,966	53,522
-	-	-	5,582	904	1,004
38,829	14,523	7,708	47,244	54,852	59,802
-	-	-	11,257	5,534	13,356
19,494	2,155	2,952	6,311	7,604	7,219
160,840	76,420	24,900²²	233,320	206,541	226,783

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its.

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FY15–21 (METRIC TONS CO₂e)				
FY18	FY19	FY20	FY21	FY22
496	1,229	1,620	1,884	1,809
627	555	1,407	227	253
3,773	3,162	2,912	1,432	3,515
10,048	10,408	9,676	11,224	12,149
10,975	13,612	18,488	13,934	14,530
16,022	17,747	18,210	17,761	18,611
41,941	46,713	52,312	46,462	50,868²²
29,237	33,849	19,494	2,155	2,952
55,304	60,603	38,829	14,523	7,708
33,802	10,938	33,769	18,352	4,062
91,978	92,107	68,748	41,391	10,178
210,321	209,065	160,840	76,420	24,900²²
2,245	1,951	2,322	1,810	1,999
70,403	64,979	91,862	78,184	85,146
14,128	15,117	15,289	13,025	15,062
417,717	439,028	452,856	418,080	618,851
1,104,695	1,192,920	1,304,489	544,099	644,305
604,771	628,355	652,859	954,955	683,365
75,645	89,464	81,340	3,395	13,297²²
123,173	131,382	107,314	85,746	98,473
653,580	669,971	642,926	568,895	685,694
41	40	42	20	26
1,182,089	1,176,709	1,415,163	1,444,915	1,504,501
103,216	105,805	97,785	89,842	113,286
204,659	215,796	200,266	170,779	177,402
839,357	873,069	1,008,183	963,898	1,030,009
190,208	201,344	282,439	328,634	338,264
1,277,571	1,346,980	1,267,251	1,179,185	558,004
396,536	416,934	458,388	430,053	523,463
890,349	938,721	893,826	778,623	682,022

2,119,428	2,228,453	2,629,520	2,773,094	2,163,316
0	0	0	0	16,590
0	0	0	0	417
10,269,811	10,737,016	11,604,118	10,827,234	9,953,491

as performed limited assurance over for the
its.



% of Emissions Calculated Using Data Obtained From Suppliers or Value Chain Partners
31%
N/A
58%
100%
100%

100%
18%
N/A
0%
N/A
N/A
0%
N/A
N/A

N/A

ELECTRICITY CONSUMPTION (MWh) & SCOPE 1 & 2 EMISSIONS (METRIC TONS CO ₂ e) BY COMPANY			
Company	Grid Electricity (MWh)	Onsite Solar (MWh)	Onsite Emissions (Metric Tons CO ₂ e)
5	3,257	0	0
8	2,369	0	0
7	745	0	0
44	35,516	5,916	9,542
4	137	0	0
17	6,542	0	0
6	2,460	0	0
91	68,236	3,026	0
	86	0	0
4	236	0	0
3	305	0	0
6	8,513	0	0
82	5,428	0	0
	938	0	0
9	1,369	0	0
0	407	0	0
4	859	0	0
5	465	0	0
4	790	0	0
	1,172	0	0
1	5,539	0	0
91	15,533	0	0
2	1,229	0	0
6	7,491	762	0
04	8,948	0	0
5	489	0	0
6	250	0	0
7	699	0	0
3	1,384	0	0
	714	0	0
6	2,516	0	0
8	1,746	0	0
6	1,642	0	0
58	8,066	0	0
7	8,360	0	0
5	232	0	0
3	386	0	0

2	2,573	0	0
3	827	0	0
6	1,990	0	0
	8	0	0
92	8,802	0	0
378	342,950	2,144	0
1	432	0	0
1	4,780	0	0
68²²	567,419	11,849	9,54

as performed limited assurance over for the
its.

22 Total Energy Consumption (MWh)	
MWh from Renewable Sources	MWh from Non-Renewable Sources
2,550	224,074
547,405	41,132
159	0
550,114	265,206

RENEWABLE ENERGY (MWh) BY COUNTRY AND TYPE					
Agreements		Unbundled Renewable Energy Credits (RECs)			
VPPA: North America Avangrid	VPPA: Europe Avangrid	RECs: Biomass	RECs: Hydroelectric	RECs: Solar	RECs: Wind
-	-	-	-	-	3,257
-	745	-	-	-	-
-	541	12,944	835	7,951	17,223
-	-	-	-	-	137
6,542	-	-	-	-	-
-	-	-	-	2,460	-
-	-	-	-	386	-
-	86	-	-	-	-
-	236	-	-	-	-
-	305	-	-	-	-
-	8,513	-	-	-	-
-	5,428	-	-	-	-
-	938	-	-	-	-
-	407	-	-	-	-
-	-	-	-	-	-
-	-	-	-	465	-
-	790	-	-	-	-

-	-	-	-	1,172	-
-	5,539	-	-	-	-
-	-	-	-	1,229	-
-	-	-	-	-	-
-	8,948	-	-	-	-
-	250	-	-	-	-
-	-	-	-	699	-
-	1,384	-	-	-	-
-	714	-	-	-	-
-	-	-	-	1,642	-
-	8,360	-	-	-	-
-	232	-	-	-	-
-	386	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	1,990
-	-	-	-	8	-
-	8,802	-	-	-	-
321,851	-	-	-	3,543	-
238,393	52,606	12,944	835	19,555	22,607

as performed limited assurance over for the
its.
point apparel has been added to reporting
n the previous page.


ΔWh)

Electricity consumed FY20	Electricity consumed FY21	Electricity consumed FY22
204,033	186,654	196,685
152,909	121,015	115,051
-	-	-
191,711	197,657	194,685
-	-	-
94,290	86,885	82,116
642,943	592,211	588,537

COUNTRY		
Wind (h)	Location-Based Scope 2 (Metric Tons CO ₂ e)	Market-Based Scope 2 (Metric Tons CO ₂ e)
	938	0
	1,629	1,629
	102	0
40	5,899	165
	14	0
	849	0
	1,091	0
	42,695	498
	15	0
	104	0
	30	0
	458	0
	1,880	0
	467	0
	1,126	1,126
	93	0
	624	0
	356	0
	233	0
	562	0
	1,585	0
	7,593	7,593
	817	0
	2,985	2,985
	3,305	0
	60	60
	3	0
	472	0
	925	0
	170	0
	944	1,116
	675	675
	1,538	0
	4,173	4,173
	1,665	0
	3	0
	9	0

	1,431	1,431
	385	0
	862	0
	4	0
	1,852	0
	130,290	327
	5	5
	3,118	3,118
10	224,035²²	24,900²²

	Total MWh
	226,624
	588,537
	159
	815,320

Alternative Fuels			
RECs: Wind and Solar	Biogas	Sustainable Aviation Fuel	TOTAL
-	-	-	3,257
-	-	-	745
-	2,550	-	57,500
-	-	-	137
-	-	-	6,542
-	-	-	2,460
67,440	-	-	70,853
-	-	-	86
-	-	-	236
-	-	-	305
-	-	-	8,513
-	-	-	5,428
-	-	-	938
-	-	-	407
859	-	-	859
-	-	-	465
-	-	-	790

-	-	-	1,172
-	-	-	5,539
-	-	-	1,229
-	-	-	762
-	-	-	8,948
-	-	-	250
-	-	-	699
-	-	-	1,384
-	-	-	714
-	-	-	1,642
-	-	-	8,360
-	-	-	232
-	-	-	386
827	-	-	827
-	-	-	1,990
-	-	-	8
-	-	-	8,802
-	-	159	347,648
69,127	2,550	159	550,114

Waste[See page 187 in FY22 Impact Report](#)

WASTE (METRIC TONS)			
	FY20	FY21	FY22
Distribution Centers (DCs)			
Recycled	36,713	33,856	33,795
Composted	117	86	138
Waste to Energy	1,637	2,214	3,001
Landfilled	3,664	3,663	3,148
Total	42,131	39,820	40,082
HQs			
Recycled	1,661	1,157	1,946
Composted	1,043	697	1,003
Waste to Energy	0	2	111
Landfilled	2,142	790	882
Total	4,846	2,646	3,942
FW Manufacturing⁷³			
Recycled	49,629	51,584	59,067
Energy Recovery	60,675	50,968	50,078
Landfilled and Incinerated	429	–	–
Total	110,733	102,553	109,144
AP Manufacturing⁷³			
Recycled	20,076	14,557	21,309
Waste to Energy	2,371	2,540	2,827
Landfilled and Incinerated	924	387	409
Total	23,371	17,484	24,545
Air Manufacturing Innovation			
Recycled	44,339	32,780	28,458
Waste to Energy	182	169	11
Landfilled and Incinerated	1,284	957	817
Total	45,805	33,906	29,286

TOTAL WEIGHT OF HAZARDOUS WASTE (METRIC TONS) GENERATED IN FOOTWEAR MANUFACTURING⁷⁴

	FY22
Total weight	12,398

[73] Strategic Finished Goods Suppliers: Suppliers representing approximately 80% of total

[74] Annual compliance assessments verify that suppliers are meeting the requirements in t Leadership Standards (CLS). Verifiers confirm that partners have obtained all required perm control programs including proper management of hazardous waste and hazardous waste v qualified and licensed.

[See page 116 in FY22 Impact Report](#)**NIKE GRIND FOOTWEAR WASTE VOLUMES RECYCLED**

Waste Source	Disposition Method
---------------------	---------------------------

Post-Industrial (Factory scrap)	Recycled into NIKE Products and Recycled by Global Open Loop Customers
Post-Consumer + Unsellables ⁵⁴ (Consumer Shoes + NIKE Samples and Defectives)	Reused by Global Open Loop Customers
TOTAL FOOTWEAR MATERIALS RECYCLED	

[54] Unsellables refers to NIKE sample products, defective products and returned products

[55] In addition to the footwear data detailed in the table above, ~20,000 metric tons of post

footwear and apparel production.

the NIKE Code of Conduct and Code
of Ethics with safety, health and environmental
requirements selected by the supplier being properly

(METRIC TONS)		
FY20	FY21	FY22

49,629	51,584	59,067
79	170	556
49,708	51,754	59,623⁵⁵

that aren't fit for resale as NIKE products.
industrial apparel was open-loop recycled.

Water[See page 124 in FY22 Impact Report](#)

WATER (MILLION LITERS)		
	FY20	FY21
Textile Dyeing and Finishing⁵⁷		
Municipal/City Water To Facility	13,277.6	13,067.5
Ground Water	4,804.5	4,391.4
Surface Water	2,102.4	1,466.9
Rainwater Collection	34.5	16.5
Condensate Use	390.6	395.7
TOTAL FRESHWATER USE	20,609.5	19,338.0

[57] Includes focus suppliers only. Focus suppliers represent key suppliers involved in 1 and/or finishing of materials, which directly support footwear and apparel finished products.

[See page 126 in FY22 Impact Report](#)

Water restored (L)		
	FY20	FY21
Australia	650M	2.05B
India	0	11.7M
Total	650M	2.06B

[See page 216 in FY22 Impact Report](#)

WATER RESTORATION FUNDING	
	Cumulative since 2015 inception, as of March 2022
Water Restoration project funding (Australia, India and Pakistan) in NIKE's Extended Cotton Supply Chain (USD)	\$975,000

FY22
13,386.7
5,795.4
1,733.3
12.8
305.3
21,233.4

the dyeing
 jct assembly.

FY22
3.71B
11.7M
3.72B

2019 program May 31, 2022
00