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Weaving Global Patterns of Wellbeing

How Coats Sets the Standard for Employee
Wellbeing in Global Manufacturing



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Introduction

Mention employee wellbeing and a manufacturing firm is unlikely to be the first thing that comes to mind. Global industrial leader Coats challenges those assumptions with its 270-year history of caring for employees.

A premium manufacturer of textiles for apparel, footwear, and performance materials, the U.K.-headquartered powerhouse redefines what it means for industrial producers to care for their people. As a result, the company enjoys an unparalleled culture of innovation and performance, where every employee contributes to the company's success.

Those who are not familiar with the textiles and performance materials producer are familiar with brands that use its products: Coats' thread allows Lululemon to create its innovative athletic apparel and puts a luxurious finish on Chanel's designer handbags. The company produces the thread, insoles, heel counters, and more that give structure and substance to Nike's groundbreaking shoes.

A tireless innovator, Coats' products were used in the filament of Edison's first lightbulb in 1879 and in materials that went to the moon on Apollo 11. Today, that record of innovation continues with performance materials used in fibreoptic cables, automobiles, personal protective equipment, heavy industry, and more. The materials that Coats develops are critical tools in global efforts to build a safer, more sustainable future.

The driving force behind Coats' nearly three centuries of innovation? Its people.

'The passion of our people is a vital competitive advantage for our business'

DAVID PAJA

Group Chief Executive
Coats

'The passion of our people is a vital competitive advantage for our business,' says David Paja, Group Chief Executive of Coats. 'Our leaders travel worldwide to meet workers, and every time we return inspired by their determination and commitment to Coats.'

That grit and commitment are the direct result of Coats' dedication to employee wellbeing that goes above and beyond standard practices in the 55 countries where it operates.

As a global supplier of textiles and industrial materials, Coats builds its production facilities to meet the needs of its clients – often operating in remote, underdeveloped communities where the typical workplace experience can be harsh, and even dangerous. Coats' commitment to supporting its people is challenging industry norms and changing the lives of workers all over the world.

Ask Coats' leaders about employee wellbeing, and it's immediately apparent how a culture of care is an indelible part of Coats' storied legacy. 'Employee wellbeing and caring for communities have been a strong part of the company's culture since the beginning,' explains Adrian Elliott, CEO of Apparel at Coats.

From its origins in Western Scotland, where the company



invested in schools, hospitals, and housing for its workers, to its current efforts to support workers in India, Vietnam, and Bangladesh among others, the belief remains the same: caring for your employees is the right decision for your people and for your business. Thirty years of research by Great Place To Work demonstrate that high-trust cultures consistently outperform typical companies in metrics such as wellbeing, agility, innovation, productivity, and retention.

These metrics are particularly appealing to investors, who are increasingly asking for data to understand employee wellbeing and community impact. 'Our investors are very keen on sustainability,' Elliott says. Coats' investments in communities and employees are important levers for driving progress toward sustainability goals.



The culture of trust that Coats builds with employees has deep value for its brand. Iconic brands that partner with Coats, like Adidas, trust Coats to align with their values and those of their customers. For investors, a high-trust company like Coats offers a competitive advantage. Great Place To Work research shows that investing in workplace culture leads the best companies to [outperform the market by a factor of nearly four](#).

'This commitment to wellbeing is not simple or easy – nothing ever is in a company of our scale and size,' Paja says. 'However, the results speak for themselves, and our company takes immense pride in the positive impact we have on our workers and their families all over the world.'

This dedication to employee wellbeing has also fueled a culture of innovation, where a significant portion of Coats' global workforce reports having the opportunity to try new things and share ideas, driving the company's success and outpacing other industry players.

Great Place To Work found that significantly more employees at Coats are engaged in innovation, measured by its [Innovation Velocity Ratio \(IVR\)](#), than at a typical global workplace. For every four Coats employees who have the opportunity to try new things and take risks, there is only one employee who reports not having those opportunities. Compared to the typical employee experience around the world, Coats has more than four times the number of employees engaged in innovation.

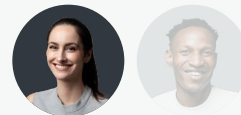
Figure 01

Coats has four times more innovators in its workforce

Great Place To Work research shows that Innovation Velocity Ratio (IVR) – the ratio of employees who report meaningful opportunities to try new and better ways of doing things compared to those who don't receive those opportunities – is a key predictor for the speed and capacity for an organization to innovate.



1:1 Typical Global Workplaces



Source: Great Place To Work completed a global market study of 43,000 employees in 2024 and compared those results with data collected from Coats via the Great Place To Work® Trust Index™ survey.

INTRODUCTION



For a global manufacturing firm with the majority of its employees operating in remote, underdeveloped environments, the number of employees at Coats who are engaged with innovation is stunning. Production line employees working for Coats all over the world from Bangladesh to Mexico report having meaningful opportunities to try new things and share new ideas. That draws a stark contrast with the typical employee experience in a textiles industry notorious for poor safety and low pay.

At Coats, 89% of employees say that management seeks and responds to employees' new ideas, compared to just 54% at a typical global company. Companies like Coats, where a higher number of employees have the opportunity to innovate regardless of who they are, their location, or their role in the company, have [5.5 times the revenue growth](#) of companies with a less inclusive approach.

This reflects Coats' deep commitment to empowering employees and supporting their wellbeing – [essential ingredients](#) that foster creativity and drive transformative change.

When a company doesn't set limits on employees, but invests in their potential, what employees contribute to the business also becomes limitless. 'Coats is all about innovation,' says Enrico Neri, director of the textile division of Texon Italy, a subsidiary of Coats that develops structural components for footwear. During Coats' Innovation Week, Neri proposed an idea to blend recycled cellulose with low melting-point fibres to create more sustainable cellulose panels, a biodegradable material that can be used for shoe insoles.

Such opportunities have a clear impact on the experience of Coats employees. 'It was great to be recognised and work on this project,' Neri says. 'I feel incredibly proud and grateful that Coats empowers employees to think outside the box and embrace new ideas.'

Now Coats' culture of wellbeing is evolving, with a new effort to connect employees around the world in a shared pursuit of wellbeing for all. The new initiative, called **Energy for Performance (E4P)**, launched in 2023. The goal? Ensure every employee has energy to perform at home for their families and at work for their colleagues. The impact? A united company with a shared vision of wellbeing that empowers local leaders to tailor wellbeing initiatives to address the unique needs of their teams.

'When you invest in wellbeing, you do more than enhance the health of your employees—you cultivate a culture where people feel truly valued, supported, and empowered to thrive. This not only unlocks their full potential but also fuels lasting success for them, for the company, and ultimately, for the world.'

FARNAZ RANJBAR

Chief Human Resources Officer
Coats



Coats' directive to its leaders was simple: 'Think global; act local.'

'We always look to see what people need, and we offer solutions,' says Farnaz Ranjbar, Chief Human Resources Officer at Coats. After listening to employees through its Great Place To Work® Trust Index™ survey and other listening channels, the company identified a global framework to improve wellbeing.

The company identified four energy areas as part of the framework: mental energy, physical energy, social energy, and emotional energy.

For each energy zone, Coats offered clear, repeatable activities that leaders across the globe could use to develop their people and improve wellbeing.

'We made it practical for them,' says Joe Mamone, Global Vice President of Human Resources and Employee Experience at Coats. Leaders reported their activities for each energy zone back to the Human Resources team, and a monthly newsletter shared success stories. By the end of 2024, Coats hosted 566 initiatives with over 54,000 hours of employee activity globally.

The result: Employee engagement globally rose 6% year over year and measures of employee wellbeing rose 5%, both remarkable numbers for a global workforce with thousands of employees.

Those increases coincide with impressive business performance. 'Our share price is up 30-40% this year,' Elliott says. 'Our profit margins and our growth are up. Our culture has helped integrate some important acquisitions, too.'

Great Place To Work research shows that important business outcomes, [from employee retention to productivity](#), are directly correlated to the employee experience.

At Coats, employees who reported high levels of wellbeing were 40% more likely to want to stay at the company long-term and 20% more likely to give extra effort at work. At Coats, 92% of employees want to stay compared to 61% at a typical global workplace.

When wellbeing is prioritised, the workplace becomes an environment where workers want to stay and do their best, helping fuel agility and innovation. According to Great Place To Work research, employees are 210% more likely to say their organization quickly adapts to change if they believe their company celebrates trying new things – even if they fail.

The investment Coats makes in its employees is returned many times over in the care and excellence employees put into producing its high-performance products.

Leaders at Coats are deeply committed to this strategy, and its long-term benefits. 'If you don't have motivated, committed employees who enjoy their work and their colleagues, how can you expect results?' Elliott says.

Coats serves as a powerful example of what is possible when a global company commits its resources to employee wellbeing. No matter where your company operates or what industry you serve, investing in people can build a company that takes you to the moon and back.

Just ask Coats, where their global operations produce enough thread to cover the distance from the Earth to the moon four times over every day.



Exploring E4P:

STRATEGY AND TACTICS



'If you don't have motivated, committed employees who enjoy their work and their colleagues, how can you expect results?'

ADRIAN ELLIOTT
CEO of Apparel
Coats



Coats faces unique wellbeing challenges.

As a producer of textiles for the fashion industry and more, Coats opens facilities near where its clients produce their products. As a result, Coats has a large global footprint with operations in remote environments that pose human resources challenges.

Manufacturing environments like those typically found in the tropical climate of Southern Asia can be extremely dangerous. Employees working in the textiles industry in India, for example, often struggle with poor ventilation, inadequate lighting, and hearing loss.

[A 2019 report](#) from the University of California, Berkley found that the majority of garment workers in India earn less than \$0.15 an hour and 0.1% of workers received any sort of medical care when suffering an injury at work.

In Vietnam, textiles workers [can typically work nine hours a day](#), six days per week with frequent forced overtime. Workers report poor living conditions in migrant camps near factories, with insufficient labour protections or safety training.

Employees at Coats are having a very different experience. In their recent Great Place To Work survey, employees from all over the world shared how Coats promoted their safety, supported a healthy work-life balance, and paid a fair wage – all key drivers of employee wellbeing.

‘Coats treats health and safety as their top-most priority,’ shared one employee in India in its recent survey. ‘I feel safe and proud to be here.’ Another employee cited Coats’ Journey to Zero programme, which helps employees safely travel to and from work, showing their commitment to wellbeing both in the workplace and outside of it. ‘People working here can feel this,’ the employee shared.

From helping locals access clean drinking water to supporting local schools and hospitals, Coats’ presence in communities has a profound impact on the lives of employees and their neighbours.

‘If you invest in wellbeing, you don’t just improve the health of your employees, but you create a workplace where people feel valued and supported,’ Ranjbar says. ‘They’re empowered to do their best, and this in turn drives long term success for the employee, for the company, and for the world.’

In this way, working at Coats is much more than a job. ‘The change in some communities which the business has supported has been life changing,’ an employee shared. ‘Access to water, education – Coats really makes a difference.’

A Global Wellbeing Framework

To enhance the wellbeing of its diverse, global workforce, Coats needed a unique approach to wellbeing and a flexible framework to meet the different needs of the 55 markets where it operates, from Vietnam and China to Europe and the U.S.

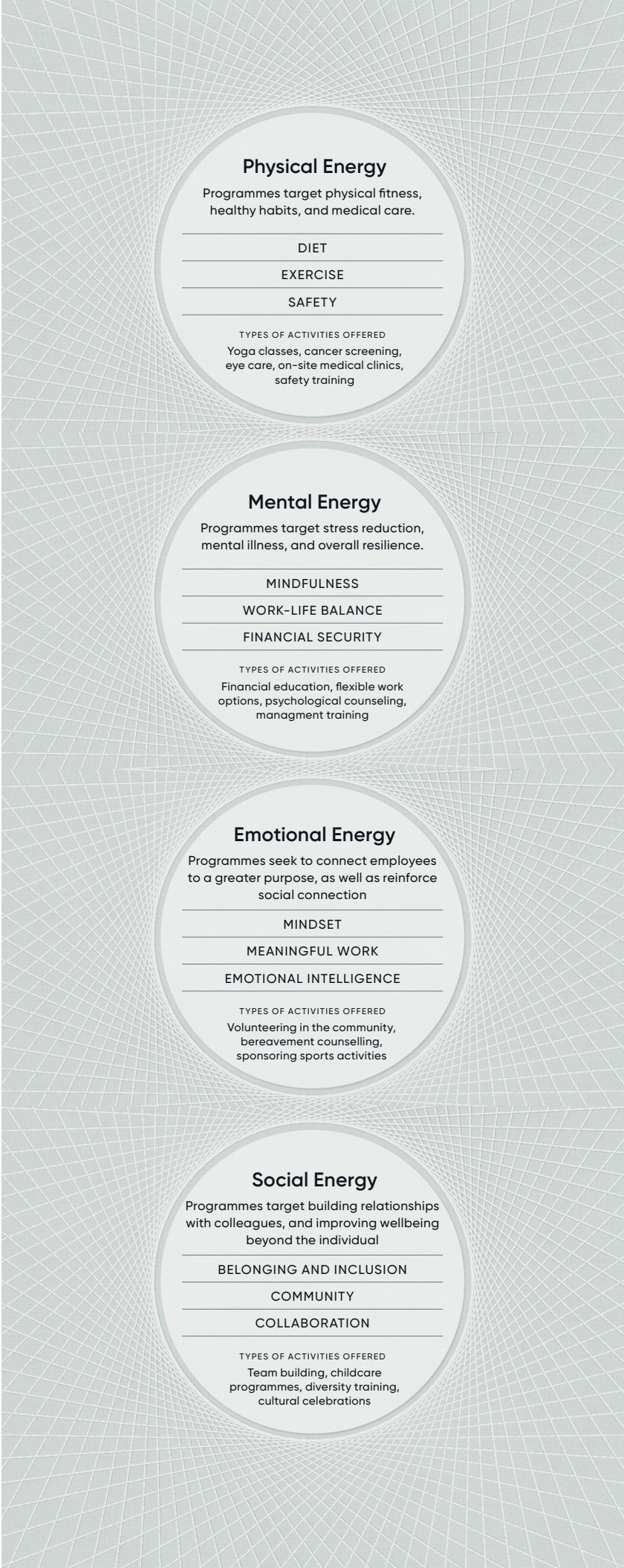
The answer was the launch of the Energy for Performance (E4P) programme, a wellbeing framework organised around four target zones that contribute to overall wellbeing and sustainable performance.

‘We recognised that how an individual shows up for work is closely tied to their performance, and each person has a unique way of showing up,’ Mamone says. ‘When you have the energy to excel at home, you bring that same energy to work.’ The framework became a powerful tool to identify experiences, some obvious and some more hidden, that empower individuals in the organisation to

Figure 02

E4P Targets Four Dimensions of Employee Wellbeing

Coats’ wellbeing initiatives are grounded in the belief that employees perform their best when they feel their best. To thrive, employees need four types of energy.





Within the four energy areas, local leaders in each country can pursue programmes that match the needs of their people. This approach allows local leaders to engage with wellbeing initiatives that resonate with local culture and customs while at the same time learning about other aspects of wellbeing.

‘We tried to take what they were doing locally, put a global framework around it, and put a little bit of science behind it,’ says Mamone. As mindsets around wellbeing and employee performance start to shift, Coats’ leaders are seeing the difference for employees and the business.

‘It’s helping to educate local countries,’ explains Mamone. ‘Sometimes when they are doing activities, they do hit those energy zones, but they don’t make the connection or understand the impact of key initiatives.’ The E4P framework allows leaders to reframe activities like a holiday party or cultural celebration as an initiative that supports employee wellbeing and highlights opportunities where leaders can do more to support a specific energy zone.

At the heart of Coats’ framework is a duty of care and robust efforts to understand the unique needs of its diverse global workforce. Through its employee opinion survey and the Great Place To Work Trust Index™, Coats gathers valuable insight directly from employees, which it uses to guide changes to its wellbeing programme. In a recent survey, Coats received over 6,000 open-ended comments from employees about their experience. The third largest theme mentioned? Wellbeing.

Comments are then used to inform action plans and additional listening sessions where leaders can ask direct questions about the feedback. Employees repeatedly shared how leaders were actively engaged and listened to them about their experiences, interactions that were an important part of the wellbeing and security they felt in the workplace.

To create this culture of trust, Coats leaders are committed to deep listening, travelling thousands of miles to connect in-person with frontline employees globally. While any company can conduct an annual engagement survey, Coats stands apart by really listening to employees, and the difference can be felt in the powerful comments employees share about their experiences.

‘There is a process to collect feedback from the employees and, based on the feedback, actions are being taken,’ shares one employee at Coats Bangladesh. ‘This gives confidence to employees that their feedback is valued.’

Research-backed employee benefits

Coats’ efforts align with Great Place To Work research on the drivers of workplace wellbeing for employees. Partnering with the Johns Hopkins University Human Capital Development Lab, Great Place To Work researchers identified [important drivers of wellbeing in the workplace](#):

Mental and emotional support

Financial health

Personal support

Physical wellbeing

Purpose



‘Employee wellbeing has emerged as a critical factor in achieving organizational performance,’ says Richard R. Smith, Professor and Director at the Johns Hopkins University Human Capital Development. ‘Companies that provide an environment for all employees to thrive will likely see benefits in the levels of teamwork, collaboration, and sense of belonging.’

Since launching E4P, Coats has seen remarkable improvement from 2023 to 2024 on the survey metrics related to these drivers.

Globally, the number of employees who report having a psychologically and emotionally healthy work environment increased five points. Employees reporting a healthy work-life balance improved five points and the number of employees reporting fair pay rose six points. At Coats, 89% of employees said they were encouraged to have a healthy work-life balance compared to just 57% at a typical global workplace. Similarly, 83% at Coats report being paid fairly, compared to just 52% at typical company globally.

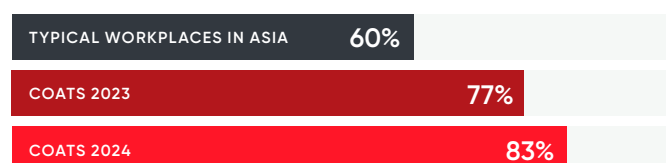
These scores not only confirm that programmes like E4P are effective, but that Coats is a global leader on wellbeing and its future investments are likely to return even greater dividends.

Figure 03

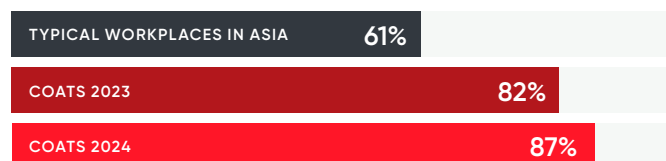
Coats outperforms global leaders on measure of fair pay, workplace wellbeing

Coats saw increases in the number of employees reporting fair pay and wellbeing from 2023 to 2024, significantly outperforming typical workplaces in Asia.

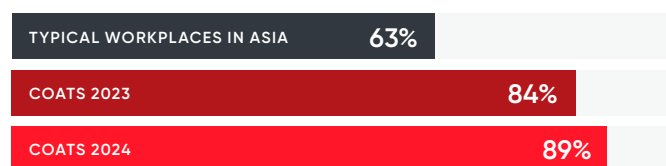
Fair pay



Psychologically & emotionally healthy workplace



Healthy work-life balance



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2023 and 2024.



Think Global, Act Local:

WELLBEING IN ACTION

'The success of Coats is built on the premise that investing in people produces the best results.'

FARNAZ RANJBAR

Chief Human Resources Officer
Coats

Working at Coats has an immense impact on the lives of its employees, something that is immediately apparent in employee comments from its recent Great Place To Work survey.

'Coats cares for all of its employees very much,' shares one employee. That sense of care starts with compensation, just one of the ways Coats defies the norm in the regions where it operates.

Its [Living Wage Policy](#) uses country data and a trusted third-party to ensure that employees receive a wage that offers a 'decent standard of living for the employee and their family.'

'Pay is the most basic topic when it comes to wellbeing,' says Ranjbar, referencing Maslow's hierarchy of needs. 'If you don't meet the bottom of the pyramid, it doesn't matter what you build on top of it. If that bottom doesn't work, then you don't have a foundation for anything else.'

Only 60% of employees at a typical workplace in Asia say they are paid fairly for their work, according to a 2024 global market study of nearly 43,000 employees. At Coats, 83% of employees reported fair pay in its 2024 survey.



This investment in employees is particularly remarkable when you consider the specific regions where Coats operates. To reach a remote Coats factory, leaders often travel 30 hours or more to visit frontline workers and learn about their experiences.

It is in these remote, rural areas where Coats' investment in employees has a life-changing impact. For some employees, a job at Coats is their first opportunity to hold a job outside the home, and working at Coats offers them skills and experiences that enrich their lives and open the door to a brighter future.

'The success of Coats is built on the premise that investing in people produces the best results,' Ranjbar says of Coats impact on people and communities around the world. 'When you create healthy workplaces, you are making the world a better place.'

While Coats sees impressive wellbeing results across its global locations, a few key markets – China, India, Bangladesh, Indonesia, and Vietnam – stand out as exceptional examples of how wellbeing unlocks employee potential.



China: Boosting Mental Energy at Coats Shenzhen

Concerns about mental health are on the rise in China, particularly in the wake of the COVID-19 pandemic. A [Report on National Mental Health Development in China](#) from 2022 found that rates of depression and anxiety have been rising. In Gallup's [State of the Workplace Report](#), employee engagement averages just 19% in China.

In Shenzhen, a manufacturing centre in southern China, Coats launched an employee assistance programme (EAP) in 2023 for workers and rolled out training to managers to boost mental health outcomes.

The EAP in Shenzhen provides a counselling room and six internal professional psychological counsellors for employees onsite. An activity room is also provided where employees can participate in mental health activities to reduce stress and promote good health.

'Coats Shenzhen attaches great importance to the happiness and welfare of employees,' says Lin Liu, analyst, accounts receivable at Coats. 'It makes me feel very satisfied and happy at work.'

'Coats Shenzhen attaches great importance to the happiness and welfare of employees. It makes me feel very satisfied and happy at work.'

LIN LIU
Analyst
Coats Shenzhen

Training managers to take action

Part of Coats’ approach to mental health in the workplace is to train managers to provide ‘first aid’ to employees who are struggling. A dedicated coach works with Coats’ managers around the world to learn to spot warning signs in employees struggling with mental health.

The goal is for managers to identify early signs that an employee is experiencing challenges and equip leaders to help employees talk about their experience and ask for help. Managers are trained to escalate concerns to the human resources team when necessary, playing a critical role in ensuring employees receive the support they need.

This extra level of engagement contributes to a psychologically safe environment where employees experience a high level of care – one of the [nine high-trust leadership behaviours](#) that Great Place To Work research has shown to build employee trust.

Results

Coats’ efforts significantly outperform the typical workplace in China.

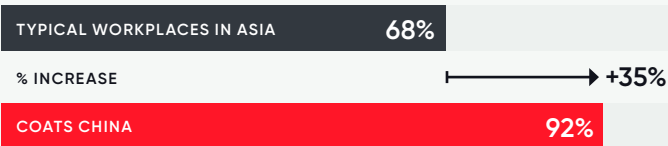
While about half of employees at a typical workplace in China say they look forward to coming to work, 93% of Coats employees in China look forward to their work every day. Nine in 10 Coats employees (92%) in China report a psychologically and emotionally healthy work environment, 35% more than the number of employees who said the same at a typical workplace in the country.

Figure 04

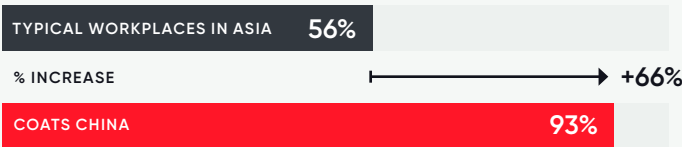
Coats outperforms the typical workplace in China on mental wellbeing

Coats saw increases in the number of employees reporting fair pay and wellbeing from 2023 to 2024, significantly outperforming typical workplaces in Asia.

Psychologically & emotionally healthy environment



Look forward to coming to work



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.



Bangladesh: Physical Energy and the Clear Vision Workplace Programme

When investing in physical energy, Coats places a strong emphasis on access to medical care, often providing care that would be unavailable locally without an employer-sponsored programme.

One such example is the Clear Vision Workplace Programme launched by Coats Bangladesh in 2024. About 27 million people in Bangladesh suffer from some sort of visual impairment, according to the [International Agency for the Prevention of Blindness](#). More than 50% of people in Bangladesh are unaware of the importance of regular eye care checkups and 30% do not prioritize eye health, either from a lack of awareness or a concern about costs.

The Clear Vision Workplace programme provided on-site eye screenings and eyeglasses at no cost to employees. With 995 employees at Coats Bangladesh participating in the programme, 57% of participants were diagnosed with vision issues. Over 60% of the employees who received eyeglasses as part of the programme were first-time wearers and previously unaware of their vision issues.

This simple intervention has already improved experiences for workers, with employees reporting that some previously difficult tasks like inspecting fine detailed work can be performed with more confidence and accuracy. Employees also report less fatigue and eye strain from their work.

To ensure that employees feel encouraged to seek care, Coats is focused on increasing access with on-site medical clinics and screenings all over the world. 'We have really fostered the culture where employees feel safe to ask for help,' Ranjbar says. That requires meeting employees where they are with tools that can help them succeed.

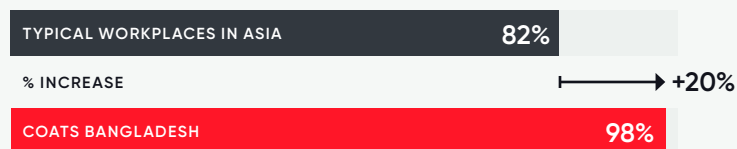
These efforts are having an impact for employees at Coats Bangladesh, where 98% of employees say they have a safe work environment (a particularly outstanding result for a manufacturing company) and 94% report having special benefits.

Figure 05

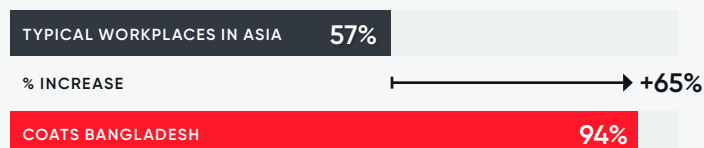
Coats Bangladesh employees report safe work environment, special benefits

More workers at Coats Bangladesh say they have a safe work environment and special benefits compared to a typical workplace in Asia.

Safe work environment



Special benefits



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.



India: Offering World-Class Childcare Boosts Social Energy

Wellbeing is a growing concern for employers in India, with only 24% of employees in Indian organisations experiencing high levels of wellbeing at work, per a [report from Forrester and Indeed](#). More than six in 10 companies in India consider employee wellbeing [as a top HR priority in 2024](#).

One way Coats is focused on wellbeing in India is its effort to support women in the workplace, with a dedicated initiative focused on improving inclusion and belonging.

‘It started with simple things,’ Ranjbar says of the programme, such as training managers on questions they are not allowed to ask when hiring an employee, like whether they are pregnant or planning to start a family. The goal? Shift the mindset around women’s participation in the workplace.

These dedicated efforts have a profound impact on workers in the remote areas where Coats operates, offering them opportunities and experiences they might not be able to access otherwise.

‘We’ve got a big focus on hiring women into the company and often these women have never worked before,’ Ranjbar says. To ensure they succeed, Coats has expanded its support to tackle the cultural barriers that often prevent women from holding a job, from skills training to caregiving resources.

Offering childcare

In many of the regions where Coats operates, women are often primary caretakers with cultural expectations around their role within the family. As a result, offering childcare has become a powerful way for Coats to bring more women into its workforce.

To support employees and their families, Coats opened a nursery for employees in Amba, India, in May of 2024. Open exclusively to Coats employees, the daycare programme allows employees to return to work by providing childcare that is hard to access for most workers in the region.

Employees at Coats India deeply value the programme:

- ‘Coats’ childcare is very useful and it makes me financially stable.’
- ‘I come to work without taking any unnecessary leave because of the presence of the creche in Amba.’
- ‘I am working with a peaceful mind because Coats takes care of my child when I’m at work.’

The wellbeing benefits from offering childcare cut across multiple energy areas of the E4P framework.

‘Employees that bring in their children to the daycare build a social community that provides crucial support for our parents,’ Mamone says. ‘Even though it’s a low-cost thing for us – a big responsibility, but a low cost – it has a huge amount of value for our employees.’

Results

When you invest in employees and their families, they build a unique connection with the company. Employees who grew up attending nurseries at other Coats locations have gone on to work for the company as adults.

‘You have five generations of employees in Coats India,’ Ranjbar says, with the children of Coats workers growing up to join the business. It’s a testament of the relationship Coats has developed with its employees: Nine in 10 workers at Coats India would recommend their workplace to family members or friends.



Indonesia: Community Service and Purpose Build Emotional Energy

In Indonesia, low workplace wellbeing is a top reason employees plan to quit their job, according to [research from EY](#). For Coats Indonesia, a variety of activities help bolster wellbeing, including cultural celebrations and support for new mothers.

One often overlooked aspect of wellbeing where Coats Indonesia excels is offering meaningful work, a key aspect of employee wellbeing according to [Great Place To Work research](#).

In the E4P framework, meaningful work is connected to emotional energy and can be measured by the pride employees take in their work.

Coats operates a plant in Pleret, Indonesia, an arid region without access to clean water and up to 10 months per year with no rainfall. 'People send their children to walk hours to get drinking water for their home,' Ranjbar explains. 'Instead of going to school, they go fetch water.'

Coats saw an opportunity to make a difference in Pleret and opened access to the water from its production facilities with public taps. The company can provide 50,000 litres of clean drinking water to residents each month.

'People can come and get water from the factory and the children can go to school,' Ranjbar says. This investment improves lives in the community but also gives employees a sense of pride.

'I am very proud to be working at Coats and helping the local community in such a profound way,' says Erlina Yunanti, site manufacturing manager at the Pleret facility. 'I feel wonderful to be sharing water with the local community as they are God's family.'

Results

The sense of purpose employees in Indonesia feel is reflected in the 93% of employees who say they feel good about the impact their company has on the community.

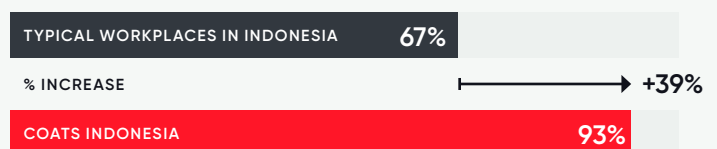
When comparing Coats to the typical workplace in Indonesia, a much higher number of employees report feeling they make a difference at work.

Figure 06

Employees at Coats Indonesia feel they make a difference

More employees at Coats Indonesia say they make a difference with their work compared to the typical company in the country.

I make a difference



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.



Vietnam: Coats Cares and the Power of Community Action

A [University of Oxford study](#) found that employee volunteer programs were uniquely successful in driving higher levels of wellbeing for employees.

At Coats, these activities fall under the Coats Cares programme, where the company has deep ties to local community programmes where employees can volunteer. In Vietnam, the team conducted eight activities to give back to the community, from collecting trash from local rivers to volunteering with disabled children.

In particular, Coats Vietnam supports [Thien Phuoc](#), a non-government organisation that cares for children with cerebral palsy, Down syndrome, and other medical conditions. Coats employees visit the hospital, playing with the children and even helping to feed them. Human resources leaders in Vietnam see these activities as directly responsible for positive outcomes across the workforce.

'We strongly believe that socially responsible companies will have a competitive strength in attracting new talent as well as retaining employees by keeping them engaged and stimulating productivity,' says Hanh Vu, senior HR business partner for Coats Vietnam.

Leaders see success in employee survey scores where 97% of employees at Coats Vietnam were proud of their impact on the community.

The impact Coats has in these communities inspires employees to go above and beyond, revealing the power of the programme to align employees around a shared sense of purpose. 'As soon as you talk about Coats Cares, people's eyes light up,' Ranjbar says. 'How our people jump in to help those in need is really incredible.'

Results

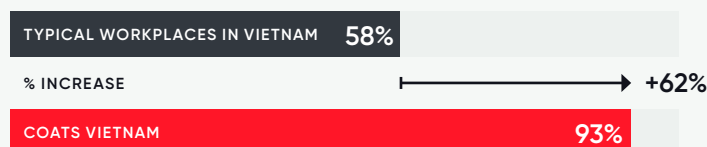
You can see the impact of these efforts in employees' survey responses on questions about looking forward to coming to work each day. At Coats Vietnam, 93% of employees look forward to coming to work, a 62% increase over the average for typical Vietnamese companies.

Figure 07

More employees at Coats look forward to their work

A higher percentage of employees at Coats Vietnam look forward to their workday compared to employees at a typical Vietnamese workplace.

Look forward to coming to work



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.

Coats employees also feel a deep pride in their organisation. 'Coats really makes a difference,' shared one employee in their survey. 'There is a huge sense of pride ... to be a part of this is brilliant.'

Another employee said: 'I am proud to be part of an ethical company like Coats.'

'I am proud to be part of an ethical company like Coats.'



Wellbeing as a Global Performance Indicator



WELL BEING AS A GLOBAL PERFORMANCE INDICATOR

Wellbeing is a valuable indicator of performance for Coats around the world.

‘Engagement at work is a leading indicator of financial results,’ Mamone says. ‘When your workforce is fully engaged, you tend to have greater results. And if you can get your employees to be emotionally engaged, they can ultimately get your customers to be emotionally engaged as well.’

Coats has seen steady improvements on engagement scores year over year since launching its E4P programme, with a 6% increase in engagement and 5% increase in wellbeing.

Those increases mirror growth across the business, with stock price, gross margin, profit, and cash flow all on the rise.

There are a handful of metrics with revenue and cost implications for top leaders to consider. Ranjbar is proud that sickness and absentee rates for global employee are well below the benchmark for the industry.

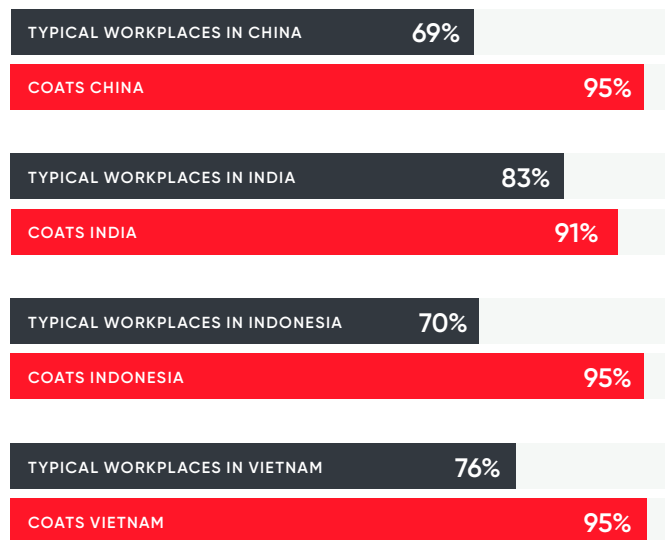
‘Sickness leads to loss of profits,’ she says. ‘Wellbeing has a huge impact on the profitability of the company.’ This is reflected in employee attrition rates and measures of employees’ intent to stay. At Coats, 92% of its global workforce say they want to stay in their job long-term, according to its most recent Great Place To Work survey.

Figure 08

Coats has lower attrition risk compared to typical workplaces

More employees want to stay in their role long-term compared to typical workplaces in the same country.

Want to stay in their role long-term



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.

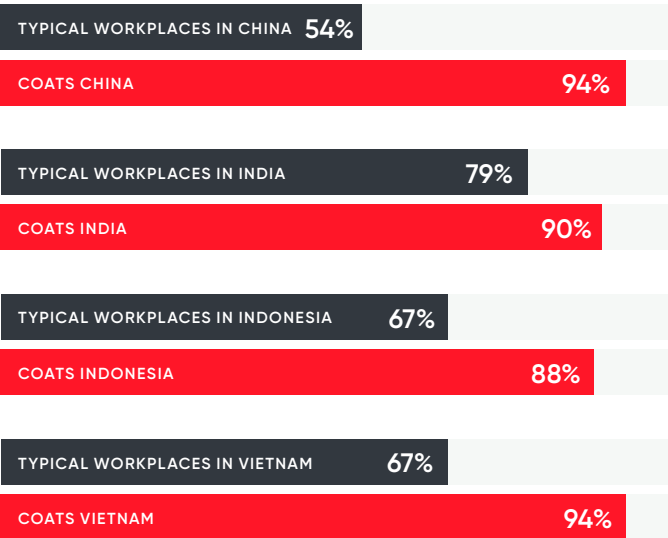
Beyond retention, workplace wellbeing fuels a culture of performance, where employees not only stay with the company but consistently give extra effort in their role. Across Coats' global workforce, 89% of employees said they were willing to give extra effort at work, a key measure of engagement and productivity. That score significantly outpaces the 62% of global employees working at a typical workplace who said the same.

Figure 09

Coats employees are more likely to give extra effort

More employees at Coats are willing to give extra effort at work compared to typical workplaces in the same country.

Give extra effort



Source: Great Place To Work completed a global market study in 2024 and compared results with data collected from Coats via the Great Place To Work® Trust Index™ survey in 2024.

Great Place To Work data shows that these superior business performance metrics are clearly correlated to wellbeing. When employees at Coats experience wellbeing, they are:

- 40% more likely to want to stay in their job long-term
- 20% more likely to give extra effort

And this high-trust culture is an essential part of the brand reputation that makes Coats an indispensable partner to the brands it supplies.

‘Trusted by our customers, trusted by our investors, trusted by our employees – that’s a big thing,’ Elliott says, who in addition to being CEO of Apparel also serves as Chief Commercial Officer for the brand. ‘Trust is part of our DNA at Coats, and employee wellbeing is a crucial piece of the puzzle.’

The data shows just how important employee wellbeing is for Coats’ success. With Coats having an Innovation Velocity Ratio that is more than four times the global average, the global manufacturing leader benefits from the full creativity and energy of its workforce.

As the E4P program matures and new wellbeing initiatives evolve, Coats will see even stronger results, fuelling a bright future of boundless innovation and limitless possibilities.

‘People stay if they have a good work-life balance, and they feel that they are taken care of,’ Ranjbar says. ‘Motivated people create great profitability – and that’s where the business sees the value.’

ABOUT THE RESEARCH

In 2024, Coats worked with Great Place To Work to analyze its employees’ experiences using the Trust Index™ survey. The survey was administered to all Coats employees, receiving nearly 11,000 anonymous survey responses, with results accurate to a 95% confidence level and less than a 1% margin of error.

These results have been compared to Great Place To Work’s 2024 market study analyzing the typical workplace experience of employees in 69 countries around the world. Over 43,000 employees responded, with results accurate to a 95% confidence level and less than 1% margin of error.

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ADRIAN ELLIOTT
CEO of Apparel
Coats

