

Sustainability
Report

2021

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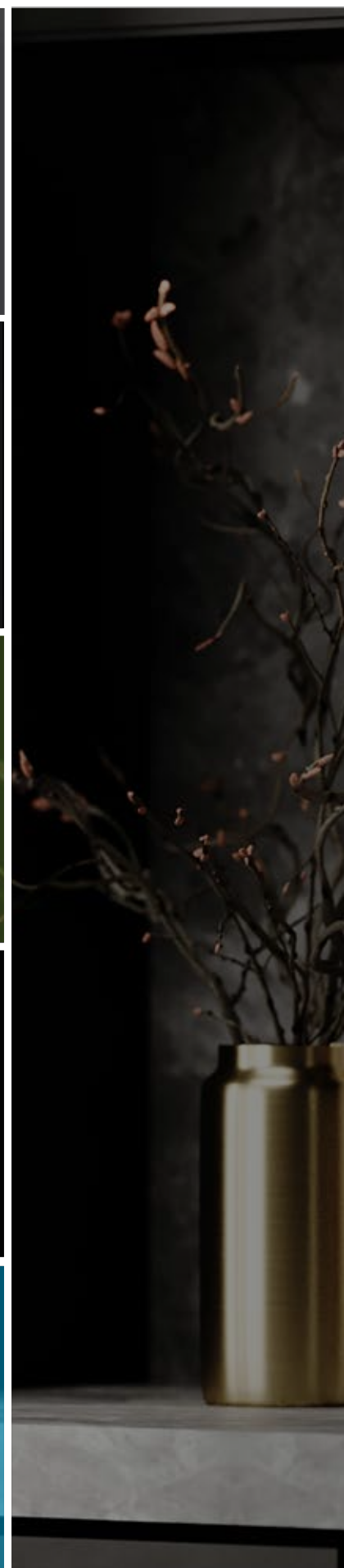
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Introduction from Chairman & Managing Director

We are pleased to present GWA's third Sustainability Report.

Despite the impact of COVID-19 on our operations over the past year, sustainability remains fundamental to the way we conduct our business.

Indeed, part of our response to the challenges posed by the pandemic was a clear focus on our sustainability agenda during the year.

Our priority through the pandemic remains the health, safety and wellbeing of our people and in continuing to provide a safe operating environment for everyone at GWA and visitors to our sites.

GWA has a rich pedigree in contributing to more sustainable communities through our operations and in providing superior products and solutions for people to enjoy and sustain water, our planet's most precious resource.

Our approach to sustainability continues to be based around two central objectives:

- Operating in a sustainable manner across our business by managing our resources as efficiently as possible and by acting in a socially responsible manner;
- Providing leading edge products and systems that contribute to sustainability by making life better through sustainable water saving solutions for the built environment.

This report details the initiatives we have launched across the business to support these two objectives.

We continue to implement measures across our operating facilities targeted towards reducing our operational footprint in the key environmental areas of energy, water and waste reduction.

GWA is a low user of energy and water and a low emitter of carbon emissions at our controlled sites compared to other industry sectors. While we continue to implement measures to improve our environmental footprint, we remain focused on those areas of sustainability where we believe we can make the most impact. Primarily, this includes sustainable water solutions for the built environment.

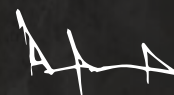
During the year we continued to deliver innovative and sustainable products and solutions which are detailed in this report.

In addition, COVID-19 has driven a requirement for hygiene and touchless solutions in bathrooms. GWA has responded to the increasing requirements for sustainable hygiene solutions in the built environment through the launch of new anti-bacterial solutions in sanitaryware. We are also progressing new ranges of touchless fixture solutions for residential and commercial bathrooms.

Sustainable sourcing continues to be an area of focus and we lodged our first Modern Slavery Statement in 2021, detailing our assessment and approach to risks of modern slavery across our workplace and supply chain.

While the COVID-19 pandemic has delayed some of our sustainability initiatives in FY21, we continued to make progress in key areas of our sustainability agenda which are reflected in this report.

We would like to acknowledge and thank the team at GWA for their continued contribution over the past year, particularly in ensuring the health and safety of everyone across our business. Our continued progress in our sustainability agenda is testament to the ongoing efforts of our people.



Darryl D McDonough
Chairman

10 September 2021



Urs B Meyerhans
Managing Director

10 September 2021



Sustainability at a glance

We act in a socially responsible manner and leverage our market leading position to provide a range of products, practices and systems that contribute to sustainability by making life better through superior water saving solutions for the built environment. Selected highlights over the past year include:

OUR PEOPLE

We remain committed to providing a safe, challenging and rewarding environment for our people to support them reaching their potential, which in turn helps GWA reach its goals.



Focus on the health, safety and wellbeing of employees, contractors, visitors to our sites during the COVID-19 pandemic



Delivery of a broad suite of training and development courses and programs covering compliance, products, systems, functional skills and leadership



All GWA sites accredited to ISO45001 (global best practice safety standard) with safety policies and procedures updated in line with standard



Gender diversity improvement with 43% female composition of GWA's workforce — up from 42% in prior year

SUSTAINABLE WATER SOLUTIONS AND INNOVATION

GWA contributes to environmental sustainability through the development of products and systems which deliver water efficient and water saving solutions in the built environment.



Focus on water efficiency with over 80% of Caroma taps 5 or 6 star WELS (Water Efficiency Labelling and Standards Scheme) rated while 95% of Caroma sanitaryware products are 4 star rated



Intelligent and touch-free IoT water management solution, Caroma Smart Command® now installed in 127 sites — up from 49 in prior year



Launch of the Caroma Smart Command® Eco-Valve which remotely prevents, stops and isolates leaks before they cause harm to a commercial building



Launch of bathroom hygiene solution, Caroma GermGard® an antimicrobial formula applied to products which kills 99.9% of harmful bacteria and the spread of germs and makes cleaning easier

ENVIRONMENTAL IMPACT

GWA has an active program to minimise our impact on the environment by operating in a sustainable manner and managing our resources as efficiently as possible.



The consolidation of the distribution network in Australia/NZ from 14 to 5 facilities has resulted in a reduction in water, waste and energy consumption



Improvement in key environmental metric – total carbon emissions from GWA's controlled facilities of 1,869 tonnes CO₂e, a reduction of 11.8% on the prior year



All Australian sites have installed a Caroma Smart Command® intelligent bathroom system for monitoring and control of water use, and improved hygiene



GWA continues its Partner Membership with the Australian Packaging Covenant (APC) which guides the recyclability of our packaging options

GWA continues to operate with sustainability at our forefront by managing our resources efficiently.

ETHICAL AND SUSTAINABLE SOURCING

GWA's commitment to conducting its business in an environmental and socially responsible manner also extends to the expectations we maintain of our manufacturing supply partners to operate to the same exacting standards.



Audits in FY21 of 2 (FY20: 2) major Asian supply partners representing a combined 12% of GWA supplier spend with no modern slavery issues identified



No material breaches of ethical sourcing policies were identified



First Modern Slavery Statement released in August 2020 and lodged with the Australian Border Force



Implemented policy against slavery and trafficking in persons including progress with risk mitigation actions

COMMUNITY

GWA partners with community-based and charitable organisations to support their endeavours which is in line with our vision of making life better.



Partnership with The Smith Family – supporting the educational outcomes of 60 disadvantaged children in drought affected areas in Australia with \$125,000 donated over the past 3 years



Sponsorship of Sustainable Coastlines, assists to remove 30,000 litres of rubbish annually from New Zealand beaches and waterways



Support of Wigan and Leigh Hospice, Macmillan Cancer Support and Fareshare in the UK



Support of KidsCan in New Zealand raising \$40,000 for vulnerable children in need with food, clothing, and health products

About this report

This is GWA's third stand-alone Sustainability Report. The structure of the Sustainability Report is outlined below:

1. About GWA
2. Innovation in water sustainability
3. Our people
4. Environment
5. Ethical and sustainable sourcing
6. Community
7. Governance and risk management

This report includes data for the period 1 July 2020 to 30 June 2021 unless otherwise stated.

The environmental data included in this report for water, waste and energy is for GWA-operated sites and does not include data for sites which are not controlled or operated by GWA (e.g. manufacturing supply partners).

GWA has not formally adopted the Global Reporting Initiative (GRI) framework for this report. However, in preparing this report GWA continues to reference the relevant core principles of the GRI reporting system as it relates to our sustainability practices and performance across our business.

GWA also continues to reference the Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals in this report, particularly as they relate to the risks and opportunities to climate change.

STAKEHOLDER ENGAGEMENT

GWA is committed to building and maintaining strong relationships with our stakeholders. In preparing this report, GWA has consulted with various stakeholders to identify key risks and opportunities relevant to our business. Stakeholders most relevant to our operations with whom we continue to engage include:

- Our people
- Institutional and retail shareholders
- Governance advisers
- Customers
- Manufacturing supply partners
- Debt markets/lenders
- Insurers
- Regulatory authorities
- Unions
- Industry groups
- Others



SECTION 1

About GWA

GWA is a leading innovator, designer and supplier of product solutions, services and intelligent technology focused on the delivery of sustainable water solutions for bathrooms, kitchens and laundries.

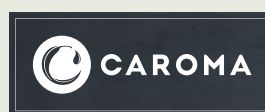
We own and distribute market-leading brands and state of the art product solutions across our ranges of sanitaryware, tapware, showers, basins, baths, kitchen sinks, laundry tubs, bathroom/kitchen accessories and valves. We have an intelligent bathroom system incorporating IoT smart water management solutions.

GWA operates and has sale and distribution facilities across its primary markets of Australia, New Zealand, United Kingdom and China.

We are highly respected within the building industry for innovation, water efficiency and safety, product reliability and quality, technical expertise and superior service.

We maintain quality and cost efficient long-term supply agreements with selected, exclusive manufacturing partners across Asia and Europe. GWA has an experienced senior management team in R&D, design, brand building, customer engagement, supply and distribution.

OUR BRANDS



METHVEN

C L Δ R K

dorf



Deva™ by METHVEN

FLEXISPRAY

NEFA
BY METHVEN

Our
purpose

Making everyday water
experiences extraordinary
— today, and for tomorrow.

Our
strategy

To be the trusted and
integrated solutions
partner in the delivery
of sustainable water
solutions for bathrooms,
kitchens and laundries.

Our
cultural
pillars

We are one team.
We are customer focused.
We care for each other.



Our brands



AUSTRALIA'S BATHROOM BRAND

With over 78 years of innovation, Caroma believes that quality bathrooms are a balance of form, function and aesthetics. Caroma designs bring to life a guiding vision of creating sustainable-luxury with superior technology and performance. Design that enables enjoyable bathroom experiences that both complement and elevate your lifestyle, from an energising morning start to an indulgent, relaxing moment of luxury, all underpinned by sustainability.

Designing for Australians and New Zealanders, from all walks of life, with different tastes and needs. We have a wide range of classic to artisanal styles, smart designs and sustainable innovations providing you with everything you need to create the sanctuary of your dreams.

METHVEN

CREATING AMAZING WATER EXPERIENCES

At Methven we are all about making water amazing. Creating amazing water experiences is what we do every day at Methven and have done since 1886. Today, Methven is world renowned for beautifully designed, award winning showers, taps and valves. Over the years we have learned how to harness the power of water to cleanse, calm, refresh and invigorate. And it's this expertise — combined with our passion for design and innovation — that fuels our ongoing mission to create amazing water experiences, just for you.



dorf

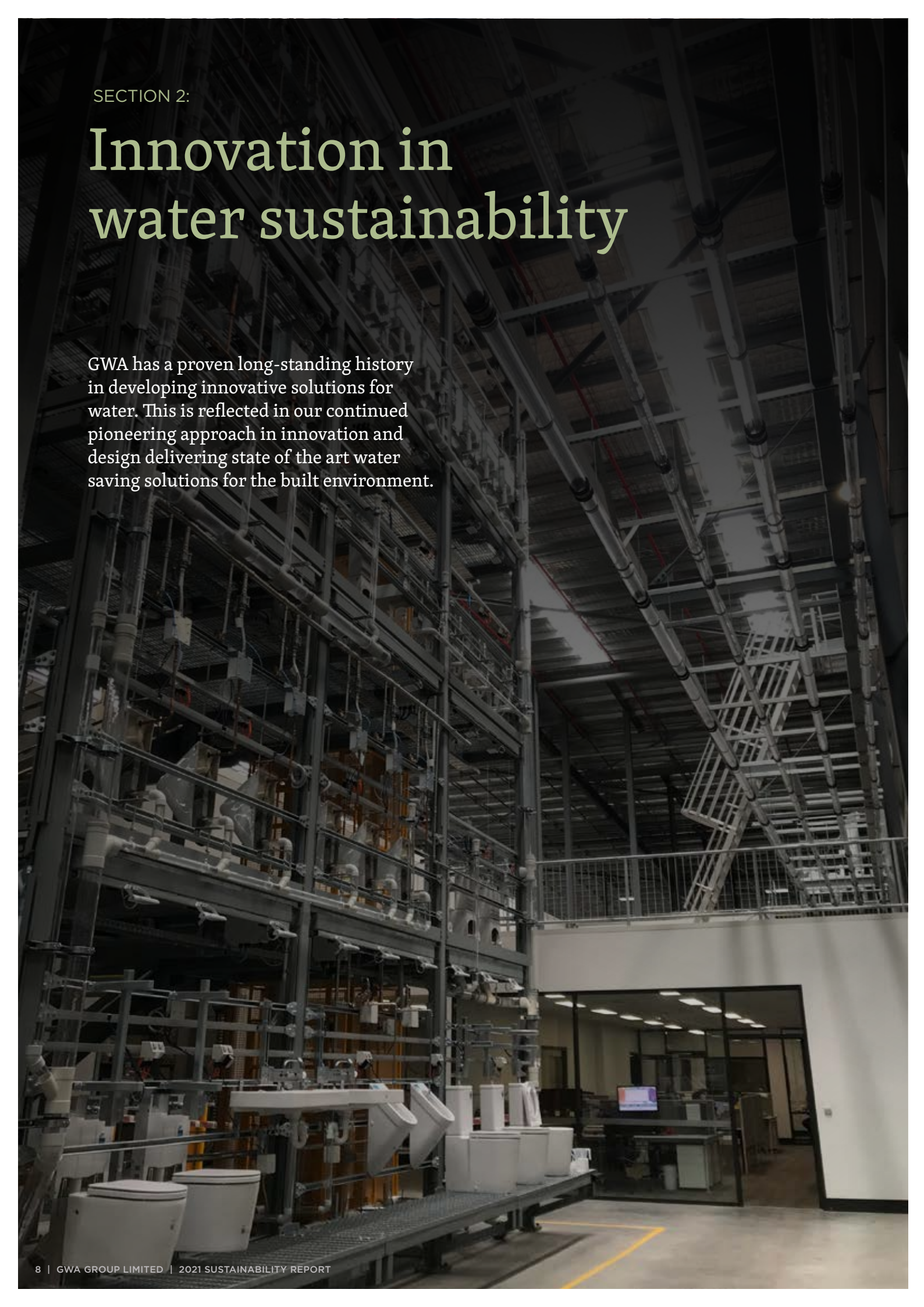
BEAUTIFULLY DESIGNED, THOUGHTFULLY ENGINEERED

Never compromising on design and always focused on quality, for 70 years Dorf has pushed the boundaries of what's possible in tapware. Influenced by artisans across Australia — who in turn are inspired by the beauty, creativity and individualism of the world around them — Dorf delivers an exceptional water experience, the Australian way.

CLARK

AUTHENTIC, AUSTRALIAN SPIRIT

Since 1941, CLARK has worked tirelessly to make Australian kitchens and laundries more appealing and practical. CLARK, now extending into the Bathroom space, offers a variety of versatile and stylish designs to suit even the smallest of Bathroom spaces, no matter how tight the budget. The Australian in-house design team and like-minded collaborators have designed and engineered a range of products right here in Australia that are thoughtfully simple and refreshingly smart, bringing pleasure and enjoyment to customers every day.



SECTION 2:

Innovation in water sustainability

GWA has a proven long-standing history in developing innovative solutions for water. This is reflected in our continued pioneering approach in innovation and design delivering state of the art water saving solutions for the built environment.



Sustainable design is part of the GWA DNA. In 2019 the Caroma Design Team was awarded the prestigious The Good Design Team of the Year from Good Design Australia.

We contribute to environmental sustainability through the development of products and systems which deliver water efficient and water saving solutions for residential and commercial premises.

We are committed to investing in local innovation hubs in Australia and New Zealand and providing our teams with the resources and technology to strongly support our innovation outcomes. GWA has two centres of excellence including:

- Caroma Innovation and Distribution Centre at Prestons in NSW; and
- GWA Experience and Distribution Centre at Avondale in New Zealand.

RESEARCH TEST RIGS

In support of GWA's commitment to the creation of innovative sustainable designs and systems that conserve water, two state of the art research test rigs have been developed at the Caroma Innovation and Distribution Centre at Prestons, NSW. The rigs will be used as working research laboratories where actual operating system conditions can be replicated for both commercial buildings and residential applications enabling new plumbing technologies and systems to be explored and validated. The rigs comprise:

- Commercial test rig with varying building and bathroom product layouts connected to clear drainline pipework over four levels where the influence of new plumbing technologies and systems in buildings can be evaluated; and
- Domestic test rig over 60 metres in length with four clear drainline configurations where the influence of new plumbing technologies and systems in domestic long run applications can be evaluated.

The rigs provide a unique advanced capability for GWA to produce the next generation of sustainable technologies and systems for Australia and New Zealand.



CASE STUDY GWA DRIVES IMPROVED BATHROOM HYGIENE SOLUTIONS

Protecting bathroom users from the spread of harmful bacteria and illness and ensuring cleanliness and hygiene in public or shared bathroom spaces is now more important than ever, particularly in the context of COVID-19.

As public or shared bathrooms are high traffic spaces, they carry with them a higher risk of bacterial spread. It is therefore important that fixtures and systems be put in place that can help reduce risk of bacteria transmission and drive more hygienic outcomes for users.

In response, one of GWA's key product innovations during the year has been the launch of Caroma GermGard®.

Caroma GermGard® protection is a unique, proprietary antimicrobial formula that kills a minimum of 99.9% bacteria it comes into contact with, when applied to products. This technology not only helps prevent the spread of bacteria but also makes cleaning even easier, making it ideal not only for households and commercial premises, but also care applications such as hospitals, aged care facilities and accessible or ambulant bathrooms.

Caroma GermGard® is tested to JIS Z 2801:2010 Antibacterial Products — Test for Antibacterial Activity and Efficacy, which is recognised internationally for testing the response to harmful bacterial *Staphylococcus aureus* ("Staph") and *Escherichia coli* ("E Coli").

Caroma GermGard® protection is now available on Caroma Care Support Grab Rails, Caroma Toilet Seats and Urbane II Pans. GermGard® antimicrobial formula is also integrated into the specially designed rubber seals on Caroma Care Support Grab Rails, making cleaning the concealed flange easier and preventing infection while providing support for people in need.

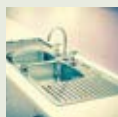
Our history of delivering innovative solutions



1980

WORLD'S FIRST DUAL FLUSH TOILET

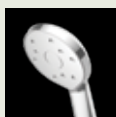
In 1980, Caroma developed the first Dual Flush toilet which saved approximately 32,000 litres of water per household per annum due to the introduction of full/half flush technology which allowed homeowners and businesses to have the option of an 11L (full) or 5.5L (half) flush.



1986

AUSTRALIA'S FIRST SINGLE PIECE SINK

During the 1980s, Clark was the first in Australia to successfully launch Monobloc sinks made from a single piece of stainless steel.



2004

METHVEN SATINJET® SHOWER

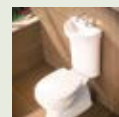
Unlike conventional showers, the award-winning Satinjet® uses unique twin-jet technology to create optimum water droplet size and pressure, with over 300,000 droplets per second.



2006

FIRST WELS 6 STAR URINAL

In 2006, the Caroma Cube 0.8L Smartflush® Urinal technology was the first to achieve the maximum 6 Star Water Efficiency Labelling Scheme (WELS) rating for water conservation, leveraging technology to maximise water efficiency by eliminating unnecessary false flushing.



2009

FIRST WELS 5 STAR TOILET SUITE

The Caroma Profile 5 toilet was Australia's first 5 Star toilet suite featuring a cistern with a dual-flush push button and spout combination. The design enables the same water to be used for two purposes, fresh water is first used for hand washing and then flows into the cistern to ultimately flush the toilet.

1980s

1990s

2000s



1985

AUSTRALIA'S FIRST SINGLE LEVER MIXER TAP

Dorf was the first tap brand in Australia to introduce a single-lever mixer – Flickmixer. Still today, the name 'Flickmixer' is regularly used to refer to any mixer tap.



1993

FIRST REDUCED FLUSH DUAL FLUSH TOILET 6L/3L

A major step change to reduce global water usage, Caroma launches a range of 6L full/3L half flush toilet suites. Significantly reducing the traditional 11L (full)/5.5L (half) flush systems with matching reduced flush pan technology. The technology won the Australian Design Award together with the Powerhouse Museum Award.



2005

CAROMA SMARTFLUSH® TOILET

In 2005, Caroma's Smartflush® technology won the Australian International Design Award and Home Beautiful Product of the Year. Caroma Smartflush® further reduces water consumption to only 4.5L (full) or 3L (half) flush.



2009

PATENTED ORBITAL® CONNECTOR

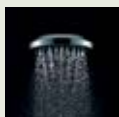
Designed to overcome major issues around plumbing set-out connections, extending set-out up to a 50mm radius. A solution that solves common installation issues and saves time for plumbers; a flexibility welcomed by the plumbing community.



2009

CAROMA'S INVISI SERIES II TOILET

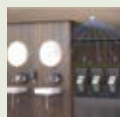
In 2009, Caroma launched the Invisi Series II range and won the Australian International Design Award.



2015

METHVEN AURAJET® SHOWER

The award-winning Aurajet® technology delivers a full-bodied spray with maximum body contact. Delivers a highly efficient shower with 20% more spray force and twice the amount of water contact on skin than a conventional Methven shower.



2018

CAROMA SMART COMMAND® TOUCHLESS INTELLIGENT BATHROOM SYSTEM

In October 2018, Caroma announced the next evolution in sustainable water management with the launch of Caroma Smart Command®, a comprehensive touchless intelligent IoT solution for commercial bathrooms. In 2019 Caroma Smart Command® - won the Good Design Award Best in Class from Good Design Australia.



2019

CAROMA ADJUSTABLE FLUSHPIPE

For behind the wall concealed toilet suites the pans require precise placement of the flush water inlet. Any variation from specified floor levels will require expensive rectification work to install the toilet pan. Caroma's new adjustable flushpipe allows plumbers to quickly realign the water inlet without visible damage to bathroom walls, saving on significant rectification costs and on-site time.



2021

CAROMA GERMGARD®

Caroma GermGard® protection is a unique, proprietary antimicrobial formula that kills a minimum of 99.9% bacteria it comes into contact with, when applied to products. This technology not only helps prevent the spread of bacteria but also makes cleaning easier.

2010s

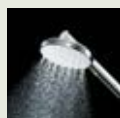
2020s onward...



2016

CAROMA CLEANFLUSH® TOILET

Caroma Cleanflush® uses patented rimless technology combining Caroma's unique flush and flow innovation to improve hygiene and cleaning effectiveness whilst still leveraging the lowest water per flush usage available. In 2016, Caroma won the Best in Class, Good Design Award for the Cleanflush® technology toilet range.



2018

METHVEN VJET® SHOWER

The award-winning VJet® technology allows the user to activate a seamless spray transition - from a firm, invigorating shower spray, to a gentle, enveloping warmth and everything in between. Crafted from high grade stainless steel which is both stylish and durable.



2020

CAROMA SMART COMMAND® INTELLIGENT SHOWER AND ECO-VALVE

Caroma Smart Command® launched two new products as part of its water solutions system. The Intelligent Shower's control mechanism, shower display and 'smart diversion of pre-warmed water' can reduce a building's water usage. The Eco-Valve can prevent major and minor leaks within a building and as such save water.



2021

METHVEN KIRI MK2 LOW FLOW SHOWER

Methven launched Kiri MK2 Low Flow Shower into the Australian market in 2021. With a WELS 5 star, 5.5L/min rating and the inclusion of award-winning Satinjet® technology, this product delivers superior performance and comfort whilst saving water and energy, and supports the sustainability goals of commercial end of trip facilities.

SECTION 3:

Our people

GWA recognises that our people are critical to our success.

We are committed to providing a safe, challenging and rewarding environment for our people to support them reaching their potential, which in turn helps GWA reach its goals.

We continue to conduct our business with the highest standards of personal and corporate integrity consistent with our Cultural Pillars.

Our Code of Conduct continues to guide the behaviour of our people and demonstrates the commitment of the Group to ethical practices.

Meanwhile, our Cultural Pillars outline the company values and set the tone for the behaviours that are expected in relation to how we operate and conduct business in order to achieve the Group's objectives.

Our Cultural Pillars remain at the heart of everything we do and there is an expectation that everyone behaves consistently with these Cultural Pillars.

The Code of Conduct complements the Group's risk management and internal control practices. The Code of Conduct is supported by the Group's Whistle Blower Policy and system of reporting activity suspected of breaching the Code of Conduct.

The Code of Conduct is reviewed annually and updated to ensure that it reflects current good practice and to promote the ethical behaviour of all employees.

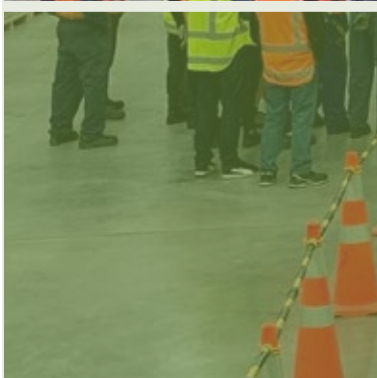
OUR ONGOING RESPONSE TO COVID-19

As a result of the COVID-19 pandemic, GWA's sustainability agenda is focused on the health, safety and wellbeing of our staff, visitors and contractors to our sites as we continue our role as an essential supplier to the plumbing and construction sectors.

Our focus has been on saving lives and livelihoods and we aligned our motto of "stay calm, stay focused, stay safe" to our Cultural Pillars.

We quickly mobilised to enable all office-based staff to work from home. Our warehouse staff were considered essential workers and continued to work during lockdowns with reassurance in our relentless adherence to COVID-19 safe practices and protocols.

We established intranet sites for staff to access all COVID-19 resources including safety facts, training videos, wellness tools and resources, and access to our employee assistance program (EAP). The EAP program has been an important resource to assist staff and their families with mental health and wellbeing during the pandemic and associated lockdowns.



Our training during COVID-19 was heavily focussed on mental health and wellbeing and included topics such as:

- Working safely from home
- Building resilience and mental and physical wellbeing
- Managing through change
- R U OK? workshops
- COVID-19 safety — mask wearing and hand washing

We created a Wellness Hub on the GWA intranet site where we shared resources from meditation techniques, healthy eating recipes, financial tips and exercise suggestions to support mental and physical wellbeing. This supported a range of other initiatives including regular wellness check-ins and team-based activities to support connectedness.

We continue to closely monitor and adjust our business operations as required and in accordance with the latest Government and regulatory health and safety advice.

WORKPLACE HEALTH & SAFETY

GWA's focus remains on ensuring that we provide a safe workplace for our employees, contractors, visitors and customers, while driving a positive safety culture and actively reducing and mitigating risk.

"We care for each other" is a Cultural Pillar of the organisation that drives our objective to ensure everyone is safe, every day. The GWA management structure for Workplace Health and Safety (WHS) continues to be centrally led by the Head of Risk, Safety and Compliance. This executive addresses the Board and Executive Leadership Team (ELT) on a regular basis to discuss all matters relating to WHS. This provides an opportunity for updates, scope discussions and to monitor progress of the WHS strategy and performance.

The ELT members regularly review key risk areas aligned with our business risk profile. These include chain of responsibility, health and wellbeing, environment and waste.

During FY21, GWA continued to make substantial progress on implementing our safety strategy. This strategy focuses on leadership and behavioural aspects of safety together with identifying and mitigating physical risks in our operations. The increased focus on cultural and behavioural drivers has resulted in an improvement in most of the Group's lead and lag indicators of safety performance. GWA has steadily improved its safety performance over the last 12 years, but has seen an increase in lost time injuries during the year due to manual handling incidents. We have implemented customised training strategies to address the root cause of the injuries.

Key achievements during the year included:

- GWA meets the requirements to ensure the health and safety of its workers under WHS legislation and continued the external auditing process for WHS compliance at its sites. During FY21, the Group commenced the transition from Australian safety standard AS4801 accreditation to the new international safety standard ISO45001, and all GWA sites were accredited to this new standard;
- GWA completed the review and update of all safety policies, procedures and tools to bring these in line with ISO45001 international safety standards. This has been a significant task to standardise operating procedures to deliver a consistent and measurable approach to safety across the Group;

- Safety Homecoming training is now into its fourth year and continues to be rolled out to all employees across Australia, New Zealand and for the first time to the United Kingdom. The roll-out into China was delayed due to the COVID-19 pandemic. Safety Homecoming is designed to develop and drive safety behaviour engagement for staff at all levels. The intent is to acknowledge and celebrate safe demonstrated behaviour whilst engaging and addressing at-risk behaviour;
- Improved monitoring of driver behaviour and safety was a clear focus. Reporting on telematics devices by Ctrack and insights from fleet management are readily available to drivers and management. This has seen an improvement in driver behaviour and a reduction in road accidents;
- Mental health ambassadors were identified and appointed across the business and trained in mental health first aid as part of our continuing focus on the wellbeing of staff including mental health issues associated with the COVID-19 pandemic. R U OK? training was also rolled out throughout the organisation;
- The New Zealand Methven factory was successfully scaled down without injury or serious incident. The high-risk work of dismantling and moving the machinery was well planned and executed allowing the project to be conducted in a safe and compliant manner;
- The New Zealand Avondale distribution centre was temporarily relocated to Highbrook while work was conducted to convert the previous factory to a larger distribution centre as part of integrating the Caroma and Methven businesses. The entire Highbrook distribution centre has now been moved to Avondale. The project was completed with safety as the highest priority and completed with zero injuries or serious incidents; and
- The Methven Heshan, China factory was sold during FY21 which lowers the Group's overall WHS risk.

CASE STUDY

ZERO MEDICALLY TREATED INJURIES IN FY21

For the second successive year, GWA has maintained a MTIFR (medically treated injury frequency rate) at zero.

This result has been achieved from a continued focus on safety culture and behavioural change at all sites across the GWA network, including Australia, New Zealand, China and the United Kingdom.

At each site we are focusing on preventative measures, including hazard reduction and near miss reporting to drive cultural change in the way we interact at our sites which has led to this result for the second year in a row.

The roll-out of Safety Homecoming training is continuing to deliver a major improvement in safety culture across the business.

The implementation of site specific activities such as daily tool-box meetings, site audits and root-cause analysis of incidents is assisting in driving the ongoing behavioural change to deliver this improved result.

SAFETY PERFORMANCE INDICATORS

GWA measures a range of balanced safety performance indicators. We continuously identify, implement and monitor our activities to ensure we eliminate unsafe acts and practices.

These activities, identified as proactive 'LEAD' indicators, include the number of safety interactions conducted, hazards reported, site inspections and actions closed. GWA also measures key 'LAG' indicators that measure lost time and medically treated injuries, hours lost due to injury and total injuries which represent a combination of lost time and medically treated injuries.

LEAD INDICATORS

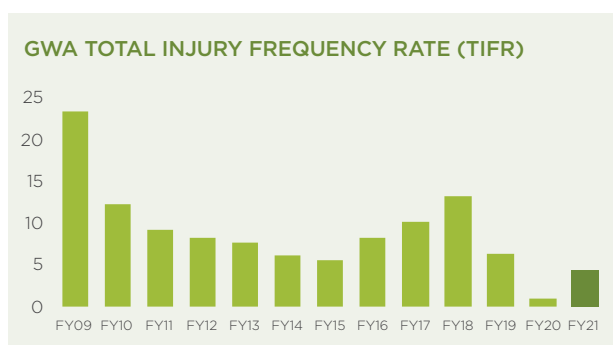
During FY21, GWA's safety performance measured by Lead indicators is detailed below:

Metric	Result in FY21
Safety Interactions Conducted	100%
Recorded Safety Events	418
Hazards Closed	100%
Actions Closed	100%
Site Inspection Completion	100%

LAG INDICATORS

During FY21, GWA's safety performance measured by Lag indicators is detailed below:

Metric	Result in FY21
LTI FYTD	5.0
LTIFR Rolling	4.3
MTI FYTD	Nil
MTIFR Rolling	Nil
TI FYTD	5.0
TIFR Rolling	4.3



Following the improvement trend in the TIFR since FY18 and a significant reduction in FY20, GWA experienced an increase in the rate from 0.9 in FY20 to 4.3 in FY21, primarily as a result of an increase in manual handling injuries. We are renewing our focus on behaviours and have implemented customised training strategies, revised our standard operating procedures and trained staff to address the root causes to reduce manual handling injuries.

GWA recorded a Medically Treated Injury Frequency Rate (MTIFR) of 0.0 for FY21.

GWA is committed to maintaining the positive safety culture in the Group and our ongoing proactive approach to identifying and mitigating safety risks. Workplace safety remains an ongoing focus for the Board and the executives of the Group.

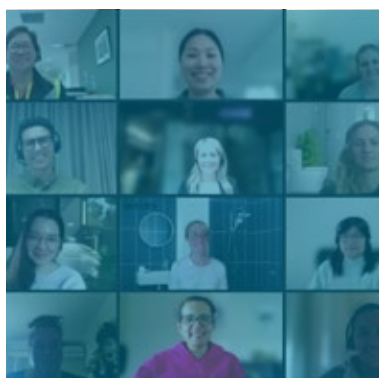
DEVELOPING A HIGH PERFORMANCE CULTURE

GWA fosters a high-performance culture through programs and practices that encourage our people to perform at their best while upholding our Cultural Pillars.

Fundamental to this philosophy is our belief that every person in the business is a leader and we expect everyone to act as one team with a common purpose aligned with our Cultural Pillar, "We are on one team". Since 2018, GWA has partnered with AON (now Kincentric) for our Making Life Better Employee Survey. For our most recent survey in FY20, we had a 90% participation rate and our Group engagement score was 61% which is above the median for companies in Australia and New Zealand.

To emphasise our belief that everyone is a leader, employees that completed the survey received their own, individual engagement report which showed their personal engagement score and actions to improve their own engagement.

To reinforce a high-performance culture, all non-EBA employees have been included in an incentive bonus plan. Payment is based on business results, achieving personal Key Performance Indicators (KPIs) and ensuring behaviour is aligned to our Cultural Pillars. This has resulted in a strengthened performance management process to ensure alignment to the Group's overall strategy.



DIVERSITY AND INCLUSION

GWA recognises and celebrates the value and contribution each individual brings to the workplace and appreciates the value of attracting and retaining employees from different backgrounds. GWA is committed to creating a working environment that is fair, flexible and supportive of all our staff and that promotes personal and professional growth.

GWA embraces and celebrates diversity in the workforce which contributes to business success and benefits employees, customers, consumers and shareholders. Leveraging diversity in the workplace fosters engagement, enhances creativity, improves decision making and increases productivity to deliver a strong competitive advantage.

We remain committed to promoting diversity and inclusion through the implementation of policies and initiatives to achieve a diverse workforce. The Group's Diversity and Inclusion Policy is available on the Group's website at www.gwagroup.com.au under Corporate Governance Policies.

We understand that each individual is unique and we recognise individual differences. These differences can include skills, experience, thought, gender, age, disability, ethnicity, cultural or socio-economic background, religion, sexual orientation, political or ideological beliefs as well as other dimensions such as lifestyle and family responsibilities.

At GWA we are committed to:

- a workplace which is free from discrimination, harassment, bullying, victimisation and vilification;
- treating employees fairly and with respect;
- a workplace culture that is inclusive and embraces individual differences;
- equal employment opportunities based on ability, performance and potential;
- awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity;
- flexible work practices and policies to support employees and their changing needs;
- attraction, retention and development of a diverse range of talented people;
- equitable frameworks and policies, processes and practices that limit potential unconscious bias.

In 2012, the Board established a number of measurable objectives to promote and encourage increased gender diversity within the workforce as outlined below. The Board will continue to work on increasing the percentage of females employed by GWA including committing to a minimum 30% target for Board composition in line with the Principles and Recommendations of the ASX Corporate Governance Council having regard to business needs, the best available candidates and all facets of diversity in addition to gender.

GWA has made significant progress in recent years to address gender pay equity anomalies and have addressed these as part of the annual salary review process. In February 2021, a gender pay equity review was performed in the Australian business.

The result of this review identified any variations in pay across similar roles were attributed to non-gender related variables. Gender pay equity reviews are built into the annual remuneration review process and will remain an ongoing focus for GWA.

The measurable objectives to increase gender diversity are assessed annually and are reported in the Corporate Governance Statement which is available on the Group's website at www.gwagroup.com.au under Corporate Governance. The objectives and supporting actions include:

1. INCREASE THE PERCENTAGE OF FEMALES EMPLOYED BY GWA WITH A MINIMUM 30% TARGET FOR BOARD COMPOSITION

- Ensure the recruitment process and practices continue to comply with equal opportunity principles.

Women comprise 43% of GWA's overall workforce for the reporting period. For the prior year, female composition of the global workforce was 42%. The Group's focus on diversity and inclusion has been recognised by employees and is demonstrated by increased scores in our latest engagement survey which was two percentage points above the Australian norm. The current female representation on the Board is close to the minimum 30% target as outlined in the table below.

In June 2021, the Group lodged its 2021 Australia Workplace Gender Equality Report with the Workplace Gender Equality Agency (WGEA) in accordance with the *Australian Workplace Gender Equality Act 2012* (Act). The Group notified its employees and employee organisations of the lodgement of the report and advised how it may be accessed. The Group also allowed employees and employee organisations to make comments on the report. The report is available on the Group's website at www.gwagroup.com.au under Gender Equality Reporting. The Group received notification from the WGEA that it is compliant with the Act.

The following table is a summary of GWA's Australian workplace profile at 31 March 2021 as reported to the WGEA:

Title	% Female
Board of Directors	29% ¹
Key Management Personnel	0% ²
Senior Managers/Other Managers	32%
Total Management	37%
Total Non-Management	45%
Overall Total	43%

Note:

1 33% of GWA's non-executive directors are female.

2 KMP for WGEA reporting includes the Acting CEO, Chief Financial Officer and Company Secretary roles with the other non-KMP executives included in Management.

2. PROVIDE AND PROMOTE FLEXIBLE WORK PRACTICES TO ATTRACT AND RETAIN DIVERSE TALENT

- Continue to promote awareness of current flexible work practices to existing employees and potential candidates;
- Investigate and implement any additional flexible work arrangements appropriate to the needs of employees to support personal circumstances.

Across GWA we continue to review employment policies and practices to ensure that, among other things, flexibility is offered to attract and retain talent. GWA fully supports and encourages flexible working arrangements and many employees take advantage of different ways to get the job done including working from home or working flexible hours.

The existing wide use of flexible work practices enabled the Group to quickly respond to the COVID-19 pandemic with all office-based staff having the ability to work from home. GWA also provided additional tools and training during the pandemic to ensure that staff were supported to work remotely as part of our ongoing focus on their safety and wellbeing. In the latest employee survey, 77% of employees felt that they “have the flexibility to modify their work schedule to address personal situations” which is two percentage points above the Australian average.

In addition to a number of employee benefit programs, a purchased leave plan is also in place which allows employees to “purchase” additional leave of up to four weeks per year via salary sacrifice.

3. SUCCESSION PLANNING AND HIGH POTENTIAL EMPLOYEE DEVELOPMENT

GWA ensures a diverse group of high potential employees are identified as part of the Group’s succession planning process and actively developed for career progression. The Group’s recruitment and development strategy continues to focus on attracting, developing and retaining a diverse pool of talent to deliver our growth strategy.

GWA has regular talent reviews to strengthen our succession plans. These talent discussions include career development actions which are regularly reviewed. Managers are aware of their responsibility to develop talent and in the last survey, 81% of Managers responded “I am accountable for developing high performers” which is a strong score for Australian organisations.

INVESTING IN OUR PEOPLE

GWA remains committed to investing in its people and developing leadership skills to create the leaders for the future. Our leadership programs are designed to provide our people with the knowledge, skills and support to enable them to perform at their best. In FY21 we introduced the target for employees to have at least 20 hours of training during the year.

Across the business, we had 14,194 training courses completed with 169 online courses on offer spanning compliance, technical and soft skills development.

We maintain a range of leadership and development programs that are aligned to our purpose of making life better with superior solutions for water and the Good to Great Journey which was communicated across the organisation in August 2018.

GWA continues to operate development programs at two levels:

- Group-wide programs for all employees;
- Business-specific training programs to develop particular skills relevant to specific areas of the business or key target groups across the business such as frontline sales leaders.

GROUP-WIDE PROGRAMS

Great Beginnings: Onboarding and induction blended learning program including information on the business history, strategy, customers, innovation, sales and marketing as well as a Waterworks teambuilding activity aligned to our purpose (building a water purification unit for donation to people in need).

H2O: short, online courses which help people with skills on How 2 Operate (excel, Salesforce, Microsoft teams, etc.).

Good 2 Know: Lunch and learn on a variety of topics such as cyber security, career development, product training.

Great Conversations: 1-2 hour sessions with internal and external thought leaders. A number of these sessions have been targeted for female talent.

iLead: Management training programs with training for 4 levels of leadership (Leading Yourself, Leading Others, Leading a Department/Function, Leading the Business). In FY21 we launched a number of new leadership courses including Situational Leadership II and Personal Excellence. In total 245 employees attended leadership programs during the year.

Learning Festival: An annual multi-week event focused on supporting a learning culture. The FY21 Learning Festival held in November 2020 featured 20 live events, 32 on demand courses with over 1,000 learning seats.

BUSINESS-SPECIFIC TRAINING PROGRAMS

Supply Chain/Operations: Warehouse management system training.

Sales and Customer Service: In FY21 we launched our Sales Academy with first phase featuring product training across Caroma Smart Command®, sanitaryware and tapware products.

GWA’s leadership and development programs are supported by our Learning Management System, iLearn.



SECTION 4:

Environment

CLIMATE RISKS AND OPPORTUNITIES

GWA acknowledges climate-related risks and opportunities within its business operations. The manufacture of bathroom and kitchen products consume resources and energy and therefore GWA is indirectly exposed to carbon emission regulations which may impact input pricing in the manufacturing process.

Another effect of climate change relates to scarcity of water. The World Economic Forum (WEF) 2020 Global Risk Report classified water scarcity as one of the five highest risks in terms of impact. This represents an opportunity for GWA regarding the development of water-saving products and technology.

GWA is a low emitter of greenhouse gas emissions, however, we appreciate the ongoing need to reduce our greenhouse gas emissions and encourage our manufacturing supply chain partners to do the same. We are committed to further improving our disclosures in reference to the key recommendations of the TCFD.

The TCFD framework for disclosure of climate change risks and opportunities includes two main categories of climate-related risks including:

- risks related to transition; and
- risks related to physical impacts.

We continue to assess transition risks including policy and legal risks; technological risks and market or reputational risks which may be applicable to our business. The physical risks emanating from climate change include risks to our assets and interruption of our business from increased activity in weather-related perils such as Cyclones, Earthquakes, Floods and Bushfires.

We assess these risks as part of our internal due diligence procedures in establishing new company sites and engaging new suppliers to the business to ensure risks are properly assessed and managed. In addition, our property and business interruption insurer assess these risks as part of their annual review of our controlled locations and those of our key suppliers.

We conduct periodic detailed site risk assessments and reviews of risk mitigations and contingency plans as part of our internal audit program and utilising the expertise of external advisers as required.

GWA ensures that perils are adequately insured with reputable insurers, robust limits and breadth of cover based on advice from our insurance broker.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals address global challenges including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice.

GWA continues to reference the UN 2030 Agenda for Sustainable Development and Sustainable Development Goals. While in a broad sense, each of the 17 goals are important to our business, GWA references 3 goals specifically:

GOAL 1: ENSURE ACCESS TO CLEAN WATER AND SANITATION FOR ALL



GWA maintains a strong pedigree and history in developing innovative solutions for water with Caroma developing the world's first dual flush toilet in 1980 with the introduction of full flush/half flush water saving technology. This is reflected in our continued innovative approach in new product development and commercialisation in delivering water saving solutions for our customers.

We contribute to environmental sustainability through the development of products and systems which deliver water-efficient and water-saving solutions in the built environment. This is relevant for both residential and commercial premises. For example, Caroma's Dual and Smart flush technologies continue to save on average 32,000 litres per year for each toilet in which they are used — the equivalent of one Sydney harbour saved each and every year.



CASE STUDY

GWA DELIVERING HIGH WELS-RATED SANITARYWARE AND TAPWARE

Design and construction professionals play a critical role in Australia's future by implementing sustainable water management in building design. Showers, taps and toilets are the biggest consumers of water in the average Australian home.

The Water Efficiency Labelling Standards (WELS) is a mandatory, national and federal government-run water efficiency labelling scheme. WELS requires the registration and labelling of showers, taps, toilets, urinals, clothes washers, dishwashers and flow controllers. This scheme aims to encourage wise water usage by informing customers about the water efficiency of a product at the point of sale. WELS provides transparent water efficiency information and star ratings for regulated products.

An inefficient showerhead can use approximately 15L-25L of water per minute. For a standard four-person household, replacing a showerhead that flows at 15L/min with a WELS 3-star showerhead at 9L/min saves approximately 70kL each year. In the same scenario, a WELS 4-star shower at 6L/min will save approximately 105kL each year.

Flow rates for taps are included on water rating labels — a high WELS star rating equates to less water consumption. The best-performing water efficient taps have a WELS 6-star rating, with a flow rate of 4L per minute or less.

GWA continues to focus on upgrading its sanitaryware and tapware products to higher WELS ratings to target greater water efficiency and enable residential and households to use less water.

Over 80% of Caroma taps are 5 or 6 star WELS rated while 95% of Caroma sanitaryware products are 4 star WELS rated.

CASE STUDY

CAROMA SMART COMMAND® SAVING WATER AT THE GLASS HOUSE OFFICE BUILDING MACQUARIE PARK NSW

Caroma Smart Command® is an ecosystem of intelligent products that enable building managers to monitor and control water use in near real-time and make smarter decisions that reduce maintenance costs, while improving hygiene and up-time.

An innovative range of intelligent tapware, showers, urinals and Invisi toilets have been developed to seamlessly integrate with Caroma's Smart Command® technology.

These intuitive products incorporate the latest in touch-free technology for optimal hygiene for a more efficient bathroom design which reduces cleaning and maintenance.

Caroma Smart Command® enabled bathrooms allow building managers to precisely track every detail and collect data in real time, from water usage per appliance, to the number of activations. This data can be accessed locally from a mobile app or integrated to an existing Building Management System (BMS) or cloud platforms.

At one facility, the Glasshouse office building in Macquarie Park NSW, there are a total of 449 Caroma Smart Command® fixtures and fittings installed across the building. The installation of Caroma Smart Command® fixtures was able to demonstrate a 22% bathroom water saving (237,800L) which contributed to 6% of the overall building water saving.

The savings were identified from:

- leak detection 48%
- optimised smart fixtures 36%
- behavioural changes 16%

Caroma Smart Command® also results in improved user experience. As a result of near real-time data, Caroma Smart Command® ensures bathrooms operate to their maximum potential. The building's tenants can enjoy a touchless experience that provides a new level of cleanliness and hygiene.

This resulted in a Hygiene Index of 1.6. This score is the combination of hand washing duration and the relationship between sanitaryware and tapware activations. A score of 1.0 is considered 'good'. It also resulted in a 7% improvement in hand washing duration by deploying behavioural change suggestions within the bathrooms.

As of 30 June 2021, Caroma Smart Command® has been installed in 127 sites across Australia and New Zealand, with a solid bank of additional projects in the pipeline for FY22. 40 sites have been migrated to the cloud platform.

GOAL 2: BUILD RESILIENT INFRASTRUCTURE, PROMOTE SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION



GWA is committed to designing and developing new products and systems in Australia and New Zealand for our customers, and with quality and performance that exceed stringent local standards and contribute to water efficiency in the built environment.

GWA has two centres of excellence; our Caroma Innovation and Distribution centre at Prestons, NSW which includes a state of the art 2,000 square metre innovation centre and our GWA experience and distribution centre at Avondale, New Zealand. Both facilities are purpose built research and development sites which are committed to innovation and design excellence. They specialise in water efficient products and systems that enhance the bathroom, kitchen and laundry environments. GWA's design and innovation centres are at the forefront of global innovation, designing everything from the world's first two button dual flush and reduced flushing systems to patented shower experiences.

CASE STUDY METHVEN KIRI MK2 LOW FLOW SHOWER

During the year, Methven launched Kiri MK2 Low Flow Shower into the Australian market. With a WELS 5 star, 5.5L/min rating and the inclusion of award-winning Satinjet® technology, this product delivers superior performance and comfort whilst saving water and energy.

With Satinjet® technology, twin-jets collide to create optimum droplet size and pressure, delivering thousands of tiny droplets per second.

Kiri MK2 Low Flow offers significant water and financial savings opportunity across both commercial and residential premises.

In commercial end of trip applications, in the place of a typical 7.5L/min shower, almost 1/3 less water could be used per year with a Low Flow (5.5L/min), resulting in a 13% potential water saving.*

In a residential setting, the Kiri MK2 Low Flow can potentially save 11,680 litres of water annually.**

* Source: Caroma Smart Command Sustainability Case Study | Sustainability case study Report — Norman Disney & Young — Aug 2019

** Based on the assumption that one single person showers for 8 minutes per day Source: National Water Usage Report —Australian Bureau of Statistics — 2017-2019

GOAL 3: MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE



GWA's rich heritage in designing and delivering water saving and efficient products and systems continue to assist cities and communities achieve sustainability goals, particularly in the area of water efficiency.

CASE STUDY CAROMA SMART COMMAND® ECO-VALVE

The Caroma Smart Command® Eco-Valve remotely prevents, stops and isolates leaks before they cause harm to a commercial building.

The Eco-Valve will isolate the flow of water when it detects one or more of the following configurable conditions:

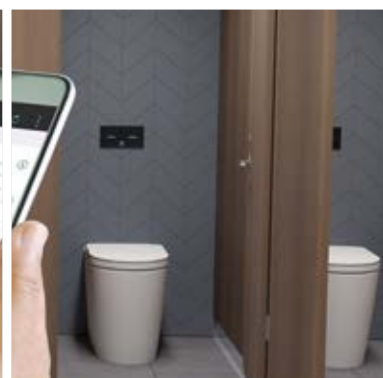
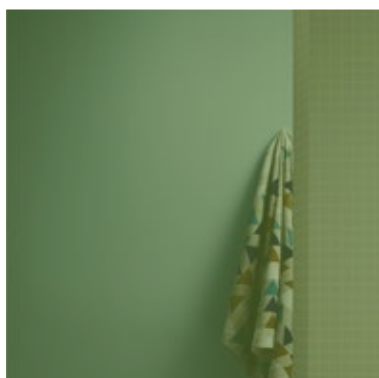
- Exceeds continuous water volume — where a pre-configured volume of water is exceeded e.g. a tap not turning off.
- Exceeds maximum flow rate — where the valve identifies a sudden excess of water flow e.g. burst pipe.
- Exceeds continuous flow time — where there is constant water flowing through the valve for an extended period e.g. toilet outlet valve running on.
- Self-learning micro leakage — monitors pipeline static pressure reduction over time to learn usual patterns and identify outliers.

CAROMA SMART COMMAND® ECO-VALVE IN PRACTICE

In a Sydney commercial office tower, the Caroma Smart Command® eco-system was deployed with two Eco-Valves protecting both the male and female amenities. At approximately 3:30pm the pipe downstream from the Eco-Valve protecting the female amenities burst, resulting in an excess of water leaking, which if left unchecked could quickly cause a great deal of damage to the building and significant water wastage.

The Eco-Valve detected the abnormality when the pre-set limit for water volume was exceeded under the first leak detection protocol, prompting the Eco-Valve to shut and instantly notifying the on-site maintenance plumber of the leak who was able to begin works to rectify the issue when the water shut-off.

In addition to stopping the leak, the Eco-Valve sent alerts to the Facilities Manager and Caroma Smart Command® team via the cloud to inform of the events which lead to the Eco-Valve closure.



CASE STUDY

CAROMA CONTINUES TO PIONEER WATER SAVING INITIATIVES

GWA is working with the Australian Department of Foreign Affairs and Trade to deliver the Caroma Smart Command® eco-system to the Australian Pavilion at the Dubai World Expo in 2021.

Caroma Smart Command® is featured throughout the Australian Pavilion including the full suite of products. Our eco-system enables the Australian Pavilion to be one of the most water efficient pavilions at Expo 2020 (now opening 1 October 2021) and reinforces Australia's commitment to water sustainability on a global stage.

As part of the Expo GWA will help Australia lead a conversation at 'Water Week' helping articulate how we utilise data and insights to drive smarter water usage.

EDUCATING THE INDUSTRY

Caroma on Collins is our flagship showroom in Alexandria, Sydney which showcases the range of GWA products. It is also a facility which is used to deliver industry events for architects, specifiers, designers and building owners as part of GWA's ongoing commitment to delivering sustainable water solutions in the built environment.

During FY21, we continued to host a range of industry events, a number of which contribute towards participants earning Continuing Professional Development (CPD) credits.

ENVIRONMENTAL IMPACT

GWA continues to implement an active program to minimise our impact on the environment. Across our business, we remain committed to complying with Government environmental regulations, identifying and addressing environmental risks and managing the use of our resources in a responsible and sustainable manner.

The three main components of environmental assessment include:

- water consumption;
- waste production;
- production of greenhouse gas emissions.

A key initiative over recent years which has reduced our environmental impact is the consolidation of GWA's warehousing and distribution facilities in Australia and New Zealand to simplify the network, optimise inventory and allow differentiation of customer delivery.

In Australia the network has been consolidated from 11 facilities to 4, while in New Zealand, 3 facilities have been consolidated into 1 following the integration of Methven.

The environmental impact outcomes for FY21 were a function of GWA's continued focus and efforts across our facilities to reduce consumption, aided by the distribution network consolidation. In addition, COVID-19 resulted in various site operating restrictions and short-term facility shutdowns due to lockdown requirements.

1. WATER CONSUMPTION

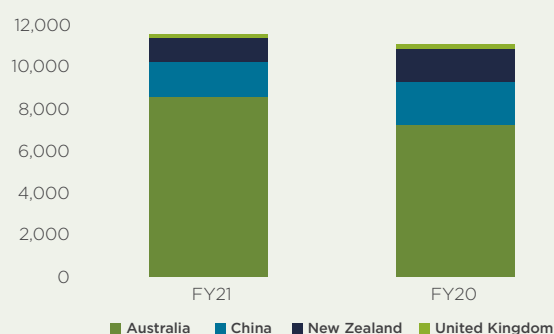
As a pioneer in the development of water saving products and systems in the built environment, GWA recognises the importance of using water efficiently across our own business.

We have specific environmental performance measures for water consumption across our business and maintain plans for continuous improvement on water use.

GWA's controlled facilities consumed approximately 11,579 kilolitres of potable water during the year ended 30 June 2021 (FY20: 11,070 kilolitres¹). Water

consumption at GWA's controlled facilities increased by 4.6% on the prior year with the main driver being the inclusion of the new GWA Distribution Centre at Derrimut, Victoria which was included for the full year in FY21, but only included for 7 months of FY20. Water consumption was reduced through the sale of the Heshan, China factory and scale down of NZ manufacturing at the Avondale, NZ site during FY21.

KILOLITRES CONSUMED



GWA continues to implement water saving measures across our operations to reduce usage. The following are examples of key initiatives:

- Rainwater is used in GWA's Experience and Distribution Centre at Avondale, NZ. The water is then recycled through a treatment plant which in FY21 generated 668 thousand litres of recycled water. The site has generated 12.9 million litres of recycled water since the installation of the treatment plant in 2016;
- Rainwater tanks are installed at GWA's Distribution Centres at Pinkenba, QLD and Welshpool, WA for the gardens and fire systems;
- GWA's Australian sites have installed the Caroma Smart Command® intelligent and touch-free water management solution enabling the monitoring and control of water use, and improved hygiene at the sites;
- The Caroma Innovation and Distribution Centre at Prestons, NSW has installed five 10,000 litre and one 25,000 litre rainwater tanks. Recycled water is used for irrigation and toilet flushing. The site has been awarded a 5 Star Green Star Rating which represents excellence in sustainable design and construction;
- GWA's flagship store at Alexandria, NSW has water storage tanks incorporated into the showroom which are filled from rainwater then used to run the functioning product displays. GWA's flagship store at Norwood, SA uses recycled water for the functioning toilet displays.

¹ FY20 total water consumption has been restated which increased FY20 total water consumption from 10,187 kilolitres to 11,070 kilolitres.



CASE STUDY RAINWATER HARVESTING AND RECYCLING

At GWA's Experience and Distribution Centre at Avondale, NZ rainwater is harvested from the facility roof, passed through a five-stage filter and UV sterilisation process and stored in temperature controlled and chlorinated tanks.

From here, the water is used in our recycled water system for product testing in the facility, testing in the R&D laboratory and in the facility bathrooms. Clean, used water from the R&D laboratory is recycled back through the filtration system to be reused.

GWA continues to implement waste reduction initiatives across our operations to reduce waste. The following are examples of key waste reduction initiatives:

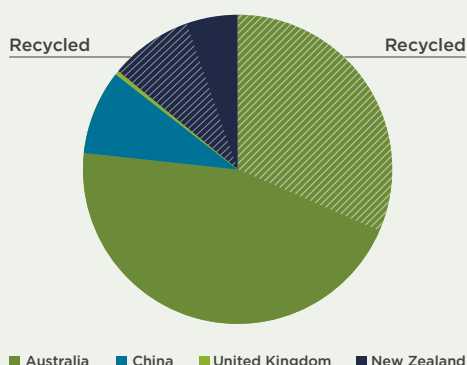
- Recycling is encouraged in GWA offices and showrooms where we have separate waste bins for general waste and recycling. GWA distribution centres have separate bins for the recycling of cardboard, plastics and wood and is managed by our national waste provider;
- GWA monitors obsolete stock disposals and where possible, donates to charity or recycles the products to minimise the volume which is sent to landfill;
- GWA has implemented programs to reduce the volume of cardboard by reviewing pack sizes, reducing board grade thickness and downsizing where appropriate.

2. WASTE PRODUCTION

GWA has specific environmental performance measures for waste reduction and resource use in the business.

GWA's controlled facilities produced approximately 523 tonnes of solid waste (comprising general waste, cardboard, low-density polyethylene and wood) for the year ended 30 June 2021 (FY20: 513 tonnes). Approximately 326 tonnes went to landfill and approximately 197 tonnes were diverted from landfill and recycled in FY21.

WASTE BY REGION



GWA remains a member of the Australian Packaging Covenant (APC) which sets out how Governments and businesses share the responsibility for managing the environmental impacts of packaging. As a signatory to the APC, we are committed to the recyclability of our packaging and reducing the impacts of packaging within our supply chain. GWA is also a signatory to the world-renowned Australian Recycling Label, created by APC and Planet Ark.

CASE STUDY METHVEN BRAND RE-PACKAGING

Methven continues its Partner Membership with the Australian Packaging Covenant (APC) which guides the recyclability of our packaging options. Methven has also adopted the Australian Packaging Recycling Label (ARL) principles throughout its new product ranges across Australia and New Zealand.

Methven has implemented programs to reduce the volume of cardboard use by reviewing pack sizes, reducing board grade thickness and downsizing where appropriate, simplifying inserts and transitioning from full colour boxes to brown board with stickers. Methven has also reduced a significant amount of polyfoam from packaging within a number of its core product ranges.

CASE STUDY CLOSED-LOOP PALLET SYSTEM

GWA's Australian East Coast Distribution Centres purchase approximately 55,000 pallets per annum that equates to 1,714 tonnes of virgin wood.

Using the principles of Recover, Reuse, Reduce and Recycle we have implemented a closed-loop pallet system to reduce our consumption of new wooden pallets — a win for the environment. Our customers will also benefit from this new system by not having to dispose of the old pallets, and as a result — the creation of a safer work environment. GWA continues to strive for additional savings and environmental benefits in the future through a leaner supply chain.

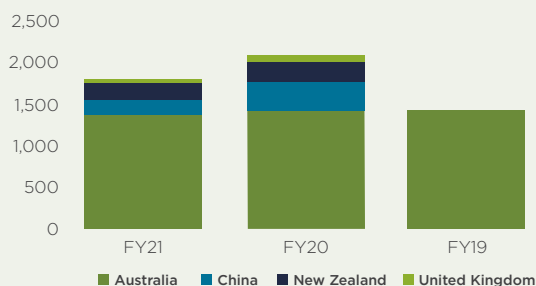
3. CARBON EMISSIONS

GWA continues to work towards reducing its energy consumption and greenhouse gas emissions across the business by improving the energy efficiency of our operations.

GWA is a low emissions intensity entity as our business activities are less carbon intensive than other sectors. We continue to voluntarily report our carbon emissions and energy use with the reports available on the Group's website at www.gwagroup.com.au under Carbon Reporting.

For the period ended 30 June 2021, total carbon emissions from GWA's controlled facilities were approximately 1,869 tonnes of carbon dioxide equivalent (CO₂e)(FY20: 2,118 tonnes CO₂e). Carbon emissions at GWA's controlled facilities reduced by 11.8% on the prior year with the main drivers being the improvement focus and implementation of energy efficiency measures across the Group, the sale of the Heshan, China factory and scale down of NZ manufacturing at the Avondale, NZ site during FY21.

CO₂E (TONNES) PRODUCED



Notes:

- FY19 data represents Australian controlled sites and does not include Methven which was acquired on 10 April 2019.
- FY19 to FY21 data represents gross CO₂e production with no offset for solar generation at applicable sites.

CASE STUDY HYBRID VEHICLES

In 2019 a Group Procurement review of tool of trade vehicles resulted in the introduction of hybrid vehicles to the Australia fleet.

Working with our incumbent provider, the default option for new or replacement tool of trade vehicles is the Hybrid Toyota Rav 4. Across a total fleet of 50 vehicles, all 21 new car orders placed in FY21, were the hybrid option. With further orders to flow through, we are estimating that by the end of FY22 over 80% of the Australian fleet will be hybrid. The remaining vehicles will be changed to hybrid when their leases expire in FY23.

GWA continues to actively identify energy efficiency and greenhouse gas reduction opportunities throughout our business operations. The following are examples of key initiatives:

- A 250kW solar panel system is installed at the Caroma Innovation and Distribution Centre at Prestons, NSW. For FY21 the solar system generated 328,277Kwh of power, representing half the site's usage (629,740Kwh), offsetting 259 tonnes of CO₂e. Other initiatives at the site include LED lighting in the warehouse and motion sensor lighting in offices;
- GWA's Distribution Centre at Pinkenba, QLD has installed a 100kW solar panel system and LED lighting. For FY21 the site consumed 52,918Kwh of power with the solar system generating 71,004Kwh, offsetting over 100% of the sites usage;
- GWA's Australian motor vehicle policy has been reviewed to include the lease of hybrid vehicles with orders being placed during FY21 for a further 21 hybrid vehicles, to represent 50% of the Australian car fleet. By the end of FY22, over 80% of the Australian car fleet will comprise hybrid vehicles;
- GWA's forklift fleet at the Distribution Centres in Australia have been changed from gas to electric operated forklifts.

CASE STUDY SOLAR AT PRESTONS

GWA is extremely proud of our 5 Green Star Design & As Built v1.1 certified logistics facility, the Caroma Innovation and Distribution Centre at Prestons, NSW.

With a strong focus on sustainable solutions, some of the initiatives deployed at the site include rainwater tanks for water recycling, water meters, LED lighting, and installation of a 250kW solar system. Since commissioning in July 2018, at a yield of 1.02Gwh, the solar system has saved 819 tonnes of CO₂. This translates to the planting of 77,651 trees to absorb the CO₂ saved by our system. In FY21 the solar system offset the site's consumption by 52%.



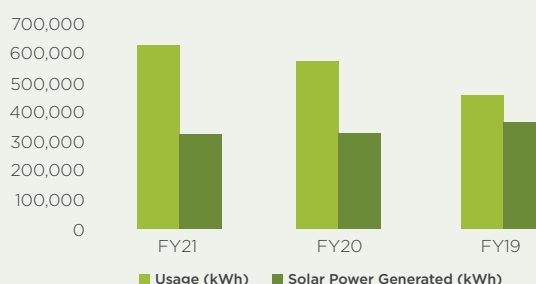
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USAGE TO SOLAR GENERATION — PRESTONS



SECTION 5:

Ethical and sustainable sourcing

GWA's supply chain ambition is to create a responsive, connected and streamlined supply chain that enables our business to predict and adapt to dynamic market forces.

We will increase customer and consumer loyalty by consistently delivering and exceeding their expectations, being reliable and easy to work with and ultimately living up to our core values every time we do business.

MANUFACTURING SUPPLY PARTNERS

GWA's products are manufactured under long-term exclusive contracts and agreements with a range of offshore supply partners. The supply partners are located in:

- China
- Malaysia
- Vietnam
- Thailand
- Italy
- Sweden
- Germany

GWA has 34 key manufacturing supply partners across Asia and Europe and a light manufacturing operation in New Zealand. GWA has 14 local supply, technical and quality staff based with various suppliers in China.

ETHICAL SOURCING

GWA is committed to conducting its business in an environmental and socially responsible manner.

That commitment is reflected across our business operations and it also extends to the expectations we maintain of our manufacturing supply partners to operate to the same exacting standards.

At a minimum, GWA expects all suppliers to be in strict compliance with the United Nations Ethical Trading Initiatives (ETI) and International Labour Organisation Conventions (ILO).

Further, we expect our manufacturing supply partners to comply with all laws and regulatory requirements regarding health, safety and welfare at each respective facility to ensure the health, safety and welfare of all workers, customers and any visitors to the facility.

Supply partners must also comply with all applicable laws, rules, regulations, standards and codes which relate to the manufacture, packaging, facilities, storage and delivery of products and the operation of the facility.



To underpin this commitment, GWA maintains a Supplier Due Diligence Policy which details our expectations to which all supply partners (including sub-contractors engaged by supply partners), must adhere.

This Policy specifies how GWA maintains the appropriate level of due diligence while monitoring ongoing supplier relationships and ensuring standardisation of approach across GWA.

GWA conducts factory visits to supply partners by senior management on a regular basis to verify compliance with local laws and safety conditions as well as GWA's Supplier Due Diligence Policy. Whilst COVID-19 related travel restrictions have reduced the supply partner factory visits we have maintained regular engagement and oversight through this period to ensure no issues arise.

We work constructively with our overseas suppliers to assist them in adopting workplace safety standards similar to those applying in Australia.

All inventory supply partners must undergo a Supplier Site Visit Assessment (SSV) prior to entering into purchasing arrangements with GWA. The SSV provides a detailed assessment of the supplier's facilities and the manner in which they are operated, including safety, environmental and human resource related factors.

These requirements include, but are not limited to, acceptable labour rights, appropriate working conditions, exclusion of child labour, liveable wages and working hours, avoidance of discrimination, humane treatment of employees and environmental sustainability. The supply partner must also demonstrate it can confirm compliance with national and regional laws and regulations.

GWA maintains a Supplier Corporate Social Responsibility Checklist to which supply partners are held accountable for compliance. This checklist incorporates the following key areas:

BRIBERY & CORRUPTION

- Suppliers must not engage in any acts of bribery and corruption in any form including falsifying documents and records.

LABOUR RIGHTS

- There is no forced bonded or involuntary prison labour;
- Workers are not required to lodge deposits or their identity papers with their employer and are free to leave their employment after reasonable notice;
- Employment is freely chosen;
- Freedom of association and the right to collective bargaining are respected;
- Workers without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively;
- The employer adopts an open attitude towards the activities of trade unions and their organisational activities;
- Workers' representatives are not discriminated against and have access to carry out their representative functions in the workplace;
- Where the right of freedom of association and collective bargaining is restricted under the law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.

WORKING CONDITIONS

- A safe and hygienic working environment will be provided, bearing in mind the prevailing knowledge of the industry and any specific hazards. Adequate steps shall be taken to prevent accidents and injury to health in the working environment;
- Workers will receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers;
- Access to clean toilet facilities and to clean drinking water and, if appropriate, sanitary facilities for food storage shall be provided;
- Accommodation, where provided shall be clean, safe and meet the basic needs of the workers;
- Suppliers will ensure that all personal protective equipment (PPE) is available and workers are trained in the use of PPE where required. Safeguards on machinery must meet or exceed local laws;
- Suppliers will assign responsibility for health and safety to a senior management representative.

CHILD LABOUR

- Suppliers will prohibit the use of child labour.

LIVING WAGES

- Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. In any event wages should meet the basic needs and to provide some discretionary income;
- All workers are to be provided with written and understandable information about their employment conditions in respect to wages before they enter employment and about the particulars of their wages for the pay period concerned each time that they are paid;
- Deductions of wages as a disciplinary measure or any deductions from wages not provided for by law shall not occur without the express permission of the worker concerned. All disciplinary measures should be recorded.

WORKING HOURS

- Working hours comply with the national laws and benchmark industry standard, whichever affords greater protection;
- In any event, workers will not on a regular basis be required to work in excess of 48 hours per week and will be provided with at least one day off for every 7 day period on average. Overtime will be voluntary, will not exceed 12 hours per week and in addition, will not be demanded on a regular basis and will always be compensated at a premium rate.

DISCRIMINATION

- There is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation;
- There is no harsh or inhumane treatment;
- There is no physical abuse or discipline. The threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation shall be prohibited.



ENVIRONMENTAL COMPLIANCE

- The facility will comply and dispose of its waste in accordance with national and local environmental laws and regulations;
- The facility must have identified and documented its key environmental impacts and implemented controls to minimise its impact on the environment with respect to solid waste disposal, hazardous chemicals storage and management, air and water emissions.

AUDITING THE SUPPLIERS

GWA has instituted modern slavery and ethical sourcing audit programs. Third party specialist audits are conducted through site visits, documented reviews and interviews with representatives from the suppliers. Suppliers are required to remediate any issues identified within an appropriate period, depending on the nature and severity of the non-compliance.

During FY21, through a specialist independent auditor, PWC, as part of GWA's internal audit program, GWA conducted audits on two major Asian supply partners. The two suppliers were selected given their importance to GWA as they represent a combined 12% of GWA's outsourced manufacturing spend. Coupled with our FY20 audits, this represents 41% of our manufacturing spend over a rolling two year period.

No modern slavery or ethical sourcing issues were identified as a result of these audits during FY21. A small number of minor health and safety matters were identified during the audits which have been satisfactorily rectified.

A methodology has been established during FY21 to capture the key information related to GWA's supply chain network to assist with developing a risk based rolling supplier site visit schedule for future years. This analysis is used as the basis for the annual cycle for supplier audits after taking into consideration all available information.

MODERN SLAVERY REPORTING

GWA acts ethically and with integrity in all its business dealings and relationships including the implementation and enforcement of effective systems and controls to ensure modern slavery does not take place in its own business or in its supply chain. GWA has a zero-tolerance for modern slavery.

The Company issued its first Modern Slavery Statement under section 14 of the Modern Slavery Act 2018 (Cth) for the financial year ended 30 June 2020 on 17 August 2020 and lodged the report with the Australian Border Force. GWA's Modern Slavery Statement for FY21 is expected to be available in December 2021.

GWA's Modern Slavery Statements can be found on the Group's website at www.gwagroup.com.au under modern slavery reporting.

The statement details the operations of GWA and its subsidiaries and outlines the potential risks to modern slavery that may exist within the business and supply chain. The statement also details the specific mitigations GWA has implemented across the business to address the identified risks and how their effectiveness is being measured.

MODERN SLAVERY ACTIONS

During FY21, the following modern slavery risk mitigation actions were undertaken:

- Further communication with and training of staff and key suppliers on company policies and procedures relating to modern slavery and ethical sourcing including GWA's group-wide policy against slavery and trafficking in persons;
- Monitoring and oversight by GWA's Ethical Standards Officer who is responsible for the implementation and monitoring of the policy and ensuring internal control systems are effective in countering modern slavery risks;
- The roll-out of an online modern slavery training module to all staff to assist with modern slavery compliance, risk identification and reporting;
- The reinforcement of GWA's Cultural Pillars to all staff which outline our company values and standards of behaviour expected in the business and how we conduct business activities;
- The communication of GWA's Whistleblowing Policy which provides an avenue for staff to raise concerns of unethical conduct including human rights issues;
- Continuing to build the long-term relationships with key supply partners to enhance transparency and trust in their business operations;
- Continuing to update Manufacturing and Supply Agreements with key supply partners, on renewal, with specific clauses to prohibit modern slavery;
- Auditing of key supply partners as part of the modern slavery and ethical sourcing audit program. A further two audits by PWC were conducted in FY21;
- Development of a risk based rolling supplier site visit schedule as part of the annual cycle for supplier audits;
- Implementation of a modern slavery assessment tool in the tender process for new non-inventory supply chain partners.

SECTION 6:

Community

GWA's policy is to act responsibly, ensuring that our people deal appropriately with the communities in which we operate, and to encourage and gain their support.

During FY21 GWA continued to partner with a range of community-based and charitable organisations to support their endeavours which is in line with our vision of making life better.

GWA AND THE SMITH FAMILY, MAKING LIFE BETTER



The Smith Family is the largest Australian children's education charity helping young Australians living in disadvantage to succeed at school, so they can create better futures for themselves.

The Smith Family supports children in need through their flagship Learning for Life program. This evidence-based program helps children to participate in their education more fully through a three-step approach. Financial, practical and emotional support aids in their educational journey throughout their school years. This innovative approach is improving the attendance and outcomes at school for children in need and is enabling them to be engaged in further study or work after leaving the program.

For the past 3 years GWA has supported 60 children in drought affected areas in Australia and donated \$125,000.

SUSTAINABLE COASTLINES



Sustainable Coastlines' mission is to enable people to look after the coastlines and waterways they love. They co-ordinate and support large-scale coastal clean-up events, education programs, public awareness campaigns and riparian planting projects.

GWA has continued its sponsorship of Sustainable Coastlines, which is assisting in removing 30,000 litres of rubbish annually from New Zealand beaches and waterways.

SUPPORTING OUR COMMUNITY IN THE UK

In the UK, GWA continues its support of the Wigan and Leigh Hospice. This Hospice is a charity which provides care and support to people who have been diagnosed with a life-limiting illness which is no longer curable. The Hospice supports the 'whole needs' of individual patients including their physical, emotional, social and spiritual needs and support is also provided by the Hospice for those people who are most important to our patients. Their care extends to patients with any life-limiting illness including, but not limited to, cancer, respiratory and heart conditions and neurological conditions.

GWA has supported Macmillan Cancer Support for a number of years. Macmillan is one of the largest British charities and provides specialist health care, information and financial support to people affected by cancer. It also looks at the social, emotional and practical impact cancer can have, and campaigns for better cancer care. Macmillan Cancer Support's goal is to reach and improve the lives of everyone living with cancer in the UK.

The UK team has commenced supporting FareShare which is the UK's longest running food redistribution charity that turns surplus food into meals. They provide food to over 10,000 community groups which in turn support over 900,000 people per week.

KIDSCAN



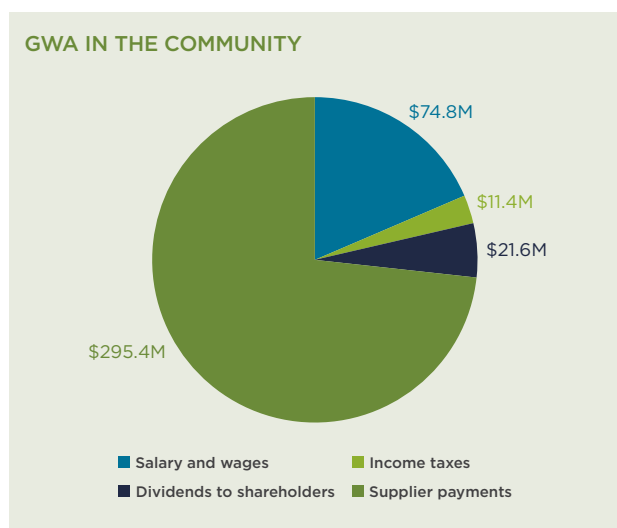
In May 2021, GWA New Zealand facilitated a group of plumbers known as Caroma Accredited Research Customers (CARC) to raise \$40K for KidsCan — a charity which partners with schools across New Zealand to support vulnerable children in need with food, clothing and health products.





GWA IN THE COMMUNITY

In FY21, GWA spent approximately \$74.8 million on salary/wages and benefits to our employees; \$11.4 million was remitted in income taxes; \$21.6 million was returned to GWA shareholders in the form of dividends; and \$295.4 million was paid to our suppliers. This is outlined in the following chart.



TAX TRANSPARENCY

GWA's corporate governance framework, of which taxation is an important element, is critical in maintaining high standards of corporate responsibility and fostering a culture that values ethical behaviour, integrity and respect.

These principles are reflected in GWA's Corporate Governance Statement and guide GWA's approach to its tax compliance, reporting and payment obligations. GWA's Board Tax Corporate Governance Policy requires GWA to pursue a tax strategy that is transparent and sustainable in the long term.

In conducting its activities, GWA:

- Does not shift and/or accumulate profits in low or zero-tax jurisdictions;
- Does not use the secrecy rules of jurisdictions to hide assets or income;
- Pays tax where the underlying economic activity occurs;
- Manages tax affairs in a pro-active manner that seeks to maximise shareholder value, while operating in accordance with the law.

GWA is a signatory to the Board of Taxation's Voluntary Tax Transparency Code (Code). The Code is designed to encourage greater transparency within the corporate sector and enhance the community's understanding of the corporate sector's compliance with Australian tax laws.

GWA's Tax Transparency Reports follow the recommendations outlined in the Code and are available on our website at www.gwagroup.com.au under Tax Transparency.

In FY20, over 90% of GWA's corporate income tax is paid in Australia consistent with more than 90% of GWA's profit before tax being recognised in Australia. The below table summarises Federal and State taxes GWA has paid pertaining to the year ended 30 June 2020 in Australia.

	30 June 2020 \$'000
Corporate income tax	16,655
Net GST	23,519
Payroll taxes (including FBT)	3,351
Employee pay as you go ('PAYG') ¹	14,115
Total	57,640

In FY21 the Australian Taxation Office performed a Combined Assurance Review of GWA as part of their Top 1,000 Tax Assurance Program, covering the 30 June 2017, 2018 and 2019 tax periods. During this process GWA demonstrated it has an effectively designed tax control framework. Further, no adjustments to tax payable were required for the tax periods reviewed.

PAYMENTS TO SMALL SUPPLIERS

A number of GWA's suppliers in Australia are small businesses. GWA supports the initiatives made by the Australian Government to improve payment times from large Australian entities to small businesses, including the introduction of the Payment Times Reporting Scheme (PTRS) to increase transparency.

During FY21 GWA updated its payments policy to prescribe a standard payment term of 30 days from invoice date for Australian small businesses. GWA has recently submitted its first data report to the Department of Industry, Science, Energy and Resources (DISER) for the period 1 January 2021 to 30 June 2021 which is published on their website. Caroma Industries Limited, GWA's largest reporting entity for the PTRS paid 66% of its small business invoices within 30 days and 97% within 60 days for the reporting period.

¹ PAYG is withheld and paid to tax authorities on behalf of GWA's employees.

SECTION 7:

Governance and risk management

GWA recognises that effective risk management processes help ensure the business is more likely to achieve its business objectives and corporate governance responsibilities.

GWA has comprehensive risk management policies and practices across the Group. The Board conducts annual reviews of the Group's risk management framework to ensure that it continues to be sound.

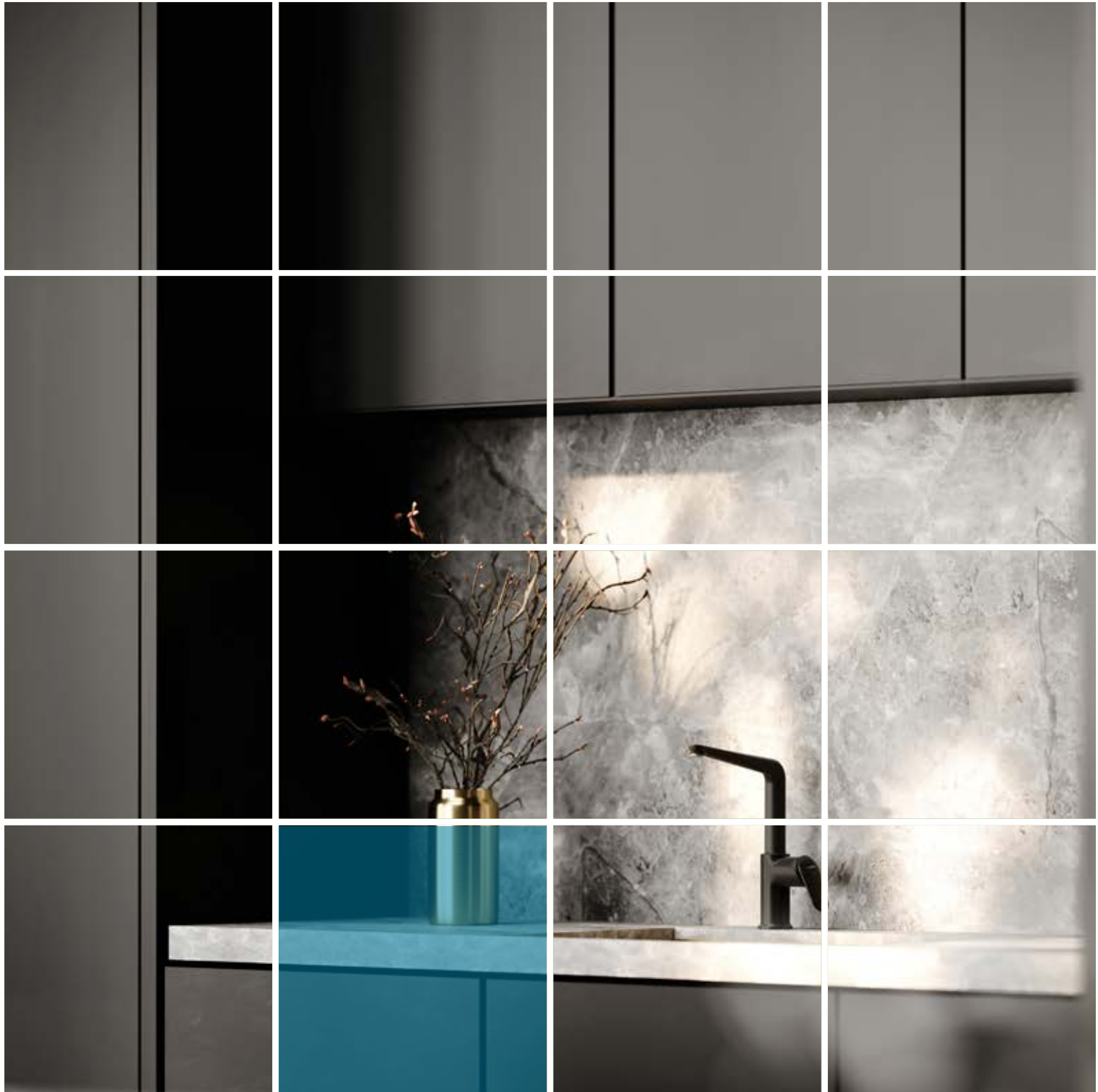
GWA's risk management processes include defining the risk oversight responsibilities of the Board and the responsibilities of management in ensuring risks are both identified and effectively managed. Whilst ultimate responsibility for risk oversight rests with the Board, the Audit and Risk Committee is the delegated mechanism focusing on risk oversight, risk management and internal controls. The Audit and Risk Committee reports to the Board on risk management and internal control matters in accordance with its main responsibilities as outlined in the Audit and Risk Committee Charter.

Further details on GWA's corporate governance and risk management processes can be found in our Corporate Governance Statement on the Group's website at www.gwagroup.com.au.

RISK MATERIALITY TABLE

GWA's keys risks to its future prospects, and measures to mitigate these risks, where possible, are outlined in the following table:

Risk	Monitoring and Mitigation
A significant deterioration in building activity impacting sales growth and margins.	GWA monitors building activity and this is factored into the company's monthly reporting, forecasting, annual budget and planning processes. Approximately 61% of GWA's revenue is generated from the Renovation and Replacements segment in Australia which is the largest and most stable segment of the overall market. GWA's forward order book for commercial projects remains solid and is growing with several major projects secured. Since the end of the financial year, the New South Wales and Victorian governments announced new restrictions on business, requiring amongst other things, the cessation of construction activities in specified areas in Sydney in response to rising cases of COVID-19. This is in addition to a range of varying restrictions on public movement in Australia. The directors' continue to assess the uncertain and evolving impact of these restrictions on GWA's operations
A significant movement in the Australian dollar impacting the price of imported products leading to changes in market pricing to maintain profitability.	GWA monitors foreign exchange rates closely and adopts appropriate mitigation strategies. Approximately 55% of US dollar exposure is hedged at US\$0.76 for FY22. GWA's contracts with major customers include provisions for pricing changes based on significant movements in the Australian dollar.
Unforeseen disruptions impacting product supply from offshore suppliers leading to reputational damage, lower sales and loss of market share.	GWA has exclusive long-term supply partnerships with experienced offshore suppliers. GWA's supply chain processes include dual-sourcing strategies and access to safety stock to mitigate the risk of supplier disruption. GWA has its own employees located in Asia working directly with its supply partners. The COVID-19 pandemic has led to challenges with container and shipping availability increasing freight costs and product supply lead times. Mitigations are in place to deal with these issues.
Security risks around external threats to the digital network, IT systems and data could potentially result in adverse operational, financial and reputational impacts through possible system failures and security/cyber breaches.	GWA has established a formal IT security risk and governance framework to address any gaps. A cyber breach simulation exercise was held by management during FY21 to test and refine business continuity plans. GWA is currently implementing new Enterprise Resource Planning and Customer Relationship Management systems with enhanced security and protection technologies with go live scheduled for FY22.
Workplace health and safety risks could potentially result in physical injury to employees, contractors or others, or damage to the Company's reputation.	Aligned with its Cultural Pillar of "We care for each other", GWA remains committed to continuous improvement in workplace health and safety performance. GWA has implemented comprehensive safety systems and processes, communications with and training of employees, and increased diligence in identifying and removing safety risks. GWA achieved ISO45001 International Safety Standard certification across all sites during FY21.
Major global event (eg, war, pandemic) impacting GWA's ability to operate, including workforce, supply chain and customer service disruptions.	GWA has comprehensive crisis management and business continuity plans in place for dealing with major global and domestic events. These were successfully activated to address the COVID-19 pandemic. The plans guide GWA's response to COVID-19 and are continually reviewed to ensure they remain effective.
Adverse impact of climate change on the GWA business.	GWA is a low emissions intensity entity as its business activities are less carbon intensive than other sectors. The physical risks of climate change on the GWA business are regularly assessed with risk mitigation and contingency plans in place including insurance. Refer to GWA's Sustainability Reports for further information.



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