



ESG Report 2025





MAKING LIFE BETTER
through innovation in *everyday water experiences.*



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EXECUTIVE SUMMARY

FROM THE CHAIR & MANAGING DIRECTOR



Over the past financial year, GWA has continued to demonstrate consistent commitment to driving sustainable business outcomes, whilst achieving business growth in a challenging market and delivering lasting value to key stakeholders.

GWA's performance is a testament to the commitment to integrate sustainable and responsible practices within business operations and across the value chain. We recognise that driving change requires collaboration and relationship building with stakeholders including employees, customers, plumbers, merchants, suppliers and community members.

In FY2025, we continued to reduce emissions from our global vehicle fleet through the ongoing transition to hybrid electric vehicles, and trialled rail freight in our efforts to minimise carbon emissions. Pleasingly, we saw a reduction in electricity consumption in FY2025, which resulted in an 18% decrease in Scope 2 emissions compared with FY2024.

We enhanced our social impact by implementing initiatives that benefit our employees, customers and communities. Our commitment to supporting non-profit and community organisations has also remained strong, with a notable highlight being our newly formed association with Habitat for Humanity. By adopting agile work practices, we fostered strong cross-team collaboration which delivered improved outcomes across a range of strategic initiatives and customer interactions.

Governance continues to be a top priority for GWA. Key initiatives undertaken include the implementation of a refreshed and expanded Enterprise Risk Management Framework, which is used to monitor business activities within the context of the Board endorsed Risk Appetite Statement.

We are proud to have obtained ISO 9001:2015 certification for quality management and ISO 14001:2015 certification for environmental management, across product design and supply, showcasing GWA's commitment towards driving product stewardship across the value chain. Additionally, GWA maintained its ISO 45001:2018 certification for its occupational health and safety management system.

We are proud of our efforts in FY2025 and the progress made on GWA's ESG Roadmap, and will continue to focus on improvement to deliver lasting value to our customers, employees and the community.

Bernadette Inglis
Chair

Urs B Meyerhans
Managing Director

26 September 2025

ABOUT THIS REPORT

GWA's 2025 ESG Report outlines the organisation's sustainability performance and achievements for the financial year ending 30 June 2025.

This report highlights the initiatives undertaken by GWA in the third year of implementing its ESG Approach and Roadmap as part of GWA's broader 2027 Strategy, and reporting around the E, S and G pillars. It forms part of GWA's suite of external reporting, including:

- GWA's Annual Report
- GWA's Workplace Gender Equality Report
- GWA's Tax Transparency Report
- GWA's Modern Slavery report
- GWA's Corporate Governance Statement

Each of these documents is available from GWA's website (www.gwagroup.com.au).

The approach to ESG reporting includes reference to topic standards set out by the Global Reporting Initiative (GRI). The Appendix of this report outlines the GRI Statement of Use and Content Index. In FY2025, GWA has reported on the GRI metrics deemed most relevant at this point in time. As part of the commitment to advancing sustainability practices, GWA intends to enhance its reporting maturity and alignment with the GRI in the coming years.

GWA is aware and actively working towards adoption of the mandatory climate-related financial disclosures in the Australian context from FY2027, which we have included details on page 26.



ABOUT GWA

GWA Group Limited (GWA) is a leading innovator, designer, importer and supplier of products and solutions, focused on the delivery of sustainable water solutions for bathrooms, kitchens and laundries for both households and commercial premises.

GWA owns and distributes state of the art, market-leading products and solutions across a vast range of toilets, tapware, showers, basins, baths, kitchen sinks, laundry tubs, bathroom/kitchen accessories and valves and spare parts. GWA is at the forefront of innovation pioneering the integration of intelligent bathroom systems by incorporating Internet of Things (IoT) smart water management solutions into our products and solutions. GWA's objective is to consistently deliver superior solutions for water management, and through our strong partnerships with customers and suppliers, become the number one trusted technical partner in the industry.

GWA oversees and maintains sales and distribution networks across its primary markets of Australia, New Zealand, and the United Kingdom.

We are highly regarded within the plumbing and construction industry, recognised for our technological capabilities, commitment to water conservation, product reliability and quality, technical expertise, and excellent customer service. GWA upholds quality and cost-efficient long-term supply agreements with select exclusive manufacturing partners across Asia and Europe.

The experienced senior management team at GWA excels in design, research and development, brand building, customer engagement, supply, and distribution. Through the transformation of everyday water experiences and sustainable water solutions, GWA is committed to growing shareholder value underpinned by our strong market position, market-leading brands and significant growth opportunities.



GWA'S BRANDS

CAROMA
MADE FOR LIFE – AUSTRALIA'S
BATHROOM BRAND

At Caroma, we believe bathrooms are more than just functional spaces — they're integral parts of our daily lives. For over 80 years, we have dedicated ourselves to developing purpose-built products and solutions that are designed for living and built for life. As industry leaders, we place people at the heart of everything we do. The Caroma team is committed to developing inspiring and innovative products for all needs, using our knowledge and expertise to ensure every detail enhances the way we all live, now and into the future. With a heritage of delivering innovation in bathroom solutions, Caroma is renowned for combining function, form, and design aesthetics to provide enjoyable and reliable product experiences.

METHVEN
CREATING AMAZING WATER EXPERIENCES

At Methven our mission is to create the ultimate shower experience while being mindful of water usage. Every day at Methven, since 1886, we have been creating amazing water experiences. Methven is renowned for its exquisitely crafted, award-winning showers, taps and valves. Over the years, we have learned to harness the power of water to cleanse, calm, refresh and invigorate. And it is this expertise, combined with our enthusiasm for innovation and design — that fuels our ongoing mission to create amazing water experiences.

OTHER BRANDS

CLARK — Since 1941, Clark has been devoted to improving the aesthetics and utility of Australian kitchens, bathrooms, and laundries. The Australian in-house design team have crafted and engineered a range of products right here in Australia that are thoughtfully simple yet refreshingly smart, no matter how tight the budget.

DORF — For over 75 years Dorf has been a pioneering staple solution in tapware installed across Australia, known for strong aesthetics in products spanning bathroom, kitchen and laundries. Quality is the heart-piece of Dorf, as it was initially created to combat Adelaide's corrosive water. Carrying this same emphasis on quality to the present day, Dorf is committed to exceptional quality and contemporary designs in all its tapware fittings, showerheads, bath outlets and other bathroom accessories.

DEVA — With a heritage of over 30 years supplying taps and showers to the UK market, Deva has developed a reputation for providing exceptional service and customer care by delivering high quality products at competitive prices.

STYLUS — An affordable builder exclusive bathroom solution across tapware, accessories and sanitaryware. Stylus offers practical designs and contemporary style in on-trend finish options, to deliver great value to bathrooms.

OUR BRANDS

CAROMA
Made For Life



METHVEN

NEFA
BY METHVEN

Deva™
by METHVEN

C L Δ R K

dorf

FLEXISPRAY

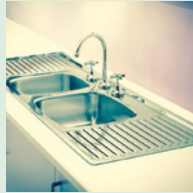
HISTORY



1980

World's First Dual Flush Toilet

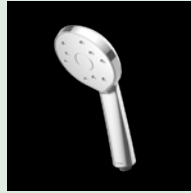
In 1980, Caroma developed the first Dual Flush toilet which saved approximately 32,000 litres of water per household annually through the introduction of full/half flush technology, allowing homeowners and businesses to have the option of an 11L (full) or 5.5L (half) flush.



1986

Australia's First Single Piece Sink

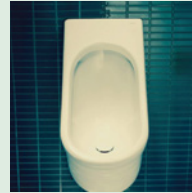
During the 1980s, Clark was the first in Australia to successfully launch Monobloc sinks made from a single piece of stainless steel.



2004

Methven Satinjet® Shower

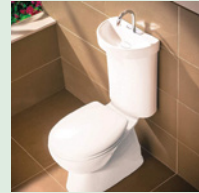
Unlike conventional showers, the award-winning Satinjet® uses unique twin-jet technology to create optimum water droplet size and pressure, with over 300,000 droplets per second.



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

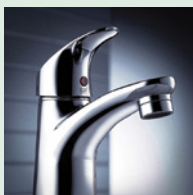
First WELS 5 Star Toilet Suite

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

As 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® reduces water consumption further to only 4.5L (full) or 3L (half) flush.



2009

Patented Orbital® Connector

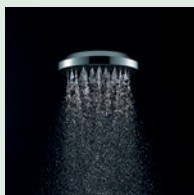
Designed to overcome major issues around plumbing set-out connections, extending set-out up to a 50mm radius. A solution that solves common installation issues and saves time for plumbers; a flexibility welcomed by the plumbing community.



2009

Caroma 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. Delivering 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

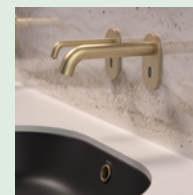
For behind the wall concealed toilet suites the pans require precise placement of the flush water inlet. Any variation from specified floor levels will require expensive rectification work to install the toilet pan. Caroma's new adjustable flushpipe allows plumbers to quickly realign the water inlet 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.



2022

Caroma Sensor Tapware Range

Introduced in both tap and soap dispenser configurations to provide a premium touchless handwashing experience in commercial and residential bathrooms for optimal hygiene, convenience and style. Caroma touchless activation technology is also designed to reduce accidental water waste.

2010s

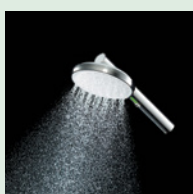
2020s



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

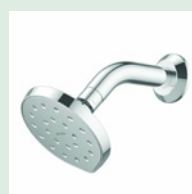
The award-winning Vjet® technology allows the user to activate a seamless spray transition — from a firm, invigorating shower spray, to a gentle, enveloping warmth and everything in between. Crafted from high grade stainless steel which is both stylish and durable.



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.



2023

Caroma Smart Toilets

Designed in Australia to incorporate the latest smart technology for enhanced user experience, combined with Cleanflush rimless technology and GermGard antimicrobial protection for superior hygiene performance. These premium toilet suites feature an enviable aesthetic and a range of functionality to make everyday living more convenient.

ESG APPROACH

GWA is committed to driving sustainable outcomes across the organisation. ESG principles are embedded in the organisational strategy and serve as one of the foundation pillars to guide actions towards building ‘a sustainable business that drives value and fuels growth’.

GWA's ESG approach revolves around the three pillars of ESG, each with specific operational and strategic focus areas that are aligned with the broader 2027 Strategy on page 9.

The approach was informed by an initial assessment of material ESG-related issues relevant to the organisation and an internal assessment of risks and opportunities, which are now embedded in the organisation's risk management framework and processes.

Responsibility for each ESG pillar has been assigned to a member of the ESG Steering Committee. More information on ESG governance and risk management is included on pages 26-27.

ESG considerations are integrated throughout GWA's value chain, from the design process through to supply and installation of products in customers' homes and businesses. GWA's approach to ESG underpins its relationships and close collaborations with stakeholders to create innovative solutions that drive positive social and environmental outcomes. One of GWA's key stakeholders are plumbers, who we actively engage with on ESG-related topics such as education, innovation, and community.

GWA regularly reviews and updates its approach to ESG, guided by input from stakeholder engagement processes and the evolution of national and global reporting frameworks. Looking ahead, GWA will undertake a climate readiness assessment with an external consultant to align with the mandatory climate-related financial disclosures requirements established by the Australian Sustainability Reporting Standards (ASRS). More information on this climate readiness assessment is included on page 26.

ESG ROADMAP

GWA's approach to ESG is guided by its ESG Roadmap, which aligns with the corporate strategy and foundational ESG principles.

The ESG roadmap outlines initiatives that enable GWA to address ESG risks and opportunities.

GWA uses a methodical approach to formulating the roadmap, focusing on areas that are under GWA's direct control and areas it can influence in the short to medium-term. The roadmap also balances the resources needed for implementation while managing the demands of a wide variety of stakeholders.

The organisation's delivery of the roadmap is monitored and managed by the ESG Steering Committee, with key initiatives and progress regularly reported to the Executive Leadership Team and Board.

GWA works to maintain and advance the ESG Roadmap to ensure it aligns with its corporate strategy and the foundational ESG principles. GWA's 2027 Strategy as illustrated on the following page, prioritises a customer first approach and profitable volume growth anchored in the ambition to be the number one trusted technical partner in the industry.

This is achieved through the organisation's continued focus across five strategic pillars which ultimately strengthen its strategic partnerships in the market with key stakeholder groups, including plumbers, merchants, and customers.

STRATEGY ON A PAGE

OUR PURPOSE

MAKING LIFE BETTER

through innovation in *everyday water experiences*.

OUR STRATEGY

To be the trusted partner in the delivery of sustainable water solutions for bathrooms

**CUSTOMER
FIRST**



**PROFITABLE
VOLUME GROWTH**

OUR STRATEGIC FOCUS

Win the plumber

Care

Residential

Commercial

Merchants

STRATEGIC GROWTH

OUR ENABLERS

Innovation

Digital

ESG

People

OUR CULTURAL PILLARS



We are **one team**



We are **customer focused**



We **care for each other**

2025 ESG HIGHLIGHTS

ENVIRONMENT

80%

OF GLOBAL VEHICLE FLEET comprises hybrid electric vehicles, up from 70% in FY2024

446 mega litres

OF RECYCLED RAINWATER harvested at the GWA's Avondale facility in New Zealand – more than triple the previous year

52%

OF OPERATIONAL WASTE RECYCLED, up from 35% in FY2024

18%

REDUCTION IN SCOPE 2 EMISSIONS compared to FY2024

SUPPLY CHAIN

INITIATED PLANNING FOR LIFECYCLE ASSESSMENTS (LCAs) to create third-party verified Environmental Product Declarations (EPDs) across particular product lines

PEOPLE

2,000+

WORKER INSIGHTS per million hours worked – of which two-thirds were proactive timing identifications – reflecting a strong culture of engagement relating to safety

SAFETY CULTURE STRENGTHENED through transition to a new Integrated Management System and refreshed WHS strategy

INTRODUCED A SUPERVISOR LEADERSHIP PROGRAM to complement the existing suite of Frontline and Senior leader programs, to enhance leadership capability across all leadership levels

COMMUNITY

NZ\$2.5m

Approximate market value of bathroom and plumbing products **DONATED TO HABITAT FOR HUMANITY**

\$36,550

IN FUNDING COMMITTED to tackle youth homelessness across Australia and New Zealand (ANZ)

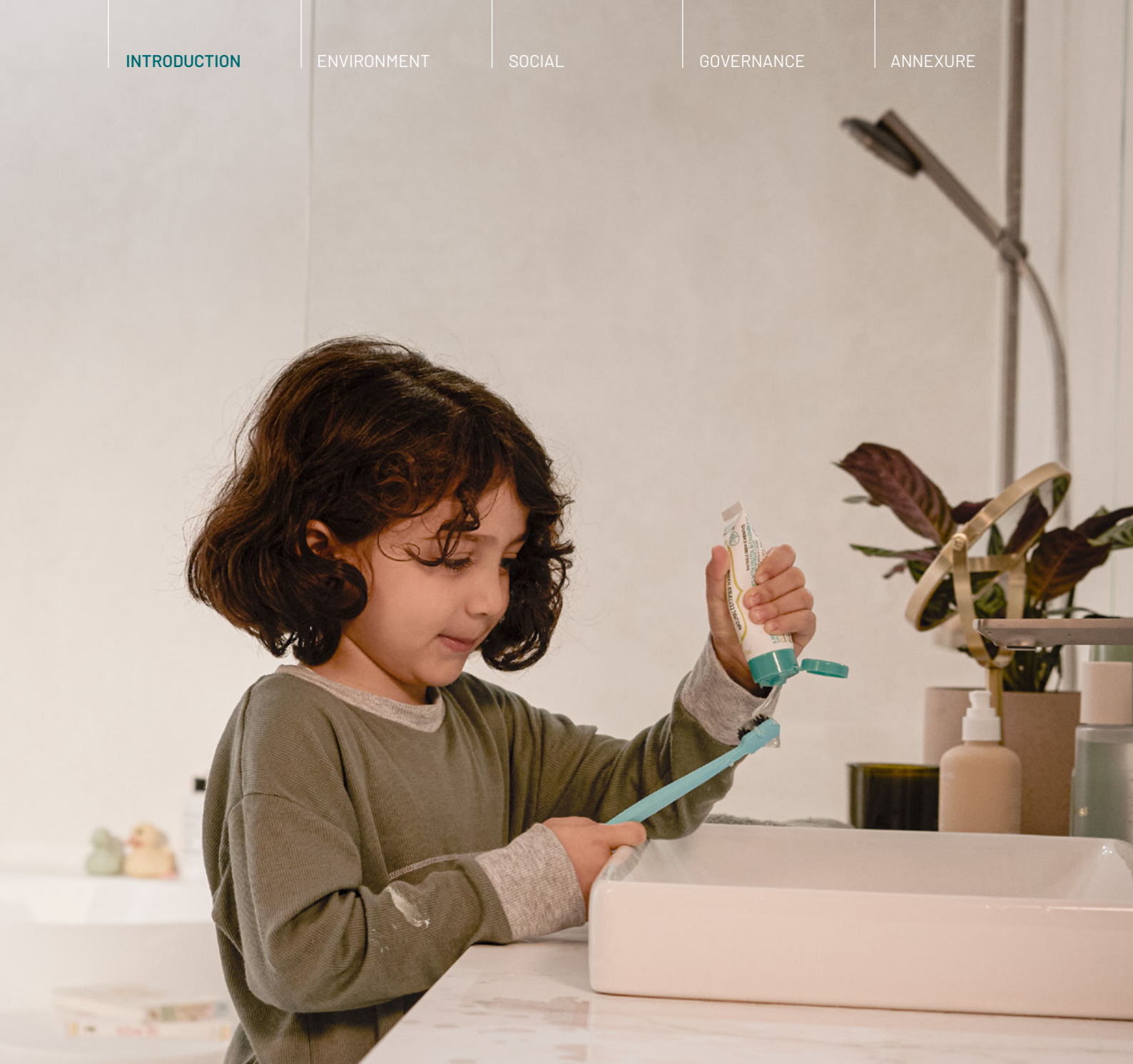
GOVERNANCE

ACHIEVED ISO 9001:2015 CERTIFICATION for quality management and **ISO 14001:2015** for environmental management, across product design and supply

NEW ENTERPRISE RISK MANAGEMENT FRAMEWORK IMPLEMENTED, including a refreshed risk appetite and 25 Key Risk Indicators (KRIs)

MANDATORY CLIMATE-READINESS ACTIVITIES embedded in GWA's ESG Roadmap, with third-party specialists engaged to support compliance with new reporting requirements from FY2027





GWA is committed to creating a

POSITIVE IMPACT

on employees, customers and the community.

GWA is committed to reducing environmental impacts both within its operations and across the broader value chain. This year GWA has sharpened its focus on emissions reduction and efficiency through innovation in transport, products and solutions, and infrastructure.

GWA's environmental strategy continues to evolve through a culture of continuous improvement, with a strong focus on four key areas: product stewardship and sustainable sourcing, water, waste, and energy and emissions.

The organisation has made notable progress since FY2024 in advancing the transition to a hybrid fleet of company vehicles, and is trialling the use of rail freight. These actions directly support GWA's enablers and reinforce the commitment to sustainable growth. GWA is still working towards setting emissions reduction targets in line with the ESG Roadmap, to ensure they meet stakeholder expectations.

PRODUCT STEWARDSHIP & SUSTAINABLE SOURCING

At GWA, product stewardship is part of the organisation's sustainability efforts, which is reinforced by the continued efforts to maintain strong supplier relationships to influence the reduction of environmental impacts of products throughout their lifecycle.

GWA implements product stewardship practices to uphold sustainable business practices and ensure long-term environmental and social responsibility. To this end, GWA takes into consideration:

- The choice of product materials, including the feasibility of using recycled or lower-impact alternatives during the product development process; and
- The materials and methods used for packaging during transportation and distribution of products.

As part of continuing to enhance design processes to reduce the environmental footprint of products, GWA is in the discovery phase of embedding circular design principles across its product portfolio through proposed Lifecycle Assessments (LCAs) to create third-party verified Environmental Product Declarations (EPDs). These standardised documents aim to quantify the key environmental impacts such as carbon footprint, energy consumption and resource use across a product's lifecycle. In addition, EPDs enable GWA's customers to assess and compare the environmental performance of products, helping them choose lower-impact options.

In accordance with GWA's ESG Roadmap, GWA will be partnering with an external consultant in FY2026 to further develop EPDs across key product categories. GWA expects this collaboration to meet market demand, and help unlock deeper insights into the supply chain and environmental performance of GWA's products and solutions.

SUSTAINABLE MATERIALS

GWA has invested in reducing input materials and increasing customer awareness of recycling, aiming to integrate more sustainable materials into its value chain and minimise environmental impact.



SUSTAINABLE PRODUCTS

GWA designs and develops its products to use resources efficiently, both during production and in use.

The organisation has invested in modular design and construction which have been well-received across various customer segments. Modular technologies such as Caroma EasySwitch (universal in-wall body system) and the Caroma Plumbers Bundle, have the potential to reduce the need for extensive tiles-off renovation and repairs, while saving installation time.

This allows customers to have flexible retrofit options to support efficient, low-impact bathroom upgrades.

WATER

Recognising water as a precious resource, GWA is proud to embed water stewardship at the core of its innovative and efficient water solutions. This commitment is evident in the ongoing efforts to enhance products and services, with sustainable water consumption and quality serving as central pillars driving product innovation.

OPERATIONAL WATER USAGE

In FY2025, GWA placed its strategic focus on delivering water solutions through innovative product design and smart technology, while also enhancing efforts to reduce water usage within its own operations. Although the majority of GWA's products and packaging are sourced from third party suppliers, thereby limiting direct operational water use within GWA controlled facilities, the company continues to influence water stewardship both internally and externally. This commitment is reflected in GWA's initiatives such as rainwater harvesting and smart metering devices to monitor recycled water use at particular GWA controlled sites, and a growing range of market-facing solutions such as low-flow shower technologies and the Caroma Smart Command product solution. Together these solutions are designed to reduce water consumption throughout the product lifecycle in both residential and commercial settings.

In November 2024, GWA Group joined global leaders in signing the Windsor Declaration, a landmark pledge to reduce water wastage and reduce infection risks through innovative solutions and collaborative efforts.

Table 1 provides an overview of GWA's operational water consumption across its controlled facilities. FY2025 observed an increase in operational water consumption in Australia and UK, with a decrease in New Zealand. To gain further visibility and a comprehensive understanding of the factors driving this increase, GWA is seeking to install additional smart water metering within its facilities.

Table 1: Operational water consumption

Region	Unit	FY2024	FY2025
Australia	Litres	5,595	6,967
New Zealand	Litres	291	184
United Kingdom	Litres	114	290
China	Litres	0	0
Total	Litres	6,000	7,441

GWA's Experience and Distribution Centre at Avondale in New Zealand harvested 446 mega litres of recycled water up from 135 mega litres in FY2024, demonstrating its continued efforts to harvest recycled rainwater to deliver efficient water solutions. GWA is reviewing the potential of installing smart metering devices in other facilities with established rainwater recycling systems, including in Pinkenba (QLD), Derrimut (VIC) and Prestons (NSW), to measure the amount of recycled rainwater used.

The total capacity of the rainwater systems across all GWA's sites is about 150,000 litres¹.



¹ Due to a discrepancy, GWA's 2024 ESG Report incorrectly referenced total rainwater system capacity of 95,000 litres.

INNOVATING WATER HYGIENE

GWA's leadership in water hygiene is underpinned by ongoing compliance with and proactive alignment to ANZ Standards and regulations, particularly in relation to water quality and hygiene in the highly regulated health sector.

To support this, GWA has developed a patented digitally controlled thermal disinfection technology designed to improve water hygiene. A prototype hospital room has been built at GWA's Prestons site for live testing and to showcase this innovation. These strategic technological advancements support GWA's vision to be the leading, trusted provider of safe, sustainable, and intelligent water solutions.

WASTE

GWA's approach to waste management is evolving to reflect a more intelligent and circular model, which spans both packaging and water efficiency. By embedding innovation into product design and leveraging digital capabilities, GWA delivers solutions that aim to reduce environmental impact and enhance customer outcomes.

This approach supports GWA's broader strategic ambition to be the trusted partner in sustainable water solutions, and contributes to long-term value creation across residential and commercial markets. GWA has also continued its lead-free journey, with the Australian operations achieving a transition rate of 62% for low lead tapware in FY2025, a significant increase from 29% at the end of FY2024.

OPERATIONAL WASTE THROUGH LIFECYCLE INTELLIGENCE AND CIRCULAR DESIGN

An area of focus in FY2025 has been on enabling predictable lifecycle maintenance where smart technologies, like the Caroma Smart Command suite, allow for timely recognition of service requirements, therefore extending product life and minimising unnecessary replacements.

Additionally, GWA maintains its commitment to responsible packaging as a signatory to the Australian Packaging Covenant Organisation (APCO).

Increased operational volume resulted in an increase in operational waste in FY2025, compared with FY2024 — see Table 2. To reduce waste generation, GWA implemented targeted packaging reduction initiatives. These include:

- Minimising single-use packaging materials
- Bulk packaging larger products, such as sinks and baths, to reduce individual packaging requirements.

CASE STUDY

Smart Hospital Technology

Challenge

Hospitals face health risks from Legionella, a bacteria that grows in water systems and spreads through airborne droplets. To manage this, current protocols require facilities to disinfect outlets annually by isolating bathrooms, flushing with >60°C water, checking temperatures, and logging results in a physical register. The process is labour-intensive, disruptive and prone to error, making consistent water safety hard to maintain.

Approach & Solutions

To address this risk and current limitations, GWA has developed Smart Hospital Technology leveraging its Caroma Smart Command IoT platform, a core digital innovation in GWA's strategy.

This IoT-enabled system automates thermal disinfection by facilitating the transfer of water heated to the level required to reduce harmful bacteria. By replacing traditional, labour-intensive manual cleaning processes, GWA's smart sensor-operated system not only improves hygiene outcomes but also protects frontline workers from exposure to hot water, chemical disinfectants and biohazards. Real-time data capabilities enable accurate record keeping, as well as predictive maintenance, leak detection and performance tracking.

Strategic Impact

This patented Smart Hospital Technology is aligned with the "Care" pillar of the broader 2027 strategy, in support of GWA's vision to be the leading, trusted provider of safe, sustainable, and intelligent water solutions.



Table 2: Operational waste management

Metric	Unit	FY2024	FY2025
Total weight of general waste generated	Tonnes	346	540
Total weight to landfill	Tonnes	224	356

WASTE DIVERTED FROM DISPOSAL

In FY2025, GWA recycled 52% of its operational waste, up from 35% in FY2024. This increase is attributable to GWA's recycling efforts, with the additional recycling of obsolete metals. Table 3 presents key metrics for operational waste which was diverted from disposal.

Table 3: Operational waste diverted from disposal

Metric	Unit	FY2024	FY2025
Total weight diverted from landfill and recycled	Tonnes	122	184

ENERGY & EMISSIONS

GWA progressed its emissions strategy by integrating low-emission solutions across operations and product offerings. This included evaluating renewable energy supply, expanding the hybrid fleet, optimising local logistics, and partnering with international freight providers to explore rail transportation options to lower emissions.

GWA's approach is grounded in data-driven monitoring of Scope 1 and Scope 2 emissions, and laying the groundwork to review and consider Scope 3 emissions. These initiatives form part of GWA's ESG Roadmap.

ENERGY

Energy consumption from GWA's business facilities spans across seven offices, three experience centres and six distribution centres. GWA continues to generate solar power from its distribution centres at Prestons, NSW and Pinkenba, QLD.

The Prestons site, equipped with a 250kW solar panel system, saw a 6% decrease in solar generation in FY2025, producing 314,139kWh compared to 334,354kWh in FY2024. In contrast, the Pinkenba site, with a 100kW system, generated 143,025kWh in FY2025, nearly doubling its output from 72,728kWh in FY2024. This solar initiative helped GWA avoid 370 tonnes of CO₂ emissions in FY2025, up from 280 tonnes in FY2024.

CASE STUDY**ANZ Packaging Material Efficiency**

In FY25 GWA achieved a significant milestone in sustainable packaging. 94% of products now feature packaging — whether cardboard or plastic — that incorporates recycled content, reducing reliance on virgin materials.

This progress underscores GWA's commitment to minimising environmental impact by prioritising recycled and responsibly sourced inputs, without compromising packaging integrity or product safety.



GREENHOUSE GAS EMISSIONS

In FY2025, GWA progressed its emissions reduction agenda. Operationally, GWA continues to pursue energy efficiency improvements and renewable energy integration to reduce Scope 1 and 2 emissions, and decrease reliance on grid electricity. The company successfully launched supply partner engagement programs to better understand upstream emissions and suppliers' ESG priorities, laying the groundwork for Scope 3 emissions management in the future. GWA is receiving strong support from suppliers across the value chain, with rail freight providers being trialled in an effort to reduce Scope 3 emissions.

Scope 1 emissions

Aligned with its efforts to reduce Scope 1 emissions, GWA has expanded its transition to hybrid vehicles across Australia, New Zealand and the UK.

Scope 1 emissions are presented in Table 4 below.

Table 4: Scope 1 (Direct) Greenhouse Gas emission

Scope 1 emissions	Unit	FY2024	FY2025
Australia	Tonnes CO ₂ e	181	216
New Zealand	Tonnes CO ₂ e	73	41
China	Tonnes CO ₂ e	0	0
United Kingdom	Tonnes CO ₂ e	55	64
Total	Tonnes CO ₂ e	309	321

GWA expanded its vehicle fleet and accelerated its transition to hybrid models, increasing hybrid representation to 80% in FY2025, as detailed in Table 5.

Plans are underway to roll out hybrid vehicles in New Zealand from September 2025 and in the United Kingdom from July 2025, aligned with lease renewals. Increased business activity and updated emission factor calculations led to an increase in Scope 1 emissions for FY2025.

Table 5: Overview of global fleet transition to hybrid

Regions	Non-hybrid variant	Hybrid variant	Total no. of vehicles
Australia	3	61	64
New Zealand	8	2	10
United Kingdom	6	5	11
Total	17	68	85

Scope 2 emissions

For the period ending 30 June 2025, GWA's gross indirect emissions from operational energy consumption decreased to 1,064 tonnes CO₂e, which was down from 1,299 tonnes CO₂e in FY2024.

The company is actively exploring further opportunities to reduce electricity-driven energy use and associated emissions across its facilities, particularly through the expanded adoption of solar power solutions.

Scope 2 emissions are presented in Table 6 below.

Table 6: Scope 2 (indirect) Greenhouse Gas emissions

Scope 2 emissions	Unit	FY2024	FY2025
Australia	Tonnes CO ₂ e	1,254	1,005
New Zealand	Tonnes CO ₂ e	37	32
China	Tonnes CO ₂ e	0	0
United Kingdom	Tonnes CO ₂ e	8	27
Total	Tonnes CO ₂ e	1,299	1064

Note: Emissions presented in this table are calculated using location-based emissions

CASE STUDY

Rail Transport

Rail freight produces 3.3x less carbon emissions than road freight per tonne-kilometre, making it a key alternative in Australia's shift toward a net-zero transport network.*

At GWA, sustainability is not just a goal, it's a commitment embedded in how products are moved across the country. Over the past year, GWA has taken steps to reduce emissions, by exploring targeted partnerships and innovations aimed at reducing the carbon from freight operations. GWA collaborated with three international freight providers and launched a rail freight trial in August 2024. This initiative successfully shifted 165 containers from Sydney Ports to the Prestons IDC, with an additional 111 containers moved interstate through this alternative. These efforts have the potential to reduce CO₂ emissions for volume moved, while also reducing road congestion by removing trucks from urban routes**.

GWA's low-emission freight initiative is a clear reflection of GWA's strategic enablers of ESG and Innovation, driving commercial value through strong supply chain partnerships. The benefits it delivers, such as improved air quality and reduced urban congestion, underscore the broader societal value and environmental impact.

* Moorebank Intermodal Precinct — Qube and supplementary 240718-RFI-Submission-Reducing-emissions-in-freight-final-2.pdf

** See <https://ara.net.au/about-rail/environmental-benefits/>



LOOKING FORWARD

GWA's ESG roadmap proposes an environmental impact reduction strategy, addressing energy use and emissions. Following the work completed in FY2025, GWA plans to continue efforts in:

- Emissions management, with a focus on deepening Scope 3 emissions visibility and aligning future reduction pathways.
- Ongoing optimisation of operational processes, including automation, digital transformation and sustainable retail displays crafted from recyclable lightweight materials.
- The proposed assessment of product lifecycle impacts to inform future sustainability decisions, including exploration of alternative materials to enable lighter, lower embodied carbon Vitreous China (VC) and metal products.
- Expanding rail freight utilisation to reduce supply chain environmental impact.



SOCIAL

GWA is committed to creating a positive and lasting impact on employees, customers, and the community at large.

GWA's social strategy is a core enabler of the broader ESG roadmap, reinforcing GWA's ambition to be a leading technical and trusted partner in water solutions.

CULTURAL PILLARS

GWA's social strategy is anchored by the three cultural pillars, which serve as guiding principles for the culture and initiatives within and beyond the organisation: “**We Are One Team**”, “**We Are Customer Focused**”, and “**We Care For Each Other**”.



These pillars enable GWA to continue to foster a sense of unity amongst employees, continually improve relationships with customers and suppliers, and cultivate a collaborative and inclusive workplace for all.

SOCIAL FOCUS AREAS

Aligned to these cultural pillars are four social focus areas, aimed at promoting connection, development and performance.

Talent Development — Growing a leading organisation: reflects GWA's ongoing commitment to engaging, empowering and enhancing employees. This is achieved by providing continuous learning opportunities, offering personalised career growth pathways, and fostering cross team collaborations through agile ways of working.

Diversity & Inclusion — Fostering a diverse and inclusive culture: centres around cultivating a diverse, equitable and inclusive environment where every individual feels valued, respected and connected. GWA firmly believes that a diverse workforce ignites innovation, enriches perspectives, and propels the organisation towards growth with sustainable outcomes.

Safety & Wellbeing — Looking after employees and customers: revolves around creating a safe and supportive workplace conducive to the thriving and holistic wellbeing of all individuals. This commitment extends to prioritising the physical and psychosocial wellbeing of employees, as well as ensuring the safety and wellbeing of customers through the installation and use of GWA's products.

Community Partnerships — Making life better: through strategic collaborations with not-for-profit organisations and community groups, GWA aims to create impact by addressing local challenges and improving quality of life for communities.

CULTURAL PILLARS

WE ARE ONE TEAM

I act consistent with our shared **purpose**.

I take **accountability** for doing what I say I will do.

I respect our past and **collaborate** in shaping a better tomorrow.

WE ARE CUSTOMER FOCUSED

I deliver easy, valued and engaging **customer experiences**.

I match my priorities to those of our **internal and external customers**.

I make decisions and take actions that are **commercially responsible**.

WE CARE FOR EACH OTHER

I put **safety and wellbeing** at the heart of everything I do.

I seek and embrace open and honest **feedback**.

I care for others, the **community** and the **environment** through my everyday actions.

TALENT DEVELOPMENT

This year GWA focused on elevating workforce capability by expanding leadership development programs across all levels of leadership, promoting cross functional collaboration, and supporting targeted training solutions to ensure the right skills are in place to deliver high-quality customer experiences.

GWA emphasises the following key elements of the talent development journey:

Attraction: Implementing a compelling and differentiated Employee Value Proposition (EVP);

Leadership: Strengthening leadership competence at all levels of leadership and cultivating future leaders; and

Talent and Succession Management: Defining career paths and enhancing succession management discipline for key leadership and critical positions.

ATTRACTION

GWA remains committed to attracting talented and passionate individuals. GWA's Employee Value Proposition (EVP) focuses on articulating to prospective employees the experience they can expect to have when joining GWA. This includes highlighting benefits such as rewards, training and career development, as well as the organisational purpose, cultural values and commitment to sustainable business practices.

GWA's Culture Council, consisting of a focused group of 20 dedicated volunteers from across the organisation, is instrumental in driving cultural initiatives and acting as GWA brand ambassadors of the EVP.

A key metric used to measure employee attraction is the age range of new hires. Table 7 below captures these metrics across age ranges.

Table 7: New hires

Age range	<30	30-50	>50
New employee hires FY2025	28%	56%	16%
New employee hires FY2024	27%	56%	17%
New employee hires FY2023	15%	69%	15%
New employee hires FY2022	25%	61%	14%

GWA Learning Festival

Each November, GWA holds a month-long Learning Festival across the organisation where team members can take part in various learning opportunities around a central theme. In FY2025, GWA delivered its 6th Annual Learning Festival with a deep dive into the topic of Artificial Intelligence (AI) and digital adoption.

The festival comprised delivery of a variety of short, interactive learning interventions including live webinars and e-learning modules designed to build awareness, skill and interest in our customer digital platforms and on the opportunities and benefits of AI in enhancing positive business outcomes.



LEADERSHIP

Enhancing leadership competence at all levels of management is a key component of GWA's Talent Development approach and overall business strategy. Following the successful rollout of the **Accelerate** and **Align** programs, three new leadership initiatives were launched in FY2025 — **Activate**, **Aspire**, and the **UK Development Program**.

These programs are designed to strengthen leadership capability across geographies and career stages, supporting GWA's long-term growth and transformation agenda.

Accelerate Senior Leader Program

Accelerate is GWA's flagship senior leader development program in ANZ. The launch of Cohort 3, with 21 participants, reflects GWA's sustained investment in cultivating leaders equipped to navigate complexity, drive transformation, and foster a high-performance culture.

Align Frontline Leader Program

The Align program supports frontline leaders who report directly to the Senior Leadership Team (SLT).

The first cohort completed the 12-month program in FY2025, which included 10 virtually facilitated modules and group coaching sessions. This program plays a critical role in strengthening operational leadership and building a pipeline of future senior leaders.

Activate Leader Program

Activate is a new development program tailored for GWA's frontline logistics leaders in ANZ. The program focuses on building confidence and capability in people and operational management.

Aspire

Aspire is GWA's groupwide training program aimed at driving organisational effectiveness by building capability with core competencies defined as drivers of success. The program comprises three targeted learning streams — Personal Productivity, Courageous Conversations, and Commercial Fundamentals — designed to align with GWA's strategic priorities.

UK Development Program

FY2025 marked the launch of a bespoke leadership program for 12 senior leaders in the UK. The program is designed to enhance leadership capability and confidence, with a focus on driving performance, accountability, and engagement.



GWA Leadership Program Highlights

ACCELERATE:

15 CROSS-FUNCTIONAL SENIOR LEADERS completed two immersive 3-day workshops and collaborated on strategic business projects

ALIGN:

First cohort of **19 PARTICIPANTS** completed the 12-month program

ACTIVATE:

2 OF 7 MODULES delivered

ASPIRE:

189 PARTICIPANTS completed Personal Productivity, **116** completed Courageous Conversations, and **82** completed Commercial Fundamentals

UK DEVELOPMENT:

5 VIRTUAL MODULES delivered

TALENT AND SUCCESSION MANAGEMENT

GWA's Career and Competency Framework continues to be embedded across performance and development processes, reinforcing the organisation's focus on structured growth and capability uplift. Career Maps, a Skills Assessment Tool, and a User Guide with curated on-the-job resources, are all central to enabling meaningful career conversations and identifying targeted development pathways.

GWA maintained its emphasis on Individual Development Plans (IDPs) for all office-based employees, focusing on targeted learning opportunities and resources aligned with individual growth plans, needs and interests. Consistent with the last two financial years, 100% of salaried employees (non-EBA) received regular performance reviews in FY2025.

In FY2025 GWA deployed various learning opportunities including workshops, seminars, online courses and on-the-job coaching which resulted in an average of 20 training hours per employee. The FY2025 focus was centred on advancing leadership capabilities at all levels.

ENGAGING WITH EMPLOYEES

GWA conducts concise, focused and regular surveys to gather timely and valuable feedback on key areas. This approach allows GWA to gather an accurate and up-to-date understanding of progress and staff perspectives on significant matters. Additionally, the Culture Council acts as an advisory body to management, offering insights on matters that impact the business and maintaining a pulse on employee sentiment.

The Pulse Engagement Survey is conducted twice a year to gather feedback and insights into employee sentiment across a range of engagement drivers.

The most recent Pulse Engagement Survey saw a 74% participation rate, reflecting strong workforce engagement. Despite a slight decrease from FY2024, the consistent feedback and an engagement score of 73, positioned well within the top quartile of GWA's comparator group, demonstrates continued alignment with GWA's cultural pillars and commitment to empowering its people.

GWA fosters a culture of appreciation and alignment with its values. In FY2025, two recognition programs remained central to this effort:

- The **Making Life Better Awards**, GWA's peer recognition program led by the Culture Council, received over 200 nominations. These awards celebrate behaviours aligned with GWA's Cultural Pillars, with winners recognised monthly and annually through business updates and monetary rewards.
- The **Annual Rewards Program** acknowledges outstanding contributions across five strategic categories: Customer First, Profitable Volume Growth, Safety, Service Support, and the CEO Award, reinforcing overall performance excellence and organisational alignment.

These programs reflect GWA's ongoing commitment to driving and recognising exceptional performance that contributes to the delivery of positive business outcomes.

GWA ANNUAL AWARDS FY2025

CUSTOMER FIRST AWARD

Obsessed with enhancing the customer experience



PROFITABLE VOLUME GROWTH AWARD

Driving profitability through sales, service and support



SAFETY AWARD

Fostering a safety culture



SALES SUPPORT AWARD

Supporting the sales process through exceptional service to our frontline sales team



CEO AWARD

Role modelling disciplined execution in the advancement of our strategic priorities



DIVERSITY, EQUITY & INCLUSION

GWA is committed to creating an inclusive workplace as a cornerstone of organisational success. The organisation's approach to Diversity, Equity & Inclusion ("DE&I") focuses on gender, indigenous engagement and fostering a culture where all individuals can thrive.

GWA's activities are supported by strong governance and support processes:

Diversity & Inclusion Charter: A guiding document, including Terms of Reference, that sets out GWA's commitment to diversity, equity and inclusion. It sets clear expectations for people across all levels of the organisation.

Diversity, Equity & Inclusion Committee: The dedicated Diversity, Equity & Inclusion Committee consists of representatives from across the business and is entrusted with the responsibility of supporting the development, implementation and periodic evaluation of the Diversity, Equity & Inclusion Strategy.

From cultural celebrations to targeted education campaigns and gender equity actions, GWA focuses on DE&I as a key element informing strategic planning. A dedicated action plan guides GWA's efforts, supported by regular feedback through annual surveys to ensure continuous improvement.

Table 8: Gender diversity

Female representation	30 June 2025	30 June 2024	30 June 2023
Board of Non-Exec Directors	33%	33%	43%
Executive Leadership Team	38%	38%	38%
Senior/Other Managers	28%	31%	37%
Total Management	28%	32%	37%
Total Non-Management	45%	44%	42%
Overall Total	41%	41%	41%

Calculation includes permanent full-time, part-time and fixed-term employees, but excludes external consultants, temporary and casual employees and employees on primary parental leave.

The Yarn Shelf was launched in FY2025, during National Reconciliation Week. The initiative is aimed at deepening cultural learning and establishing lasting connections with Aboriginal and Torres Strait Islander communities, by introducing curated collections of First Nations literature at each GWA location in Australia.

GENDER EQUALITY

Aligning with targets outlined by the Workplace Gender Equality Agency (WGEA), GWA maintained 40% female, 40% male and 20% diversity for the entire organisation. The WGEA Report is available on GWA's website at www.gwagroup.com.au/people-employment/gender-equality-reporting.

GWA's efforts toward gender equality are guided by a commitment to fairness, transparency, and opportunity for all. Key initiatives include:

Benchmarking Remuneration Data: GWA benchmarks the remuneration of vacant roles at the recruitment stage to ensure pay parity from the outset.

Annual Remuneration Reviews: As part of the annual remuneration review process, GWA conducts detailed assessments for all roles to identify and address any pay disparities.

Merit-Based Recruitment and Development: Consistent application of merit-based recruitment, succession and development opportunities so that all employees have equal access to career advancement.

Focussed development opportunities for female talent: Provide opportunities for top female talent to partake in leadership programs and accelerate their development and progression.

Improved parental leave provisions: Revised policy provides increased financial support and flexibility for parents, including an entitlement for parental leave to be accessed by non-birthing parents.

INCLUSIVITY

GWA has implemented various initiatives in FY2025 that celebrate diverse cultural beliefs, encourage open conversation on a broad range of topics, and provide a sense of belonging across the organisation.

Let's Talk: This program was launched in FY2025 as an education campaign focused on perimenopause and menopause, designed to encourage open conversations and provide support across the organisation. In parallel, multipurpose quiet rooms were introduced at several sites, offering an inclusive and safe space to be used for various activities including to pray, rest or breast feed.

Personalised Acknowledgement of Country: GWA introduced signage across Australian sites that respectfully recognises the Traditional Owners of the land on which each site is located. GWA formalised partnerships to support employment outcomes for Aboriginal and Torres Strait Islander peoples and became a registered member of Supply Nation.

SAFETY & WELLBEING

GWA is committed to providing a safe workplace and fostering a proactive culture of safety and wellbeing for people. This extends to GWA's customers through the development of products that are safe, hygienic, and accessible.

In FY2025, GWA's efforts centred on maintaining high safety standards, enhancing mental health support, and reinforcing respectful workplace behaviours.

Initiatives such as the ongoing ISO 45001:2018 certification recognised for occupational health and safety management systems, the rollout of the *Sonder* digital wellbeing platform, and the continued implementation of the Positive Duty Action Plan reflect GWA's proactive stance on physical and psychosocial safety of its employees.

SAFETY STANDARDS AND REPORTING

GWA progressed its safety transformation agenda by initiating the shift from its legacy SafetyOne system to a fully Integrated Management System. This transition supports cross-functional collaboration, streamlines processes, and aligns with GWA's strategic focus on operational excellence.

As part of its refreshed WHS strategy, GWA has moved beyond traditional lag indicators, such as Lost Time Injury Frequency Rate ("LTIFR"), to leading safety observation measures, such as near misses and Worker Insights, reflecting a broader commitment by GWA to proactively enhance its safety culture. A deeper understanding of operational risks and potential hazards upfront enables GWA to implement targeted interventions and respond swiftly to emerging issues.



Over the past three years, worker insights per million hours worked have increased from 800 to over 2,000, with more than two-thirds of all worker insights shared in FY2025 being proactive reports –that is, they were shared before any incident occurred. This enabled GWA to identify risks early, respond quickly and undertake effective incident prevention. GWA was also able to strengthen its approach to injury management by prioritising early intervention, supporting quicker recovery and reducing repeat injuries.

Table 9 below provides the key worker insight metrics captured over the last 3 years.

Table 10 presents key health and safety indicators that GWA tracks, with the goal of building awareness around the importance of a safety culture across the organisation.

CULTURE & WELLBEING

GWA strives to create an agile working environment that is receptive to changing demands.

To achieve this goal GWA has implemented several initiatives as part of the Wellbeing Strategy, across the pillars of Employees and Customers.

Employees

GWA prioritised early intervention and mental health support through initiatives such as Mental Health First Aid Officers (MHFAO), GWA's Psychosocial Risk Assessment Action Plan, and a manager capability program focused on identifying and addressing mental health concerns. In addition, GWA's Positive Duty Action Plan on sexual harassment and discrimination reinforced a respectful and safe workplace culture.

Customers

GWA is advancing its product design efforts with an emphasis on universal accessibility, modularity, and hygiene as key elements of its approach. The aim is to provide solutions that address the changing requirements of various user groups in both residential and commercial settings. GWA's portfolio includes:

Youth: Ergonomically designed child-sized toilets that facilitate potty training and promote independence for young children.

Ageing and people with limited mobility:

The Care and Assistive Living product lines respond to the needs of ageing individuals and those with limited mobility across residential, commercial, and institutional settings.

Healthcare professionals and patients:

The Smart Hospital Technology is engineered to enhance hygiene and operational efficiency for patients and healthcare professionals. For further details on how GWA is uplifting and leveraging smart technology to meet health sector standards, please refer to page 14.

Table 9: Worker insight reporting

Metric	Results in FY25*	Results in FY24*	Results in FY23
Worker Insights	2306	1,589*	1,391
Worker Insight Freq Rate (Per Million Hours)	2549	1,707*	1,402
Incidents Closed #	865**	652	505
Incidents Closed %	93%**	92%	96%
Actions Closed #	1246	939	461
Actions Closed %	91%	97%	94%
Site Inspections Completed #	608	553	518
Site Inspections Completed %	100%	100%	87%

* On and from FY2024, metrics have been adjusted to exclude scheduled actions.

* On and from FY2025, metrics have been changed from Incidents Closed to Hazards Closed.

Table 10: Health and Safety indicators

Lag Indicators	Result in FY25	Results in FY24	Results in FY23
Lost time injuries (LTI)	2	6	2
Lost time injuries frequency rate (LTIFR)	2.2	6.4	2.0
Medical treatment injuries (MTI)	3	4	2
Medical treatment injuries frequency rate (MTIFR)	3.3	4.3	2.0
Total injuries (TI)	5	10	4
Total injuries frequency rate (TIFR)	5.5	10.7	4.0

COMMUNITY PARTNERSHIPS

GWA is dedicated to making life better for all stakeholders, both within and beyond the organisation. GWA acknowledges the significance in collaborating with community groups and beneficiaries of products and services.

As a global organisation operating in Australia, New Zealand, the United Kingdom and China, GWA engages with local communities to foster mutual understanding, trust and collaboration. GWA strives for transparent communication, forging partnerships and implementing impactful initiatives to create shared value and address community concerns.

HABITAT FOR HUMANITY

FY2025 marked a change in GWA's charitable partnerships, shifting away from a prior longstanding relationship to embark on a new opportunity to support 'Habitat for Humanity'. GWA made a significant donation including provision of a large quantity of bathroom and plumbing items in-kind, with a market value of about NZ\$ 2.5 million. These items were distributed across projects in Fiji, Samoa, and Tonga, supporting the installation of essential water and sanitation infrastructure such as sinks and toilets. This contribution has played a vital role in helping communities rebuild and improve living conditions, particularly in areas affected by natural disasters.

PROPERTY INDUSTRY FOUNDATION

GWA continued supporting the Property Industry Foundation in Australia (PIF), to make a tangible impact on youth homelessness. GWA supported a series of impactful initiatives focused on crisis housing, youth support, and community fundraising. Key projects included funding towards temporary accommodation in Kingaroy and Yarrabilba, QLD, totalling over \$23,000 for multiple apartment units and shared facilities, along with a \$3,550 contribution to the Leichhardt Girls Refuge. Additionally, a \$10,000 donation was made under a national corporate partnership to support at-risk youth.

LOOKING FORWARD

GWA strives to improve and enhance its positive impacts on people, customers, and society at large through policies, programs and practices. To achieve this, GWA will continue to:

- Attract, retain and develop talent by continuously enhancing the employee value proposition and fostering a diverse and inclusive work environment with an increasing focus on gender and Indigenous engagement.
- Foster a physically and psychologically safe workplace by advancing the leader-led safety culture through coaching, training and visible reporting and accountability.
- Support the communities in which GWA operates through charity sponsorships, partnerships and volunteering initiatives channelled through the GWA Community Fund.
- Support customers in achieving water efficiency targets by integrating behavioural change strategies alongside smart product installations.

The ANZ Culture Council led three charity initiatives this year: breast cancer awareness through Pink Ribbon Day, children living with cancer via Footy Colours Day, and men's health and mental wellbeing through Movember. Staff raised more than \$10,000 across these initiatives, with donations being matched on a dollar-for-dollar basis by GWA.



GOVERNANCE

GWA acknowledges the role that governance plays in aligning the operating rhythm with the organisation’s long-term strategy and vision. The governance strategy ensures there are clear risk management processes to support sustainable and ethical business practices.

GOVERNANCE STRUCTURE

BOARD OF DIRECTORS

GWA’s Board of Directors has oversight of GWA’s ESG strategy. To read more about GWA’s Board principles and corporate governance policies and practices, visit the Corporate Governance section on the website, available at www.gwagroup.com.au/corporate-governance/introduction-2.

ESG GOVERNANCE

The Board maintains overall responsibility for aligning ESG strategy with the objectives of the business. The Board receives regular updates on ESG performance against set metrics that are recognised as priorities for GWA. This enables the Board and Executive to effectively track GWA’s progress on initiatives, identify areas for improvement, and demonstrate GWA’s ESG commitment to stakeholders.

The ESG Steering Committee directs the execution of GWA’s ESG program and monitors progress against targets. The committee is supported by various other committees and groups throughout the business to assist in achieving GWA’s goals.

The ESG Steering Committee is constituted by the following executive members:

Ernie Lagis, Company Secretary & General Counsel	Executive sponsor for ESG
Caroline Sunaryo, Group General Manager — Supply Chain & Innovation	Environmental sponsor
Patricia Oliver, Group General Manager — People & Performance	Social sponsor
Calin Scott, Chief Financial Officer	Governance sponsor

The ESG Steering Committee has supported the inclusion of mandatory climate-readiness activities in GWA’s ESG Roadmap, to ensure the organisation is actively investing required resources to complete mandatory climate reporting from FY2027 onwards. GWA has engaged third-party specialists to support the delivery of the following activities in FY2026 as part of this process: AASB S2 readiness assessment, climate risk and opportunity assessment, carbon boundary and data readiness assessment, and climate transition planning.



BOARD COMPOSITION

GWA recognises the importance of diversity in senior leadership roles. The financial year concluded with 33% female representation on GWA's Board of non-executive directors, and 71% of the Board were independent Board members. Table 11 presents the board composition over the last two years.

Table 11: Board Composition

Board of Directors Demographics	2024	2025
Percentage of female representation on the Board of non-executive directors	33%	33%
Percentage of independent Board members	71%	71%

GWA complies with recommendation 2.2 of the ASX Corporate Governance Principles on skills and experience for an effective Board. To this end, GWA has formalised a Board Skills Matrix to identify key skills and experience required by each of the Board members. The Board Skills Matrix can be viewed in GWA's 2025 Corporate Governance Statement on the website, available at www.gwagroup.com.au/corporate-governance/introduction-2.

RISK MANAGEMENT

GWA has risk management processes in place that define the risk oversight of the Board and management, including roles and responsibilities. This helps ensure risks are efficiently identified and effectively managed.

In FY2025, GWA implemented a refreshed and expanded Enterprise Risk Management Framework, including an updated Risk Appetite Statement containing 25 Key Risk Indicators (KRIs) which are used to monitor business activity against risk appetite. The framework is supported by comprehensive risk management policies, for both financial and non-financial risks, which are recorded in the enterprise risk register. The Board reviews the enterprise risk register on a quarterly basis.



The Board has an Audit and Risk Committee, led by a Committee Chair, to oversee GWA's risk management framework and bring focus to GWA's risk management and internal controls. The Board maintains accountability for ensuring compliance with risk management, with the Audit and Risk Committee reporting to the Board on matters of risk management and internal controls in accordance with the terms of the Committee Charter. All Board members are invited to attend Audit and Risk Committee meetings. GWA regularly reviews the composition of the Committee to ensure an appropriate balance of skills, knowledge, and expertise to consistently guide risk-led decision making across the organisation.

The ESG Steering Committee maintains an ESG risk and opportunities register for periodic presentation to the Board's Audit and Risk Committee.

GWA has an internal audit function that has direct access to the Chair of the Audit and Risk Committee. This function conducts regular assessments and makes recommendations on improvements to GWA's risk management and internal controls framework, to achieve long-term sustainability.

QUALITY MANAGEMENT

Quality management is part of GWA's risk management framework, supporting a risk-based approach that delivers strategic value for GWA's customers. The organisation has embedded specific quality metrics alongside safety, environmental, and social indicators, to further unlock strategic growth through ESG for merchants, plumbers and end customers.

CASE STUDY

ISO Certified Management Systems

In FY2025, GWA expanded its commitment to governance and operational excellence by achieving **ISO 9001:2015 for quality management** and **ISO 14001:2015 for environmental management certifications** across GWA's business for the design and supply of bathroom, kitchen, laundry products, services and solutions. These globally recognised quality management and environmental management certifications reinforce GWA's focus on delivering consistent, high-quality outcomes across its products and solutions.

Additionally, GWA maintained ISO/IEC 27001 certification for Caroma Smart Command to monitor water use in real time and ISO 45001:2018 for occupational health and safety management across its operations.

Together, these certifications strengthen GWA's position as the industry's leading technical and trusted partner in water solutions.



CORPORATE GOVERNANCE FRAMEWORK

COMPLIANCE WITH LEGISLATION AND GOVERNANCE STANDARDS

GWA upholds high standards in governance by ensuring compliance with all laws and regulations, as well as the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition). To read more about GWA's risk management processes and corporate governance policies and practices, visit the Corporate Governance section on the website, available at www.gwagroup.com.au/corporate-governance/introduction-2.

TAX TRANSPARENCY

GWA's underlying tax strategy revolves around working with taxation authorities in the jurisdictions of operations, on two guiding principles: strict adherence to tax laws and encouraging open and transparent communication. GWA strives to uphold a culture of open communication, promoting a productive and cooperative environment for handling tax-related matters with the relevant taxation authorities.

GWA's tax strategy is to:

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

GWA has been a signatory of the Board of Taxation's Voluntary Tax Transparency Code since 2017. For more information, including a summary of taxes paid by GWA, refer to GWA's public tax transparency report on the website, available at www.gwagroup.com.au/tax-transparency.

IMPACT ACROSS THE SUPPLY CHAIN

GWA is cognisant of the role sustainability plays in the supply chain to inform effective governance, as well as have positive impacts through its value chain. This is evidenced by the dedication to upholding regulatory compliance by promoting transparency and adopting sound practices throughout the supply chain.

GWA's supply chain strategy is built on long-term partnerships with supply partners who share similar values. By maintaining stable supplier relationships, GWA is cultivating deeper and active collaboration to ensure responsible and ethical practices are well integrated in their way of doing business. This is achieved by communicating the commitments around regulatory compliance, ethical practices, and environmental considerations.

SEDEX AUDITS

As part of the FY2025 internal audit program, GWA conducted Sedex audits using the SMETA audit framework, to enhance visibility across the supply chain and optimise risk assessment. Sedex is one of the world's leading ethical trade service providers working to improve the working conditions in global supply chains. GWA continues to maintain its Sedex membership in FY2025.

GWA mandates that proposed manufacturing partners join Sedex before entering into supply and manufacturing arrangements with GWA, with an external SMETA or equivalent audit to be conducted as part of the onboarding program. The scope of the audit is focused on performance across:

- Labour standards;
- Health and safety;
- Environmental impact; and
- Business ethics.

SUPPLIER CODE OF CONDUCT

GWA published a Supplier Code of Conduct in FY2025 which sets out the organisation's commitment towards supporting the safety and human rights of workers in the value chain and operations. The Code facilitates ethical and environmentally friendly procurement through minimum standards which suppliers are required to comply with. The Code is guided by principles set out in ISO 20400:2017 Sustainable Procurement — Guidance, the United Nations Ethical Trade Initiative ("ETI") and International Labour Organisation ("ILO") Conventions.

GWA is in the process of implementing the Code with key direct spend inventory suppliers.

SUPPLIER ENVIRONMENTAL ASSESSMENT

GWA is actively engaging with suppliers to evaluate their sustainability initiatives, especially focusing on energy consumption, operational waste and water management.

In FY2025, GWA carried out targeted annual surveys which showed that supply partners are investing in green initiatives and in some cases working toward reduction targets. This feedback allows GWA to have a better understanding of suppliers' initiatives and their progress.

GWA is committed to collaborating with suppliers to align the sustainability vision and explore ways to collectively reduce environmental impacts. This ongoing dialogue is crucial for encouraging transparent and productive relationships that drive sustainability across the supply network. Table 12 presents the key environmental supplier survey results.

Table 12: Overview of Environmental Supplier survey

Key performance indicators	FY2025	FY2024
% Investing in sustainability and efficiency initiatives	100%	100%
% Recycling program in place	83%	76%
% Has or planned in investing in an Electronic Management System	94%	94%
% Using recycled packaging	78%	71%
% Tracking usage and consumption of energy and waste	72%	71%

Supplier Highlights

GWA's suppliers are key partners in driving sustainability across the value chain. Their stories highlight the measurable impact of the company's procurement roadmap.

1. A tapware supply partner is making an investment in sustainability with the development of a new environmentally conscious manufacturing facility, set to open in 2026. The facility will integrate advanced technologies to reduce electricity consumption by an estimated 20%, including high-efficiency air compressors and LED lighting systems. Its design maximises natural light, further lowering energy use. Additionally, the plant will feature leak prevention systems, open-ditch piping for rapid maintenance, and smart use of municipal water pressure, all supported by routine oversight to ensure operational integrity.
2. A major plastics supply partner company has achieved ISO 14064-1:2018 certification, which is an international standard providing principles and requirements for organisations to quantify and report their GHG emissions. The supplier has implemented a suite of high-impact efficiency measures, such as upgraded inverter compressors delivering energy savings of up to 40%, and smart automation including Automated Guided Vehicles which have streamlined logistics and reduced manual handling. The integration of solar electricity further demonstrates a shift towards renewable energy and long-term carbon reductions.

Supplier adoption of such initiatives represents a tangible outcome of GWA's ethos toward environmental responsibility across the entire lifecycle of its products.

MODERN SLAVERY

GWA has a formal policy on Modern Slavery, which is supported by periodic due-diligence reviews, and regular compliance audits to improve supply chain transparency. GWA completed Modern Slavery training for all relevant staff and actively collaborates with a number of long-standing suppliers by engaging in dialogue to enhance the effectiveness of the ethical sourcing strategy.

The program for reviewing modern slavery risks within product supply chain involves regular on-site visits and reviews by GWA, and a rotating schedule of at least two third-party external audits annually.

GWA has been reporting on Modern Slavery since 2019, published through a separate report on an annual basis towards the end of each calendar year. A link to the latest report can be found at www.gwagroup.com.au/social-responsibility/modern-slavery.

LOOKING FORWARD

GWA aims to continuously improve governance and risk management processes to support the organisation's sustainability commitments and strategic business objectives.

To achieve this, GWA will:

- Review and update governance and risk management processes on an ongoing basis to optimise oversight of sustainability related activities and effectively address sustainability risks and opportunities.
- Ensure compliance with legislation and governance standards and prepare for alignment with the upcoming mandatory climate-related financial reporting standards.





APPENDIX: GRI CONTENT INDEX

Statement of use	GWA Group has reported the information cited in this GRI content index for the period 1 July 2024 – 30 June 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organization details	About GWA
	2-2 Entities included in the organization's sustainability reporting	Not reported
	2-3 Reporting period, frequency and contact point	About this report
	2-4 Restatements of information	Packaging & operational waste Waste diverted from disposal
	2-5 External assurance	Not reported
	2-6 Activities, value chain and other business activities	About GWA
	2-7 Employees	Not reported
	2-8 Worker who are not employees	Not reported
	2-9 Governance structure and composition	Governance structure
	2-10 Nomination and selection of highest governance body	Not reported
	2-11 Chair of the highest governance structure	Not reported
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance structure
	2-13 Delegation of responsibility for managing impacts	Governance structure
	2-14 Role of the highest governance body in sustainability reporting	Not reported
	2-15 Conflicts of interest	Not reported
	2-16 Communication of critical concerns	Not reported
	2-17 Collective knowledge of the highest governance body	Not reported
	2-18 Evaluation of the performance of the highest governance body	Not reported
	2-19 Remuneration policies	Not reported
	2-20 Process to determine remuneration	Not reported
	2-21 Annual total compensation ratio	Not reported
	2-22 Statement on sustainable development strategy	Our ESG Approach
	2-23 Policy commitments	Not reported
	2-24 Embedding policy commitments	Not reported
	2-25 Processes to remediate negative impacts	Not reported
	2-26 Mechanisms for seeking advice and raising concerns	Not reported
	2-27 Compliance with laws and regulations	About this report Compliance with legislation and governance standards
	2-28 Membership associations	Not reported
	2-29 Approach to stakeholder engagement	Not reported
	2-30 Collective bargaining agreements	Not reported

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Approach
	3-2 List of material topics	Not reported
	3-3 Management of material topics	Not reported
GRI 207: Tax 2019	207-1 Approach to tax	Tax transparency
	207-2 Tax governance, control, and risk management	Not reported
	207-3 Stakeholder engagement and management of concerns related to tax	Not reported
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not reported
	301-2 Recycled input materials used	Packaging & operational waste Waste diverted from disposal
	301-3 Reclaimed products and their packaging materials	Not reported
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Not reported
	302-2 Energy consumption outside the organisation	Not reported
	302-3 Energy intensity	Not reported
	302-4 Reduction of energy consumption	Energy
	302-5 Reductions in energy requirements of products and services	Not reported
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not reported
	303-2 Management of water discharge-related impacts	Not reported
	303-3 Water withdrawal	Not reported
	303-4 Water discharge	Not reported
	303-5 Water consumption	Reducing water usage
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Scope 1 emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Scope 2 emissions
	305-3 Other indirect (Scope 3) GHG emissions	Not reported
	305-4 GHG emissions intensity	Not reported
	305-5 Reduction of GHG emissions	Not reported
	305-6 Emissions of ozone-depleting substances (ODS)	Not reported
	305-7 Nitrogen oxides (NOx), sulfur oxides (Sox), and other significant air emissions	Not reported

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Not reported
	306-2 Management of significant waste-related impacts	Not reported
	306-3 Waste generated	Packaging and operational waste
	306-4 Waste diverted from disposal	Waste diverted from disposal
	306-5 Waste directed to disposal	Not reported
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sedex Audits
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier Environmental Assessment
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Attraction
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not reported
	401-3 Parental leave	Not reported
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Safety standards and reporting
	403-2 Hazard identification, risk assessment, and incident investigation	Not reported
	403-3 Occupational health services	Not reported
	403-4 Worker participation, consultation, and communication on occupational health and safety	Not reported
	403-5 Worker training on occupational health and safety	Culture & Wellbeing
	403-6 Promotion of worker health	Culture & Wellbeing
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not reported
	403-8 Workers covered by an occupational health and safety management system	Not reported
	403-9 Work-related injuries	Safety standards and reporting
	403-10 Work-related ill health	Not reported

GRI Standard	Disclosure	Location
GRI 404: Training & Education 2016	404-1 Average hours of training per year per employee	Career and Competency Framework
	404-2 Programs for upgrading employee skills and transition assistance programs	Not reported
	404-3 Percentage of employees receiving regular performance and career development reviews	Career and Competency Framework
GRI 405: Diversity & Equal opportunity 2016	405-1 Diversity of governance bodies and employees	Board composition
	405-2 Ratio of basic salary and remuneration of women to men	Gender equality
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not reported
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Modern slavery
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Modern slavery
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Not reported
	413-2 Operations with significant actual and potential negative impacts on local communities	Not reported
GRI 416: Customer health & safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not reported
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not reported





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