

An underwater scene with a sandy bottom and numerous bubbles rising from the surface. The lighting is dim, creating a blue-green hue. The text is overlaid on the right side of the image.

# Believing in Better

Environmental, Social & Governance Report  
Kohler Mira 2024

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This report showcases our continued commitment to delivering an elevated showering experience for our customers while simultaneously minimising the negative impact on people and the planet.

# ABOUT THIS REPORT

At Kohler Mira, we believe in being transparent about how we are addressing environmental and social challenges across our operations.

This Environmental, Social and Governance (ESG) Report showcases our continued commitment to delivering an elevated showering experience for our customers while simultaneously minimising the negative impact on people and the planet. It clearly outlines our strategy and commitments, the progress we've made this year, and our future plans. It's a celebration of our talented people, and their hard work that drives everything we do. Backed by robust data and more case studies than ever before, we're excited to share our vision of a better future for all.

As always, this report has been prepared in line with GRI Standards. You'll find detailed mapping of these standards, against the disclosures in the report, on page 74.

Our reporting period runs from January 2024 to December 2024 and, unless otherwise stated, all figures and metrics relate to the same period.

**Welcome to what is now our third Environmental Social and Governance Report (ESG) where we continue to show progress against our ESG commitments.**

These commitments have never been more critical with 2024 being the first year to breach the 1.5°C warming target set in the Paris Agreement and a record year for global sea temperatures. The need to tackle climate change has never been more evident.

I believe our business has a significant part to play. With innovation at the core of what we do, we are continuously looking for ways to offer our customers the very best showering experience without using any more water or energy.

Last year saw us launch two showers incorporating new technology to help customers save water – the Mira Platinum digital shower allowing customers to track their water usage and the Mira Sport with Airboost™, an electric shower that infuses water with air to create a more powerful flow without using more water.

This year, however, saw our first collaboration with our newly acquired waste water energy recovery specialists, Recoup Energy Solutions, to truly lead the industry in heat recovery by launching, Mira Advance Heatloop™ - the very first electric shower designed

to work with waste water heat recovery systems to improve energy performance and, more importantly, support the decarbonisation of UK homes.

However, we know that despite our efforts to drive the industry forward, the challenge is too big for us alone. Something I am most proud of is the collaboration with my peers across the whole sector, coming together in a landmark moment to sign the Windsor Summit – a commitment by 22 UK and global bathroom manufacturers, including our parent company, Kohler Co., to address the critical issue of water scarcity through better product design, innovation and the replacement of inefficient products.

But we must remember that our responsibility is much wider than just environmental. As a proud UK employer, we take our commitment to have a positive impact on our associates and our communities seriously. I am particularly delighted with our progress on creating an inclusive workplace. We now have four Business Resource Groups (BRG) elevating the voices of protected characteristics – Blk Catalyst, Bold Ability, PROUD and Women@Work.

We understand and value the importance of gender diversity to the business, investing in programmes to mentor women into engineering as well as

holding events such as the recent global Kohler Women's Leadership Summit, where Kohler Mira hosted the hugely successful EMEA leg page 43 with leading speakers around gender diversity. Other highlights from the year include our apprenticeships programme page 67 and our community partnerships, including our initiative with our community partners, Cheltenham Town Football Club, supporting our 2024 nominated charity, Child Poverty Action Group.

I continue to be proud of the progress the business is making and the passion of our associates to deliver against our targets but the most important part of this report isn't our achievements last year – it is the section on page 18 where we set out our sustainability strategy. We know there is a lot to do but we approach the task ahead with the usual sense of purpose and energy that has led us to be the business we are today.

Emma Foster  
Managing Director - Kohler Mira Ltd.



“With innovation at the core of what we do, we are continuously looking for ways to offer our customers the very best showering experience without using any more water or energy.”

Emma Foster  
Managing Director - Kohler Mira Ltd.

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# ABOUT KOHLER MIRA

## ESG SPOTLIGHT

**134 current associates have more than 25 years of service.**

# 134

Kohler Mira Ltd (referred to as Kohler Mira hereafter) is the UK division of Kohler Co. (Kohler), a global manufacturer in kitchen, bathroom and hospitality. The UK business is made up of three brands: Mira Showers, Rada and Recoup Energy Solutions.

In the UK, we have 762 associates across our Head Office in Cheltenham, our National Distribution Centre (NDC) in Worcester, our manufacturing facility in Hull, our Rada Europe team and our Recoup team in Norfolk – as well as fully remote employees based across the UK. 134 current associates have more than 25 years of service.

We partner with Kohler teams around the world, both as part of Kohler's Kitchen and Bath Global Product Innovation group, and through our shared services – from IT to recruitment.

For over 100 years, Kohler Mira has been an innovation leader across products and services – focussing on pioneering sustainable change in everything we do.

**For over 100 years, Kohler Mira has been an innovation leader across products and services – focusing on pioneering sustainable change in everything we do.**



# A CLOSER LOOK AT OUR BRANDS



## MIRA SHOWERS

Mira Showers is the most recognised shower brand in the UK, manufacturing high-quality bathroom products including showers, fittings, enclosures, trays and wall panels. Mira also offers repair and installation service options to customers all over the country.



## RADA

Rada is the commercial division of Kohler Mira, with extensive experience of manufacturing innovative products for organisations such as hospitals and schools across the globe. Rada products aim to keep end users safe, prevent waterborne infections and conserve resources.



## RECOUP

Recoup Energy Solutions, specialises in wastewater heat recovery systems (WWHRS) for showers. Recoup products reuse energy normally lost down the drain, to reduce hot water requirements, lower CO2 emissions and cut household energy bills. Bringing Recoup into the Kohler Mira fold is testament to our bold sustainability ambitions, and our investment in the energy recovery sector.



# OUR PLACE IN KOHLER

As part of Kohler, we have a shared mission to help people live gracious, healthy and sustainable lives. Gracious living is defined by charm, good taste and a generosity of spirit – it’s about self-fulfilment and enhancing nature.

We reflect this mission in everything we do, from the way our teams work to the products and services we create for our customers. When it comes to sustainability, we’re driven by both Kohler’s group-wide goals and policies, and our own. You can read more about these in the Policies Table on page 78.

Our Sustainability Steering Committee, comprised of senior associates from Operations, Marketing, New Product Development (NPD), and Recoup, is chaired by our Operations Director.

The committee meets monthly to review progress and set actions to ensure we’re delivering against our Sustainability Strategy. Matthew Lawrance, the Committee’s Executive Sponsor, reports directly into the Kohler Mira Executive team, chaired by Emma Foster, our Managing Director. Updates are shared with the Executive team, which meets weekly, throughout the year.

Ultimately, our progress is reported to Laura Kohler, Kohler’s Chief Sustainable Living Officer, who holds

overall responsibility for the delivery of the Kohler sustainability mission.

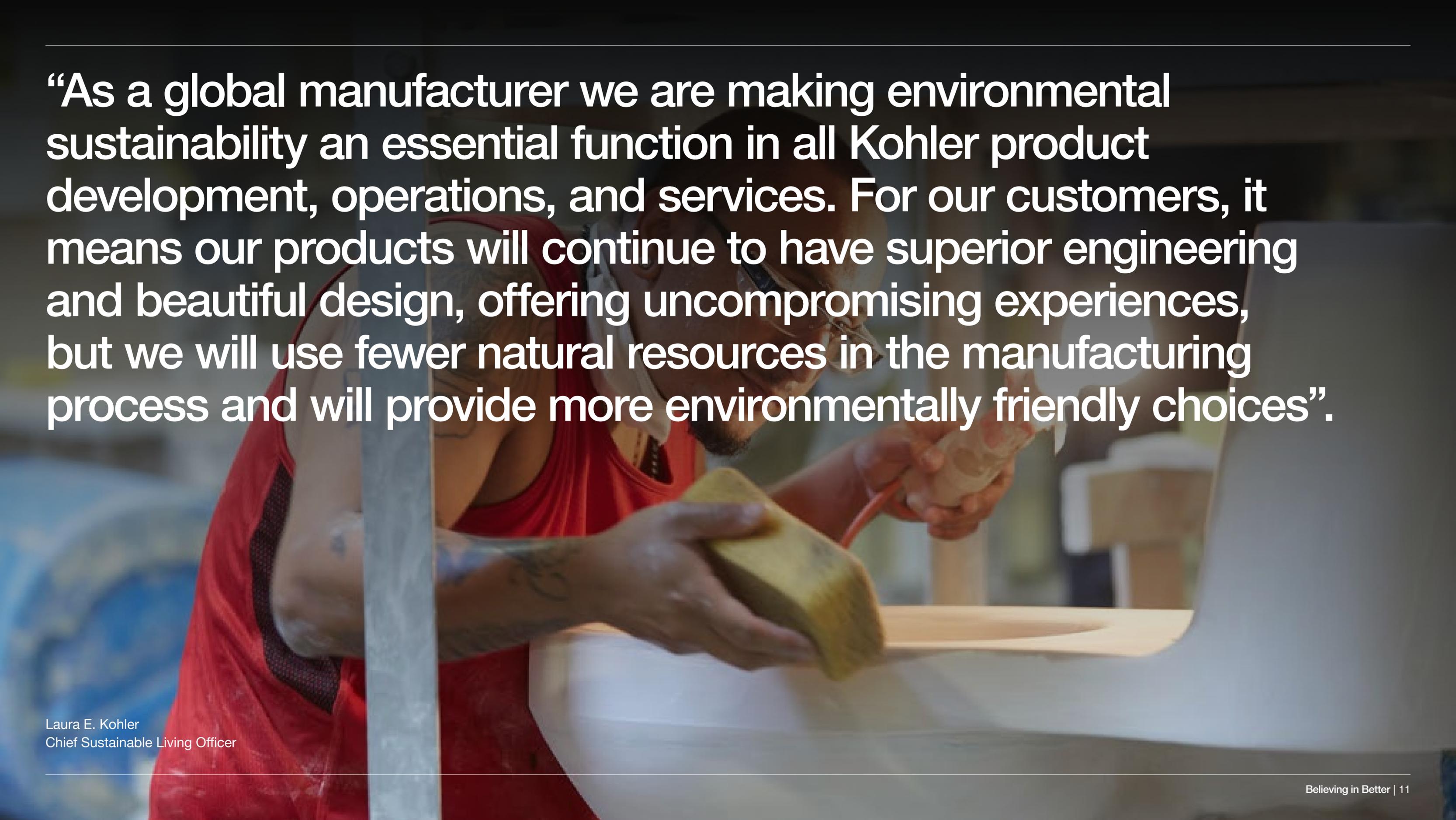
“As a global manufacturer we are making environmental sustainability an essential function in all Kohler product development, operations, and services. For our customers, it means our products will continue to have superior engineering and beautiful design, offering uncompromising experiences, but we will use fewer natural resources in the manufacturing process and will provide more environmentally friendly choices”.

On the ground, we see sustainability as everyone’s responsibility. It doesn’t have its own function or specific job roles; it’s something we all live every day. We’re supported by our Sustainability Steering Group, a network of sustainability champions, and our Internal Communications team, as we share ideas and implement new initiatives.

This ethos is reflected in our 2022-2027 Strategic Plan page 18, which embeds corporate responsibility for sustainability into every single area of our business.



Laura E. Kohler  
Chief Sustainable Living Officer

A man in a red shirt and safety glasses is working on a white ceramic sink in a factory. He is using a yellow sponge to clean the sink. The background is a blurred factory setting.

“As a global manufacturer we are making environmental sustainability an essential function in all Kohler product development, operations, and services. For our customers, it means our products will continue to have superior engineering and beautiful design, offering uncompromising experiences, but we will use fewer natural resources in the manufacturing process and will provide more environmentally friendly choices”.

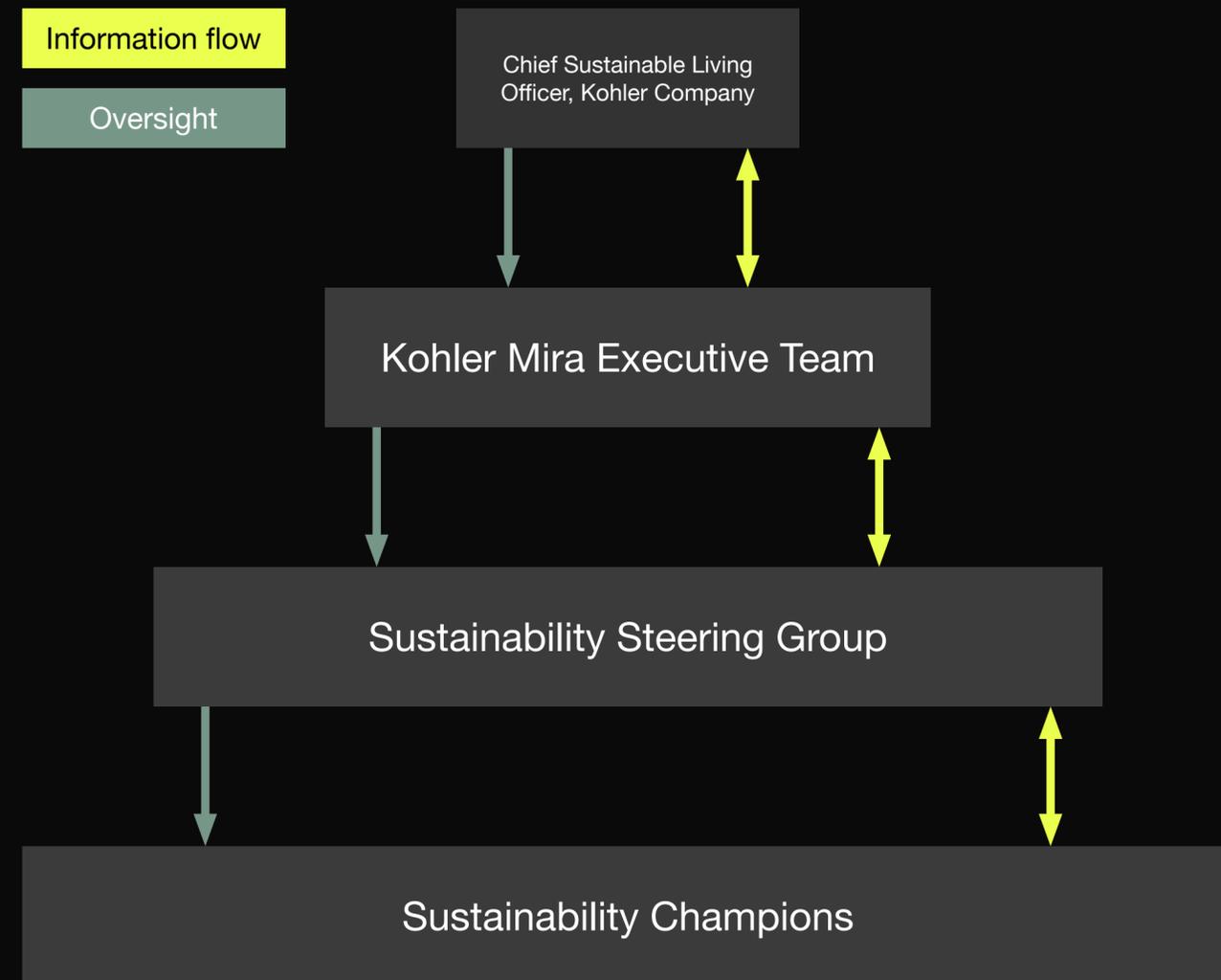
Laura E. Kohler  
Chief Sustainable Living Officer

# KOHLER MIRA SUSTAINABILITY GOVERNANCE STRUCTURE

Key:

Information flow

Oversight



Our priorities are shaped by ‘materiality’, whereby we identify topics which have a material impact on our business, or on our stakeholders.

Material topics are reviewed every two years as part of our Sustainability Strategy. Underpinning our wider Business Strategy, this is developed and approved by the Kohler Mira Executive Board, before going to Kohler group level, for final approval by the leadership team, including the CEO.

In 2022, we conducted our first research-driven materiality analysis, in consultation with the Sustainability Steering Committee. The topics were reviewed in 2024 and considered to be still the

most relevant. We will be evaluating them again this year, using the concept of ‘double materiality’ (financial and impact materiality), to inform our next Sustainability Strategy review in 2026.

With limited operations in the European Union, Kohler Mira isn’t required to comply with the Corporate Sustainability Reporting Directive (CSRD) – the driving force behind double materiality. However, we will support Kohler’s CSRD compliance activities at group level.

# OUR MATERIAL TOPICS

Material topic		Report section
Environment	Energy consumption and product carbon footprint	Better Lives
		Better Planet
	Water and accidental pollution	Better Lives
		Better Planet
Materials and waste	Better Planet	
	Electronic waste	Better Communities
Labour	Employee health and safety	Better Workplace
	Working conditions	Better Workplace
	Career management and training, recruitment	Better Workplace
	Diversity, discrimination and harassment	Better Workplace
Ethics	Corruption and fraud	Ethical Integrity and Procurement
	Anti-competitive practices	Ethical Integrity and Procurement
	Information management and data security	Ethical Integrity and Procurement
Procurement	Controversial sourcing	Ethical Integrity and Procurement
	Sustainable supply chain	Ethical Integrity and Procurement
Other	Product design and life cycle management	Better Lives
	Product quality and safety	Better Lives
	Corporate giving	Better Communities

# ETHICAL INTEGRITY

## ESG SPOTLIGHT

**In 2024, 100% of our associates completed annual ethics, anti-bribery and corruption training**

# 100%

**We're committed to transparent and ethical business practices. And from our relationships with suppliers to customer interactions, we approach everything with integrity and transparency.**

This is embedded across our teams and operations through carefully considered internal policies and training. The cornerstone of this is our Ethical Code of Conduct Policies page 78, which sets out how associates are expected to fulfil their responsibilities, as well as the remediation process for misconduct. Annual ethics, and anti-bribery and corruption training, are compulsory for everyone, and we operate an ethics helpline for associates to report any illegal or unethical behaviour.

In 2024, 100% of our associates completed annual ethics, anti-bribery and corruption training. And there were no reports of misconduct, or other whistle blowing complaints.

Furthermore, the scope of our annual financial audit, conducted by PwC, includes investigation into corruption, fraud and anti-competitive behaviour. The most recent audit concluded that no ethical risks were present in our operations, providing confidence in our adherence with the law.

**These values don't stop at our door. That's why we're committed to embedding transparent, ethical business practices across our supply chain.**

Our recently refreshed Supplier Code of Conduct Policies page 78 was translated into 12 languages and shared with our global supplier base.

Our standard supplier contract sets out our expectations on labour rights, health and safety, ethical business practices, and data protection. And we ask our suppliers to renew their commitment to our Supplier Code of Conduct every five years.

The suppliers that account for 99% of our supplier spend have all signed our Code of Conduct, or have supplied their own equivalent, with the remainder in the pipeline.

We continually review our supplier database for compliance – identifying any new partners, or those we may have paused or repurchased from in the year.

When we look for new suppliers, we're careful to choose those which share our values, and we conduct ESG due diligence through the onboarding Supplier Selection Questionnaire. For our current suppliers, regular onsite audits include detailed questions on sustainability.

This year, we almost doubled the number of onsite supplier audits, from 17 in 2023 to 30 in 2024. We also issue suppliers a Global Supplier Quality Manual, which includes further policies that they must abide by.

In 2024, 47% of our total procurement spend was in the UK and 46% was in China, with the remainder spread across the US and EU. Our long-term Chinese suppliers are increasingly adopting efficiency and sustainability measures such as smart factories and onsite renewable energy generation, in response to growing customer expectations and stricter standards in global markets.

To drive further progress this year, we engaged our top suppliers in the UK and China on sustainability and carbon reduction. Several suppliers have responded with examples and evidence of how they're taking action to reduce emissions, increase their use (and generation) of renewable energy, increase energy efficiency, and reduce packaging. We're looking forward to expanding our supplier engagement programme in 2025.

ESG SPOTLIGHT

**99% of our suppliers have all signed our Code of Conduct.**

**99%**



ESG SPOTLIGHT

This year, we almost doubled the number of onsite supplier audits, from 17 in 2023 to 30 in 2024.

30

The Kohler Mira Business Strategy is underpinned by a commitment to sustainability and our strong, accountable team.

As a business, we're always looking to make a positive impact – delivering innovative, value-added products and services that delight each and every customer. That means prioritising customer experience and pioneering the solutions that will most benefit our people and our planet.

Our Sustainability Strategy for 2023-2027 focuses on our most significant material impacts including water, energy consumption and carbon, diversity, equity and inclusion, supply chain sustainability, working conditions and career management.



# OUR SUSTAINABILITY STRATEGY

# STRATEGIC PLAN 2022-2027

## WATER CONSERVATION

Improve effectiveness of our products to deliver better outcomes for all stakeholders.

### 2024 Highlights

- Launch of Mira Advance Heatloop™
- Winner of the Water Saving Domestic Product of the Year, Energy Saving Awards

### Material topics

- Product design and life cycle management
- Product quality and safety



## MARKET LEADING COMMUNICATION

Credible and transparent brand level ESG messaging, verified by third party reporting indices.

### 2024 Highlights

- Completion of full lifecycle carbon data for 9 products
- Partner of the Supply Chain Sustainability School
- BMA Water Summit

### Material topics

- Corporate giving



## ENVIRONMENT AND CLIMATE

Reduce our environmental impact across all activities, achieving net zero carbon by 2035.

### 2024 Highlights

- 100% of our power generated by our own solar arrays is REGO certified
- 769.68 MWh of renewable energy generated onsite

### Material topics

- Energy consumption and product carbon footprint
- Water and accidental pollution
- Materials and waste
- Electronic Waste



# HR PEOPLE PLAN

## FLEXIBLE WORKPLACE

Foster a healthy and fulfilling work environment by offering flexible arrangements and supporting colleagues wellbeing.

### 2024 Highlights

- Mental Health awareness training delivered for all managers.
- 18 Mental Health first aiders

### Material topics

- Employee health and safety
- Working conditions

## DIVERSITY, EQUITY & INCLUSION

Create a diverse, inclusive and equitable workplace for everyone.

### 2024 Highlights

- 33% of executives were female in 2024
- Kohler Women's Leadership Summit

### Material topics

- Diversity
- Discrimination and harassment



## RETAINING TOP TALENT

Attract and retain top talent through robust career development opportunities and a strong focus on succession planning.

### 2024 Highlights

- Launch of a reverse mentoring programme

### Material topics

- Career management and training, recruitment

## PURPOSE DRIVEN EMPLOYER

Invest in transparent and colleague engagement and communications.

### 2024 Highlights

- 83% participation rate in 2024 engagement survey

### Material topics

- Corruption and fraud
- Anti-competitive practices
- Information management and data security
- Controversial sourcing
- Sustainable supply chain

Our strategic plan is underpinned by our strong commitment to ethical integrity and procurement

Material matter: Ethics, Corruption and fraud, Anti-competitive practices, Information management and data security Procurement, Controversial sourcing, Sustainable supply chain

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# Better Lives

**We have a duty to minimise the environmental footprint of our products throughout the entire lifecycle. And our greatest opportunity to make a positive impact lies in our ability to create innovative products that support sustainability and enhance customer experience.**

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As sustainability regulations like the upcoming Future Homes Standard continue to evolve, our installers and customers face increasing pressure to adopt emission-reducing products. In an already highly regulated environment, we recognise the challenges and opportunities this presents.

That's why we continue to invest in how we design, manufacture and supply products, as well as identifying new ways to collaborate with industry partners.

Through our Chief Innovation Officer, Craig Baker's position as Vice Chairman of the BMA, and our ongoing partnership with the Future Homes Hub, we actively take part in shaping the best practices that set new industry standards.

Our 2023 acquisition of Recoup Energy Solutions demonstrated our ongoing commitment to sustainable innovation. And we continue to build on that momentum – launching Mira Advance Heatloop™, the first

electric shower that can be used with wastewater heat recovery systems. By combining our expertise with Recoup's technology, we're significantly minimising energy consumption.

"We've seen increasing technological synergy between Kohler Mira and Recoup. This collaborative effort gives us a competitive edge, empowering us with additional resources and increased opportunities for innovative product development."

Ian Steward,  
Co-Founder of Recoup

Embracing the Design for Environment (DfE) approach, we consider the overall environmental impact throughout a product's lifetime – from sourcing and manufacturing to the in-use phase and end-of-life disposal. This helps determine if the product is Positive by Design, a key metric for our Product and Development teams.



# PRODUCT LIFECYCLE IMPACTS

## ESG SPOTLIGHT

**100% of products launched in 2024 were Positive by Design.**

# 100%

“We’ve seen increasing technological synergy between Kohler Mira and Recoup. This collaborative effort gives us a competitive edge, empowering us with additional resources and increased opportunities for innovative product development.”



Ian Steward  
Co-Founder of Recoup

# DESIGNING FOR A SUSTAINABLE FUTURE

Product efficiency gains offer environmental and customer benefits. In typical UK homes, hot water accounts for 23% of energy consumption, with hot water usage from showering making up around 50% of that. With rising energy costs, water- and energy-efficient shower technologies have become more critical than ever.

Water, energy and customer experience are the three core considerations that inform all our products. And they deliver 3 key sustainability benefits:



**ENERGY EFFICIENT SOLUTIONS**

1



**EFFICIENT WATER USAGE**

2



**CREATING INCLUSIVE DESIGN**

3

# ENERGY EFFICIENT SOLUTIONS

Mira Heatloop™ technology, the first of its kind, combines thermostatic electric showers with Recoup's wastewater heat recovery systems (WWHRS). By capturing waste heat from showers and using it to preheat incoming cold water, this innovative solution can reduce energy consumption by up to 55%, lowering utility bills and CO2 emissions.

1



## ESG SPOTLIGHT

By preheating incoming cold water we can reduce energy consumption by up to 55%.

55%

# EFFICIENT WATER USAGE

Advance Heatloop™ technology not only reduces overall energy consumption – it also contributes to indirect water savings. Smart monitoring technology, plus flow and pressure controls, help maintain shower performance throughout colder months, when temperature and flow can vary. This means users are less likely to adjust the settings or leave their shower running longer than necessary. We were delighted to see this innovation recognised as the Water Saving Domestic Product of the Year at the Energy Saving Awards 2024.

We've also invested in the Mira Showers app for our digital showers. By empowering customers to track their water use, and switch to eco mode with a low flow rate and five-minute timer, we're helping reduce usage and spend.



2

# CREATING INCLUSIVE DESIGN

Ensuring an exceptional experience for everyone has always been a part of the Kohler Mira promise. Our customers come from diverse backgrounds and abilities, so our products are inclusive and accessible by design. The Mira Select Flex Range is our next-generation mixer shower with RNIB Tried & Tested accreditation. It's been inclusively designed with the needs of visually impaired users in mind, incorporating features such as:

- High contrast graphics and reduced glare
- Audible feedback on key shower controls
- Anti-reflective surface finishing

For users with limited mobility, easy-grip loop handles for temperature, and levers for flow adjustment, plus simple push button actuation features were incorporated. These features make our Select range easy for everyone to enjoy, providing peace of mind for users and caregivers.



# 3

# RETHINKING THE PRODUCT LIFECYCLE

## ESG SPOTLIGHT

**We produced nine Carbon Datasheets in 2024 and we plan to build a comprehensive view of embedded carbon across our product portfolio.**

# 9

The energy and water used in our products are the largest contributors to our overall carbon footprint. Tackling this ‘in-use’ phase is a key focus for our Product Development function, as we assess and reduce the impact of new products.

Our Environmental Resource Impact Comparator tool (ERIC) measures the impact of our product lifecycle across four metrics – greenhouse gas (GHG) emissions, toxicity, waste and water use.

We produced nine Carbon Datasheets in 2024 and we plan to build a comprehensive view of embedded carbon across our product portfolio.

We’re already innovating energy recovery technology to mitigate showering’s in-use carbon footprint. Recoup’s WWHRS products, designed to integrate seamlessly with our shower range, offer substantial energy savings. And we continue to collaborate with our suppliers and customers to reduce the carbon emissions associated with how our products are sourced, built and used.

## INNOVATION IN ACTION

Creating and delivering the Mira React™ dual outlet bar valve emits 9.6kg CO<sub>2</sub> eq, where the 'embedded carbon' covers the impact of raw materials, transportation etc. But its lifetime net impact is 2,400 kg CO<sub>2</sub> eq – with the vast difference resulting from product use.

Similarly, the Mira React™ single outlet bar valve has 6.4 kg CO<sub>2</sub> eq of embedded carbon, but a lifetime net impact of 2,400 kg CO<sub>2</sub> eq. We see this pattern repeated across much of our product range.

By contrast, The Recoup Pipe HEX™ and Easyfit+™ have higher embedded carbon footprints of 66kg CO<sub>2</sub> and 70kg CO<sub>2</sub> eq respectively – reflecting the additional materials required. But this is more than compensated by the products' significant energy-saving capabilities during their lifecycle.

The Recoup Pipe HEX™ has a lifetime net impact of -7,700 kg CO<sub>2</sub> eq, and the Easyfit+™ has a lifetime net impact of -980kg CO<sub>2</sub> eq, with both negative values demonstrating substantial energy savings and carbon reduction through product use.



ESG SPOTLIGHT

Key materials are copper, PVC plastic, 100% recycled ABS plastic and stainless steel.

100%



# SHAPING THE CIRCULAR ECONOMY

We're committed to promoting a circular economy by prioritising the use of recyclable and reusable materials across our product portfolio.

For example, for Recoup, key materials are copper, PVC plastic, 100% recycled ABS plastic and stainless steel. Copper, a durable and 100% recyclable material, is used in heat exchangers and has a lifespan of 25 to 60 years. Stainless steel can be fully recycled, while plastics can also be fully recycled or reused.

Our approach to material optimisation extends to returned, faulty or damaged products. For example, copper heat exchangers are often inspected, tested and reused in new products. Other reusable components are reintegrated into our new manufacturing process.

Some materials present us with greater circular economy challenges. But we're continually working to identify ways in which to increase the recyclability and reusability of our components, including reducing product packaging. In fact, we've set ourselves the ambitious target of eliminating plastic packaging from our products by the end of the 2025.



PIONEERING THE FUTURE,  
ONE AWARD-WINNING  
PRODUCT AT A TIME

We're proud that our product innovation is consistently recognised by industry partners and colleagues. This year, we were awarded an iF Design Award for Outstanding Product Innovation and Quality, a Good Design Award, and an IDEA Design Award for Select Flex.

We were also delighted to play our part in the Future Homes Hub 'Water Ready' Report. Anticipating the upcoming Future Homes Standard, we helped outline strategies for further reducing hot water consumption in new homes. The report calls on the Government to set out a long-term water efficiency roadmap which will provide the industry with clarity and confidence to invest in, and deliver, water-efficient new homes that benefit residents and the environment, all while complying with evolving regulations.

Meanwhile, we continue to keep our finger on the domestic plumbing pulse, as the industry embraces increased digitisation. Long considered leaders in this area, we're committed to driving real innovation in the smart and connected shower market.

We were proud to partner with Bellway, a leading UK housebuilder, to create 'The Future Home' at Energy House 2.0, an experimental eco-house project at the University of Salford. Designed to anticipate the UK's Future Homes Standard, this project explored innovative low-carbon technologies.

Our contribution was the Mira Heatloop™, the first electric shower that can safely be coupled with Waste Water Heat Recovery Systems.

By capturing heat from shower wastewater, we can reduce the energy demand of the home's heating system, significantly lowering its carbon footprint. Data collected from this project will inform future sustainable housing practices, supporting the UK and EU's net-zero ambitions.



# ENERGY HOUSE 2.0

## *BETTER LIVES: SPOTLIGHT*

Inside the Energy House 2.0 research facility, Barratt and Saint Gobain's mission is to reduce hot water energy usage, and have chosen Recoup's Pipe HEX WWHRs for showers to do this.

Barratt has worked with Recoup for over a decade and is well-versed in the benefit of carbon reduction for housebuilders.

Within Ehome2, the Pipe HEX has been fitted under the first-floor showers with the bathroom shower and the ensuite utilising the same pipe connection to maximise cost efficiency and space

The preheated water from the Pipe HEX is connected to the cold side of the shower and water heater. This produces the greatest efficiency from the WWHRs unit and therefore a greater reduction in hot water demand and energy use.



# ENERGY HOUSE 2.0

## *BETTER LIVES: SPOTLIGHT*

Our latest ground-breaking product launch for 2025, Recoup Heatdeck™ seamlessly integrates WWHRS with our Mira Showers tray technology.

Bringing together two unique, but complementary capabilities and technologies, this innovative solution is designed to extend the applications of WWHRS, particularly for ground floor installations. By offering easy integration into any project, the HeatDeck™ also contributes to housing decarbonisation through direct retrofit replacement of existing shower trays.

# PIONEERING RECOUP HEATDECK™



*BETTER LIVES:*  
***SPOTLIGHT***

Midland Metropolitan University Hospital leverages our Rada Digital products including Rada Sense and Rada Intelligent Care for their showers, wash basins, birthing pools and surgeons scrub ups areas to streamline water compliance management.

Specifically designed for healthcare, these Rada products automate 'duty flushing', ensuring regular water flow through the Hot and Cold-water systems to prevent the potential build up of Biofilms and the risk of waterborne viruses.

Furthermore, the system incorporates 'smart flushing' which skips duty flushing when taps have been used sufficiently between set intervals, optimising water usage and minimising unnecessary staff time required for duty flushing.

Implementing Rada Digital products has enabled the hospital to achieve significant water savings, while also ensuring a safer, more hygienic environment for patients and staff.

# MIDLAND METROPOLITAN UNIVERSITY HOSPITAL



*BETTER LIVES:*  
***SPOTLIGHT***

# Better Workplace

**At Kohler Mira, we strive to create a workplace where our people feel respected, valued and inspired. This is fundamental to our long-term success, because we know it's our engaged and motivated colleagues that drive our business forward.**

At Kohler Mira, we strive to create a workplace where our people feel respected, valued and inspired. This is fundamental to our long-term success, because we know it's our engaged and motivated colleagues that drive our business forward.

We continuously look to improve our workplace by nurturing and promoting a diverse and inclusive culture, supporting effective engagement and open communication, and by investing in our people's professional and personal development.

**RESPECTED,  
VALUED &  
INSPIRED**



We recognise the importance of open dialogue across the business. In addition to regular site visits by our Managing Director and monthly update meetings from department heads, we have multi-channel internal communications to keep our associates informed.

We regularly test the effectiveness of these channels to make sure they're working for our people.

In addition, we provide feedback opportunities for our associates via anonymous GLINT engagement surveys. We conduct surveys twice a year – a half-year check-in and a full survey in October which focuses on growth, culture and DE&I, among other things.

Our most recent engagement survey in October 2024 achieved a participation rate of 83%. It focused on topics such as work-life balance, engagement, growth and manager effectiveness.

# COMMUNICATION & ENGAGEMENT

## ESG SPOTLIGHT

Our most recent engagement survey in October 2024 achieved a participation rate of 83%.

**83%**

# CAREER DEVELOPMENT AND GROWTH

## ESG SPOTLIGHT

Over 70 team leaders who meet quarterly for training.

70

Our industry is undergoing a rapid technological and digital transformation, from automation to AI. To stay at the forefront of these changes, we invest in robust learning and development programmes, equipping our associates with necessary skills and fostering a culture of continuous improvement.

Transparent and personalised career development is crucial; all our associates undergo regular performance and development reviews. Within their individual development plan, associates set out their own path – with 70% of development goals directly related to their job, 20% formal coaching and 10% formal learning of their choice.

In addition to on-the-job training, we also have a number of training programmes.



## REVERSE MENTORING COACHING

We think everyone, at all levels of the business, plays a key role in creating a diverse and inclusive workplace. In 2024, we introduced a new mentoring programme, pairing nine executives with colleagues from diverse backgrounds including different races, genders, ages and abilities, skillsets and educational backgrounds

Working together in this way builds understanding, promotes inclusivity, and creates a more equitable workplace.



## BOLD LEADER PROGRAMME

This unique multi-module development programme is designed to build our Bold Leader capabilities across Inclusive Leadership, Self-Leadership, People Leadership and Business Leadership.

We have 28 participants this year and all new leaders are required to undertake this programme when they join.



## PEOPLE LEADER FORUM (PLF)

This is a community of over 70 team leaders who meet quarterly for training and coaching. It's about supporting our people with the tools to inspire colleagues and contribute to our shared strategic plan.



## BETTER UP COACHING PROGRAMME

This targeted initiative focuses on individuals who are midway through their leadership journey. They're assigned a coach who provides one-on-one sessions to enhance their leadership skills.



## LINKEDIN LEARNING COURSES

We also offer a wide range of training courses through our company-wide LinkedIn Learning subscription. Associates can develop skills in various areas, including Excel, effective communication, customer service, and digital marketing.

# TRAINING PROGRAMMES

# A FAIR & EQUITABLE EMPLOYER

In 2024, our dedicated compensation and benefits team conducted a bi-annual pay review looking at all salaries within each job role. They considered both internal factors, such as company performance, and external factors, such as market trends.

In addition to a competitive salary, we offer our associates a wide variety of benefits through our MyBenefits platform. Colleagues can view and access everything from their Medicash health plan, private health care, and maternity, paternity, or adoption leave, to additional holiday earned on time served, and the possibility of a career break. They can also personalise their benefits portfolio with features such as will writing, free mortgage advice and access to a virtual GP, or purchase a range of technologies.

Since COVID-19, we have formalised our hybrid working policy, which allows some associates to work from home on Mondays and Fridays, with in-person meetings taking place on 'collaboration days' (Tuesday to Thursday).

**A healthy and balanced work environment remains our top priority, and this includes looking after our colleagues' physical, mental and financial health.**

To assess any potential physical risks, all Kohler Mira workplaces, and work-related activities undergo formal risk assessments, and run through a Risk Assessment Area Needs Analysis & Tracking procedure.

This is a thorough undertaking, covering a comprehensive range of considerations including the potential risks identified for all separate operational activities (e.g. assembly, warehouses, offices, machine shops), risk priority areas, required PPE, reporting procedures, review mechanisms, corrective action plans, and dedicated responsibilities to ensure that all associates comply with the stipulated guidelines.

We also implement various safety programmes throughout the year, such as Annual Safety Days and Safety Summits, which bring together associates across European sites. These days help foster a culture of safety and facilitate knowledge sharing.

Additionally, we implemented a new initiative in 2024 called Take Five, which encourages our associates to pause for a moment and assess potential risks before

starting a task. This was initially piloted in Cheltenham and will be rolled out to all operational teams in the coming months.

We recognise the critical importance of tracking safety data and maintaining a strong safety culture. Through ongoing collaboration between HR and management, we are continuously monitoring and analysing safety performance to identify trends and implement targeted improvements. You'll find our H&S performance data in the GRI table on page 74.



# HEALTH, SAFETY & WELLBEING

We also enhanced our approach to mental health by doubling the number of internal mental health first aiders to 29. Trained through Mental Health First Aid England, these volunteers span different departments to help identify the signs of mental health problems, raise awareness and reduce stigma.

This year we celebrated a Mental Health Awareness Week to reiterate the importance of mental wellbeing and foster open conversations.

Along with sharing information on stress management and self-care, we all participated in a range of fun, awareness-raising activities, such as lunchtime walks and breathing exercises.

We also conducted mental health awareness training for all managers

to enhance their understanding and ability to support their teams.

Everyone has access to our Employee Assistance Programme (EAP). Through our partnership with LifeWorks and ICAS, the EAP provides specialist support 24/7, providing a safe space to discuss life, family and relationships, health and wellbeing, education, and work and career issues.

Building on last year's success, we expanded our 'Fostering a mentally healthy workplace' training session to equip all managers with tools and techniques to support their teams' wellbeing and identify early signs of stress.

Recognising the increasing financial pressures brought by the rising cost of living, we work with external partners

to provide information on financial management and savings support. For example, more than 300 associates participated in a series of webinars with insurance company Scottish Widows, to discuss subjects such as pensions, investments and retirement planning.

#### ESG SPOTLIGHT

**Doubled the number of internal mental health first aiders to 29.**

29

# A FOCUS ON MENTAL HEALTH

We believe that a diversity of thought and perspective fuels creativity, sparks innovation and improves problem solving. This not only benefits the business but also fosters a more fulfilling and engaging work environment for everyone.

Committed to addressing the industry's longstanding gender imbalance, we are actively working to increase gender diversity, especially in leadership positions. While we made strides in recent years, including appointing more women to executive roles, we remain dedicated to further advancing gender equality through a number of initiatives.

In 2024, women accounted for 33% of our executives – up from 30% in 2021

We publish our Gender Pay Gap separately; the pay gap has narrowed this year but there remains more to do as we foster a truly diverse, equitable and inclusive workplace.

Kohler hosted the global women's leadership summit, a four-day event that offers women from across the globe the opportunity to network, share insights and discuss how an inclusive, diverse environment can drive innovation. More than 400 UK Kohler Mira employees participated in this event and heard from influential keynote speakers, including Michelle P. King, former Director of Inclusion at Netflix, Claire Williams, former Williams F1 Deputy Principal, as well as our own Managing Director, Emma Foster.

Our commitment to DE&I begins at the recruitment level. We set a goal of ensuring that by 2025, 50% of new associates hired are women, and we've implemented various initiatives to achieve this goal.

Our Kohler License to Hire project supports a holistic, unbiased approach to recruitment. We always have a diverse panel for candidate interviews, with at least one male and one female

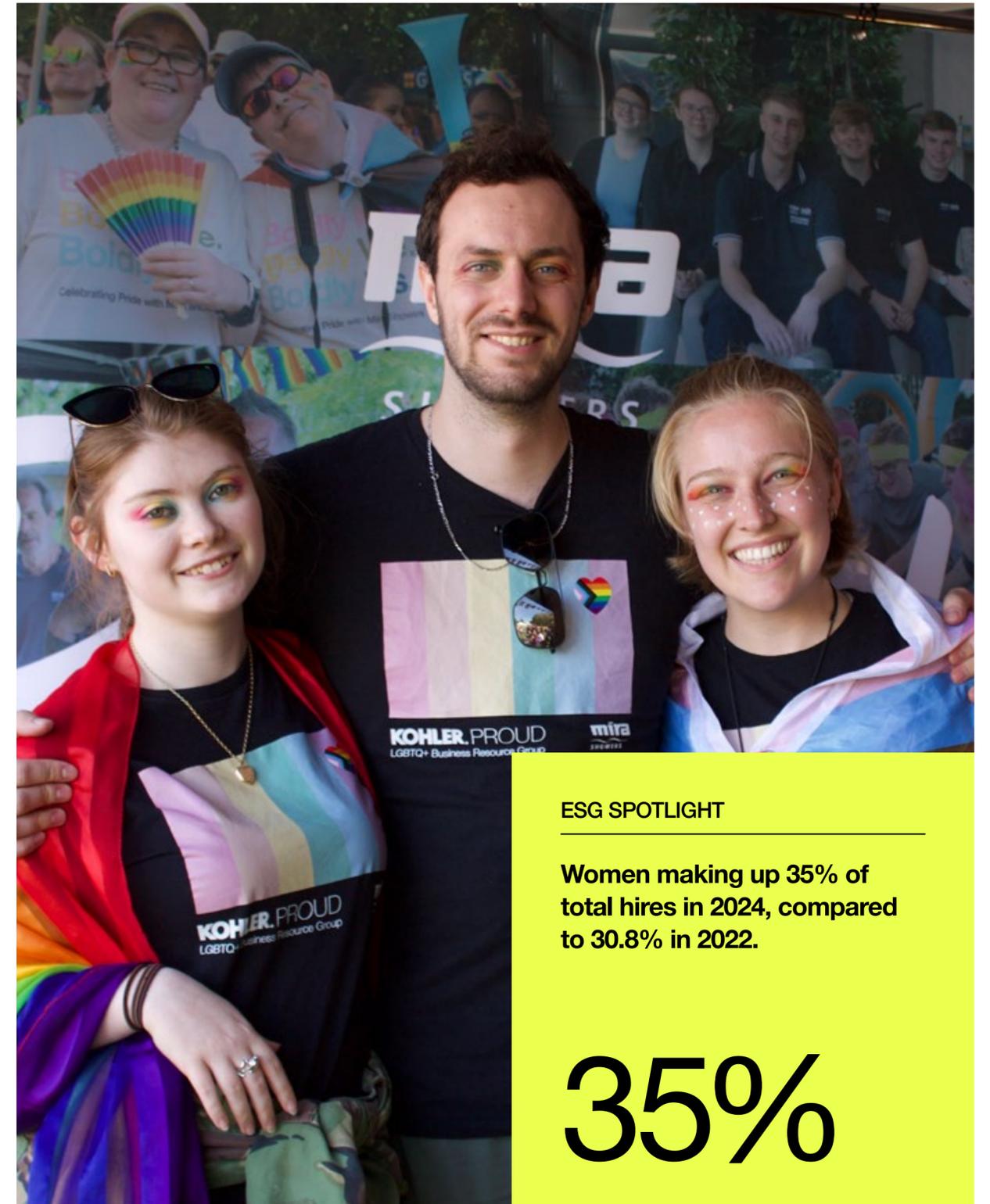
interviewer present. We also train all employees involved in the recruitment process about unconscious biases.

We're very proud to have made significant progress towards this goal, with women making up 35% of total hires in 2024, compared to 30.8% in 2022.

We continue to review our existing Respectful Workplace policy and DE&I training, covering topics around unconscious bias and inclusive leadership.

While our mandatory Ethics training ensures everyone understands and adheres to our values and standards of behaviour.

# DIVERSITY, EQUITY AND INCLUSION (DE&I)



## ESG SPOTLIGHT

Women making up 35% of total hires in 2024, compared to 30.8% in 2022.

# 35%



**Kohler hosted the global women's leadership summit, a four-day event that offers women from across the globe the opportunity to network, share insights and discuss how an inclusive, diverse environment can drive innovation.**

# **KOHLER WOMEN'S LEADERSHIP SUMMIT**

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To inspire the next generation of female engineers, we launched the fourth Women in Engineering mentoring programme. Working with our partner schools, we mentored four participants from Year 10, who joined us on-site to experience the Kohler Mira workplace. They also had monthly mentoring sessions from September 2023 to June 2024.

Participants could choose between two on-site days – which included a site tour and a networking opportunity with engineers within their area of interest, as well as an opportunity to get hands-on with CAD and Robotic Programming. The student feedback was incredibly positive, with participants highlighting the career guidance received as the one of the most positive aspects of the experience.

# WOMEN IN ENGINEERING



Our Business Resource Groups (BRGs) have evolved significantly over recent years, and we now have four groups – each led by passionate associates, and supported by executive sponsorship.

The aim of our BRGs is to build safe spaces that amplify the voices of under-represented colleagues. Membership continues to grow, and the groups are actively shaping company culture, policies and practices – for example, the creation of a menopause policy. They're also increasingly recognised for their valuable contributions to development and upskilling.

To date, our BRGs have organised a number of important educational and awareness events. For International Men's Day, we had a talk by the former Co-Chair of Tackle Prostate Cancer to raise awareness of prostate cancer, the second most common cancer in men worldwide.

And during Black History Month, the network invited an award-winning external speaker to share her experience as a neurodiverse Black woman. We also enjoyed a variety of African-inspired menu options from our Deli.

Our Bold Ability Network organised a week-long celebration for the International Day of Persons with Disabilities. Each day featured a different theme or topic, all fostering a deeper understanding of disability awareness and inclusion.



# BUSINESS RESOURCE GROUPS

*BETTER WORKPLACE:  
SPOTLIGHT*

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# Better Planet

**We've committed to reducing, and mitigating, the environmental impact of our operations and we're working hard to incorporate sustainability throughout our entire manufacturing process. To keep us on track, we've set an ambitious goal to achieve net-zero greenhouse gas emissions and zero waste to landfill across our operations – by 2035.**

We've committed to reducing, and mitigating, the environmental impact of our operations and we're working hard to incorporate sustainability throughout our entire manufacturing process. To keep us on track, we've set an ambitious goal to achieve net-zero greenhouse gas emissions and zero waste to landfill across our operations – by 2035.

Operational net-zero is within our reach. And we're getting closer every day, sourcing renewable power, improving energy efficiency, and moving away from fossil fuels in heating and transportation.

In 2024 we achieved 99.8% of our zero waste to landfill goal. Next up, we need to continue reducing waste at source, to bring down recycling volumes, and reduce energy from waste. Scrap and packaging are significant waste streams for Kohler Mira, and were the focus of waste reduction efforts in 2024.

#### Management systems

All our sites operate high standards of environmental management and are ISO 14001 certified.



#### ESG SPOTLIGHT

**Net-zero greenhouse gas emissions and zero waste to landfill across our operations – by 2035.**

# 2035

Climate change is the biggest challenge of our age, and business like ours can make a big difference through innovating products and revolutionising production process.

We've reduced GHG emissions from our manufacturing operations by 17% compared with 2022, our new baseline year. But we recognise that we still have some distance to go to. We have several projects underway to accelerate progress, and our Net Zero Strategy and trajectory identifies key actions we need to take to reach our targets.

# CLIMATE ACTION

## HARNESSING RENEWABLE POWER

Our solar arrays in Worcester, Cheltenham and Hull generated 769.68 MWh of electricity in 2024.

100% of our power is either generated by our own solar arrays or is REGO certified.

## IMPROVING ENERGY EFFICIENCY

Alongside generating and sourcing renewable electricity, we're working hard to improve efficiency and reduce our energy consumption.

We upgraded the boiler controls in Cheltenham, which has delivered 454.76 MWh of gas savings.

2024 saw the Hull factory saving 106 MWh of energy through a voltage optimisation project. This equates to 7% of the site's total energy use. By installing a large voltage reducer before electricity is distributed into the factory, the site has eradicated surplus voltage waste. Based on the cost savings this has provided the capital investment will be paid back in less than three years.

## REDUCING FOSSIL FUELS

We continued to install electric vehicle charging points at our sites, increasing the total number from 25 to 39 in 2024, and almost doubling the number at our Head Office in Cheltenham.

In our Field fleet vehicles, we installed telematics trackers, with the double dividend of helping us ensure that our drivers are safe. In the future, we'll be able to use this data to save fuel through route optimisation.

We increased the proportion of electric and hybrid vehicles in our car fleet to 100% in 2024 (from 73% in 2023). Given the significant embedded carbon in vehicles, we're carefully considering the best timing for switching the rest of our fleet to low carbon alternatives.

**GHG emissions**

In 2019, we started the process of quantifying our carbon footprint. We began by calculating our Scope 1 and 2 emissions, and in 2022, we included Scope 3 emissions for the first time.

We mapped which of 15 Scope 3 categories in the GHG Protocol Corporate Value Chain Standard are most relevant and quantified our Scope 3 emissions for each category. The highest impact categories include emissions from purchased goods and services, and from the use of our products. This has informed our decarbonisation strategy and has focused our efforts on strengthening the data accuracy in these two categories which accounted for 98% of Scope 3 in 2022. Our 2023 & 2024 calculations cover 3.1, 3.4 & 3.11 for Mira & Rada brand only.

All Scope 1 and 2 emission sources have been included within the reporting boundary. Scope 2 emissions have been reported as both location- and market-based. Our targets incorporate our market-based Scope 2 emissions. We target scope 1 & 2 to be net zero by 2035.

While our absolute emissions for reported Scopes 1-3 have increased by 0.83% (5,169 tonnes CO2 eq 2023 – 2024), our emissions intensity ratio across scopes 1 & 2 has decreased.

# REDUCING GREEN HOUSE GAS EMISSIONS



Source	2023 tCO2e	% total	2024 tCO2e	% total
Scope 1	1,486.30	0.24%	1,343.41	0.21%
Scope 2	823.87	0.13%	855.54	0.14%
Scope 2 (market)	0	-	0	-
Scope 3	617,856	99.63%	623,168	99.65%
Total	620,166	-	625,367	-
Total (market)	619,343	-	624,512	-
Emissions intensity ratio (1& 2)	1.4	-	1.38	-

For Kohler Mira, reducing waste is not just a sustainability necessity. It's a commercial imperative. As a manufacturing business we depend on natural resources to create our products.

Reducing waste means we reduce our contribution to the depletion of natural resources and spend less on buying materials and waste removal.

We continue to focus on reducing waste and are working with suppliers and customers on waste reduction projects.

In 2024, we eliminated waste to landfill at all our manufacturing sites, with 89% being recycled and 11% being used to create energy.

We have a small amount of, currently unavoidable, chemical waste which can neither be recycled or incinerated.

In our offices we've been focussing on improving waste segregation and reducing contamination of recycling.

Having successfully diverted waste from landfill, we will continue to look for ways to reduce waste production at source, harnessing unavoidable waste for energy and recycling.

In 2024, we carried out a single-use plastics audit across our sites. Once identified, sites were asked to record actions for how and when they would replace and remove single-use plastics.



ESG SPOTLIGHT

More than 75% of our waste across our three sites was recycled.

>75%

# WASTE REDUCTION

Site	Waste Type	2023 (tonnes)	%	2024 (tonnes)	%
Cheltenham	Recycling	309.46	89.74%	286.9	89.31%
	W2E	34.08	9.88%	34.3	10.69%
	Landfill	1.29	0.37%	0	0%
Worcester	Recycling	124.29	87.26%	144.9	93.63%
	W2E	18.14	12.74%	9.9	6.37%
	Landfill	0	0%	0	0%
Hull	Recycling	18.77	6%	116.9	46.03%
	W2E	292.40	93.5%	135.4	53.29%
	Landfill	1.565	0.5%	1.7	0.67%

Our Operations and NPD team constantly scrutinises how we can use less water in our processes.

In November 2024, convened by the Bathroom Manufacturers Association (BMA), Laura Kohler, Chief Sustainable Living Officer, our Managing Director, Emma Foster, alongside the MDs from nine other top UK bathroom manufacturers, gathered at Windsor Castle to discuss what can be done as an industry to tackle two urgent global challenges: water scarcity and antimicrobial resistance.

The summit culminated in the signing of an historic agreement, the 'Windsor Declaration', that will see us advocate, educate and innovate together, to be part of the solution.

# WATER STEWARDSHIP



In 2023, we set a goal to eliminate single-use plastic from our product packaging by 2025. Now, at our Hull site, we've achieved that goal in our shower tray packaging.

Work continues apace in this direction. Collaborating with one of our customers, our engineering team conducted a physical teardown for each stock keeping unit (SKU) to see where (and why) plastic packaging was used – and if it could be removed.

Where possible, we identified an alternative and an engineering instruction was passed onto the supplier or internal production team.

This involved switching to either no plastic, where an alternative method such as tissue paper or paper envelopes could be used. Or, where plastic was essential, using one with >30% recycled content.

This project has removed 53 plastic bag components, saving over a ton of single-use plastic a year – which equates to 860,000 plastic bags.

We've also consolidated our cardboard outer cartons, reducing them by 16%. All plastic windows have been removed from sold-alone fittings packaging.

The team has changed over 200 individual components across 13 suppliers to achieve these results.

We're looking forward to applying what we've learnt across the remainder of our product portfolio.

# PACKAGING INNOVATION



## ESG SPOTLIGHT

**Removing 53 plastic bag components, saving over a ton of single-use plastic a year – which equates to 860,000 plastic bags.**

# 860k

Scrap was once considered an inevitable consequence of the manufacturing process. Last year, our Hull manufacturing teams set out disprove this theory.

With three interventions, they succeeded in reducing scrap from the shower tray production line by 45%, saving the business money, reducing emissions, and reducing our consumption of natural resources.

First, the team used data from the robotic trimming cell – a key piece of machinery in the shower tray production process – to investigate the root causes of scrap generation at the shower tray trimming stage. They discovered that trimming programmes weren't performing optimally, resulting in defects. By refining the programmes, the team was able to reduce defects, and therefore scrap volumes.

Next up, the team worked with suppliers to improve the polymer concrete machine. By using Emissions SCADA – software designed for monitoring and managing greenhouse gas emissions from production – they identified the optimum run settings, correct temperatures and mix of products, to reduce the machine's energy consumption.

Finally, the team worked with a supplier of calcite beads – a key component of the shower tray composite mix – to improve the grade of the material supplied. And again, were able to reduce defects and scrap.

Overall, these improvements eliminated approximately 61 tonnes of scrap waste, and 65 tonnes of carbon across 2023-2024.



# SCRAP WASTE AT OUR HULL FACTORY

# *BETTER PLANET:* **SPOTLIGHT**

“At Hull, we always look for ways to improve the environmental performance of our manufacturing process. I’m really proud of the work we’ve done this year to reduce scrap waste. It’s saved the business money and reduced our impact on the planet”.

Derek Atkinson  
Manufacturing Area Manager

Overall, these improvements eliminated approximately 61 tonnes of scrap waste, and 65 tonnes of carbon across 2023-2024.

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# Better Communities

**To have a truly positive impact, we need to create sustainable communities that can really thrive. This extends to the communities in which our associates live and work, as we continue to secure our reputation as a business which creates shared value for local people and organisations.**



To have a truly positive impact, we need to create sustainable communities that can really thrive. This extends to the communities in which our associates live and work, as we continue to secure our reputation as a business which creates shared value for local people and organisations.

Through our education partnerships and apprenticeships, we're helping build a next-generation pipeline of engineers and wider professionals in our sector. Supporting local organisations through fundraising, charitable donations and volunteering generates trust.

While giving our associates the chance to have a meaningful impact in the community helps make Kohler Mira a rewarding place to work.

Each year, we ask our associates to pick one charitable organisation to support through our fundraising activities. Ideas are reviewed by our Managing Director, who then creates a shortlist, taking into consideration which organisations we've supported in the past, the themes covered, and where we can have a significant impact. Then we ask employees to vote for the final choice.

In 2024, we supported the British Heart Foundation, hitting our fundraising target by raising £51,376.10. Colleagues threw themselves behind an impressive variety of fundraising activities including a Christmas craft market, Deal or No Deal charity auction, tombola, clothes and book sales, craft events, and various sporting challenges including long-distance running, and Iron Man triathlons. One associate, from our Hull site, cycled 10,000 miles in nine months, the equivalent to cycling around the entire United Kingdom, twice.

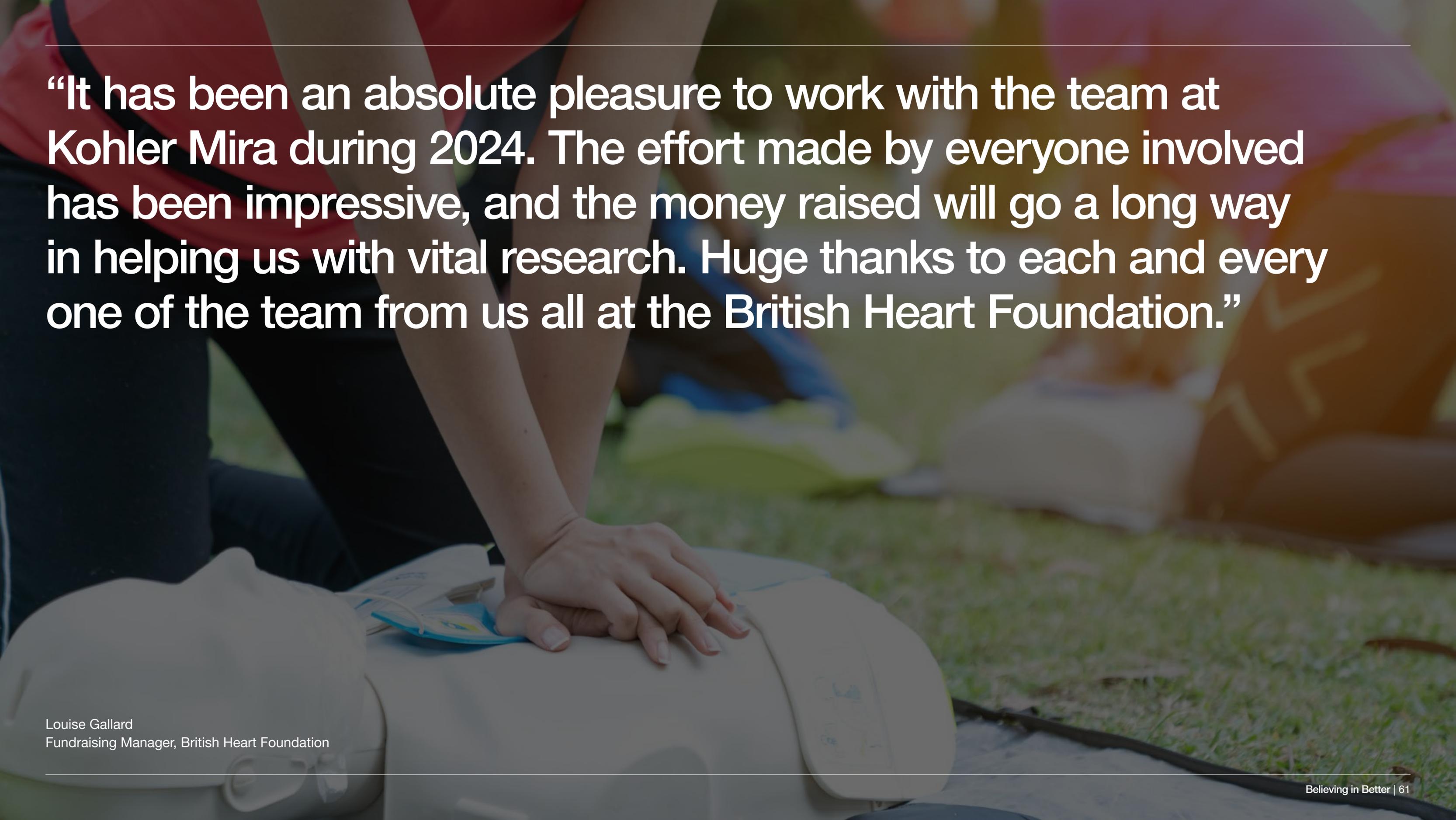
# FUNDRAISING AND CHARITABLE DONATIONS





£51,376.10

In 2024, we supported the British Heart Foundation, hitting our fundraising target by raising £51,376.10.

A photograph showing a person in a red shirt placing their hand on the back of a child sitting on a white mat on the grass. The child is wearing a white shirt and blue shorts. The background is a blurred outdoor setting with green grass and a wooden fence.

“It has been an absolute pleasure to work with the team at Kohler Mira during 2024. The effort made by everyone involved has been impressive, and the money raised will go a long way in helping us with vital research. Huge thanks to each and every one of the team from us all at the British Heart Foundation.”

Louise Gallard  
Fundraising Manager, British Heart Foundation

# VOLUNTEERING DAYS FOR ASSOCIATES



Every Kohler Mira employee is invited to dedicate a paid day each year to volunteering. Teams choose an organisation they would like to support and organise their own volunteering day.

Highlights from 2024 include the work of our HR team to support the Scrubditch Care Farm, the clean-up of Mappleton Beach near Hull by the Social Housing Team, the Marketing Team's support of the Sue Ryder Leckhampton Hospice, and the Finance Team's visit to the Nineveh Ridge Care Farm.



# PARTNERSHIPS: CHELTENHAM TOWN FOOTBALL CLUB

Through a number of partnerships and memberships, such as our Associate membership of the Future Homes Hub, we're committed to raising awareness and supporting individuals to make more sustainable choices.

As a prominent member of the Unlock Net Zero partnership, we collaborate with organisations to educate key actors in the building sector on best practices and technologies available to accelerate the journey to net zero. In 2024, our Marketing Director, Alex Hyslop, was appointed to the Unlock Net Zero editorial board.

We're proud to remain the principal partner of Cheltenham Town Football Club, donating this year's shirt sponsorship to the British Heart Foundation, and establishing fundraising opportunities at matches.

"Over the 16 years that Mira has been on the front of our shirts, the company has generously donated its sponsorship to various club charities on numerous occasions, and we're proud to be supporting Kohler Mira's charity once more this year."

Luke Saunders, Commercial Marketing Manager at Cheltenham Town

“Over the 16 years that Mira has been on the front of our shirts, the company has generously donated its sponsorship to various club charities on numerous occasions, and we’re proud to be supporting Kohler Mira’s charity once more this year.”



Luke Saunders  
Commercial Marketing Manager at Cheltenham Town

We're also committed supporters of STEAM education in schools, as we seek to inspire children to pursue careers in engineering and science. In 2024, we ran a stand at the Cheltenham Science Festival where we talked to school children about the importance of water conservation. Around 8,500 people joined us in the Discover Zone, where they were able to read educational materials, and learn how we're supporting water conservation at Kohler Mira.



ESG SPOTLIGHT

Around 8,500 people joined us in the Discover Zone.

8,500

# PARTNERSHIPS: CHELTENHAM SCIENCE FESTIVAL

We think one of the most powerful ways in which we can make a difference is through educating our customers and installers on the sustainable use of our products.

Our website showcases our energy-efficient Mira Heatloop™ technology and Recoup waste water heat recovery systems (WWHRS), emphasising how these technologies can help customers reduce energy consumption and bills.

We also continue to work closely with installers, supporting them to educate their customers through our installer platform, InstallerPro.



# CUSTOMER TRAINING AND EDUCATION

Building on a strong history of attracting talent through our Early Careers apprenticeship scheme, 2024 saw the start of our Degree Apprenticeship Scheme. We recruited two students from 458 applicants – one joined our Supply Chain team, with the other joining Digital Marketing.

We're excited to watch their academic and professional careers develop, and look forward to expanding the programme in the future. Meanwhile our award-winning Early Careers programme continues to offer apprenticeships across our Engineering, Business, Finance and Supply Chain functions. We're extremely proud to share that since 2020, 92% of our apprentices have been offered jobs and 80% have accepted a role.

#### ESG SPOTLIGHT

**We're extremely proud to share that since 2020, 92% of our apprentices have been offered a role.**

# 92%



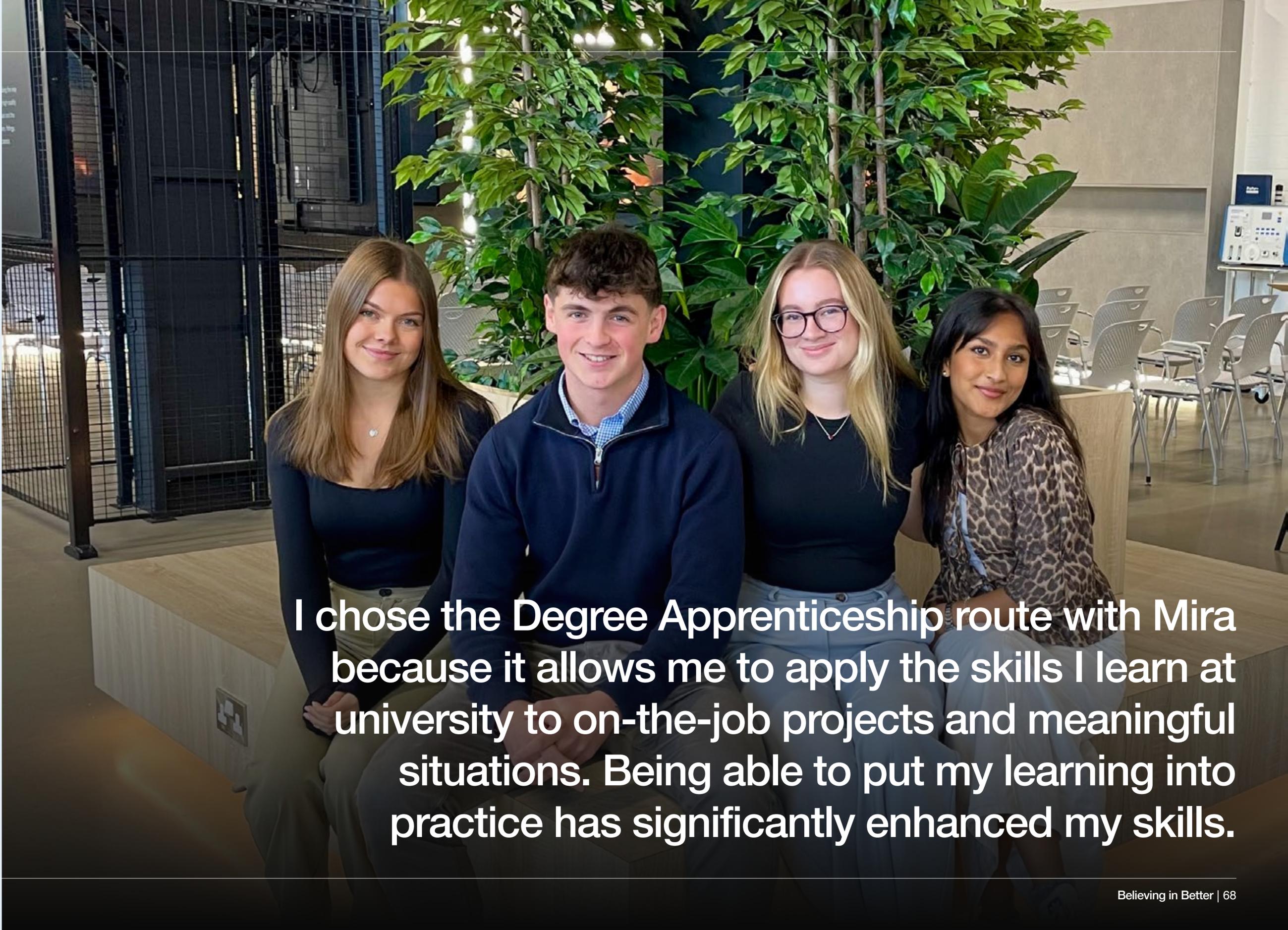
Imaan Khan (left)  
Digital Marketing Level 6 Apprentice

“I chose the Degree Apprenticeship route with Mira because it allows me to apply the skills I learn at university to on-the-job projects and meaningful situations. Being able to put my learning into practice has significantly enhanced my skills.

The Buddy system, where I receive support from an associate who is also doing an apprenticeship, along with regular check-ins and guidance from my Apprentice Manager, is a great support and also very beneficial for my development. Also, I find it extremely helpful that my Apprentice Manager has structured my time in different teams and on different projects, to align with the modules I am studying – allowing me to practice my skills in real time.

“I see opportunities for growth and ways to contribute to the business, which is very reassuring. I feel supported in my journey and it is clear that Mira invests in its associates.”

Imaan Khan  
Digital Marketing Level 6 Apprentice

A photograph of four young adults (three women and one man) sitting on a light-colored wooden bench in a modern office environment. They are all smiling and looking towards the camera. Behind them are large, lush green indoor plants. To the right, there are several white office chairs and a desk area. The lighting is bright and even.

**I chose the Degree Apprenticeship route with Mira because it allows me to apply the skills I learn at university to on-the-job projects and meaningful situations. Being able to put my learning into practice has significantly enhanced my skills.**

**“I see opportunities for growth and ways to contribute to the business, which is very reassuring. I feel supported in my journey and it is clear that Mira invests in its associates.”**

Imaan Khan  
Digital Marketing Level 6 Apprentice

We're proud to have become a Supply Chain Sustainability School partner in 2024, working in collaboration with over 200 other industry leaders to drive the built environment sector towards a more sustainable future.

The Supply Chain Sustainability School is a leading platform for promoting sustainable practices across the built environment. As a partner, we can engage, improve, and monitor the sustainability skills and knowledge of our supply chain and workforce, and collaborate with our clients and peers to drive sustainability initiatives. This includes setting learning pathways for our associates so that they can increase knowledge and expertise on key industry topics such as the decarbonisation of the built environment.

As the only shower manufacturer to be a partner, we have the opportunity to collaborate with key customers and participate in the school's leadership groups. This gives us the opportunity to shape industry best practices, address pressing challenges, and drive collaboration across the sector.

# SUPPLY CHAIN SUSTAINABILITY SCHOOL PARTNER



*BETTER COMMUNITIES:  
SPOTLIGHT*

Kohler Mira is a proud partner of the ITSA Digital Trust (ITSA), a Cheltenham-based computer recycling charity. ITSA receives digital equipment from businesses like ours, refurbishing and distributing it to schools and community groups in need of digital technology.

The charity estimates that 38,000 people in Gloucestershire, and 6 million children in Africa, have benefited from its IT skills and equipment donation initiatives. Over the eight years that we've been supporting ITSA, we've donated over 1,500 computers.

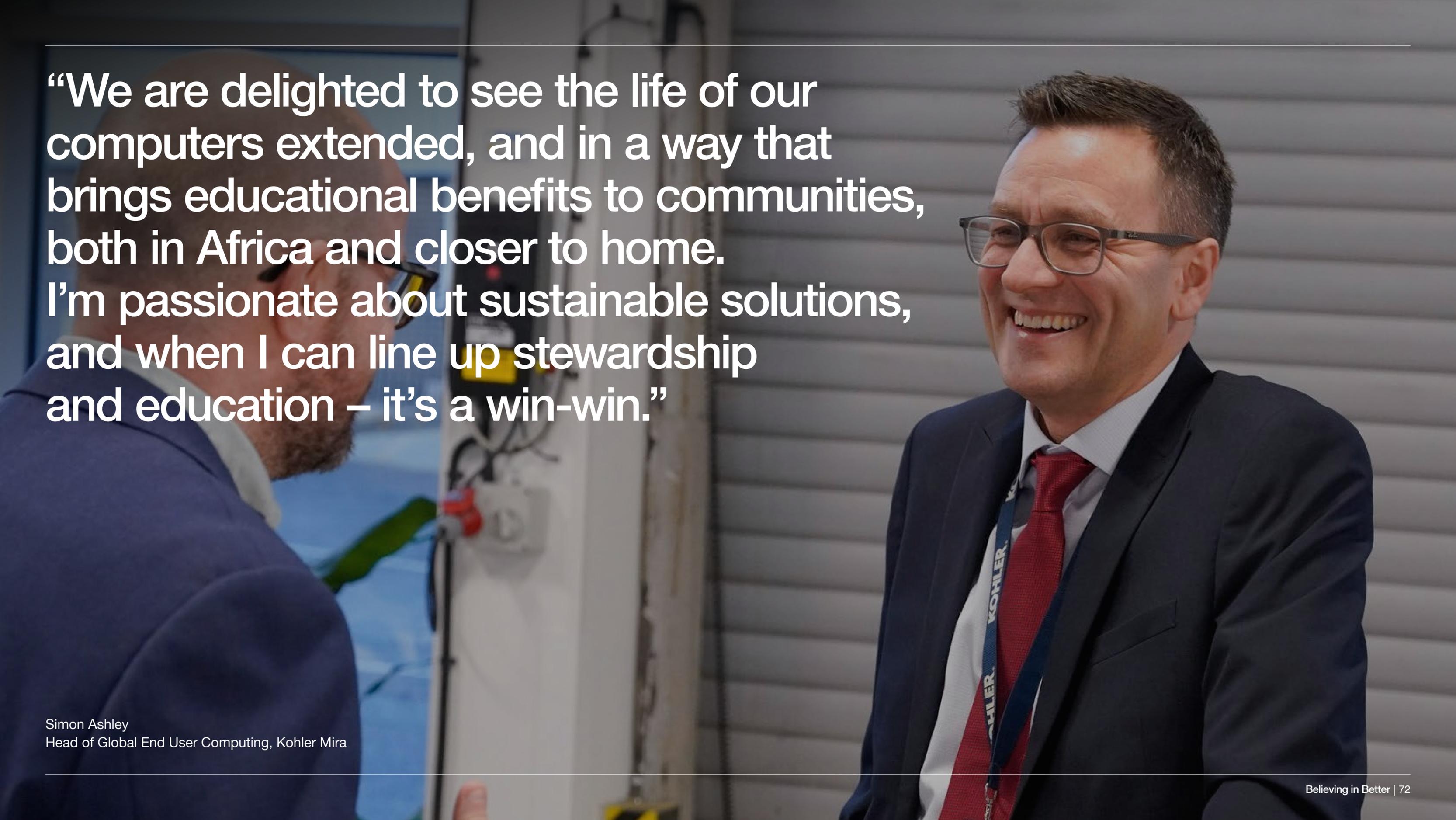
Alongside our donations, 2024 saw our team members volunteer at the ITSA site to help prepare computers for a second life. We've also organised and hosted a 'refurb-a-thon' where our IT team completely refurbished more than 200 computers in one day.

Most recently, in November 2024, Kohler Mira hosted and sponsored the ITSA 20th anniversary celebration. This marked the launch of the Social Value Business Club – part of the ITSA Digital Community, of which we're proud to be a founding member. We were honoured to welcome distinguished members of local government and civil society to our Cheltenham site, as we gathered to celebrate the charity and launch its next chapter.



# CLOSING THE DIGITAL DIVIDE

# *BETTER COMMUNITIES: SPOTLIGHT*

A photograph of Simon Ashley, a man with glasses wearing a dark suit, white shirt, and red tie. He is smiling and looking towards the left. In the background, there is a white wall with horizontal slats and some technical equipment. Another person's head and shoulder are visible on the left side of the frame.

“We are delighted to see the life of our computers extended, and in a way that brings educational benefits to communities, both in Africa and closer to home. I’m passionate about sustainable solutions, and when I can line up stewardship and education – it’s a win-win.”

Simon Ashley  
Head of Global End User Computing, Kohler Mira

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# Appendix

# Statement of use

Kohler Mira Ltd. has reported the information cited in this GRI content index for the period January 2024 to Dec 2024 with reference to the GRI Standards.

## GRI 1

GRI 1: Foundation 2021

Material Topic	GRI Standard	Disclosure	Location
The Organization and its reporting practices	GRI 2: General Disclosures 2021	2-1 Organizational details	Introduction: About Kohler Mira page 7
		2-2 Entities included in the organization’s sustainability reporting	Introduction: About Kohler Mira page 7
		2-3 Reporting period, frequency and contact point	Introduction: About this report page 2
		2-5 External assurance	None
		2-6 Activities, value chain and other business relationships	Introduction: About Kohler Mira page 7
		2-7 Employees	Introduction: About Kohler Mira page 7
Governance	GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Introduction: Governance page 12
		2-11 Chair of the highest governance body	Introduction: Governance page 12
		2-12 Role of the highest governance body in overseeing the management of impacts	Introduction: Governance page 12
		2-13 Delegation of responsibility for managing impacts	Introduction: Governance page 12
		2-14 Role of the highest governance body in sustainability reporting	Introduction: Governance page 12 Introduction: Material Topics page 13
		2-16 Communication of critical concerns	Kohler Co. offers many channels for asking questions and raising concerns about potential or actual Code, policy, or legal violations. All concerns of potential or actual violation of the Code, policies, procedures, and laws must be reported so that they can be addressed. The matter will be reviewed as required by law and per Kohler Co.’s investigation process.

Material Topic	GRI Standard	Disclosure	Location
Strategy, Policies and Practices	GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Managing director statement page 4 Introduction: Sustainability at Kohler Mira page 17
		2-23 Policy commitments	Kohler Mira publicly discloses its policy on Modern Slavery and Human Trafficking Statement.
		2-24 Embedding policy commitments	Kohler Mira publicly discloses its policy on Modern Slavery and Human Trafficking Statement. In this policy statement, several operating procedures are referred to that contribute to the embedding of the policy commitments described. Additionally, see Kohler's Believe in Better Metrics Report 2022 for a description of how ethical conduct is governed from group-level.
		2-25 Processes to remediate negative impacts	Kohler Mira publicly discloses its policy on Modern Slavery and Human Trafficking Statement. In this policy statement, reference is made to what actions might be taken in case our Ethics policy is breached (under 'Adherence to our values and ethics'). Additionally, see Kohler's Believe in better Metrics Report 2022 for a description of remediation procedures.
		2-26 Mechanisms for seeking advice and raising concerns	Kohler Co. offers many channels for asking questions and raising concerns about potential or actual Code, policy, or legal violations. Any of the following can be contacted with questions or concerns: Manager or Supervisor, Human Resources, Legal, Compliance and Ethics, Corporate Security, Internal Audit, Senior Vice President–General Counsel and Corporate Secretary Senior Vice President–Human Resources Another option is to contact the Ethics Helpline
		2-27 Compliance with laws and regulations	Better Lives: Better Lives page 20 Better Lives: Technology & Innovation page 28
		2-28 Membership associations	Kohler Mira is part of BMA (Bathroom Manufacturer's Association) (see Better Lives page 21) and the BEAMA (British Electrotechnical and Allied Manufacturers' Association).

Material Topic	GRI Standard	Disclosure	Location
Material Topics	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction: Material Topics page 13
		3-2 List of material topics	Introduction: Material Topics page 13
		3-3 Management of material topics	Introduction (environmental material topics) page 13 Introduction (labour material topics) page 13 Introduction: Ethical Integrity (ethics material topics) page 13 Introduction: Ethical Integrity (procurement material topics) page 13 Introduction (other material topics) page 13

### Disclosures per material topic

Corruption and Fraud	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Introduction: Ethical Integrity page 14
		205-2 Communication and training about anti-corruption policies and procedures	Introduction: Ethical Integrity page 14
Packaging Material, Chemicals and Waste	GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	Better Planet: Waste & Pollution page 50
Energy Consumption and Carbon Footprint	GRI 302: Energy 2016	302-1 Energy consumption within the organization	Better Planet: GHG Emissions & Energy page 50
		302-4 Reduction of energy consumption	Better Planet: page 47
Water and Accidental Pollution	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Better Lives: Better Lives page 20 Better Planet: Efficient Water Use page 52
Energy Consumption and Carbon Footprint	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Better Planet: GHG Emissions & Energy page 50
		305-2 Energy indirect (Scope 2) GHG emissions	Better Planet: GHG Emissions & Energy page 50
		305-3 Other indirect (Scope 3) GHG emissions	
		305-4 GHG emissions intensity	Better Planet: GHG Emissions & Energy page 50 The Scope 3 emissions reporting utilises the methodology outlined in the GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Conversion factors are taken from the ‘UK Government conversion factors for company reporting of greenhouse gas emissions’ and the US Environmental Protection Agency (EPA), and other internationally recognised data bases where applicable.
		305-5 Reduction of GHG emissions	Better Planet: GHG Emissions & Energy page 50

Material Topic	GRI Standard	Disclosure	Location
Packaging Material, Chemicals and Waste	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Better Planet: GHG Emissions & Energy page 50
		306-2 Management of significant waste-related impacts	Better Planet: Waste & Pollution page 50
		306-3 Waste generated	Better Planet: Waste & Pollution page 50
		306-4 Waste diverted from disposal	Better Planet: Waste & Pollution page 50
		306-5 Waste directed to disposal	Better Planet: Waste & Pollution page 50
Employee Health and Safety	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Better Workplace: Health & Well-Being page 41
		403-2 Hazard identification, risk assessment, and incident investigation	Better Workplace: Health & Well-Being page 41
		403-3 Occupational health services	Better Workplace: Health & Well-Being page 41
		403-4 Worker participation, consultation, and communication on occupational health and safety	Better Workplace: Internal Communication & Engagement page 37 Better Workplace: Health & Well-Being page 41
		403-6 Promotion of worker health	Better Workplace: Internal Communication & Engagement page 37 Better Workplace: Health & Well-Being page 41
		403-9 Work-related injuries	
Career Management and Training, Recruitment	GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Better workplace: Career Development & Growth page 38
		404-3 Percentage of employees receiving regular performance and career development reviews	Better workplace: Career Development & Growth page 38
Diversity, Discrimination and Harassment	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Better workplace: Diversity, Equity, & Inclusion page 43
		405-2 Ratio of basic salary and remuneration of women to men	Better workplace: Diversity, Equity, & Inclusion page 43
Diversity, Discrimination and Harassment	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Better workplace: Diversity, Equity, & Inclusion page 43
Controversial Sourcing Supply Chain Labour Standards	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Introduction: Ethical Procurement page 14
Information Management and Data Security	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Better Lives: Technology & Innovation page 28



# OUR POLICIES

## Our Policies

- Safety Policy Statement
- Safety Handbook
- Hazard Communications
- Environmental Policy Statement
- Anti-Bribery Policy
- Conflict of Interest
- Corporate Ethics Policy
- Ethics Handbook (English)
- DE & I Policy
- Respectful Workplace Policy
- Sexual Harassment Policy
- Fair Employment Practices Policy
- Flexible Working Policy and Procedure
- Gifts and Corporate Hospitality Policy & Procedure
- EV Salary Sacrifice – Car Policy
- Maternity Booklet
- Paternity Booklet
- Maternity Leave Policy & Procedure
- Paternity Leave Policy & Procedure
- Shared Parental Leave Policy
- Menopause Policy
- UK Modern Slavery Statement
- Stewardship – Community Policy & Procedure
- Supplier Code of Conduct

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