

Believing in Better

Environmental, Social & Governance Report
Kohler Mira 2025

mira
SHOWERS

rada

RECOUP
CO.UK

Executive Summary

This report sets out Kohler Mira's Environmental, Social and Governance (ESG) performance for 2025 and the continued delivery of our Sustainability Strategy (2023–2027). It summarises the progress we made in 2025, the areas where we are focusing effort next, and how our Believing in Better strategy lives across our four ESG pillars, to guide decision-making across our operations, products, people and communities.

As our ESG programme matures, so does our reporting. In 2025, we strengthened the quality and consistency of our Scope 3 measurement and methodology to provide a clearer view of value-chain impacts, support better year-on-year comparability, and improve decision-making on where to prioritise action. For progress since our first ESG report in 2022, see our ESG journey to date.

2025 highlights include

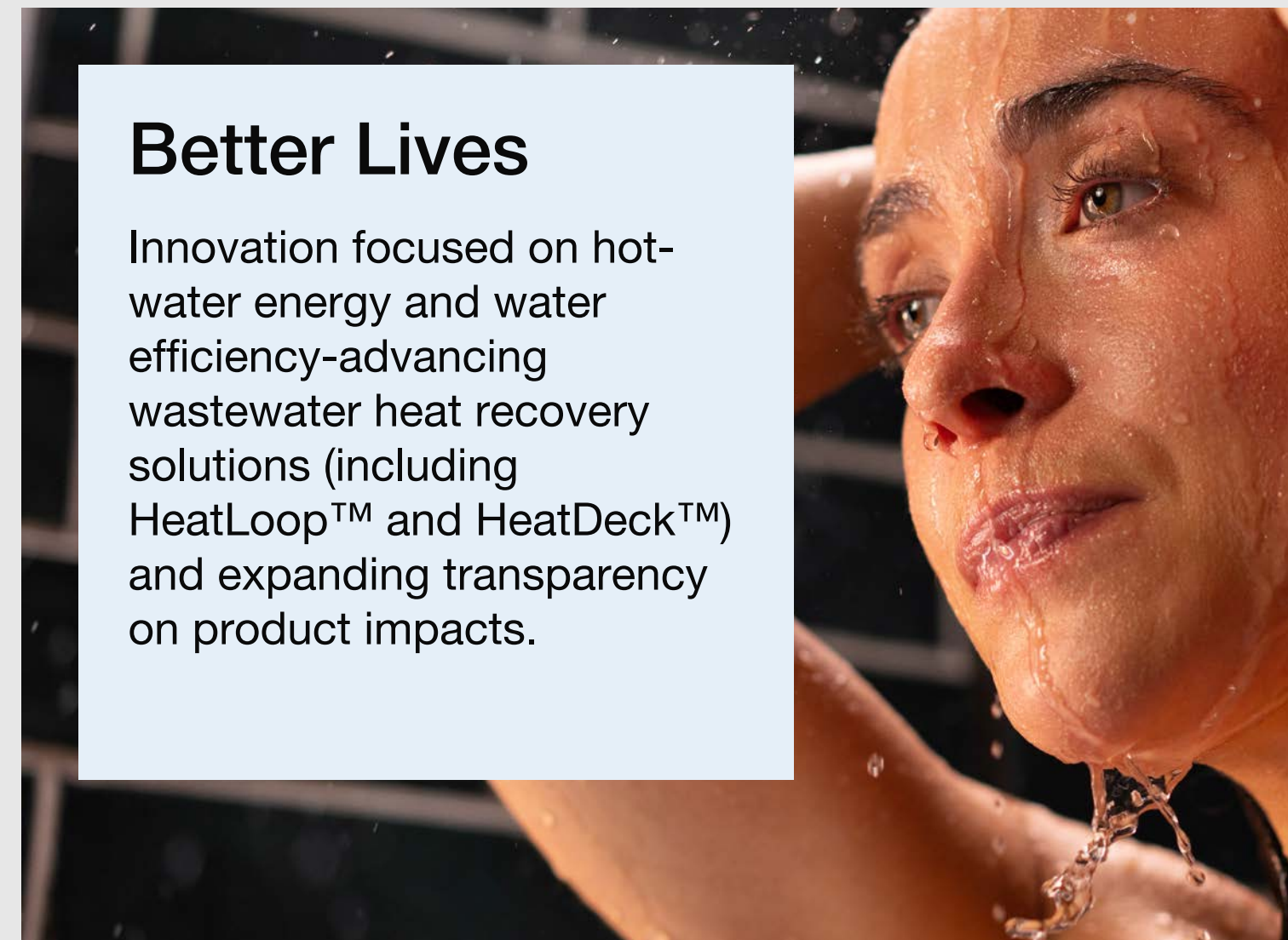
Better Planet

Continued progress towards achieving Net Zero by 2035 across Scope 1 and 2, including further reductions in operational emissions and achieving zero waste to municipal landfill across our UK sites for the first time.



Better Lives

Innovation focused on hot-water energy and water efficiency-advancing wastewater heat recovery solutions (including HeatLoop™ and HeatDeck™) and expanding transparency on product impacts.



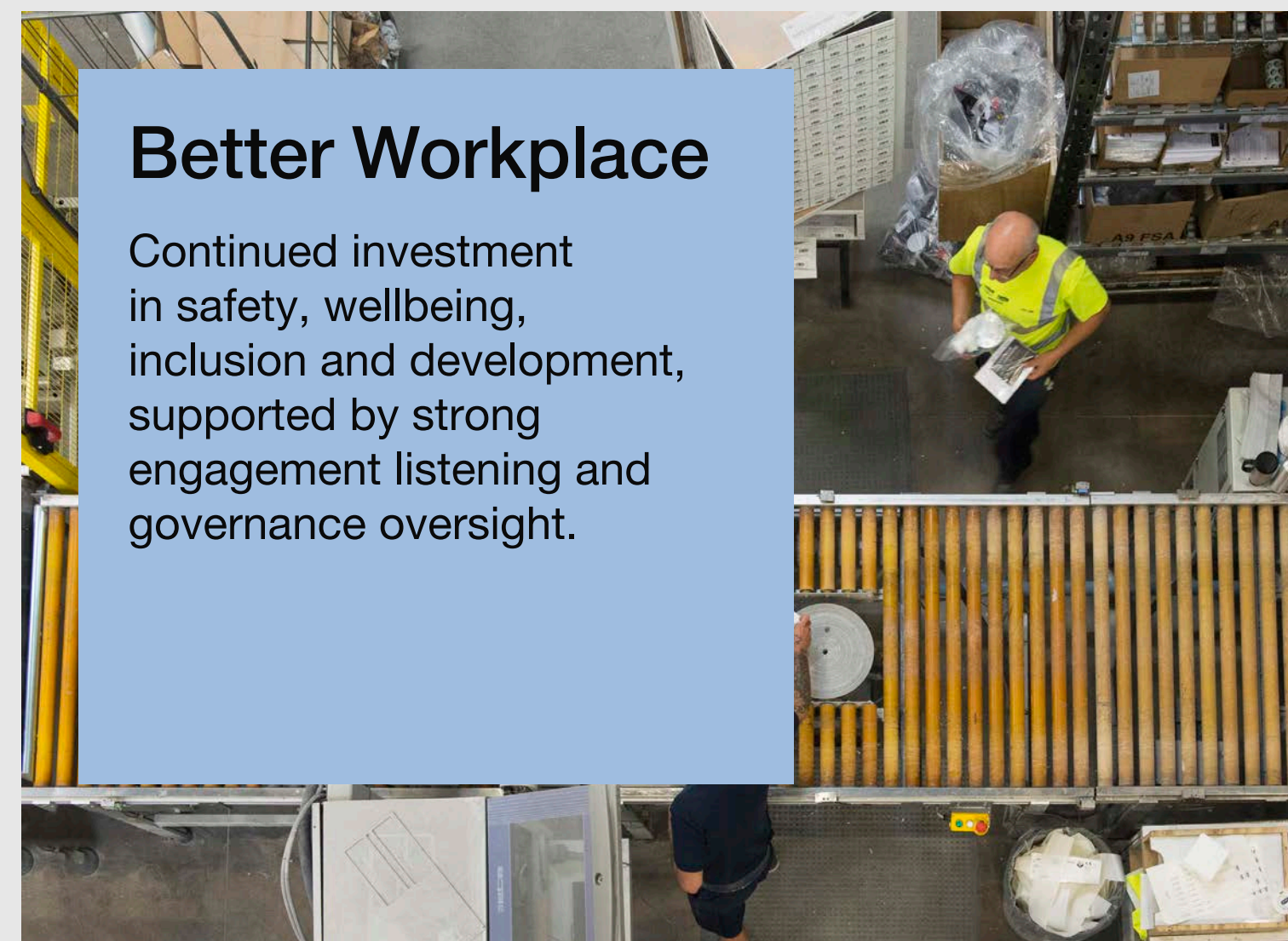
Better Communities

Deepened our social value approach through long-term partnerships, associate-led fundraising and volunteering that supports the communities around our sites.



Better Workplace

Continued investment in safety, wellbeing, inclusion and development, supported by strong engagement listening and governance oversight.



ESG REPORT IN NUMBERS

Better Planet

3.3%

Year on Year reduction of Scope 1 greenhouse gas emissions

Better Lives

8

International Design Awards recognising our commitment to sustainable, user-led innovation was recognised across our Mira Vista HeatLoop™ and Recoup HeatDeck product ranges

Better Communities

£72,000

Amount donated to our charity partner, Young Lives vs Cancer. £20,000 increase on the previous year. There was a year-long programme of fundraising activity, from events, team challenges and team challenges across all three of our sites

Better Workplace

85%

The number of associates that participated in our annual staff engagement survey, this is an improvement on last year. We listen and learn how to make a Better Workplace for all our associates inside and outside of work

86%

Overall recycling rate of 86%, 11% more than 2024 (75%) and 29% more than 2023 (57%)

7.7m

The estimated litres of water saved by Purpose Built Student Accommodation providers per thousand student rooms when they install the RADA SF1 60 handset which regulates flow to 6 litres per minute (L/M) whilst still delivering a typical shower experience. Equates to a financial saving of £33,000

6,000+

The total number of volunteering hours available for all our associates in 2025. Our associates are members of the communities in which they live and we support the causes they care about by giving everyone one paid day off each year to volunteer

19

The number of early-career team members we welcomed in 2025. A combination of degree apprenticeships, standard apprenticeships, and year-long paid internships

UK Managing Director Foreword

Welcome to our Environmental, Social and Governance (ESG) Report for 2025. This report reflects the progress we are making against our Sustainability Strategy and the priorities that matter most to our customers, our associates and the communities we serve.

For me, the context for this work is clear. The UK's ambition of Net Zero is heavily reliant on tackling emissions in our homes, where hot water use is a major contributor. That is why our focus remains on sustainable innovation: engineering better showering experiences that help people save water and energy without compromising comfort, safety or performance.

In 2025, we strengthened that commitment by advancing wastewater heat recovery solutions that can play a meaningful role in decarbonising UK homes. By bringing together the expertise of our Mira Showers and Recoup brands, we continued to develop and scale technologies such as HeatLoop™ and HeatDeck, helping to capture energy that would otherwise be lost down the drain. I'm really pleased to see this work recognised with major international design awards across our ranges, but the real measure of success is the impact these solutions can deliver in everyday settings.

We are also focused on leading by example in our own operations. We remain committed to reaching Net Zero by 2035, and in 2025 we made further progress by reducing our operational emissions while continuing to generate clean energy on-site. We maintained near zero waste to landfill across our sites in Cheltenham, Worcester and Hull, supported by a significant increase in our recycling rate.

As our ESG programme matures, so does our measurement. This year we have strengthened our approach to Scope 3 reporting, improving the quality of our data and refining methodology where needed. That has given us a clearer picture of where our biggest impacts sit across the value chain – and where we must focus our collective effort in the years to come.

Water efficiency is a critical part of that agenda. Alongside innovating to reduce water use through product design, we are using our voice to advocate for science-led standards, including through our response to the Government's Part G consultation. Progress on water scarcity, carbon reduction and healthier buildings will only happen when industry, policymakers and customers move forward together.

Our work in the community is equally important to us. This year, thanks to the fund raising efforts of our associates, we donated £72,000 to our charity partner, Young Lives vs Cancer, a wonderful charity that provides specialist support for children and young people battling cancer. I am also proud of our long-standing partnership with Cheltenham Town Football Club, which continues to turn local pride into practical impact, bringing people together through fundraising initiatives and helping us extend our reach in the community.

Finally, our responsibilities extend beyond the environmental. I am proud of the progress we continue to make in building a Better Workplace: one that is inclusive, safe and supportive, where associate voices are elevated through our Business Resource Groups.

Thank you for taking the time to read this report. It is a snapshot of the progress we have made, but also a clear statement of intent for the work ahead. With the same sense of purpose that has defined Kohler Mira for more than a century, we will keep believing in better and delivering impact for the future of showering.



Emma Foster
Managing Director - Kohler Mira Ltd.

Our ESG Journey To Date

Since publishing our first ESG report in 2022, Kohler Mira has strengthened how we set ambition, measure impact and deliver results. The journey began with establishing baselines and committing to reach Net Zero by 2035 - and, year by year, it has evolved into practical delivery across our operations, products and partnerships.

Three years on, we are seeing that momentum translate into tangible outcomes: reduced operational emissions, increased recycling, continued innovation to help customers cut energy and water use, and growing community impact led by our people.

Key achievements by pillar

Better Planet

In 2025 we reduced Scope 1 emissions by 3.3% and Scope 2 (location-based) emissions by 16.6% versus 2024. Achieving zero waste to municipal landfill and increasing recycling across our UK sites.

Better Lives

We continued to scale innovation that reduces hot-water energy demand, with HeatLoop™ and HeatDeck™ recognised with eight international design awards, alongside the launch of Mira Activate with ColdBoost™, enabling a 'zero-energy' wash from a water-heating perspective.

Better Workplace

We continued to invest in an inclusive, supportive culture, with an 85% participation rate in our annual associate engagement survey and building long-term careers across the business.

Better Communities

Since 2022, we have donated over £250,000 to charity. In 2025, we donated £72,000 to Young Lives Vs Cancer. Alongside delivering 6,000+ volunteering hours annually and strengthening community partnerships.

We have achieved a great deal in three years-and we are committed to going further. We will continue to invest in the programmes, technology and partnerships needed to make Net Zero a reality for Scope 1 and 2 emissions by 2035, and we look forward to building on this progress throughout the decade ahead.



About Kohler Mira

Who we are

Kohler Mira Ltd is the UK division of Kohler Co., a global manufacturer of kitchen, bathroom and hospitality services. Our UK business brings together three brands: Mira Showers, Rada Controls and Recoup Energy Solutions. Together, they combine leading expertise in domestic showering, commercial washroom and healthcare solutions, and wastewater heat-recovery technology to help customers reduce carbon, water and energy use without compromising performance.

Our people and operations

Our UK-wide team of more than 760 associates is the backbone of our operations. From our head office in Cheltenham, our manufacturing hub in Hull, and our National Distribution Centre in Worcester, our workforce is dedicated to the end-to-end design and delivery of our products. This expertise is bolstered by Recoup Energy Solutions in Norfolk, our Rada Controls team working across Europe, and a dedicated network of fully remote colleagues across the UK. As part of Kohler's Kitchen & Bath Global Product Innovation team, we collaborate closely with Kohler teams worldwide to drive global growth.

100 years of thinking forward

For over a century, Kohler Mira has led the way in showering innovation – from the world's first thermostatic valve to pioneering wireless digital shower technology – enhancing safety, experience and resource efficiency. Recoup Energy Solutions builds on this heritage, providing wastewater heat-recovery systems that capture energy, reduce hot-water demand, lower CO2 emissions and cut energy bills in homes and commercial buildings.

Our Brands

Mira Showers

Mira Showers is the UK's most recognised shower brand, offering quality bathroom products, including showers, fittings, enclosures, trays and wall panels, alongside nationwide repair and installation services.



Rada Controls

Rada Controls (Rada) is our commercial division, providing taps, showers and washroom controls that help keep users safe, prevent waterborne infections and conserve resources in settings such as hospitals and schools across the globe. We are positioning the Rada brand as the experts in Legionella risk control and legislative compliance across the UK and the Netherlands.



Recoup Energy Solutions

Recoup Energy Solutions (Recoup) specialises in wastewater heat recovery systems (WWHRS) for showers, which reuse energy that would otherwise be lost, cutting hot water demand, lowering CO2 emissions and reducing household energy bills.



Kohler Mira Sustainability Strategy

Today, sustainability runs right through the business. We focus on practical innovation that improves everyday experience while reducing impact for people and planet. It shapes how we run our business, design and manufacture our products, support our communities and provide for our workforce.

Our Sustainability Strategy targets the areas where we can deliver the greatest material impact: water, energy and carbon, diversity, equity and inclusion, responsible supply chains, fair working conditions and career development. We align this work to five UN Sustainable Development Goals - SDG 5, 9, 12, 13 and 17- because they reflect where our products, operations and partnerships can drive the strongest outcomes.

How our strategy aligns with the SDGs



SDG 5: Gender Equality

We are building a more balanced workforce by widening opportunity and supporting women's progression, including in engineering and other historically male dominated roles.



SDG 9: Industry, Innovation and Infrastructure

We put innovation to work: improving products and services and strengthening the processes that sit behind them, from manufacturing to logistics.



SDG 12: Responsible Consumption and Production

We design for lower resource use (e.g. water and energy) and longer life, and we apply circular thinking to materials and waste - doing more with less, across the full product life cycle.



SDG 13: Climate Action

We are proud of our Net Zero commitment. In 2025, we reduced our greenhouse gas (GHG) emissions by a further 3%, ensuring we are on track to achieve Net Zero by 2035.



SDG 17: Partnerships for the Goals

Progress is faster together. We work with communities, charities, industry bodies and water stewardship partners to deliver long term, shared impact.

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Better Planet

Future Proofing the UK home

For over a century, the bathroom has been a place of comfort. But today, the UK is at a crossroads. Domestic buildings are responsible for 22% of all UK greenhouse gas emissions (GHG), with personal bathing accounting for 45% of total household hot water use.

In this landscape, water management has evolved. It is no longer just about personal wellbeing; it is a major driver of the UK's sustainable future. At Kohler Mira, we are engineering the solutions to lead that transition.

Futureproofing is more than meeting building regulations – it is about protecting the resources that make an elevated life possible. While water scarcity and rising energy costs present significant challenges, we view them as catalysts for engineering excellence.

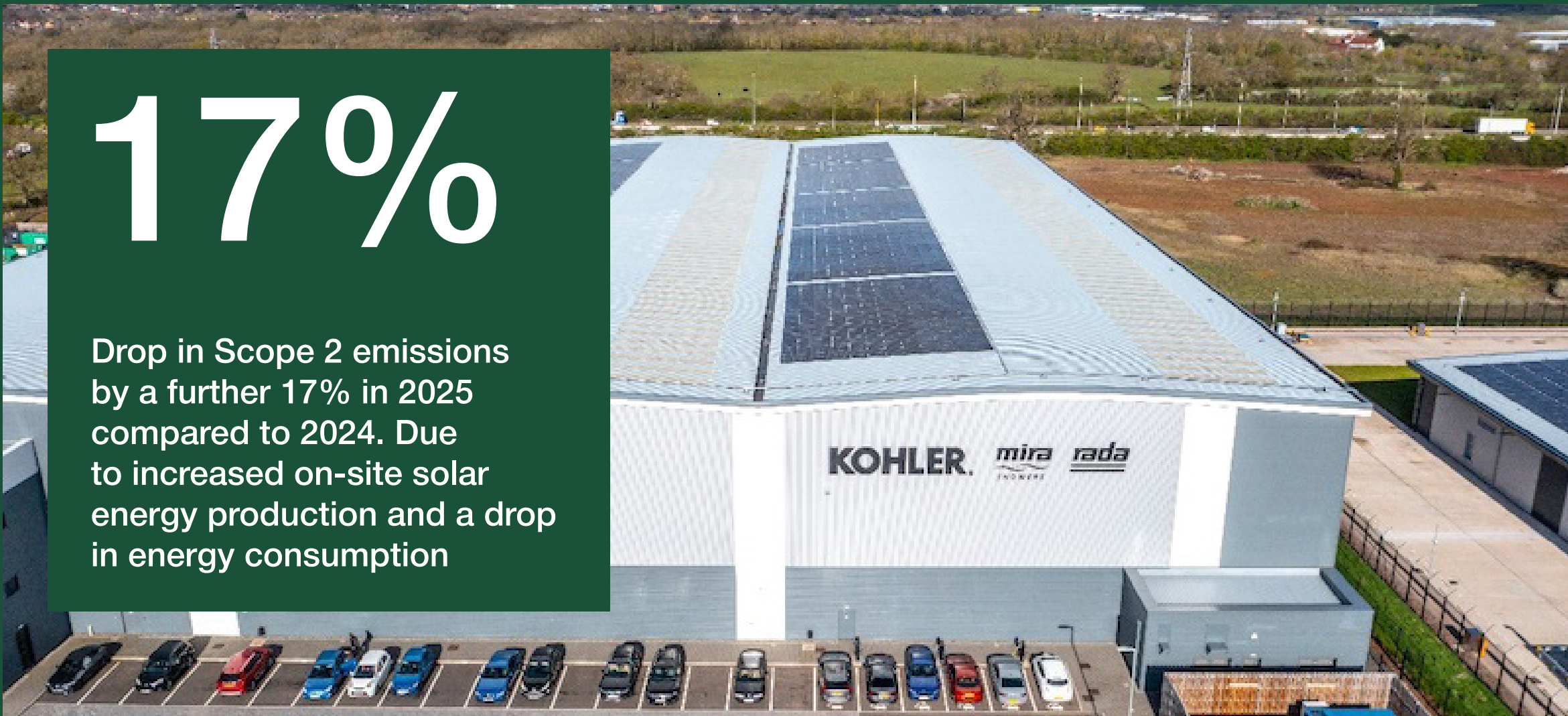
Our commitment to a Better Planet starts at the source. We are not just manufacturers; we are stewards of the water cycle. From eliminating plastic packaging to launching energy-recapturing technology like HeatLoop™, we are ensuring that the bathroom sanctuary remains sustainable for generations to come. We are building a future where every drop is valued, every kilowatt is optimised, and every home is ready for a changing world.

BETTER PLANET IN NUMBERS



3.3%

Year on year reduction of Scope 1 greenhouse gas emissions



17%

Drop in Scope 2 emissions by a further 17% in 2025 compared to 2024. Due to increased on-site solar energy production and a drop in energy consumption



86%

Overall recycling rate of 86%, 11% more than 2024 (75%) and 29% more than 2023 (57%)



65%

Of company cars are now fully electric – up from 0% in 2022

Greenhouse gas emissions

Climate change is the defining challenge of our age. We have set an ambitious target to reach Net Zero for Scope 1 and 2 emissions by 2035. Not as a distant aspiration, but an operational commitment.

We measure our progress through the Greenhouse Gas Protocol (GHG Protocol) – the globally recognised standard for measuring and managing greenhouse gas emissions.

It splits emissions into three areas.

Scope 1

Emissions released directly from activity across our three sites. These emissions are the most straightforward to measure and report. Between 2024 and 2025, we reduced our Scope 1 GHG emissions by a further 3.3%. In 2025, Scope 1 accounted for just 0.18% of our total emissions.

Scope 2

Emissions refer to the indirect GHG emissions associated with energy purchased by a company for its operations. While these emissions don't occur on-site, they are included in its overall carbon footprint. Increased on-site solar energy production and a drop in energy consumption both contributed to Scope 2 emissions dropping by a further 17% in 2025 compared to 2024. In 2025, Scope 2 (location) emissions accounted for just 0.10% of our total emissions.

Scope 3

This is the broadest and most significant category, covering all other indirect emissions that occur due to our activities. Scope 3 accounted for nearly 100% of our CO2 emissions in 2025. Within Scope 3, two categories make up 99.45% of all Scope 3 emissions:

C.1 Purchased goods and services

Which covers all upstream (“cradle-to-gate”) GHG emissions from the production of goods and services purchased or acquired by a company during the reporting year. It includes raw materials, packaging, and services.

C.11 Use of sold products

This accounts for emissions generated by a company's products during their expected lifetime. This includes indirect emissions from products that require electricity to function. In our case, electric and digital showers.

Source	2024 tCO2e	% total	2025 tCO2e	% total	VAR on 2024
Scope 1	1,343.41	0.19%	1,299.16	0.18%	-3.30%
Scope 2 (location)	855.54	0.12%	713.52	0.10%	-16.60%
Scope 2 (market)			-		
Scope 3	718,924.00	99.70%	721,113.95	99.72%	0.30%
TOTAL (location)	721,122.95		723,126.63		0.28%
TOTAL (market)	720,267.41		722,413.11		0.30%
Emissions intensity ratio (1&2)	1.38		1.26		

3% Scope 1 reduction: 44.25 tCO2e reduction since 2024

3%

16% Scope 2 (location based) reduction: 142 tCO2e reduction since 2024

16%

Zero Scope 2 emissions (market based): 100% renewable electricity maintained

100%

More Sophisticated Measurement:

As we continue on our ESG journey, our ability to measure Scope 3 emissions is becoming increasingly sophisticated, which in turn has resulted in a comparative rise in our emissions. These changes include improved material identification and classification, resulting in more accurate emissions estimates. We have therefore retrospectively updated figures for 2023 and 2024 which differ from data in previous ESG reports (see table below).

Category	2023	2024	2025	Reason for Change 2023 / 2024
C.1	42,372	35,887	40,020	<ul style="list-style-type: none"> - Exclusion of intercompany transactions (Mira/Rada) between Mira plants that were previously included in 2023 and 2024. - Updated emission factors driven by improved material identification and classification, resulting in more accurate emissions estimates
C.11	660,656	683,037	677,274	<ul style="list-style-type: none"> - Implementation of an updated emission factor methodology based on ecoinvent 3.11, incorporating more comprehensive and up-to-date lifecycle data. -Transition from medium-voltage to low-voltage electricity emission factors to better reflect the actual use phase of Mira products.

In 2024 we focused on calculating our most material scope 3 categories: 3.1 & 3.11. In 2025 we were able to expand this calculation to all 10 relevant scope 3 categories, contributing to the increase year on year. This has increased our accuracy and transparency of our overall impact.

Working with our Supply Chain (C.1):

We are continuing to work with our supply chain to reduce the carbon footprint of the products we buy. Whilst C.1 only accounts for approximately 6% of our Scope 3 emissions. The work we started in 2023 with our suppliers to reduce emissions upstream continues at pace.

How the UK's energy mix will impact Scope 3 emissions (C.11):

In 2025 emissions from C.11 accounted for nearly 94% of all Scope 3 emissions. This figure will fall as energy generated from renewable energy sources increases. In 2025, the UK energy mix was 44% renewable energy[v], compared to just 24.7% a decade earlier (2015)[vi]. By 2030 the UK has committed to reach 95% carbon free electricity[vii] - this will significantly reduce the emissions generated using our electric shower products.

Our commitment to Innovation will further drive emissions down:

Our commitment to innovation - focusing on smart showers and eco-friendly products, such as the award winning Heatloop™ and HeatDeck™ products, means that emissions generated by our products during their lifecycle will continue to decrease.

Scope 3 increase: 2,751 tCO2e
increase since 2024

0.3%

Waste Minimisation

Every tonne of waste that leaves our site tells a story about how well we design, manufacture and manage our resources. We have moved beyond simple disposal to build a circular approach in which materials are recovered, reused and recycled wherever possible.

The results speak for themselves. In 2025, for the first time we achieved zero waste to municipal landfill at our Cheltenham, Worcester and Hull sites. This doesn't include a very small amount of hazardous waste and which goes to secure hazardous waste landfill annually.

Our Cheltenham (92%) and Worcester (97%) sites achieved higher recycling rates than Hull (72%) because their waste streams are easier to segregate. Hull's materials, including polyester resin and specialist composites, required different solutions. A single waste strategy does not fit every site – each location needs a tailored approach.

Our overall recycling rate has risen from 57% in 2023 to 86% today. Of the 903 tonnes of waste generated across our operations, 774 tonnes were recycled back into productive use.

At the same time, we have reduced the amount of waste sent for energy recovery by 63% in three years, from 345 tonnes in 2023 to 129 tonnes in 2025. While waste-to-energy is better than landfill, recycling is better still. This shift shows we are moving materials further up the waste hierarchy.

Site	Waste type	2023 (tonnes)	%	2024 (tonnes)	%	2025 (tonnes)	%
Cheltenham	Recycling	310	90%	287	89%	313	92%
	W2E	34	10%	34	11%	29	8%
	Municipal Landfill	1	0%	0	0%	0	0%
Worcester	Recycling	124	87%	145	94%	217	97%
	W2E	18	13%	10	6%	8	3%
	Municipal Landfill	0	0%	0	0%	0	0%
Hull	Recycling	19	6%	117	46%	245	72%
	W2E	292	94%	135	53%	93	28%
	Municipal Landfill	2	1%	2	1%	0	0%

What we need to improve

Recycling is vital, but generating less waste in the first place remains the ultimate goal. We continue to work with our partners in our supply chain to reduce waste at source.

In 2023 we committed to eliminating single use plastics in packaging our products by 2025. Whilst we have significantly reduced the amount of plastic we use in our packaging, in 2024 we removed the equivalent of 860,000 single use plastic bags, we have been unable to find a suitable alternative for the remainder. We are now testing a sustainable nylon made from 100% biodegradable bamboo which will enable us to completely replace single use plastics in our packaging by 2026.

Achieved zero waste to municipal landfill at our Cheltenham, Worcester and Hull sites for the first time

Zero

86% overall recycling rate, 10% more than 2024 (>75%) and nearly 30% more than in 2022 58%

86%

66% reduction in waste sent for energy recovery since 2022

66%

Company cars: Leading the transition

In 2022, none of our company cars were fully electric and 69% were petrol/diesel. Today, across our 60 company cars, 100% are either electric or plug-in hybrid.

In 2025, our fleet emitted 340 g/km less CO2 than it did in 2024.

Year	Fully Electric (BEV)	Hybrid (PHEV)	Petrol/Diesel
2022	0%	31%	69%
2024	58%	42%	0% - Phased out
2025	65% 100% of new orders	35% Phasing out	0% Phased out

	2024	2025
Number of Vehicles	118	118
Total co2 for 118 vehicles	11523g/km	11183g/km
Number of Electric cars	35	39
Number of Plug-In Hybrids	25	21
Number of Internal Combustion Engine Vehicles (ICE)	58	58



Infrastructure investment

We increased the number of charging points across our three sites by 20%, from 39 to 47. This investment ensures that all electric vehicle drivers can charge conveniently at work.

Salary sacrifice EV scheme

Launched in late 2024, our salary-sacrifice electric-vehicle scheme has already seen 5% take-up, with 40 electric vehicles now on the road. This government scheme gives every associate across the wider workforce access to an affordable electric vehicle.

The service van challenge

The service van fleet represents the largest remaining source of direct fleet emissions. Our 58 commercial vans still have diesel engines, and service engineers often cover long distances with heavy tools and equipment. The current range and payload capacity of electric light commercial vehicles (eLCVs) do not yet meet operational requirements.

In the meantime, we are running a pilot scheme with a single eLCV to gauge feasibility. We will report on our findings and continue to monitor the market. As the eLCV sector matures and battery capacity improves, we will transition our fleet away from internal combustion engines to electric or hydrogen-powered LCVs.

65% of company cars are now fully electric – up from 0% in 2022

65%

Reduction in total CO2 of fleet by 340 g/km in 2025 by adding four more electric vehicles to the fleet

>340g/km

20% increase in EV charging infrastructure, with 47 active points now across our three UK sites

20%

Generating our own clean energy

To achieve our goal of Net Zero by 2035, we are transforming our physical footprint. We have invested in on-site renewable infrastructure, such as solar arrays, across our three sites, we are reducing our reliance on the national grid and safeguarding our operations against volatile energy markets.

In 2024, our solar arrays generated 769.68 MWh of electricity. In 2025, that figure rose to 795.25 MWh, a 3.3% increase.

Our on-site clean energy generation contributes directly to our Scope 2 performance. As we expand capacity across our sites, this will become an increasingly important part of our energy strategy.



3.3% increase in on-site solar generation – rising from 769.68 MWh in 2024 to 795.25 MWh in 2025

3.3%

3.1% reduction in total energy consumption across our UK operations in 2025

3.1%

All three sites (Worcester, Cheltenham and Hull) now have active on-site renewable energy generation

All Sites

Water efficiency and stewardship

As a manufacturer of water-intensive products, we must use this precious resource responsibly. Our stewardship strategy focuses on three pillars: advocating for science-led regulation, innovating to reduce consumption and conserving water in our manufacturing processes.

Advocacy: Part G Standards

Water stewardship is a national policy issue. We believe manufacturers have a responsibility to contribute, not just comply.

As a business we have engaged with Government in support of water efficiency objectives. But we are also calling for better alignment between water efficiency through Mandatory Water Efficiency Labelling (MWEL) and water heating standards through Part L legislation.

“Carbon emissions from water heating and the environmental impact of water usage are often considered separately. Yet, there is an important link between the two. We believe that energy and water efficiency should be considered in tandem. An alignment will allow for streamlined standards and regulations, providing clarity for manufacturers and support innovatin for technologies which promote waste water heat recovery.

“All these things combine to provide more sustainable and cost effective solutions for the consumer.”

Suzannah Adey, Marketing Manager External Affairs, Kohler Mira

In January 2026, we submitted our official response to the Government’s Part G Consultation on building regulations. Our message: water efficiency and water heating need to be better aligned to avoid unintended cost and carbon impacts. We also need to consider the importance of human behaviour and delivering water and energy efficiency without compromising consumer experience.

Innovating to reduce consumption: The ‘science of the shower’

To support our advocacy data, we partnered with the University of Surrey on a landmark study: Promoting domestic water efficiency via behaviour change .

The research proved that ‘thermal comfort’ is the primary driver of shower duration. By using precision engineering to maintain heat and pressure at lower volumes, we can encourage users to use less water when they shower.

“Most initiatives so far have focused on increasing motivation to save water. That approach has its limits – particularly when the behaviours in question are habitual. People do not consciously decide how long to shower, for example. They simply do it the same way every day. Telling people how many litres of water they are using is unlikely to change that.”

Professor Benjamin Gardner, Professor in Psychology; MSc Behaviour Change Programme Lead, University of Surrey

Official Respondent to the 2026 Part G Building Regulations consultation

Official Respondent



Better Lives

Better Lives is where product innovation meets real-world impact. It represents the point at which our investment in design, engineering and technology translates into measurable environmental and social benefits in the homes, schools, hospitals and buildings where our products are used every day.

Our greatest opportunity for positive change lies in helping our customers reduce their own daily footprints. This is achieved through inclusive design, smarter packaging and advanced water and energy-saving technologies to deliver an elevated showering experience with maximum peace of mind.

BETTER LIVES IN NUMBERS

8

International Design Awards recognising our commitment to sustainable, user-led innovation was recognised across our Mira Vista HeatLoop™ and Recoup HeatDeck product ranges



7.7m

The estimated litres of water saved by Purpose Built Student Accommodation providers per thousand student rooms when they install the RADA SF1 60 handset which regulates flow to 6 litres per minute (L/M). Equates to a financial saving of £33,000



1st

UK digital shower to offer guided cold-water immersion



Credit: Patch Dolan

6,742

Active InstallerPRO members, our products are only as effective as the people who install and maintain them. That is why supporting the UK's installer community is central to Better Lives



Industry Award Recognition

In 2025, our commitment to sustainable, user-led innovation was recognised with eight international design awards across our Mira Vista HeatLoop™ and Recoup HeatDeck product ranges.

The Mira Vista HeatLoop™ integrates wastewater heat recovery directly into the showering system, capturing energy that would otherwise be lost down the drain. The Recoup HeatDeck does the same through an innovative shower tray design. Both products address the single largest source of carbon in our value chain: the energy used to heat water in people's homes.

Our awards span some of the most respected names in global design: the iF Design Award, Red Dot, the International Design Excellence Award (IDEA), Green Good Design, the Good Design Award and the Energy Saving Awards. Collectively, they recognise not just how our products look, but how they perform – reducing environmental impact while delivering reliability, safety and ease of use.

Date	Award	Product
Dec 2024	Energy Saving Awards	Mira Advance HeatLoop
Mar 2025	Green Good Design 2025	Recoup HeatDeck
Mar 2025	iF Design Award	Recoup HeatDeck
Mar 2025	iF Design Award	Mira Vista HeatLoop
Apr 2025	Red Dot 2025	Mira Vista HeatLoop
Jun 2025	IDSA Silver (IDEA Award)	Recoup HeatDeck
Dec 2025	Good Design Award	Recoup HeatDeck
Dec 2025	Good Design Award	Mira Vista HeatLoop



Promoting energy efficiency

We must address energy use at both ends of our value chain (Scope 3 data): how we manufacture products and how those products perform in UK homes. In 2025, our focus shifted to high-impact technologies that drive decarbonisation at scale.

The increasing impact of Recoup WWHRS

As UK homes become more thermally efficient and space heating reduces, heating hot water is increasingly taking up a larger share of a building's total energy demand. With up to 90% of shower heat energy going down the drain, showering represents one of the largest single energy losses from any modern home. Our Recoup Waste Water Heat Recovery Systems for showers (WWHRS), incorporated with Mira TMV mixer and Heatloop™ electric showering, are a primary driver to solve this challenge.

WWHRS will typically reduce the energy required on each shower use by 30-60%, by recycling heat energy normally lost down the drain. It's a passive heat recovery solution that requires no user interaction, no change to use, no app, no planned maintenance, and delivers energy savings throughout the system's long lifetime of 30-50 years.

As the UK's market leader in WWHRS, our products are used by the UK's major housebuilders, regional builders, and we are growing the WWHRS impact into social housing and existing homes. In 2025 the Recoup products supplied into the UK market will contribute to annual cost savings of up to £930.5k and annual carbon reduction of up to 3,090 tCO₂e.*

Much of the market growth of WWHRS has been driven by Part L Building Regulations which from 2023 required a 31% reduction in carbon emissions for new builds. WWHRS has become a standard specification for housebuilders to meet these stringent compliance targets. This will continue with Future Homes Standard (FHS) from March 2027, along with recently mandated Energy Performance Certificates (EPC) targets for socially rented and privately rented homes, due to come into force in 2030. As such we are well-placed to help support the UK's transition to Net Zero.

* Figures estimated using WWHRS operating System A, a gas boiler, and an 8 l/min shower (As per SAP 10.2 assumes a 6-minute shower and 1.775 showers per day in a 3-person household). Gas cost of £0.0633 per kWh & CO₂ factor of 0.208 kgCO₂/kWh.

“

“With Recoup WWHRS and Mira Showers we are constantly conserving shower heat energy and helping close the loop on household energy waste. Capturing heat that was once destined for the drain and recycling it back into the shower, we are proving that the most effective renewable solutions are often invisible, passive, with no user impact, and built to last a lifetime.”

”

Kevin Farrow, Head of Design & Marketing at Recoup

Rada Sense: Saving water and energy at scale

Rada Controls, our commercial division, specialises in safe, hygienic and sustainable water control solutions for public and commercial buildings, including hospitals, schools, universities and leisure facilities. Through Rada Sense, our digital water management platform, we are helping some of the UK's largest estates reduce water consumption, cut energy costs and improve hygiene compliance through intelligent automation.

In 2025, we focused on helping NHS Trusts and universities to meet their own Net Zero targets:

- Deploying Rada digital sensors across new build hospital estates can automate and transform hygiene maintenance. This doesn't just ensure patient safety; the automated system eliminates the need for manual tap-running, reducing associated water waste by up to 50%.
- Rada works with 6 of the top 10 Purpose Built Student Accommodation (PBSA) providers. By installing the RADA SF1 60 handset which regulates flow to 6 litres per minute (L/M) whilst still delivering a typical shower experience.
- Across an estate with thousands of en-suite student bedrooms, the largest provider has 70,000 rooms, the reduction in water and energy consumption can provide considerable financial savings as well as significantly reducing greenhouse gas emissions.
- We estimate that by using this product in 1,000 en-suite student bedrooms the provider can save approximately 7.7m litres of water, 269,000 Kwh of gas, Saving the provider more than £32,000 and 49,000kg in greenhouse gas emissions.

Deploying the RADA SF1 handset in 1,000 ensuite bedrooms can save:

RADA SF1 60 HANDSET SM (6 L/M)
Flow rate: 6 litres / min

	This saving equates to...
7,728,000 litres Water Usage Saved	15.85 Swimming Pools (Based On A Standard 25m Community Swimming Pool)
269,630 Kwh Gas Usage Saved	1,838,386 Kettles (Based On A Standard 1.5ltr 2.2kw Kettle)
49,623 kg Emissions Reduction	23.36 Family Cars (Based On A Standard 4 Door Car Driving 12,000 Miles P.a)
£23,184 Water Cost Saved	£9,437 Gas Cost Saved
Total Savings: £32,621	

“In hospitals, universities and high-occupancy estates, sustainability and safety can't be trade-offs. With Rada Sense, we're helping teams cut unnecessary water and energy use through smart, data-led automation, while strengthening hygiene compliance and giving estates managers clearer control of risk.”

David Merriman - National Specification Manager



ColdBoost™: Innovation for Wellbeing

In February 2025, Mira Showers launched the Mira Activate with ColdBoost™ – the UK’s first digital shower bringing guided cold-water experiences to the home. It is a product that reflects our belief that innovation should serve both sustainability and personal wellbeing.

Why this matters

Research shows that over 50% of consumers already incorporate cold showers into their washing routines, enjoying several health benefits, including enhanced circulation, reduced muscle soreness, increased mental alertness and improved mood. Until now, most domestic showers have offered no way to deliver a controlled, guided cold-water experience. ColdBoost™ changes that.

The technology guides users through a structured cold-water session, making it easier and safer for health-conscious customers to access the benefits of cold-water immersion without the shock of an uncontrolled temperature drop.

Sustainability benefits

Every ColdBoost™ session is a zero-energy wash from a water heating perspective. While the primary motivation for most users is health and recovery, the environmental benefit is real: reduced hot water demand means lower energy consumption and fewer carbon emissions.

This is an example of innovation in which environmental benefits and customer experience align naturally. We did not design ColdBoost™ as a sustainability product; we designed it as a wellbeing product that happens to have a positive environmental footprint.

“Cold showers restrict blood vessels, otherwise known as vasoconstriction, which in turn reduces blood flow to the muscles and may reduce inflammation and swelling.

When you get out of the cold shower, this allows your blood vessels to dilate which may enhance blood flow and delivery of nutrients to the recovering muscle short term.”

James Hudson, Recovery Sports Scientist at Gloucester Rugby



Credit: Patch Dolan

1st UK digital shower to offer guided cold-water immersion

1st

50%+ of consumers are already interested in cold-water wellness (survey of 2,000 UK consumers)

50%+

3 minutes 10 seconds: The duration of the “Expert” mode, providing a deep therapeutic experience

3min

“

Being able to complete the Supply Chain Sustainability School learning pathways has really given me the confidence to succeed in my new role in the New Build Specification team. It allowed me to gain a better understanding of the building regulations through different learning methods. It also helped me feel more comfortable in discussing sustainability with my customers and allows me a greater understanding of how we can offer more, to align with their priorities.

”

Nicholas Allan, Specification Sales Executive - New Build, Kohler Mira

Upskilling the sector

We became a partner of the Supply Chain Sustainability School (SCSS) in 2024. As a partner we can create content that is included on the pathways. SCS is an award-winning, free virtual learning platform designed to upskill professionals working in, or aspiring to work in, the built environment sector.

Supply Chain Sustainability School (SCSS)

This year, we joined the Supply Chain Sustainability School (SCSS), an award-winning, free virtual learning platform designed to upskill professionals working in, or aspiring to work in, the built environment sector.

Our Specification and Sales teams undertook intensive training to better support our clients' Net Zero ambitions.

- 96 associates successfully completed specialist learning pathways
- The pathways focused on two critical areas: Decarbonising the Built Environment and Policy to Practice: Legislation Transforming the Built Environment
- The training has empowered our teams to move from being 'product suppliers' to 'strategic consultants', helping architects and developers navigate new building regulations

Installer Education & Support

Our products are only as effective as the people who install and maintain them. That is why supporting the UK's installer community is central to Better Lives. It is the link between product innovation in our designs and real-world performance in people's homes.

InstallerPro

Our InstallerPRO loyalty programme now has 6,742 members. The programme goes beyond the traditional rewards model. While members earn points for products fitted and claimed, with 34% of members claiming products in exchange for points in 2025, the real value lies in the content and community it provides.

In 2025, we published over 20 articles on nutrition, finances and scaling business, designed to support installers as whole professionals, not just tradespeople. Installers are also signposted to InstallerPro events, social media channels and a dedicated newsletter, creating a connected community around shared professional development.



The plumbing and heating trade is undergoing significant change – from evolving building regulations to the transition towards low-carbon heating and digital products. Installers are on the front line of this transition. By investing in their knowledge, wellbeing and business skills, we help ensure that sustainable products are installed correctly, maintained properly and recommended with confidence.

Dan Martin, Installer Communications, Kohler Mira

Active InstallerPRO members

6,742

Members claimed products through our loyalty rewards, reinvesting in the trade

34%

Professional wellbeing and business articles published for installers

20+

Industry voice: 'Believing in Better' podcast

We believe that transparency is the key to collective progress. In 2025, we used our digital platforms to move beyond brand and product marketing to lead a deeper conversation about the challenges and opportunities within the ESG landscape.

We launched the 'Believing in Better' podcast, a series exploring how the industry is tackling the big challenges around sustainability, water efficiency and hygiene.

We recorded and broadcast six episodes in 2025, featuring guests including:

- Harry Evans, Chair of IHEEM (Institute of Healthcare Engineering and Estate Management)
- Ben Smith and David Merriman, Rada Controls
- Tony Reynolds, CEO of the Bathroom Manufacturers Association

These conversations covered topics at the intersection of public health, building design and environmental responsibility.

The podcast has become a vital tool for sector-wide education and open dialogue. It extends our impact beyond the products we sell, helping professionals across the built environment make better-informed decisions about water, energy and hygiene.



Episodes released in 2025

6

Featured Experts: internal and external thought leaders

12

Key Themes

Water Advocacy, Zero Waste Manufacturing, Wellness Technology, and Trade Mental Health

Ethical supply chain

Our commitment ‘Believing in Better’ extends to our supply chain. We recognise that our global footprint – spanning the UK, China, the US and the EU – requires a rigorous, transparent approach to ethical procurement and human rights.

To drive further progress in 2025, we engaged our top suppliers to align on our newly published Supplier Sustainability Policy, securing their agreement to shared expectations related to carbon emissions reduction, responsible water and waste management, packaging, and transparency on sustainability data and practices across the value chain.

Our Supplier Code of Conduct is available in 12 languages and has been shared with our global supplier base. Our standard supplier contract sets out clear expectations on labour rights, health and safety, ethical business practices and data protection. Suppliers are asked to renew their commitment to our Supplier Code of Conduct every five years.

We require 100% of suppliers registered in our Supplier Management Platform to agree to adhere to our Supplier Code of Conduct or an equivalent or stricter code.

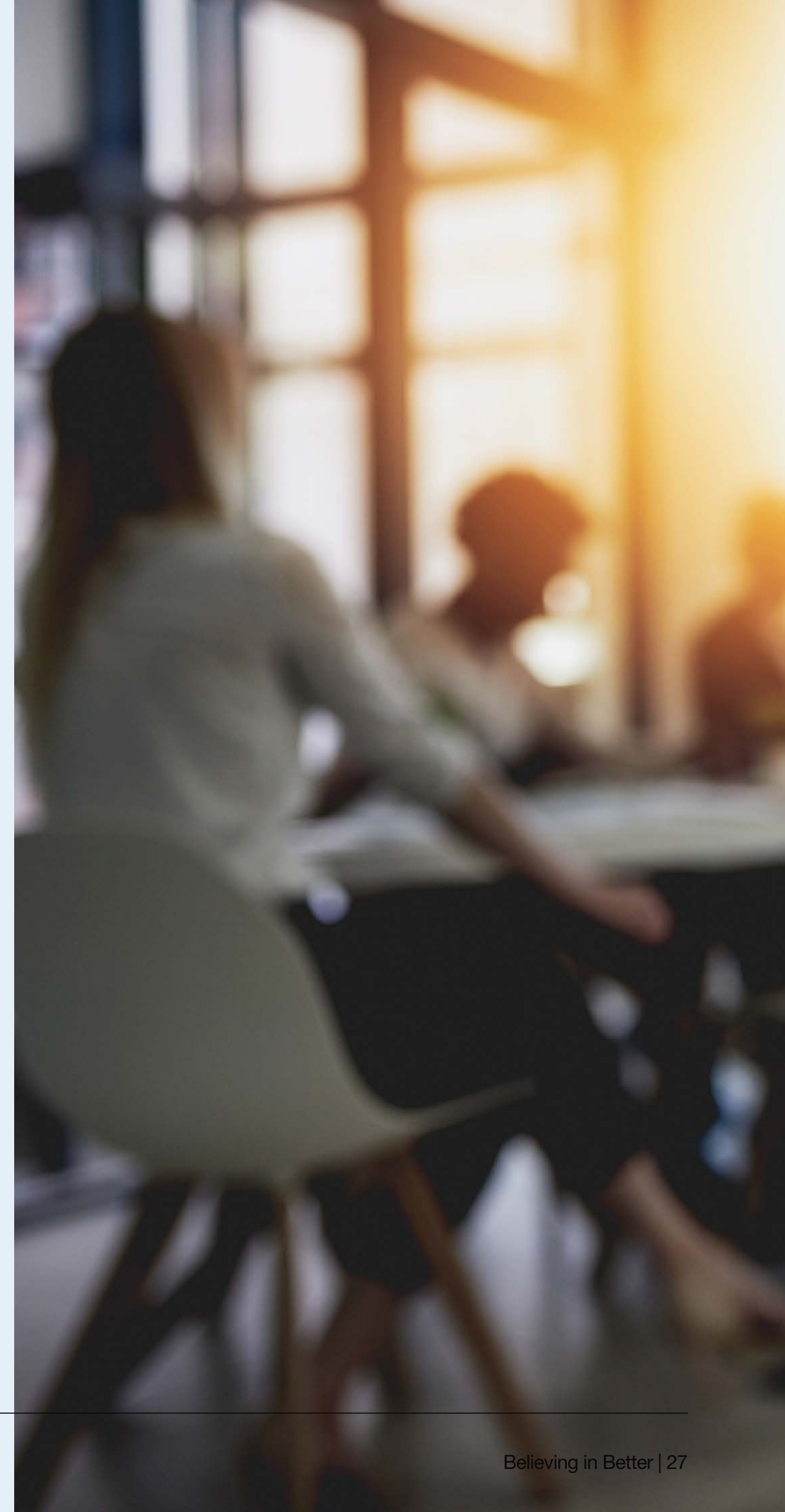
We continually review our supplier database for compliance, identifying new partners or those we may have paused purchasing from during the year. New suppliers undergo ESG due diligence through our onboarding Supplier Selection Questionnaire. For existing suppliers, regular onsite audits include detailed questions on sustainability.

In 2025, we streamlined our Responsible Sourcing process to focusing screening on new direct material suppliers. In total, 370 suppliers were screened and 2 were identified as being high risk. Both were audited and provided corrective actions. This shift in focus supports our move toward more stringent requirements for existing suppliers, including requiring top suppliers in higher-risk regions to provide third-party social audits beginning in 2026.

We also issue suppliers a Global Supplier Quality Manual that includes additional policies they must abide by.

Preparing for mandatory due diligence

The regulatory landscape around supply chain accountability is shifting. The UK Parliament’s Joint Committee on Human Rights has called for mandatory Human Rights and Environmental Due Diligence (mHREDD) legislation. We are well-positioned as our existing framework; the Supplier Code of Conduct, onsite audits, the Supplier Selection Questionnaire and the Modern Slavery and Human Trafficking policy – provides a strong foundation. We will continue to monitor legislative developments and adapt our practices to stay ahead of requirements.



Better Communities

We believe that our success as a business is inseparable from the health and vibrancy of the communities where we live and work.

Our approach is built on the principle that community investment should be led by the people closest to it. That is why our charity partnerships are chosen by our associates, our volunteering programme is self-directed, and our sponsorships are rooted in the towns and cities where our sites are based.

In 2025, our community strategy focused on three key areas: supporting local communities through charitable giving and volunteering, investing in education and future skills and using our industry position to promote inclusion and broaden opportunities.

BETTER COMMUNITIES IN NUMBERS

£72,000

This year, thanks to the fund raising efforts of our associates, we donated £72,000 to our charity partner, Young Lives vs Cancer, a wonderful charity that provides specialist support for children and young people battling cancer



20 years

How long we have been a community partner of Cheltenham Town FC, in 2025 we ran the 3rd Kit initiative, which featured our Charity Partner's name on the club shirt, proceeds of the 3rd kit sales raised £3,000



6,000+

The total number of volunteering hours available for all our associates in 2025. Our associates are members of the communities in which they live and we support the causes they care about by giving everyone one paid day off each year to volunteer



£1,000

Won by The Crypt Grammar School in our Sustainability competition for local schools at Cheltenham Science Festival. We are a sponsor of the Festival because our commitment to better communities extends into the classroom and in particular in the promotion of STEM subjects



Our charity partner: Young Lives vs Cancer

Each year, our associates vote to choose a charity partner for the business. This process ensures a genuine connection between our people and the cause we collectively support. In 2024, our associates chose Young Lives vs Cancer, a charity dedicated to helping children, young people and their families through cancer treatment and beyond.

What we achieved

We donated £72,000 to Young Lives vs Cancer, a significant £20,000 increase (38%) over the previous year. This was achieved through a year-long programme of events, team challenges and community activities across all three of our sites.

The scale of the increase reflects growing engagement. More associates participated, more ideas were generated, and the connection between the business and the cause strengthened throughout the year.

The £72,000 donated will cover up to 1,033 nights of free accommodation at one of the Young Lives vs Cancer's 'Homes from Home', where parents can stay close to their child during cancer treatment.

A key driver of this year's success was our 20-year partnership with Cheltenham Town FC (CTFC). As the club's longest-running sponsor for both the men's and women's teams, we believe in using our commercial relationship for social good.

Our collaborative Charity Kit Campaign turns football fans into active donors. By launching a limited-edition third kit, where £5 from every sale is donated to Young Lives vs Cancer, we raised an additional £3,000 through shirt sales and matchday fundraising. This initiative demonstrates how sport, community and social impact can work together for the greater good.

"This amazing campaign with Mira will hopefully drive and enhance awareness of the Young Lives vs Cancer charity and help raise much-needed money for children, young people and families facing cancer."

Luke Saunders, Commercial Manager, Cheltenham Town FC

"We were honoured to be selected as Mira Showers' Charity of the Year. We can't thank them enough for their incredible hard work and dedication to supporting children and young people with cancer."

Claire Tregunna, Fundraising Engagement Manager, Young Lives vs Cancer

Since 2022, Kohler Mira has made charitable donations totalling

£250,000

In 2025 Young Lives vs Cancer was our charity partner and we donated

£72,000

Length of partnership with Cheltenham Town FC

20 years

£3,000 was raised from the 3rd Kit charity initiative

£3,000

6,000+

volunteering hours available across the business each year.

“

“Huge thanks to the amazing team at Mira who came to help us with the ‘fence of forever’ at our Bembridge House service. You were all so lovely, professional and hardworking – the paintwork on the fence is brilliant, and you also managed to remove all the ivy! This was the first corporate volunteering day we’ve held in Swindon, so we’re really pleased that it was such a success.”

”

Gemma May, Community Integration Lead, Milestones Trust

The power of associate volunteering

We employ more than 760 people across the UK. These associates are not just employees – they are local community members. To support the causes they care about, we give everyone one paid day off each year to volunteer with a charity or group of their choice.

What our teams did in 2025

Cotswold Canals Trust

Our New Product Development team spent their day litter-picking along the canal towpaths managed by the Cotswold Canals Trust. The work directly supports the Trust’s restoration of the Stroudwater and Thames & Severn Canals, improving the environment for wildlife and the local community.

Norfolk Community Clean-up

Associates from our New Build, Social Housing, Sales, Marketing and Recoup teams came together in Norfolk for a community clean-up. The day brought colleagues from different parts of the business together around a shared local cause, strengthening working relationships and improving the community.

Bembridge House Garden Tidy

Our HR team spent their day tidying the garden at Swindon’s Bembridge House, a residential home run by Milestones Trust for people with learning disabilities, mental health needs and complex behavioural needs. The team’s efforts helped create a more welcoming outdoor space for residents and visitors.



Cheltenham Science Festival

Our commitment to better communities extends into the classroom. We believe that by investing in early-career talent and promoting STEM (Science, Technology, Engineering and Maths) education, we are building a more sustainable and innovative future for our industry.

Every year, we run a sustainability competition for local schools, challenging pupils to develop innovative product ideas that address real

environmental problems. In 2025, students from The Crypt Grammar School successfully pitched their concepts to a panel of Mira's design and engineering experts, an experience that develops presentation, collaborative working and design-thinking skills alongside sustainability awareness.

The school received a £1,000 cheque with additional prizes for the student team.

"The experience of pitching a product idea to industry experts in a formal setting is invaluable to pupils as they gain skills in presenting, designing, and collaboration."

Sarah John, Head of Physics, The Crypt Grammar School

"It is the industry's responsibility to provide opportunities for the next generation of innovators – to not only nurture an interest in STEM but to guarantee the longevity of the sector."

David Needham, Principal Designer, Mira Showers

Why this matters

There is an ongoing skills gap in the built environment sector. By engaging young people early, we help build awareness of engineering and sustainability as viable, exciting career paths. The Science Festival gives us a platform to do this in an authentic, hands-on way that goes beyond traditional classroom learning

Cheltenham Pride sponsorship

At Kohler Mira, 'Believing in Better' means advocating for a world where everyone can be their authentic selves. We have sponsored Cheltenham Pride since 2022, when our associate-led Proud Business Resource Group initiated the partnership.

Each year, we participate in the Pride celebrations: hosting a bathtub-themed photo booth (a nod to our industry), organising prize giveaways and taking part in the Pride March with associates from across the business.

The sponsorship sits within a broader year-round commitment. During Pride Month, our Proud BRG organises a calendar of events including keynote speakers, educational resources and charity fundraising. This is not a one-day activity – it is embedded into our culture throughout the year.

“We are a proudly inclusive, welcoming and supportive employer, and it’s important for us to be visible at events like this to show our support for the LGBTQIA+ community.”

Louise Palmer, Chair of Kohler’s UK Proud Business Resource Group



Better Workplace

Better Workplace is our commitment to doing business the right way by supporting our people through uncompromising ethics, strong governance and inclusive, responsible leadership. Since 2022, we have strengthened our approach to health, safety, wellbeing, development and inclusion, embedding these priorities into everyday operations across all our sites.

This year, we're placing greater emphasis on governance, ethical conduct and measurable impact. We are showing not just what we do, but also how responsibility is shared, tracked and embedded across leadership, teams and day-to-day operations. Our focus on safety, career development and inclusive leadership is the foundation of our growth. These practices foster a resilient culture where people stay, thrive and succeed. By investing in our people and the systems that support them, we are creating the conditions for sustainable growth for the business, our associates and the communities we proudly serve.



BETTER WORKPLACE IN NUMBERS

13.3 years

Average tenure of associates compared to industry average of 5.3 years. Better Workplace is our commitment to doing business the right way, by supporting our people through strong ethics, governance and inclusive, responsible leadership



85%

The number of associates that participated in our annual staff engagement survey, this is an improvement on last year. We listen and learn how to make a Better Workplace for all our associates inside and outside of work



200

The number of associates actively involved with one of our four Business Resource Groups (BRGs), which are a core part of our workplace governance, embedding inclusion and associate voices into decision-making



19

The number of early-career team members we welcomed in 2025. A combination of degree apprenticeships, standard apprenticeships, and year-long paid internships



Ethical business

We value transparency and build our brands on ethical integrity. In an industry where trust is earned through consistent, accountable behaviour, we hold ourselves to standards that go beyond mere compliance. Our associates, customers and partners expect nothing less.

Accountability in action

Our internal Ethical Code of Conduct is the foundation of our culture. It sets out how every associate is expected to fulfil their responsibilities, along with a clear remediation process for any type of misconduct or critical concern. Ethics, anti-bribery, and corruption training is compulsory for every associate each year. In the current reporting period, 100% of associates completed this mandatory training.

However, we recognise that a truly ethical workplace requires more than just a code; it requires an environment where associates feel safe to raise concerns.

Our anonymous Ethics Helpline is in place for associates to report any illegal or unethical behaviour. This information is available to associates online and there are posters publicising the helpline across sites.

In 2025, no reports of misconduct were received via the helpline. While this reflects a statistically positive period, we remain vigilant – continuously reviewing the accessibility of our reporting channels and ensuring a robust feedback loop.

Our annual financial audit, conducted by PwC, includes a rigorous investigation into corruption, fraud and anti-competitive behaviour. The 2025 audit concluded that no material ethical risks were present in our operations, reflecting our commitment to transparency and compliant business practices.

Governance oversight

ESG accountability is led by our Sustainability Steering Committee. This is chaired by our Operations Director and includes senior associates from departments across the business. The committee works under the guidance of the Executive Team, chaired by our Managing Director, Emma Foster, and reports directly to the group [Executive Committee].

[As the regulatory landscape evolves, we are proactively aligning with the UK Corporate Governance Code 2024 and emerging international standards.]



Equitable employer

A diverse workforce is more productive, innovative and resilient. In 2025, we accelerated our efforts to ensure a fair and equitable environment where gender does not determine opportunity or reward. Our strategy focuses on four pillars; our Women at Work Business Resource Group (see page 44), representative leadership, intentional hiring and supportive life-stage policies.

Engineering and Manufacturing associates make up a significant proportion of Kohler Mira's workforce. This sector remains male dominated in the UK. Due to this, there is a larger number of males in the most senior roles than females, which creates a gender pay gap.

We are playing our part in trying to change that to achieve a better gender balance. During the 2025 reporting period, we have continued to support the development of females into more senior roles, particularly in senior level management positions, which is showcased in the change in our upper pay quartile where our female representation has increased from 29% to 34% over the last 12 months.

This continued focus on female development and promotion has resulted in a positive five year trend where we have reduced the pay gap. In addition, Kohler Mira has been encouraging more females in education to consider STEAM subjects and careers to help close the gender pay gap in skills that are fundamental to our business success in the future.



Supporting every life stage: Menopause Guidance

In 2025, we transitioned from menopause awareness to menopause action by launching a workplace guidance note.

Career development and growth

An engaging, supportive workplace is at the core of a strong workforce. At Kohler Mira, we don't just offer jobs; we offer careers.

Our associates value what we have built together, and the numbers prove it. With an average tenure of 13.3 years, more than double the manufacturing sector average of 5.3 years, our people choose to stay and grow with us. This deep-rooted stability has fostered a unique culture, exemplified by our 'Quarter of a Century Club' for associates with 25+ years of experience. The group currently has 124 members who socialise together regularly.

75% of our workforce participates in regular performance and career development reviews. Within their individual development plans, associates outline their career paths, guided by a 70/20/10 model: 70% on-the-job learning, 20% formal coaching, and 10% formal learning of their choice.

Our leadership development training continued to evolve in 2025. The Bold Leader Programme included 14 leaders in 2025.

The People Leader Forum, which provides structured development for leaders at every stage, was expanded by 57% in 2025, bringing together 110 people leaders for quarterly networking, training and initiatives. -

Launched in 2025, was the New Leader Training Programme, which is a set of tactical training sessions designed to give new leaders the opportunity to learn about the tools and tasks they are expected to manage in their roles. All newly appointed leaders were enrolled on this programme, and it will continue in 2026.

"At Kohler Mira we believe that you never stop learning. Our focus on continuous development has ensured the knowledge and expertise of all our associates has kept pace with technological advances and business evolution. AI is the next technology our associates are enthusiastically embracing."

Hannah Bourne, HR Director, Kohler Mira

Reverse mentoring, introduced in 2024, continued in 2025 with nine executive pairings. Which pairs a senior leader with a colleague from a different background, race, gender, age, ability, skill set and educational experience. Working together in this way builds understanding, promotes inclusivity and creates a more equitable workplace.

Upskilling staff to meet demand

In 2025, two core operators within the production team have been upskilled to become reserve field service technicians. This has proved beneficial for associate development and for meeting workload demand, supporting shower installation and Rada work.



Staff Engagement Survey

Our Glint engagement survey achieved 85% participation in 2025, giving us a rich evidence base to identify strengths and areas for improvement.

Examples of initiatives launched due to feedback from the Glint Engagement survey include our partnership with Lyra Wellbeing offers all associates financial support and guidance, while Scottish Widows webinars have provided focused sessions on pensions and retirement planning.

The top strength was identified as respectful treatment, inclusion and manager effectiveness. Managers work with teams to create action plans at local level, giving associates the ability to provide feedback.

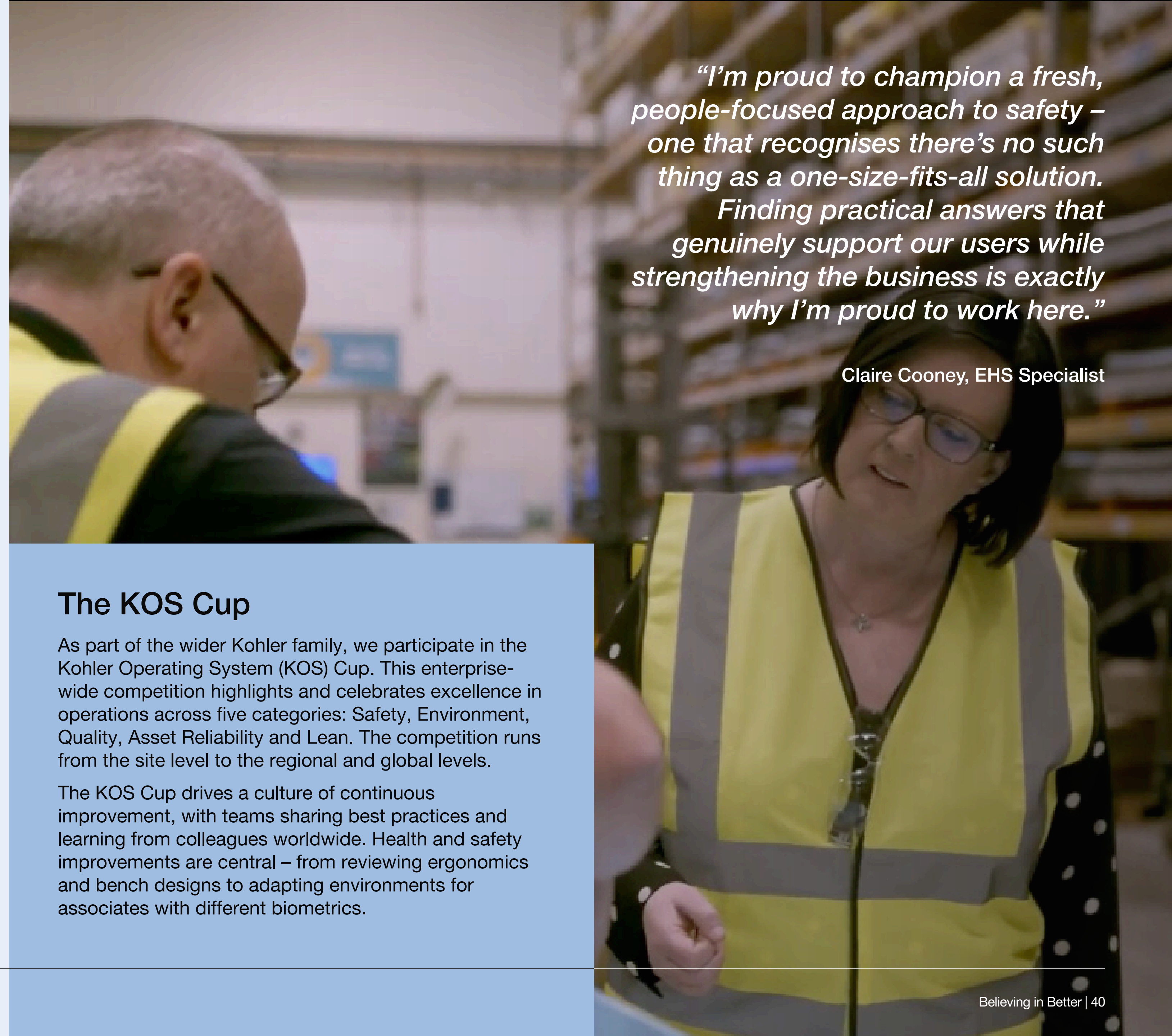


Health & Safety

A safe working environment is non-negotiable. Every associate deserves to come to work confident that their wellbeing is protected, and every leader has a responsibility to make that happen. We take a proactive approach, investing in training, systems and a culture where safety is everyone's business.

2025 marked the inaugural Safety Week – expanding what was previously a single Safety Day for our production team into a week-long programme engaging associates across all UK sites. The week included practical, hands-on activities designed to educate and empower:

- Over 300 associates entered our 'Serious 7 Hunt' competition, and more than 150 participated in a 'Spot the Hazard' activity.
- Over 100 people completed Display Screen Equipment (DSE) improvements, ensuring that our commitment to safety extended to the physical wellbeing of our office-based teams.
- We trained 14 new first aiders (16 received refresher training), six new evacuation chair operators and eight new fire marshals (64 received refresher training).



“I’m proud to champion a fresh, people-focused approach to safety – one that recognises there’s no such thing as a one-size-fits-all solution. Finding practical answers that genuinely support our users while strengthening the business is exactly why I’m proud to work here.”

Claire Cooney, EHS Specialist

The KOS Cup

As part of the wider Kohler family, we participate in the Kohler Operating System (KOS) Cup. This enterprise-wide competition highlights and celebrates excellence in operations across five categories: Safety, Environment, Quality, Asset Reliability and Lean. The competition runs from the site level to the regional and global levels.

The KOS Cup drives a culture of continuous improvement, with teams sharing best practices and learning from colleagues worldwide. Health and safety improvements are central – from reviewing ergonomics and bench designs to adapting environments for associates with different biometrics.

Mental health

We believe that a Better Workplace is one in which mental health is prioritised as much as physical safety. It is one of our top priorities. For us, it is about creating a nurturing environment where our people feel supported, heard and able to ask for help if they need it. For our 760 associates, wellbeing is supported by a robust framework of professional resources and creative community-building.

Mental Health First Aiders

In 2025, we trained 20 mental health first aiders across our three sites, bringing our total to 21. These first aiders are trained by Mental Health First Aid England to recognise the signs and symptoms of mental health problems, raise awareness, promote ethical behaviour and reduce stigma.

Employee Assistance Programme (EAP)

At the core of our associate support programme is our Employee Assistance Programme (EAP). Powered by LifeWorks, and delivered in collaboration with our partner ICAS, the EAP provides specialist 24/7 support for associates, who can discuss topics such as life, family and relationships, health and wellbeing, education, and work and career.

Spotlight: World Mental Health Day 2025 & ‘The Pallet Tones’

Mental Health Awareness Week in May focused on the importance of community and connection at work. We held a week-long programme of activities to help colleagues come together across teams and sites.

In October, to kick off World Mental Health Day, we held an ‘I Will Listen’ mental health awareness walk across each of our sites, with over 100 associates taking part in a lunchtime stroll to spark business-wide conversation about mental wellbeing.

We also marked World Mental Health Day by forming our workplace choir – The Pallet Tones – featuring 14 associates from our Mira Showers warehouse team, following a music therapy-inspired workshop. Supported by the music licensing company PPL PRS, the initiative demonstrated how music can help open conversations about mental health and strengthen a sense of belonging in the workplace.

“Music brings people together in a way that nothing else can. For these warehouse workers, the choir has become a safe space – somewhere they can switch off from the pressures of the day and connect with their colleagues on a completely different level.”

Marianne Rizkallah, Music Therapist

In the warehouse and logistics sector, especially, mental health challenges can go unrecognised, and at Kohler Mira, we are determined to change that. Through initiatives, like The Pallet Tones, we aim to highlight the importance of mental wellbeing, demonstrate the role of creativity in healthy workplaces and show how the power of music can motivate and connect people – benefiting both our colleagues and the business.

“What I’d tell somebody who’s contemplating setting up a choir in the workplace is to absolutely go for it. It’s one of those things that can feel daunting at first, but the satisfaction and achievement it brings is unmatched. When we sing together, the stress of the warehouse fades away. It reminds us that we are more than just our jobs.”

Paul Baker, Logistics Manager, Mira Showers



Early careers

At Kohler Mira, apprenticeships are part of our DNA. Our commitment to next-generation talent is more than a recruitment strategy; it is a long-term investment in the resilience of our industry and the prosperity of our local communities.

Our first apprentice programme started in 1960, and since then, hundreds of associates have entered the business this way, including our Managing Director, Emma Foster, and our Director of Operations, Matt Lawrence.

Investing in early careers is not just about filling roles; it is about building the future skills pipeline, strengthening employability in our local communities and passing on the knowledge that keeps our business going strong.

2025: A landmark intake year

We are not waiting for the future to happen; we are backing the generation that will build it. Our early careers programmes support training and career development through long established engineering and business pathways, as well as newer degree apprenticeships. By combining academic learning with hands on experience, we enable our apprentices to solve real supply chain challenges, test product prototypes, and launch digital campaigns.

In 2025, we welcomed 19 early-career team members. These programmes feature a combination of degree apprenticeships, standard apprenticeships, and year-long paid internships.

The growth and reputation of our degree apprenticeship pathway continue to attract exceptional talent. From a competitive pool of 458 applicants, we welcomed two new degree apprentices to our teams this year:

- Francesca, studying Supply Chain Leadership
- Imaan, studying Digital Marketing Management

Our impact in numbers

- 19 early career members in 2025
- 100% of apprentices that completed the programme were offered permanent roles in 2025.
- 92% of all apprentices have been offered a permanent role at Kohler Mira since 2020

This 92% retention rate is not just a statistic. It reflects the quality of our programmes and our genuine commitment to investing in everyone's development.

Industry recognition

The quality and reputation of our programmes were recognised in 2025 when we were named the winner of the Early Careers and Apprenticeship Outreach Award by Circle2Success. The submission was led by a team of early-career colleagues who shared their experiences and highlighted the programme's real impact across the business.



“

“My apprenticeship taught me how to build relationships across the whole business, from the factory floor to the Board of Directors. At Kohler Mira, apprentices are an essential part of our makeup. My advice to anyone starting out is to ensure the business wants you as much as you want them – here, we invest deeply in your development because we want you to stay and lead. You’ll find ex-apprentices working throughout the business here, including a large number who, over time, have progressed to a board-level role.”

”

Matt Lawrence, 1995 Apprentice and now our Director of Operations

“

“This award is especially meaningful as it recognises the strength of both our early careers programme and the people who bring it to life.”

”

Will Baker, Early Careers Team, Kohler Mira

Business Resource Groups

Our Business Resource Groups (BRGs) are a core part of our workplace governance, embedding inclusion and associate voices into decision-making. Led by associates, they bring together like-minded individuals to build community, create a voice for traditionally underrepresented people and drive meaningful change.

In 2025, our BRGs shifted from primarily building community groups to becoming mechanisms for business impact – influencing product development, shaping policy and driving tangible outcomes.

4 active BRGs: Women at Work, PROUD, Bold Ability and REACH

4

Approximately 200 associates are actively engaged across all groups

200

Each group has its own leadership, ensuring associate-led insights are shared at the Board level

Women at Work: Empowering voice, driving innovation

Women at Work is our largest BRG, with 73 active members across the business. In 2025, the group prioritised driving real business impact. Members got involved in product development, championed inclusive practices and built partnerships that extend our influence beyond the company.

Members partnered with our Industrial Design teams to make shower testing environments more inclusive, leading to wider participation in trials. They also introduced third-party experts, including trichologists and dermatologists, to ensure product design accounts for a broader range of hair and skin needs.

Empowering the community

The team has successfully championed inclusive practices and partnerships, extending their influence locally and globally. Key initiatives and events from the past year highlight this expanding reach and commitment to associate wellbeing:

- The 'Hey Girls' initiative successfully rolled out free, sustainable menstrual hygiene products across all UK sites to remove barriers to comfort and dignity in the workplace.
- Managing Director Emma Foster was appointed as the new Global Executive Co-Sponsor to help guide the group's strategic direction.
- Through membership in the Coalition in Construction (CIC), Women at Work is extending Kohler Mira's influence by contributing to conversations that drive equity across the wider construction and engineering sectors.
- International Women's Day featured a talk by social entrepreneur and computer scientist Anne-Marie Imafidon to mark Women in Engineering Day. The event reached beyond the business, engaging with local schoolchildren to educate them about careers in STEM.



Bold Ability: Setting the standard for inclusivity

Bold Ability is our BRG for associates with disabilities and the people who support them. Relunched in 2024, the group is dedicated to making Kohler Mira an environment where every associate – whether impacted by visible or invisible disabilities, from birth or through life events – can thrive without barriers.

In 2025, Bold Ability moved from building awareness to active education, ensuring that disability inclusion is a shared responsibility.

We marked Neurodiversity Week in March and World Autism Day in April with a business-wide educational campaign. Our members hoisted flags and wore blue to celebrate the unique perspectives our neurodivergent associates bring to our business.



“

“Our big ambition this year is to grow our collective understanding of disability, particularly invisible disabilities, and think about how we can all be better allies for each other. We also aim to identify changes we can make to set the standard for inclusivity and make a meaningful difference.”

”

Chris Cook, Hull Plant Manager and
Bold Ability Lead

REACH: Widening the circle of inclusion

In 2025, we reached a significant milestone in our journey toward ethnic and cultural equity with the evolution of our Black Catalyst BRG into REACH – representing Race, Ethnicity and Cultural Heritage. It marks a deliberate widening of our scope, moving from a group focused on a single community to a platform that celebrates the full spectrum of cultural and ethnic diversity across our workforce.

REACH is now anchored by three strategic pillars: educating the business on cultural nuances, tackling inequality, and widening participation in STEAM (Science, Technology, Engineering, Arts and Mathematics) for individuals from underrepresented backgrounds.

We officially relaunched REACH on World Friendship Day. The event combined celebration with purpose, featuring cultural bingo and treats to introduce the new leadership team, while successfully raising funds for our chosen charity partner, Young Lives vs Cancer.

REACH is at an earlier stage of maturity than our other BRGs. This year, we will support the group in moving from awareness-raising to delivering measurable impact and ensure it has the resources and leadership backing it requires.



Proud: Cultivating authentic identity

Proud is our LGBTQ+ BRG, dedicated to ensuring that every one of our associates can bring their authentic self to work. It supports our Better Communities pillar, reflecting our belief that diverse perspectives fuel innovation and help create a workplace where everyone feels seen, heard and valued.

Launched in May 2022 by five founding associates, the group has grown year-on-year. It has become a vital driver of visibility, allyship and community connection.

Over the past three years, Proud has actively represented Kohler Mira at Pride in Gloucester and Pride in Cheltenham by marching, volunteering and engaging with the local community.

In 2025, Proud transitioned from local participation to a multi-site advocacy model, strengthening the bond between our workplace and the wider LGBTQ+ community.

- Strategic education: The group developed and delivered comprehensive LGBTQ+ Education Packs specifically for the Executive team. This top-down educational approach ensures that inclusive governance is informed by our associates' lived experiences.
- Community presence: Having established a strong legacy at Gloucester Pride over the last three years, Proud expanded its 2025 reach. The group successfully organised marching contingents and community stalls at Cheltenham Pride, with plans finalised to extend this presence to Worcester and Hull Pride in 2026.
- Internal Engagement: Pride Month was marked by a 'calendar of connection,' including a Pride-themed community lunch and a digital photo booth activation. This initiative saw associates participate, raising visibility and fostering a culture where "We Stand Together" is a daily reality, not just a theme.



“

“After setting up the BRG, our biggest task was delivering meaningful activity for Pride Month with less than a month to plan. Today, we are growing in members every year and shifting our focus toward deep education and broader community impact. Our goal for 2025/26 is to ensure our presence is felt across every community where Kohler Mira operates.”

”

Louise Palmer, Engineer and Proud BRG Lead

The group has set clear ambitions for the year ahead, including deeper partnerships with external organisations and increased engagement across all our sites

Conclusion

Kohler Mira's ESG journey is centred around a belief that runs through the business – “Believing in Better”.

In 2025, we continued to strengthen how we turn our strategy into delivery - embedding ESG across our operations, our products and our partnerships, and improving the quality of the data we use to measure what matters most.

There is still more to do. The largest share of our impact sits beyond our operational footprint, and the transition to a lower carbon, more water efficient built environment will only happen through collaboration - across industry, government, supply chains and customers. We will continue to use our voice and our engineering capability to help shape practical solutions, from better standards and better data, to products that deliver real world impact in homes and buildings.

Looking ahead

Over the coming year, we will focus on the areas where we can deliver the most material impact - driving down emissions across our value chain, strengthening responsible sourcing, expanding inclusive workplace practices, and scaling products and services that reduce hot-water energy demand.

- Deliver Net Zero progress: maintain momentum against our Scope 1 & 2 Net Zero by 2035 ambition through continued efficiency, clean energy and decarbonisation initiatives.
- Reduce value-chain emissions: improve Scope 3 data quality, supplier engagement and product-use insights to target the biggest sources of impact.
- Design for impact: embed lifecycle thinking into every new product launch and increase transparency through ongoing product environmental reporting.
- Partner for community value: build on associate-led community engagement and long-term partnerships to deliver measurable, sustained social impact.
- Invest in people and culture: continue strengthening safety, wellbeing, learning and inclusion. To ensure our workplace remains resilient, supportive and high-performing.

Thank you to our customers, associates, partners and communities for your support. We welcome feedback on this report and will continue to share progress, openly and transparently, as we keep investing in the programmes, innovation and partnerships needed to make Net Zero a reality for Kohler Mira UK by 2035. We have achieved a great deal in the last three years, and we are committed to achieving much more in the decade ahead.



Appendix

GRI Index

GRI Standards Used

- GRI 1: Foundation 2021
 - GRI 2: General Disclosures 2021
 - GRI 3: Material Topics 2021
-

GRI Content Index

1. General Disclosures (GRI 2: 2021)

GRI Disclosure	Description	Location in Report
2-1	Organisational details	About Kohler Mira
2-2	Entities included in reporting	About Kohler Mira
2-3	Reporting period, frequency and contact point	Executive Summary / Appendix
2-4	Restatements of information	Scope 3 methodology section
2-5	External assurance	Appendix (TBC)
2-6	Activities, value chain and other business relationships	About Kohler Mira / Scope 3
2-7	Employees	Better Workplace

GRI Disclosure	Description	Location in Report
2-9	Governance structure and composition	Governance Oversight
2-12	Role of highest governance body in overseeing impacts	Governance Oversight
2-13	Delegation of responsibility for managing impacts	Governance Oversight
2-14	Role of highest governance body in sustainability reporting	Governance Oversight
2-16	Communication of critical concerns	Ethics Helpline
2-22	Statement on sustainable development strategy	Managing Director Foreword
2-23	Policy commitments	Sustainability Strategy
2-24	Embedding policy commitments	Ethical Business / Supply Chain
2-26	Mechanisms for seeking advice and raising concerns	Ethics Helpline
2-27	Compliance with laws and regulations	Ethical Business
2-28	Membership associations	Industry Engagement / Partnerships
2-29	Approach to stakeholder engagement	Community / Podcast / Partnerships

2. Material Topics (GRI 3: 2021)

GRI Disclosure	Description	Location in Report
3-1	Process to determine material topics	Sustainability Strategy
3-2	List of material topics	ESG Pillars (Better Planet, Lives, Workplace, Communities)
3-3	Management of material topics	Throughout report by pillar

3. Topic-Specific Disclosures

Climate & Emissions

GRI Standard	Disclosure	Location in Report
GRI 305: Emissions 2016	305-1 Scope 1 emissions	Greenhouse Gas Emissions
GRI 305: Emissions 2016	305-2 Scope 2 emissions	Greenhouse Gas Emissions
GRI 305: Emissions 2016	305-3 Scope 3 emissions	Scope 3 section
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Impact at a Glance

Energy

GRI Standard	Disclosure	Location in Report
GRI 302: Energy 2016	302-1 Energy consumption within organisation	Energy / Solar sections
GRI 302: Energy 2016	302-4 Reduction in energy consumption	Energy efficiency narrative

Water & Stewardship

GRI Standard	Disclosure	Location in Report
GRI 303: Water 2018	303-1 Interactions with water as a shared resource	Water Efficiency & Stewardship
GRI 303: Water 2018	303-5 Water consumption	Water Efficiency (partial disclosure)

Waste & Circularity

GRI Standard	Disclosure	Location in Report
GRI 306: Waste 2020	306-3 Waste generated	Waste Minimisation section
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Recycling data
GRI 306: Waste 2020	306-5 Waste directed to disposal	Waste to Energy / landfill

Employment, Health & Safety

GRI Standard	Disclosure	Location in Report
GRI 401: Employment 2016	401-1 New employee hires and turnover	Better Workplace
GRI 403: Health & Safety 2018	403-1 Occupational health & safety management system	Health & Safety
GRI 403: Health & Safety 2018	403-5 Worker training on health & safety	Safety Week / Training

Training & Development

GRI Standard	Disclosure	Location in Report
GRI 404: Training & Education 2016	404-1 Average hours of training	Learning & Development / SCSS
GRI 404: Training & Education 2016	404-2 Programmes for upgrading skills	Training programmes

Diversity, Equity & Inclusion

GRI Standard	Disclosure	Location in Report
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity & Inclusion
GRI 405: Diversity & Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration	Gender Pay Gap

Local Communities

GRI Standard	Disclosure	Location in Report
GRI 413: Local Communities 2016	413-1 Operations with local community engagement	Better Communities

Supply Chain & Responsible Sourcing

GRI Standard	Disclosure	Location in Report
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria	Ethical Supply Chain
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened using social criteria	Ethical Supply Chain

Ethics & Anti-Corruption

GRI Standard	Disclosure	Location in Report
GRI 205: Anti-corruption 2016	205-2 Communication and training on anti-corruption policies	Ethical Business
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption	Ethics Helpline (no reported incidents)

Our Policies and Guidelines

- Adoption leave policy
- Annual leave policy
- Anti-Bribery Policy
- Associate referral
- Attendance at work – travel disruption policy
- Bereavement policy
- Car Parking policy
- Career Break policy
- Company related events policy
- Conflict of Interest
- DE&I Policy
- Environmental Policy Statement
- Ethical code of conduct
- EV Salary Sacrifice – Car Policy
- External education policy
- Fair Employment Practices Policy
- Flexible Working Policy and Procedure
- Gifts and Corporate Hospitality Policy & Procedure
- Hazard Communications
- International assignment policy
- Long service policy
- Maternity Booklet
- Maternity Leave Policy & Procedure
- Menopause Policy
- Overtime policy
- Parental leave policy
- Paternity Booklet
- Paternity Leave Policy & Procedure
- Respectful Workplace Policy
- Safety Handbook
- Safety Policy Statement
- Sexual Harassment Policy
- Shared Parental Leave Policy
- Stewardship & Community Policy
- Stewardship – Community Policy & Procedure
- Supplier Code of Conduct
- Time off for dependants' policy
- Time off for public duties policy
- UK Modern Slavery Statement



ⁱ Department for Energy Security & Net Zero – UK Greenhouse Gas Emissions, Final Figures, February 2026

ⁱⁱ Department for Energy Security & Net Zero – Domestic hot-water use, March 2024

ⁱⁱⁱ

^{iv} HYPERLINK \l “_ednref3”[iii] University of Surrey – Changing shower and toilet habits could help close England’s 5 billion litre water gap, 19 March 2026
University of Cambridge – <https://www.ciip.group.cam.ac.uk/reports-and-articles/women-in-manufacturing-report-2025/>, 22 October 2025

^v National Energy System Operator – Britain’s Energy Explained: 2025 Review

^{vi} Department for Energy & Climate Change – UK Energy Statistics 2015

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