
KOHLER®
Building
Resilience
2025 Global Impact Report



The Components® bathroom sink faucet features a water-saving design and is WaterSense®-certified.

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On the cover:
The Farmstead® cast iron sink is made of over 80% recycled content and endures for generations while the Artifacts® kitchen faucet features a water-saving design with flow rate of 1.2 gallons (4.5 liters) per minute.

Advancing With Innovation, Creativity, and Resilience

In a year of complex and changing global realities, our company advanced by creating products and experiences that delight and endure, not only for immediate needs but with future generations in mind.

That certainly isn't a new approach for us, but 2025 reinforced how important living and working to fulfill our mission is and the impact it can have on our stakeholders.

Helping people live gracious, healthy, and sustainable lives requires us to not only drive creativity and innovation but also draw on trends, data, and associate insights to make improvements that will achieve our mission.

And as a leading global company, we have both the opportunity and responsibility to make wide-reaching impact by customizing our efforts at local and regional levels, so the impact is realized and meaningful.

Whether those impacts are achieved through investing in water savings, creating products that last, sourcing responsibly, bringing more education and transparency to our customers, or collaborating with influencers and partners to amplify our mission, Kohler is committed to what endures and the belief that our best can always be better for generations to come.



David Kohler
Chair and CEO, Kohler Co.



Building Resilience

Resilience grows from relationships with ecosystems, communities, associates, customers, suppliers, and the systems that connect them. This report shows how investing across our value chain allows us to deliver on our sustainable living mission: to create products and experiences that help people live more sustainable lives while building a future that enhances nature—because what we make and how we make it matters.

Key Sections in This Report

Grounding Our Decisions

Our people, places, relationships, and mindsets directly impact our decisions and our products.

This section introduces four foundational tenets that influence innovation and guide strategy.

Improving Systems

Investing in systems-level solutions allows us to scale impact.

This section explains how we're adapting operations to meet real-world constraints around the globe.

Building Trust

Transparency builds trust.

This section shows how clear reporting, measurable progress, and third-party verifications enable informed buying decisions.

Sustaining Impact

Meaningful partnerships foster long-term resilience.

This section highlights our continued investments in innovation, community impact, and art.



Kohler associates inspect an Artist Editions® sink for product quality.

In This Report

This report covers data from January 1 to December 31, 2025, for our operations in 28 countries and highlights the dedication of nearly 28,000 associates across 34 countries. For context, we've included three years of data when available. The boundary for the 2025 reporting period includes all sites and subsidiaries under Kohler Co.'s operational control, unless otherwise noted.* Newly acquired entities are integrated within two years of acquisition.

Kohler is committed to transparency, accountability, and annual communication of our sustainability initiatives. We continuously work to improve how we collect and analyze this data to align with industry best practices. To the extent we may need to make any corrections, we will do so in future reports. Operational greenhouse gas, water, and waste metrics have been recalculated for 2023. Additional scope and methodology notes are in the Appendix.

This report was prepared with reference to the Global Reporting Initiative (GRI) Standards, and select environmental data has been third-party assured in partnership with PwC. The GRI Content Index, management assertion, assurance statement, and additional information about our partnerships are linked in this report's accompanying Appendix.

Thank you for joining us on this journey.

*Excluding owned sites operated by a third party and leased sites where the building owner procures food and beverage items.

Remapping Our Road to Progress

At Kohler, we've been adapting to changing needs around us since the very beginning. From transforming farm equipment into bathtubs in the nineteenth century and pioneering water-saving toilets and showers in the twentieth century to redefining low-flow, high-performance technology and aesthetics in the twenty-first century, we continue to push ahead.

This year, we're introducing a more focused approach to sustainable living, because we believe we can do better. We revisited our 2008 and 2035 goals and found that our corporate-wide targets did not always consider regional differences in water stress, energy systems, infrastructure, technology, and market conditions. This broad approach limited opportunities for impact.



In response, we took a hard look at how we define progress. We shifted from universal net-zero and waste goals to more specific, measurable targets grounded in the realities of the regions where we operate. This shift reflects a more precise commitment—one built to perform across geographies and endure over time.

As we move forward, I am also entering a new chapter in my journey at Kohler. After many years leading our sustainability efforts, I am transitioning to the role of Global Business Ambassador for Kohler. I will continue championing our mission, amplifying our partnerships, and advocating for the work that matters so deeply to me and to our company. I am thankful to the many Kohler associates who help bring our mission to life and to the communities worldwide where that work made a difference. Representing Kohler alongside others who believe business can be a force for good has been a privilege.

Oversight of Kohler's sustainability initiatives will now be led by Heath Holtz, Chief Operations, Supply Chain, and Sustainability Officer. Heath brings deep expertise, steady leadership, and a genuine commitment to our values, ensuring Kohler's sustainability legacy endures. I have great confidence and pride in the future of sustainable living at Kohler.



Laura Kohler
Global Business Ambassador, Kohler Co.

2035 Goals

50% reduction in Scope 1 & 2 (market-based) greenhouse gas emissions
from 2018 baseline

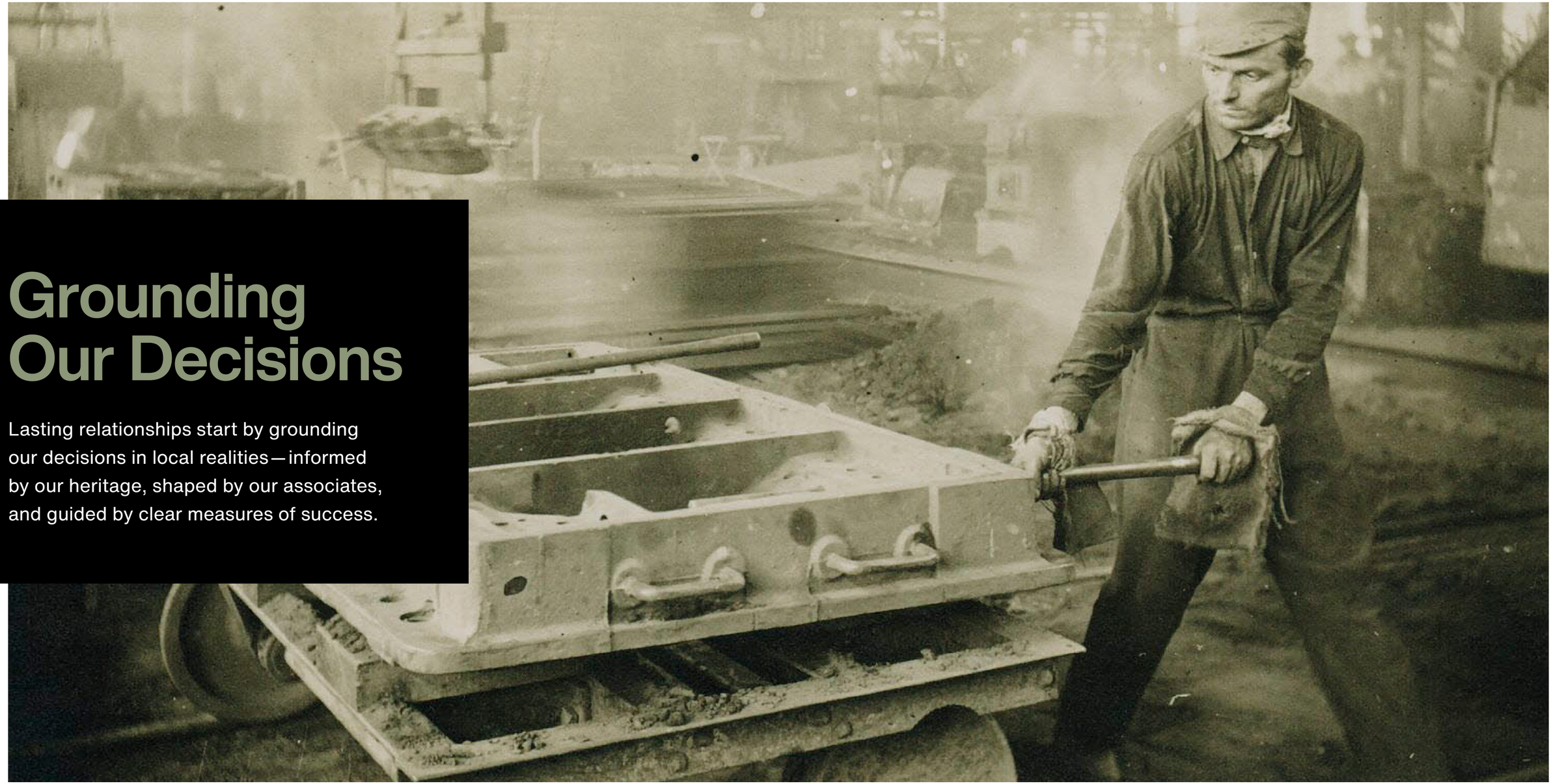
100% carbon-free electricity across our manufacturing operations
based on our annual consumption

50% reduction in freshwater intake
from 2018 baseline

6.2 million cubic meters of water restored
in four high-risk regions

Grounding Our Decisions

Lasting relationships start by grounding our decisions in local realities—informed by our heritage, shaped by our associates, and guided by clear measures of success.



In 1873 John Michael Kohler's cast-iron foundry laid the groundwork for what would become Kohler Co. A foundry worker, seen here hauling product molds, forged both durable products and the company's enduring strength.

Grounding Our Decisions

Place Shapes Purpose

Each region where we operate has its own infrastructure, regulations, risks, and community priorities. From watersheds to recycling systems, no two are the same, so we tailor water, energy, packaging, and community stewardship strategies accordingly and focus on our highest risk and priority locations. We build resilience by strengthening our relationships with people and partners in the places where we operate.



KOHLER.



A KOHLER WasteLAB™ team member preparing to press a new batch of tile.

Grounding Our Decisions

People Inspire Decisions

Our associates are at the root of our solutions. Their unique perspectives, experiences, and creativity help shape our actions, enabling us to deliver positive change and build stronger relationships.

Sustainability is woven into our daily decisions through our global Sustainability Champions who drive initiatives across all functions. These associates apply their expertise to align our mission, strategic priorities, financial planning, product design, and storytelling to position our business and products to endure.

Sustainability Champions Drive Continuous Improvement

Since 2009, our Sustainability Champions program has encouraged associates to integrate sustainability into their daily work. The program spans 24 countries and activates over 1,100 associates through quarterly meetings, resources, trainings, and connections to inspire action and collaborate on solutions. Sustainability Champions represent functions across Kohler and collectively drive impact through daily decision making.

2025 Sustainability Champions Global Highlights

Advancing Circularity in Ceramic Manufacturing

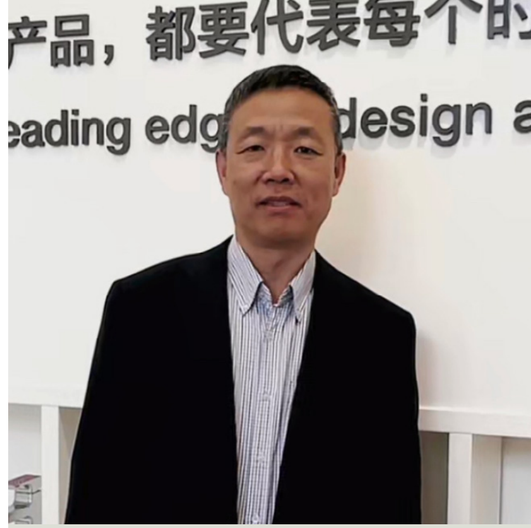
At our vitreous china plant in Jhagadia, India, the Operations team installed a ceramic crushing unit that enables the reuse of cull material, diverting 50,000 tons annually.

Reducing Hazardous Waste Through Process Optimization

At our faucet plant and foundry in Nanchang, China, the Operations team reduced 136 tons of hazardous waste per year by optimizing the use of oil-based cutting fluids and hazardous-vapor control systems.

Enabling Carbon-Positive Hospitality Through Sustainable Design

In Denver, Colorado, the Sales team supported the opening of the Populus Hotel—the first carbon-positive hotel in the U.S.—by equipping the property with KOHLER® sustainable products.



Having six of our factories certified as Green Factories in China shows what's possible when we commit to doing better. It's proof that sustainability isn't just a goal here, it's who we are.

Junhui Zhang

Senior Director – Operations, China
Beijing, China

Creativity Is at Our Core

Kohler was built by creators, inventors, and visionaries with a long history of supporting the arts. We believe art energizes public spaces, enriches communities, stimulates conversation, and inspires creativity. Inherently, artists see the world differently. By inviting artists into our factories, we gain new ways of thinking, push the capabilities of our materials, and provide a creative outlet for our associates. This fosters an environment where innovation and resiliency remain core to product design and performance.

Art as Inspiration

Since 1974, we've hosted the Arts/Industry residency program in partnership with the John Michael Kohler Arts Center. This juried, highly competitive program received 750 applications for 12 spots in 2025.

Every year, those 12 artists use studio space in our Pottery or Foundry in Kohler, Wisconsin. Over three months, they create works of art with the same materials, processes, and equipment we use to make our products, including ceramic, cast iron, and brass. Throughout the residencies, Kohler associates share their technical knowledge. They teach the artists to work with materials, glazes, and surface treatments from our manufacturing settings.

This cooperative partnership benefits both artists and associates by bringing together diverse perspectives around design, artistry, innovation, and craftsmanship. After the residency, each artist donates one piece to the John Michael Kohler Arts Center and one piece to Kohler Co.'s art collection. Kohler Co. prioritizes displaying this artwork in its collection for public view.



Eun-Ha Paek, a 2025 Pottery resident, glazing a slip-cast figurative sculpture made of vitreous china.



Margaret Jacobs, a 2025 Foundry resident, working on a large antler mold.



Tanda Francis, a 2025 Foundry resident, holding a wax model that will be used to make a mold for cast iron.

Celebrating the 40th Anniversary of Artist Editions®

The KOHLER® Artist Editions collection takes our partnership between art and manufacturing one step further, providing a curated collection of products that bring art into everyday spaces.

The idea for Artist Editions products began when Herbert V. Kohler, Jr., walking the factory floor, was inspired by the sculptural work of Karen Thuesen Massaro and Jan Axel—sparking a vision to transform one-of-a-kind artistic explorations into a new kind of bath product.

Over the last 40 years, we have developed 118 Artist Editions products, inviting customers to bring art into everyday spaces. Currently, we offer 70 Artist Editions products made from ceramic, glass, bronze, stone, or metal. We are proud to include WasteLAB™ Vox Sinks and Derring® sinks in the new Pearlized artisanal finish in the lineup.



Serpentine sinks

Designed by Jan Axel

Launched in 1985, the Serpentine collection drew inspiration from movement and transformation of light and the juxtaposition of light captured in shadow.

As a two-time Arts/Industry Pottery resident (1979 and 1981), Jan Axel was hired by Kohler in 1983 as the Program Director for Limited Editions, a role that eventually encompassed Artist Editions. She is pictured here in the Kohler Pottery in 1981.



Dutchmaster sinks

Designed by Ashley Woodson Bailey

The KOHLER Dutchmaster collection captures the movement and lush beauty of flowers, bringing bold artistic photography to the bathroom sink. Kohler collaborated with “florography” artist Ashley Woodson Bailey to create exquisite floral compositions, inspired by the dramatic chiaroscuro painting style of the seventeenth century.

Explore Dutchmaster sinks >



Briolette™ sink

Designed by Dana Morales

The Briolette sink embodies the wonder of glass Artist Editions products. Crafted by hand, each piece shines with subtle variations. As Kohler Co. industrial designer Dana Morales describes them, they are “one-of-a-kind products that tell your story.”

View the Briolette sink >

Measuring Matters



Clear data allows clear communication and transparency. By evaluating impacts across our global facilities when ideas take shape, we ensure sustainability is a part of the decision-making process, not an afterthought.

Impact Measurement for Our Customers

Sustainable living for our customers requires transparency around measurements of product environmental impact and material composition. Through our offerings of Environmental Product Declarations (EPDs) and Declare labels, we're measuring what matters and helping our customers shop based on their own values.

Reconfiguring Our Design for the Environment (DfE) Program

In place since 2016, our DfE program encourages associates to consider the full impact of a product or process and to make decisions that can reduce the environmental impact in the product life cycle. As we look ahead to 2026, we're reconfiguring this process to drive continued clarity in the data that backs our decisions. This effort requires collaboration between procurement, product design and engineering, manufacturing, transportation, and packaging. By better understanding the environmental impacts of products and processes, we can make more informed design decisions that align with our new goals.

Investing in a Sustainable Future

In 2025 we launched a cross-functional initiative to better understand the environmental impacts and tradeoffs of capital investments. We developed and implemented a formal process for calculating anticipated impacts on Scope 1 and 2 greenhouse gas (GHG) emissions, water consumption, and waste generation. Throughout the year, we calculated sustainability impacts for 80 existing capital projects.

In 2026 we are building a road map to identify and calculate the environmental impacts of capital projects within a qualifying threshold. Through quantifying the environmental impact of our financial decisions and building a framework to incorporate this data in our capital planning, we weigh business opportunity and long-term resilience in decision-making.

Improving Systems

Strong solutions can emerge anywhere. Our responsibility is to scale them. Through shared data and connected systems, we can build adaptive systems to deliver reliable products people can depend on.



Empowering People

Innovation sparks when people truly work together. That's why we've established formal networks across our operations, giving associates the freedom to learn from what's working well, build on early wins, and avoid solving the same problems twice. When something works in one area, we look for ways to expand its impact.

A Global Network of Impact

In 2025 our Operations & Supply Chain Leadership Team launched Workplace Experience (WE) teams at 35 manufacturing sites worldwide. WE teams are cross-functional and reflect the unique workforce needs of each location with support from management and executive leadership. Through these teams, associates collaborate on solutions that add business value and share these successes with other sites.

WE teams strengthen our culture, elevate engagement, and improve retention—ultimately creating a place for our associates to stay, grow, and thrive. By providing pathways to contribute to business performance and culture, these teams empower associates to improve the daily experience of fellow colleagues, drive lasting change, and directly strengthen our business.

2025 WE Teams Impacts

- The Safety Committee in Nanchang, China, hosted an Occupational Health and Safety week for 873 associates that combined training with idea generation for improved safety
- The Stewardship Committee in Huntsville, Alabama, increased recorded volunteer hours from 24 hours in 2024 to 1,000 hours in 2025 by mobilizing associates to action with local partnerships
- For Kohler's Month of Water, our India Operations teams and WE teams conducted a water audit and identified 25 improvement opportunities that will save 264,000 gallons (999,349 liters) of water annually

2025 WE Teams Highlights

5
committees
- Communications
- Environmental, Health, and Safety, Sustainability, and Well-Being
- Stewardship
- Workplace Environment
- Culture and Events

35
facilities

800+
associates

1,100+
projects



"When associates invest their time in service, they don't just add hours; they add impact. Every volunteer moment strengthens our culture, our community, and the purpose behind the work we do."

Michael Johnson

Manager – Warehousing & Inventory Control
Huntsville, Alabama, U.S.A.

Setting Terms Upstream

We believe it's important to pursue transparency around the resources and labor conditions that contribute to KOHLER® products. Our Supplier Code of Conduct establishes baseline ethical, labor, and human rights expectations for all suppliers. Our Supplier Sustainability Policy builds on that with time-bound environmental expectations.



Embedding Sustainability in Strategic Sourcing Decisions

In 2025 we updated our Global Procurement Policy Manual to explicitly integrate sustainability into our sourcing governance. During competitive bidding, our teams use Sustainability Impact Statements for each supplier and product to assess carbon, water, and waste impacts and inform supplier selection. These statements help teams prioritize suppliers with lower overall environmental impact.

This approach ensures sourcing decisions align with the areas of greatest impact in our value chain. Two categories account for approximately 80% of our Scope 3 greenhouse gas emissions. They are Category 1: Purchased Goods and Services and Category 11: Use of Sold Products. Both remain a central focus of our emission reduction efforts.

610
supplier bids screened for environmental impacts

224
buyers trained in sustainable procurement topics

91%
of top suppliers signed the Kohler Supplier Sustainability Policy implemented in late 2024



Improving Systems

Scaling for Success

By building system-level programs, we're helping ideas, data, and solutions move more efficiently across sites. Successful practices at one location can be swiftly adopted worldwide to compound impact and drive continuous improvement and transparency. When addressing challenges, we're pursuing solutions that scale.

A Facility-Level Certification Approach Scales Life Cycle Assessments (LCA) and Environmental Product Declarations (EPD)

The typical approach to LCAs and EPDs is to build them at the product level, a process that can take months. During the last four years, our teams have seen a growing demand for product transparency. We are working with stakeholders to understand market requirements and inputs to assess which EPDs will provide value.

In 2025 our continued focus on facility-level LCAs allowed us to generate EPDs on demand to meet rising global green building and certification expectations.

By the end of 2025, we published LCAs for five faucet manufacturing facilities across the U.S., China, and India, as well as five vitreous china manufacturing facilities in Mexico, Thailand, and India. Together, these facilities produced 60 new EPDs in 2025, increasing our total to 134 active EPDs.

Our work in 2025 marked an important step in expanding our capability to meet customer needs for product transparency. In 2026 we are continuing our focus on including LCAs across multiple regions, covering product categories like faucets, vitreous china, and acrylic.

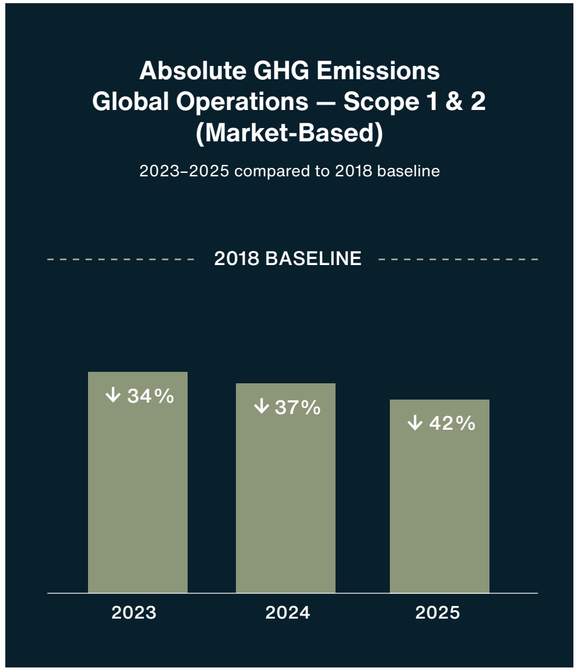
Driving Down Operational GHG Emissions

Energy resilience protects our operations and the communities where we work. By improving efficiency and shifting fuels, we reduce operating costs while lowering environmental impact.

We are committed to achieving a 50% reduction in Scope 1 and Scope 2 (market-based) greenhouse gas (GHG) emissions from our 2018 baseline by 2035.

In 2025 we worked to reduce our Scope 1 GHG emissions by 2% year over year, focusing on energy efficiency and fuel-switching projects while balancing production needs.

Through expanding our on-site solar and renewable electricity procurement while optimizing production and energy efficiency, we reduced our Scope 2 GHG emissions by 21% year over year in 2025.



Scope 1 & 2 Reduction Highlights

Enhanced Efficiency of Kiln Loading

In Foshan, China, the team optimized kiln loading and invested in narrower setter places to allow one additional loading position per row. This shift allows more product to pass through the kiln at one time.

Estimated Annual Reduction

1,276 $MTCO_2e$*
= the carbon removal power of 21,000+ trees†

Furnace Upgrade for Lower Emissions

In Union City, Tennessee, the team invested in a new billet furnace for an extrusion press to improve energy efficiency and reduce emissions. The upgrade supports more efficient manufacturing operations while lowering energy use.

Estimated Annual Reduction

415 $MTCO_2e$*
= the carbon removal power of 6,800+ trees†

Circularity Through Fuel Switching

In Sanijura, France, our site replaced two natural gas boilers with wood boilers that are fully fueled by on-site wood waste. By removing the need for an external fuel source, this site achieved a 70% reduction in natural gas consumption and supported circularity.

Estimated Annual Reduction

120 $MTCO_2e$*
= the carbon removal power of 1,900+ trees†



Forklift Fleet Electrification

In Canada, Brazil, and the U.S., multiple sites swapped fossil fuel-powered forklifts for electric forklifts. These upgrades reduce reliance on fossil fuels and further our electrification goals.

Estimated Annual Reduction

315 $MTCO_2e$*
= the carbon removal power of 5,000+ trees†

Equipment Idling for Energy Savings

By reconfiguring two dust collectors to service individual production lines, our site in Changshu, China, is now able to idle the equipment when the lines aren't in use.

Estimated Annual Reduction

25 $MTCO_2e$*
= the carbon removal power of 400+ trees†

*GHG emissions are measured in Metric Tons of Carbon Dioxide Equivalent (MTCO2e). It is a standard unit of measurement used to calculate and compare emissions from various greenhouse gases (GHGs) based on their Global Warming Potential.

†Tree equivalency calculated using the U.S. EPA Greenhouse Gas Equivalencies Calculator, based on average carbon sequestration of tree seedlings grown for ten years (~0.06 $MTCO_2$ per seedling).

Journeying to 100% Carbon–Free Electricity

Our pursuit of 100% carbon-free* electricity by 2035 is the central lever of our decarbonization road map and the primary pathway for achieving a 50% reduction in Scope 1 and 2 (market-based) emissions by 2035.

As a highly diverse global company—spanning manufacturing, hospitality, and operations across North America, Europe, Asia, and South America—we tailor our strategy for complex, region-specific electricity markets and regulatory environments. To meet our goal, we prioritize on-site generation, and then supplement with off-site Power Purchase Agreements (PPAs), Virtual Power Purchase Agreements (VPPAs), green tariff programs, and renewable energy certificates.

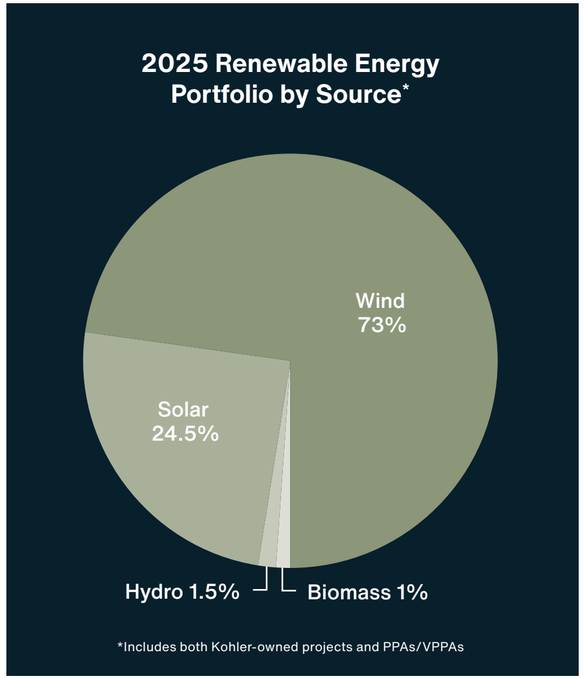
We now have 40 solar installations across our global footprint, including PPAs that incorporate solar. Since 2019, 100% of our U.S. and Canada operational facilities have procured renewable electricity. In 2025 we invested in carbon-free electricity projects in the U.S., China, Canada, India, Netherlands, France, and U.K. Collectively, these projects will generate an estimated 980,000 kWh of carbon-free electricity annually.

*Carbon-free electricity is carbon-free at the point of generation.

Investing in Energy Resilience

In 2025 we celebrated our fiftieth anniversary in Brownwood, Texas, and announced an 80-acre land acquisition for a future solar energy project. The first phase will include a 20-acre installation, with additional acreage added over time. Kohler will secure the land through an in-kind donation to three local organizations: United Way, VFW Post 3278, and the ARK Domestic Violence and Sexual Assault Shelter. This initiative will transform vacant land, create jobs, enhance grid efficiency, and generate tax revenue to support local schools and public services. When complete, it will be Kohler's largest solar installation in the U.S.

59% of all electricity used was carbon-free in 2025





Every energy sourcing decision we make strengthens operational resilience and drives our transition to cleaner energy, contributing to a sustainable future for our business and the communities we serve.

Olly Gill

Senior Sourcing Specialist
Quedgeley, U.K.

Our Water Ambition: Water Stewardship Through Uncompromising Design

By restoring watersheds, reducing operational water use, expanding safe water access, and designing water-saving products, we help to secure a better future for water—from source to tap—for communities and our customers.



Restoration

Protecting water at its source

Conservation

Reducing operational reliance on fresh water



Access

Advocating for safe water for all

Products

Innovating for a sustainable future



Jhagadia, India, is one of several high-risk watersheds where we operate and is considered a priority region to enhance long-term watershed health and water security.

Improving Systems

Restoring Shared Watersheds

We prioritize at-risk watersheds in regions where we operate. By collaborating with local associates, utilities, and organizations, we ensure projects are guided by those who know the region best.

One example of our continued restoration efforts is in Jhagadia, India, where we're working to improve watershed health and long-term water security. What began as an effort to expand access to safe water, sanitation, and hygiene has grown into a broader approach that supports both community water access and the long-term protection of local watersheds.

Resilience Grows Where Relationships Endure

We believe on-the-ground partnerships are key to community transformation. In Jhagadia, India, we partnered with the Deepak Foundation to ensure our investments were grounded in technical expertise and trusted long-term relationships. This work was also backed by a village committee for community engagement and accountability.

Together, we identified three lakes (Dumalpor, Limet, and Vanthewad) within 20 kilometers of Jhagadia that were suffering from reduced storage capacity and slowed infiltration rates. Spanning 135 acres of at-risk watershed, these lakes play a vital role in water security for more than 740 households.

Our goals were to improve water storage and aquifer recharge by desilting and expanding the lakes to their natural capacity. By doing this, we aimed to strengthen local watershed health for long-term community resilience and enhanced livelihoods for our associates, partners, and operations.

2025 Watershed Project Results

Restoration Steps

- Conducted baseline environmental surveys and obtained required government approvals
- Removed accumulated silt and debris through dredging to restore lake depth and storage capacity
- Constructed and rehabilitated inlet and outlet channels to improve controlled water inflows and outflows
- Repaired and strengthened embankments to improve structural stability and reduce erosion risks
- Installed silt traps and sediment-control measures upstream to reduce future sedimentation and maintain water quality
- Planted native vegetation along lake edges and catchment areas to support infiltration, reduce runoff, and enhance groundwater recharge

Scope & Impact Highlights

- Three lakes covering 135 acres
- 31,967 m^3 of water restored
- 3,306 people in 740 households impacted



Our associates partner with their communities to ensure water systems continue to advance community livelihood.

Global Watershed Restoration Impact Since 2023

560,000 m^3

water restored to watersheds = 224 Olympic-size swimming pools*

*An Olympic-size swimming pool is assumed to hold approximately 2,500 m^3 of water.

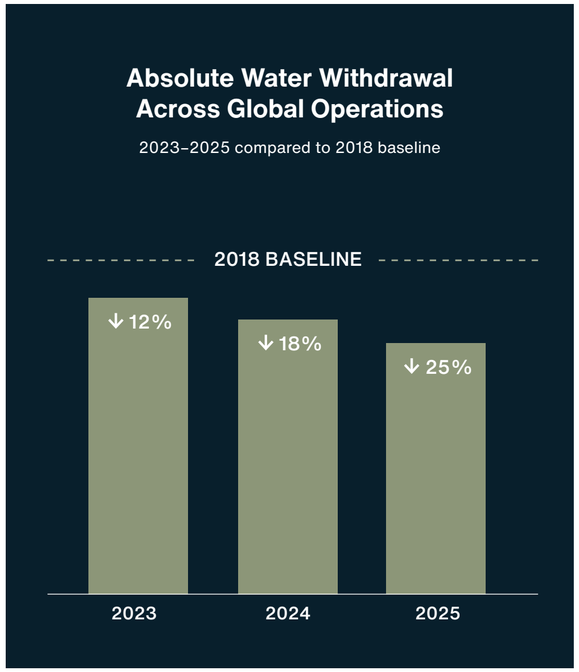
Stewarding Water Globally

Water stewardship strengthens our relationship with the watersheds and communities that sustain our work. By focusing our efforts where water risk is highest and measuring outcomes at the watershed as well as the facility level, we reduce water use and strengthen resilience in the communities where we live and work.

In pursuit of reducing our absolute freshwater consumption by 50% by 2035, we've developed site-specific targets and road maps that rely on efficiency, reuse, and alternative sustainable source water use.

Prioritizing Water Security

By 2035 we aim to restore 6.2 million cubic meters of water in four high-risk regions requiring a structured, enterprise-wide methodology to identify regional water-related risks and opportunities. We evaluated water stress (aridity/drought); water quality; local regulatory landscape; and access to water, sanitation, and hygiene within our facility and watershed. Equipped with these findings, we identified 17 high-risk operations in the U.S., India, Mexico, Thailand, Morocco, and China and seven priority watersheds to focus our restoration efforts.



Three Pathways to Reduce Operational Water Impacts

Efficiency

Enhancing Water Stewardship by Reducing Fresh Water Use in Our Facilities

In Tangier, Morocco, we made upgrades to piping and installed smart meters at the vitreous china site, reducing dependence on scarce municipal water and lowering production risk. We also enhanced the site's filtration system, enabling reuse of process water for mold cleaning and supporting broader water-reduction efforts.

Estimated Annual Water Savings
23,000 m^3 = 9 Olympic-size swimming pools*

Quality

Improving Water Treatment to Prevent Pollution and Promote Water Reuse

At our Shanghai, China, facility, we upgraded an anaerobic-anoxic-oxic wastewater treatment system, dramatically improving water quality. Treated effluent now exceeds required wastewater permit parameters by 50%, significantly lowering nutrient and sulfide loads while reducing chemical oxygen demand emissions by 3,800 kg annually.

Estimated Water Quality Impact
95% – 100% reduction of key pollutants

Reuse

Investing in Systems to Promote Water Recycling

Our Thailand vitreous china teams implemented reverse osmosis filtration to reuse recycled water throughout the facility, expanding recycled water use in areas that did not compromise production quality. In addition, we installed electric valves, timers, and sensors to control and monitor water use.

Estimated Annual Water Savings
51,000 m^3 = 20 Olympic-size swimming pools*

*An Olympic-size swimming pool is assumed to hold approximately 2,500 m^3 of water.

Transforming Waste to Value



As a global company, Kohler Co. locations operate with different materials and varying access to recycling and recovery infrastructure. Rather than relying on a single approach, local teams apply and share thoughtful site-specific solutions, using diversion, reuse, and waste minimization strategies that reflect local regulations, infrastructure, and operational needs.

2025 Waste Diversion Impact Highlights

Repurposing Cast Iron Slag

We supported a local soccer club in Kohler, Wisconsin, using leftover cast iron slag from bathtubs for parking lot filler, diverting more than 2,846 metric tons (MT).

Supporting Agriculture With Wastewater

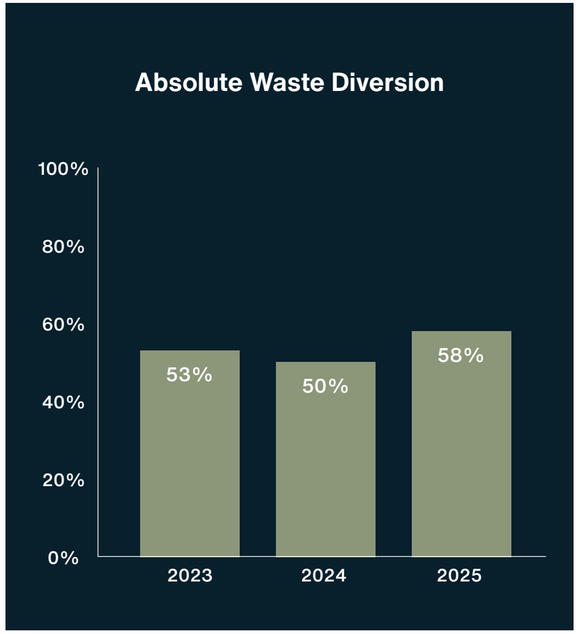
Our team diverted 100% of wastewater treatment sludge from landfill at our Union City, Tennessee, shower door plant by working with local farmers to repurpose it for agricultural use. The effort will divert close to 500 MT and increase the site's diversion rate to nearly 90%.

Restoring Material Resources

We worked with the local government near our San Luis de La Paz, Mexico, vitreous china plant to divert ceramic waste to restore a previously over-exploited material resource, diverting approximately 15,000 MT.

Identifying Reuse Opportunities

Our team partnered with a local supplier near our Cikarang Pusat, Indonesia, vitreous china plant to crush defective fired ceramic products for reuse as raw material, diverting approximately 1,500 MT of waste from landfill.



173,119 MT

of waste diverted from landfill in 2025

The Rise of Recyclable Packaging

Even if packaging is technically recyclable, there's no guarantee its materials will be recycled. Our goal is 100% recyclable or reusable packaging where possible by 2035. However, in regions where this is not feasible, we will use renewable materials and optimize recycled content. Because material availability and recycling infrastructure differ from site to site, we empower packaging engineers in each manufacturing region to identify and implement packaging improvements.

Our packaging commitment factors in these constraints and reduces our impact through project-specific design to drive waste reduction.

Repurposing Scraps Into Packaging Crates

The Changshu plant in China repurposes scrap plywood from cabinet manufacturing into durable e-commerce packaging crates, turning production waste into a valuable resource. This initiative eliminates about 200,000 lb (90,718 kg) of nonrecyclable material annually while reducing emissions by 1,140 kg CO_2e.

Packaging Improvement Highlights 2025

720
packaging projects
initiated and led by associates

1,344
product SKUs
updated to reduce nonrecyclable packaging

472
metric tons of nonrecyclable materials reduced





WasteLAB design partners crushing dried pottery cull to test the material as a base for products.

Improving Systems

Design Creates Demand in KOHLER WasteLAB™

Launched in 2014, KOHLER WasteLAB is a material innovation incubator that repurposes manufacturing by-product into durable, handcrafted products that reflect sustainable artistry. By combining technical experimentation with craft and care, WasteLAB has reimagined raw material, turning overlooked waste streams into products with positive impacts.

What began as a bold idea has grown into a catalyst that drives how we all think differently at Kohler—where creativity and engineering collide to unlock new possibilities. WasteLAB is not just about what we make but how we think.

Thus far, WasteLAB has developed six product lines across three categories. The growing demand for handcrafted, sustainably-made products points to strong potential for these lines, while giving new purpose to manufacturing by-products.

In 2025 WasteLAB diverted 14.86 metric tons of waste from landfill.

While currently based at our headquarters in Kohler, Wisconsin, the WasteLAB business aims to scale to other facilities along with growing demand for its products. Through curiosity and determination, we're radically redefining material viability and manufacturing processes, proving that handcrafted artistry paired with material science can create value.



KOHLER WasteLAB Abstra® tile collection in Buff.



WasteLAB Vox® Sink in Eggshell

The WasteLAB Vox bathroom sink is available in two distinctive colors. Eggshell, shown above, was introduced in 2025 and features a modern matte white hue. The sink is also available in Ashen, an industrial smoky-gray tone.

Vox incorporates two reclaimed manufacturing by-products: vitreous cull and Vikrell® material.



WasteLAB Planter

Introduced in 2025 and created by our in-house industrial design team, WasteLAB planters are available in three sizes.

Incorporating repurposed manufacturing by-products, including vitreous cull, foundry dust, and slag plates, the planters' design brings a modern aesthetic to outdoor spaces.



Landshapes® Collection

Launched in 2024, the Landshapes tile collection is a collaboration between Kohler and Daniel Arsham. This textured tile is inspired by sand deposits left by crashing waves and is crafted from nearly 100% recycled materials. Each piece is poured around hand-layered patterns of torn paper and incorporates repurposed by-products, including dry pottery cull, cast iron slag, and waste glaze or super-fine glaze dust.

There are three additional tile collections from WasteLAB: Crackle, Abstra®, and Transcendence.

Material Innovation Through Reuse

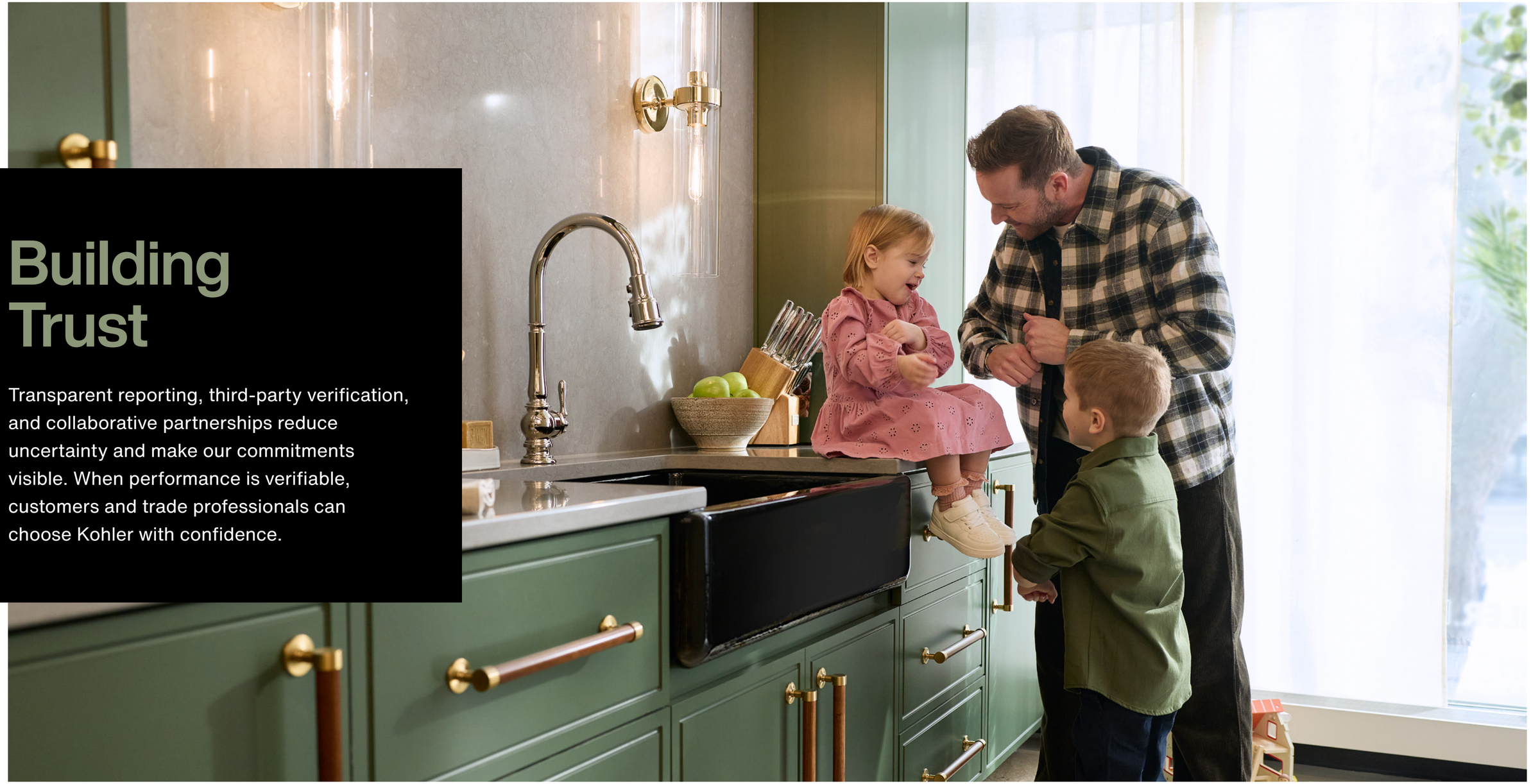
Turning by-products into usable materials requires new ways of processing, stabilizing, and engineering. Each material presents a unique opportunity to transform waste into performance-driven design resources.

Material Reuse Innovations

Dry Pottery Cull	Developing precision-crushing and particle-control methods that allow fired ceramic waste to be safely reintegrated into new materials
Cast Iron Slag	Stabilizing reactive minerals to convert a casting by-product into a dimensionally stable and usable material ingredient
Waste Glaze/ Super-Fine Glaze Dust	Balancing naturally variable glaze chemistries so reclaimed material can be reused while maintaining consistent finish and performance
Vikrell Material	Advancing grinding and processing techniques to convert reinforced fiberglass composites into compatible inputs for bio-resin systems
Vitreous Cull	Transforming fully vitrified ceramic waste into functional aggregates through controlled crushing and sorting
Foundry Dust	Capturing and refining ultrafine mineral by-products to create consistent, usable material inputs

Building Trust

Transparent reporting, third-party verification, and collaborative partnerships reduce uncertainty and make our commitments visible. When performance is verifiable, customers and trade professionals can choose Kohler with confidence.



Backing Claims With Certifications

Offering more than 6,750 products with sustainable attributes, we're making it easier than ever to choose products that support lifestyle preferences, priorities, and green building certifications.

Currently, Kohler focuses on five third-party-certified product categories and three Kohler sustainability tags: Endures for Generations, Water-Saving Design, and Contains Recycled Materials.

Certification		Purpose	Benefit	At Kohler
Declare.	**Declare label**	Discloses exactly what a product is made of and identifies whether it contains chemicals on the Living Building Challenge Red List	Gives architects and builders confidence that materials are transparent, healthier, and easier to use in LEED, WELL, and Living Building Challenge projects	1,066 products
UL CERTIFIED ENVIRONMENTAL PRODUCT DECLARATION	**Environmental Product Declaration (EPD)**	Provides transparent, third-party-verified information about a product's environmental impacts across its full life cycle	Enables companies and purchasers to make informed, comparable, and credible decisions that support sustainability and lower-carbon choices	134 active EPDs
FSC	**FSC**	Ensures that forest-based materials are tracked and verified from sustainably managed forests to the final product	Prevents deforestation, protects biodiversity, and supports ethical labor practices	Select wood-vanity products
UL GREENGUARD GOLD	**UL GREENGUARD**	Verifies that products emit low levels of volatile organic compounds	Improves indoor air quality and supports healthier spaces; helps projects meet LEED and WELL requirements	238 products, including 100% of STERLING® Vikrell®
WaterSense® Meets EPA Criteria	**WaterSense®**	Confirms that products meet the U.S. Environmental Protection Agency standards for water efficiency without sacrificing performance	Saves water and energy, lowers customer utility costs, and supports LEED water-efficiency credits	1,415 products

2025 Savings From Use of WaterSense Products in the U.S.

104 billion
gallons of water saved
(393.7 billion liters)

$1.65 billion
saved for customers in utility costs

2.37 million
$MTCO_2e$ avoided

2025 Sustainability Ratings

We further our commitment to transparency by reporting to CDP and EcoVadis, third-party sustainability rating companies that bring visibility to our holistic sustainability and material efforts across the company.

CDP

Water Security

A-

Climate Change

B

EcoVadis

↑ 63

BRONZE | Top 35%
ecovadis
Sustainability Rating
DEC 2025

Click to view further details and methodology information about our EcoVadis recognition



The Greenhouse, located in The American Club®, raised its certification level to become a 3-Star Certified Green Restaurant.

Certified Sustainable: Kohler Dining

In 2025 16 of Kohler's hospitality restaurants received Green Restaurant Certifications, with four earning a rigorous 3-star distinction.

Green Restaurant Certifications serve as trusted, third-party validation that a restaurant meets rigorous environmental standards across areas such as energy efficiency, water conservation, waste reduction, and local sourcing. The certifications help businesses stand out in a competitive marketplace while assuring guests that sustainability claims are credible and transparent. We're proud to integrate responsible operations into our hospitality properties without sacrificing memorable experiences for our guests.

Visit Kohler, Wisconsin >



The Highline® toilet is just one of our two-piece vitreous china models that carry Declare labels.

Building Trust

Declare Labels: All Vitreous China Bowls and Beyond

In 2025 we expanded our Declare label product offerings to include our entire two-piece vitreous china toilet portfolio, totaling 1,066 SKUs.

Declare labels act like a nutrition label for building products, clearly disclosing ingredients in an easy-to-read format so buyers and specifiers can confidently compare options and select products that support both performance and human health.

To obtain a Declare label, the International Living Future Institute requires manufacturers to disclose all intentionally added ingredients down to 100 parts per million and screen them against the Living Building Challenge Red List of chemicals of concern. Achieving this level of disclosure demands deep upstream knowledge of product chemistry and strong relationships with suppliers that are willing to share detailed formulation data.

At Kohler, we're building a Declare program that certifies product categories, not just individual products. This broad approach echoes our strategy for systems-level environmental product declarations.

Every two-piece vitreous china toilet we make carries a Declare label—so you never have to choose between performance and responsibility.

Declare. Red List Free

Working Together for Tomorrow

At Kohler, we collaborate with designers, researchers, and communities to respond to real-world conditions. By listening to others, adapting, and improving together, we're building shared learnings and credibility.



Toilet Rebate Program: Turning Small Upgrades Into Big Water Savings

In 2022 Kohler began building a long-term relationship with Arizona Water Company (AWC) in the high-priority region of Casa Grande, Arizona. As Kohler prepared to break ground on a new manufacturing facility, we recognized the region's water constraints and our role as a key stakeholder of a watershed facing water stress. Early conversations with AWC revealed strong alignment between the utility's conservation priorities and Kohler's water ambition.

Together, we launched a two-year toilet replacement program to address a key opportunity for household water savings. The initiative helps customers replace outdated fixtures with high-efficiency toilets, with funding from the Water Infrastructure Finance Authority of Arizona and Kohler covering replacement costs, including up to $100 in plumbing fees.

To ensure equitable outcomes, the program monitors participation across income levels and partners with AWC to collect 12 months of pre- and post-installation metered data. The Alliance for Water Efficiency serves as an independent third-party verifier and will publish a case study on this public–private partnership at the conclusion of the program.

Through regional, cross-functional collaboration, this program demonstrates a durable, utility-led model for delivering equitable water savings, credible measurement, and scalable conservation solutions in high-risk watersheds.

2025 Toilet Rebate Program Results

138
toilets replaced

2.6
gallons saved per flush
(9.84 liters)

8,200
gallons saved per toilet annually*
(31,040 liters)

100%
funded for customers

*According to the EPA WaterSense® calculator based on a two-person household.



The Crue® pull-down kitchen sink faucet in the 50L Home Coalition pilot in Los Angeles, California.
Photo Credit: Linda Pedroso Photography | Content Contributions: Anna Perez

Building Trust

Shaping Water-Efficient Living

Measurement shows how intention becomes impact. By tracking product performance over time, we demonstrate how design, specification, and installation choices directly influence water use—helping people make everyday decisions that conserve water while supporting long-term community resilience.

Facing the Water Crisis Together: The 50L Home Coalition

In 2018 Cape Town, South Africa, came close to Day Zero, the point at which municipal water taps would run dry during a severe water crisis. This inspired the formation of the 50L Home Coalition, a global collective of businesses, cities, and civil groups with a goal to make 50 liters of water per person, per day feel like 500 liters through product innovation.

In partnership with founding members Procter & Gamble, IKEA, and Electrolux, Kohler is showing how water efficiency can be integrated into daily living without compromising experience.

In a recently completed pilot project in Los Angeles, California, homes were retrofitted with best-in-class water-efficient fixtures. Participants were not specifically asked to conserve nor could they see water savings data from their home.

When products perform well and simplify daily life, water and energy reduction flow naturally. Every gallon of water saved delivers multiple benefits: water conservation, reduced carbon emissions, and lower utility bills for customers.

What began in response to severe water scarcity now proves that intentional product design and collaboration with industry peers shape use-phase outcomes at a scale meaningful to communities and cities.

Daily Household Savings From the Two-Year Study

↓ 56%
reduction in indoor water use per person
compared to the official L.A. average

↓ 49%
reduction in hot water use at the kitchen sink

↓ 35%
reduction in water-related energy use

The 50L Home Coalition is jointly coordinated by the World Business Council for Sustainable Development and the World Economic Forum.

Transforming Affordable Housing With Durable Design

Resilient communities require reliable products. In 2025 we partnered with Hudson Valley Property Group (HVPG) in its mission to preserve and elevate affordable and mixed-income housing properties with a design philosophy of “dignity through durability.”

In 2024 HVPG acquired an aging 21-story residential tower facing safety concerns, city violations, and chronic plumbing issues in Camden, New Jersey. Over 18 months, HVPG transformed the property into an energy- and water-efficient 321-unit residential complex.

The renovation included comprehensive plumbing upgrades and full in-unit kitchen and bathroom renovations. Outdated, inefficient plumbing products were replaced with water-efficient KOHLER® and STERLING® faucets and fixtures in kitchens and bathrooms.

By replacing 2.5 gallons per minute (gpm) showerheads with a 1.5 gpm model, residents will save an estimated 306,000 gallons (1.16 million liters) of water annually—a 40% reduction.

The products help residents scale back daily water use dramatically, without compromising performance.

The project delivered up to $85,000 in annual utility savings across all units.

These improvements highlight how project owners and designers who embrace their responsibility to use thoughtful design can specify sustainably and deliver meaningful, tangible benefits for people every day.

Read the Case Study >









Top Left: Exterior of the HVPG property in Camden, New Jersey.

Top Right: Kitchen renovation featuring STERLING Medley® pull-down kitchen sink faucet

Bottom left: Bathroom renovation featuring STERLING Medley centerset bathroom sink faucet, STERLING Sacramento® pedestal bathroom sink, KOHLER Awaken® B90 single-function 1.5 gpm showerhead, STERLING Medley Rite-Temp® bath and shower trim

Content Contributions by HVPG and Linda Pedroso Photography.

Sustaining Impact

Resilience is strengthened through adaptability, continuous learning, and growth. By fostering long-term partnerships, practicing disciplined innovation, and investing in our community, we ensure our products, systems, and shared resources endure.



Seeding Ongoing Innovation

For more than a century, we have adapted to shifting social needs, environmental realities, and rising performance expectations. Each iteration reflects our enduring commitment to sustainable living.

Our innovation systems create space, nurture diverse perspectives, and perform the disciplined experiments needed to develop ideas before scaling them. This allows us to refine and adapt, turning ideas into lasting, measurable progress.



1883

Cast Iron Bathtub

Pioneered our first bathtub, made by adding legs to a cast iron horse trough, a cornerstone of our portfolio 143 years later



1933

Exilla Economizer Showerhead

Reduced the average flow rate from 12 gallons (4.5 liters) per minute to 8 gallons (30 liters) per minute



1974

Wellworth® Water-Guard® Toilet

Reduced the gallons per flush (gpf) from 5–7 gpf (19–26.5 liters per flush) to 3.5 gpf (13.2 liters per flush)



1990

Ecocycle Sink

Empowered consumers to reduce their environmental footprint with an integrated compost, food waste, and recycling system



1995

BodySpa Shower

Produced a high-flow shower that used an overall low amount of water through water recirculation technology



2007

Steward® Waterless Urinal

Featured a 1.28 gpf (4.85 lpf) capability saving up to 40,000 gallons (151,416 liters) of water per fixture per year in a commercial installation



2019

KOHLER WasteLAB® Tile Collections

WasteLAB launched its first tile collection, Crackle, a tile made of more than 99% recycled manufacturing materials



2025

Highline® Toilet with Rev360® Technology

The 1.0-gallon (3.79 liter) flush reduces water use by more than 35% and saves more than 4,500 gallons (17,034 liters) annually compared to a standard 1.6-gallon (6.06 liter) toilet

I-Prize Competition: Innovation Incubation

Ideas don’t adhere to certain job titles or schedules. They span roles, regions, and lived experiences. That’s why in 2018 we started the I-Prize Competition—to unearth good ideas, wherever they come from.

This annual incubator-style competition is open to all global associates, encouraging people from every department and region to participate in solving our most pressing global environmental and social challenges.

The I-Prize impact continues beyond the competition. Winning concepts receive incubation funding and are tested for commercial viability.

The I-Prize Competition ignites the hearts and minds of our associates. It elevates their creativity, ingenuity, and passion while delivering environmental and socially conscious business solutions.

2025 I-Prize Engagement

317
associates

83
teams

15
countries

43
ideas submitted

6
teams pitched to an executive judging panel



KOHLER Cleanse® is a hands-free handwashing faucet developed through Innovation for Good in 2023.

Innovation for Good®

We launched Innovation for Good (IfG) as an in-house incubator in 2011. Our goal was to develop new products that address critical environmental and social needs worldwide, with a focus on the water, sanitation, and hygiene sector.

For us, IfG is a long-term learning system. By intentionally seeking out diverse challenges and new constraints, IfG forces us to rethink assumptions, stretch our capabilities, and better use our resources.

IfG pairs the complex sanitation conditions of communities with decades of product innovation to deliver off-grid sanitation to scarce-water communities.



Two-time Arts/Industry Pottery resident David Franklin working on his ceramic fish in the Kohler Pottery during his 2023 Kohler MakerSpace residency.

Sustaining Impact

The Intersection of Innovation, Art, and Product

The connection between curiosity and commercial performance can be seen at the intersection of art, engineering, and product development.

For over 50 years, we have invited artists into our factories through the Arts/Industry and Kohler MakerSpace residency programs. These programs foster collaboration and cross learning between artists and Kohler associates. At Kohler, art is a catalyst to think differently and drive innovation; one that came to life in the origin story of the Pearlized finish.

A Culture Of Curiosity

In 2023 a New Product Integration (NPI) associate was experimenting with applying a finish typically reserved for metal and plastic products to ceramics. Working with the Advanced Material and Process team that supports Physical Vapor Deposition (PVD), they ran a quick, low-risk test, sending a 2" x 2" ceramic tile through the PVD chamber alongside faucets. The sample resulted in a remarkably durable tile with an exceptional metallic finish.



Art as an Experimental Hub

The same NPI associate was supporting artist David Franklin's MakerSpace project to create an installation of 1,600 ceramic fish. Eager to explore how the process might behave on complex forms, the team coated several of his ceramic fish. Because there were no production parameters yet, there was ample space to experiment, test, fail, and learn.

The Advanced Material and Process team was also iterating on an iridescent, rainbow-hued finish for faucets. Together, they applied it to the fish, creating a perfect shimmer effect as if the fish were reflecting light under water.



From Studio to Sinks

Motivated by the finish's appearance on ceramic art, the team explored a commercial application, experimenting on sinks destined for scrap. Through these iterations, tile to art to sinks, a product concept emerged.

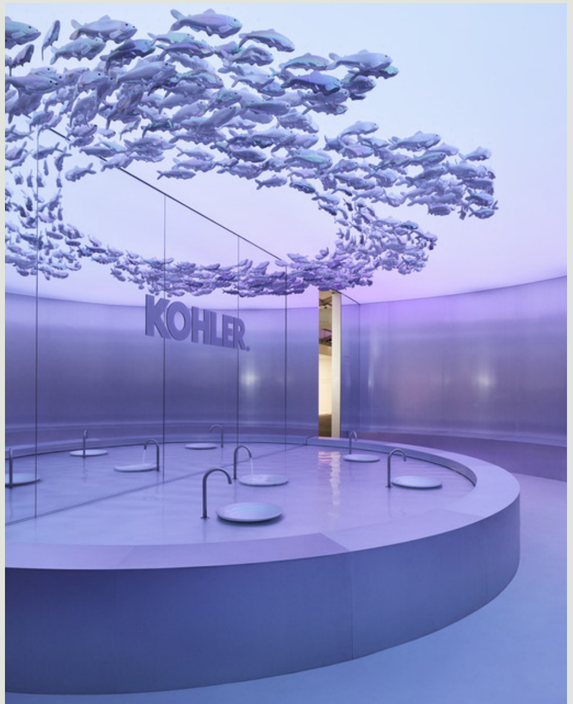
To move from concept to commercial reality, a cross-functional team:

- Engineered a new base glaze to work in harmony with the PVD finish on ceramic
- Developed custom fixturing and chamber accommodations to handle larger, more fragile ceramic forms
- Tuned process parameters to deliver consistent color, adhesion, and iridescence
- Ran robust quality and durability testing to meet Kohler standards

What began as a curiosity-driven art experiment matured into a first-to-market iridescent ceramic PVD finish, later named Pearlized.

Debut at Design Miami

The Pearlized finish debuted on the KOHLER Artist Editions Derring® sink at Design Miami 2025, a premier global forum for collectible design. The product embodies the full circle of curiosity—evolving from a shelved sample to an artist's vision and a validated, manufacturable, durable surface. It's a vivid example of how the ingenuity of Kohler associates, material engineering, and Kohler's artist residencies combine to create products that captivate designers and consumers alike.



Pictured on the right

KOHLER® Artist Editions® Derring sink with a Pearlized finish, presented at Design Miami 2025.



KOHLER Artist Editions Derring sink with a Pearlized finish paired with the Occasion® faucet in a Vibrant® Brushed Moderne Brass finish.

Inspiring Shared Discoveries



Kohler MakerSpace resident Michelle Grabner alongside a body of work developed in the Kohler Pottery that was displayed at the Trout Museum in 2025 in her HOME RULES exhibition.

In 2023 we launched Kohler MakerSpace, an invitational residency offering artists and designers an opportunity to collaborate with skilled associates, experiment with industrial materials, expand on existing work, or create a large-scale commission.

This process celebrates their work and ours, allowing people to encounter our materials and processes outside factories, showrooms, or retail stores. The crossover between art, commerce, and industry embodies the best of us, centering art and design as core inspirations.

Sustained support for artists strengthens our ability to see our products and materials differently. Our long-term investment in the arts is reflected when artists exhibit work created in our factories at national and international venues, demonstrating authentic cultural stewardship.

2025 Arts/Industry and MakerSpace Event Highlights

Shows and Public-Facing Exhibitions

- The Kitchen & Bath Industry Show
- NeoCon
- Sculpture Milwaukee
- Kohler Design Center
- Arts/Industry 50th Collective
- Cantor Arts Center at Stanford University Spirit House Exhibition

Major Museum Exhibitions and Art Fairs

- The Metropolitan Museum of Art
- Design Miami
- Haggerty Museum of Art
- Schneider Museum of Art
- Trout Museum
- School of the Art Institute of Chicago
- Independent Art Fair



“Our artist residency programs fuel the power of art—where creativity and collaboration forge relationships, transcend boundaries, and inspire innovation.”

Shari McWilliams

Program Manager – Arts & Industry
Kohler, Wisconsin

Artist Patty Chang Exhibits at The Met

Kohler MakerSpace artist in residence Patty Chang brought her socially engaged vision to life, leveraging Kohler's expertise, materials, and equipment in the Wisconsin Pottery. Our skilled Vitreous Manufacturing Development and New Product Integration teams supported the creation, engineering, and troubleshooting of the models, molds, slip casting, and firing processes. Over a three-month period, Chang perfected her sculpture, *Abyssal*, which portrayed a life-size massage table with strategically placed perforations and a unique glazed underside developed to resemble the ocean.

Her work challenges perceptions of support and labor, while exploring themes of identity and societal expectations. In 2025 Chang exhibited her thought-provoking work at The Metropolitan Museum of Art in New York.

Abyssal's unglazed, delicately textured surface was intentionally designed to support Chang's post-exhibition vision to someday submerge the sculpture in the Pacific Ocean, where it will serve as a platform for marine ecosystem regeneration and create positive environmental impact.

Chang's work underscores our belief in the power of art and industry. Her accomplishments show how art and industry can work together to push boundaries, spark conversations, and inspire change.











Photo Credit: Eileen Travell, Courtesy of The Met

Creating Resilient Communities

When our communities are equipped to adapt and grow, we are better positioned to drive lasting impact and continued progress. By prioritizing community strength today, we build a more resilient tomorrow.

Providing Safe Water for All

Our flagship water initiative, Safe Water for All, focuses on addressing the global water crisis. We prioritize efforts in water, sanitation, and hygiene (WaSH) as well as water advocacy.

We partner with local nonprofits, utilities, schools, and community leaders who understand local challenges and opportunities. Together, we identify and adapt solutions to meet each community's water reality.

These projects are backed by monitoring and evaluation plans to ensure success. What lasts isn't just WaSH infrastructure; it's the relationships and education that build local ownership, enable continuous improvement, and support long-term sustainability.

Local associates, alongside our community partners, focused on delivering safe drinking water, handwashing stations, and toilet facilities. These projects enhanced access to safe water and sanitation infrastructure in households, government buildings, and schools.

Number of WaSH Projects in 2025

Mexico City	3	Thailand	1
China	2	India	2

51,937

lives impacted through Safe Water for All initiatives in 2025



KOHLER® Relief Shower Trailer in Huntsville, Alabama.

Sharing the Dignity of a Shower

Kohler partners with Street Angels: Showers of Hope (Milwaukee, Wisconsin, U.S.A.) and ShowerUp (Huntsville, Alabama, U.S.A.) to expand access to safe, reliable hygiene services for people in need. Through shower trailers, these programs deliver private showers, clean towels, and essential hygiene supplies directly to communities, ensuring access in a way that promotes dignity, respect, and care. In 2025 these efforts provided 5,487 showers, helping community members feel seen, supported, and empowered.



Students mark the inauguration of their new water system to be used for flushing, handwashing, and irrigation with a school-wide celebration and water, sanitation, and hygiene awareness sessions.

Sustaining Impact

Comprehensive Water Security in Action

Water access is pivotal for human health and well-being. In arid, drought-risk communities near Mexico City and Monterrey, Mexico, we wanted to improve water access and equip local stakeholders with education, training, and technical support. With our local partner, Isla Urbana, we built a multifaceted program across the region.

Isla Urbana and its team at Escuelas de Lluvia identified community centers and schools experiencing water supply disruption, then conducted feasibility evaluations.

Each installation promotes long-term adoption of essential habits for increased health and resource preservation. The projects will provide a reliable alternative water supply and annual cost savings.

Mexico City, Mexico

- Installed rainwater-harvesting systems at a community center, women's home, and school
- Formed community-led Rain Committees
- Trained local stakeholders to maintain equipment
- Launched two years of ongoing monitoring to support the projects' success

Monterrey, Mexico

- Provided ongoing training and maintenance support for two schools, building on 2024 water projects
- Converted two unusable drinking fountains into handwashing stations
- Upgraded a water system to redirect first-flush water into an auxiliary tank for nonpotable use
- Upgraded school toilets to water-efficient models to enhance water sustainability

Mexico City and Monterrey Water Security Projects Impact

1,592
students and teachers supported with water, sanitation, and hygiene

1,005
community members provided with water

220,985
gallons (836,520 liters) of water harvested per year

$24,000
saved annually in utility bills

Associates in Action

Kohler is committed to strengthening the communities where our associates live and work. Over 94% of our significant operations* engaged in community activation throughout the year, partnering with local leaders and nonprofit partners to create meaningful volunteer opportunities.

In 2025 Kohler expanded our policy of offering eight hours of volunteer time off (VTO) eligibility to full-time associates in Canada. Kohler also offers VTO to full-time associates in the U.S. and United Kingdom.

We take a “think global, act local” approach, looking to our associates to drive meaningful change in their communities. Our local teams partner with nonprofits, nongovernmental organizations, and government officials to uncover community needs and identify ways for associates to get engaged.

*Significant operations defined as locations with over 100 employees.

2025 Associates in Action Highlights

67,692
lives impacted through associate action

94%
of significant operations* participating

260
community projects completed

8,885
volunteer hours reported globally

From Education to Impact: Month of Water

In October 2025, we kicked off our first Month of Water to deepen our understanding of global water risks and opportunities. Education and activation together engaged over 8,000 associates throughout the month.

Teams organized more than 40 projects, engaging 3,345 associates. These initiatives included participating in local watershed restoration efforts, volunteering with water-focused nonprofits, and providing sanitation and hygiene education to students.

Month of Water deepened our associates’ understanding of how water is used, valued, and protected at Kohler, informing why and how we design for water sustainability.



Investing in the Future

We believe building resilient communities cannot be done alone. In 2025 we proudly partnered with more than 170 nonprofits and organizations in communities where we operate. Partners included Habitat for Humanity, Meals on Wheels, Boys & Girls Club, and Water Mission. All partners align with our five focus areas for financial stewardship: Education, Health & Well-Being, Safe Water for All, Sustainability & Environment, and Arts & Culture. Since 1990, we’ve invested over $200 million in community partnerships, scholarships, and donations.

203,000+
lives impacted through stewardship giving in 2025



Associates sharing time and care at a home for the aging in Pune, India.



Associates in Nanchang, China, planting trees for Earth Day.



Associates and their families participating in 2025 China family day.

Sustaining Impact

Global Month of Volunteering

In April 2025 we hosted our second annual Global Month of Volunteering, which showcased the incredible power of associate-led action. Our Sustainability Champions program mobilized teams around the world to connect their passions to the unique needs of their communities.

Projects were planned and developed by associates and completed in partnership with local organizations. From serving in food banks to hosting educational programs in schools, from facilitating community cleanups and planting trees to providing student school kits—associates created a wave of impact.

2025 Global Month of Volunteering Highlights

800+
associates
compared to 266 associates in 2024

43
community projects
compared to 20 projects in 2024

1,600+
volunteer hours



Kohler Associates promoting hygiene awareness among school children during the 2025 Kohler Global Month of Volunteering.



Sustaining Impact

Renewing Our Commitment

We’re grateful for the people and projects that move us toward greater resilience and impact. We commit to measuring our progress and evaluating our strategy as we pursue a more focused approach.

People, place, and purpose are central to our long heritage and future strategy. We’re eager to see what new insights continue to arise from our associates, artists, partners, and communities where we work and live.

We continue to adapt and evolve as needed. Curiosity, innovation, and a belief that our best can always be better will remain our guideposts.

We’re committed to helping people live more gracious, healthy, and sustainable lives.

Thank you for being a part of our journey.

Appendix

The appendix includes GRI Content Index, management assertion, assurance statement, and additional information about our partnerships.

2025 Global Impact Report Appendix >



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