

**Kohler Co. 2024**

Global Impact Report



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# CEO Perspective

We are excited to report that virtually all Kohler business units globally grew market share in 2024. Our luxury brands ANN SACKS® and KALLISTA® saw record-high performances, with more successes expected in the future from the integration of German manufacturer KLAFS and new wellness products on the way. Beyond products, Kohler’s Hospitality business achieved record sales.

In 2024 we completed the separation of Kohler Energy, now branded as Rehlko, as an independent entity from Kohler Co., allowing us to remain focused on our global Kitchen & Bath, Wellness, and Hospitality segments. Through it all, we are driven by our expanded mission of helping people live gracious, healthy, and sustainable lives.

From our offices to operations and from retail to resorts, teams around the globe are working to instill sustainable practices in all aspects of the organization. We do this because we

recognize that as the business grows, so does our responsibility to the world in which we operate.

We see the results of these sustainability efforts across markets. The Beijing Faucets plant became our first China location to earn zero-waste factory recognition for compliance and measurement of environmental factors. Our new facility in Casa Grande, Arizona, showcases smart factory and production technology, with sustainability metrics tracking increases in energy efficiency and minimizing greenhouse gas emissions, water use, and solid waste.

These examples of progress, along with many others, coincided with an extraordinary celebration of Kohler Co.’s 150th anniversary in 2023 and the 50th anniversary of our Arts/Industry residency program in 2024. Through this program, we’ve opened our factory doors to talented artists, inviting creators to work alongside production

artisans. We celebrated the anniversary through exhibitions at the John Michael Kohler Arts Center; Arts/Industry 50th Collective in Kohler, Wisconsin; and at Design Miami in Florida.

At the close of 2024, our global associates jumped into 2025 with speed and discipline. Our relentless pursuit of excellence in leading-edge design, technology, and customer experience will set us up to grow in the years ahead.



**David Kohler**  
Chair and CEO, Kohler Co.





# About Kohler Co.

Founded in 1873, Kohler Co. is one of the oldest and largest privately held companies in the U.S. We are a global leader in bold design and innovation, dedicated to helping people achieve sustainable living through our kitchen and bath products; luxury cabinetry, tile, and lighting; wellness products and services; luxury hospitality experiences; and major championship golf. Kohler has aligned our corporate business strategy and operations with three United Nations Sustainable Development Goals, focusing on Clean Water and Sanitation, Affordable and Clean Energy, and Responsible

Consumption and Production. This alignment reflects our focus to address pressing environmental issues through our products, community stewardship, and operational sustainability initiatives. The company has more than 29,000 associates in 32 countries worldwide, with its headquarters located in Kohler, Wisconsin, U.S.A. Kohler Co. supports an environment of creative collaboration by individuals of different cultures, ethnicities, genders, and subject matter disciplines. As a company, we look to our operating philosophy and key beliefs to help people live gracious, healthy, and sustainable lives.



Kohler Co. headquarters in Kohler, Wisconsin.





River Wildlife is a wilderness preserve encompassing more than 500 acres of unspoiled land, 5 miles of the meandering Sheboygan River, and more than 18 miles of scenic woodland trails in Kohler, Wisconsin.

# About This Report

This report covers data from January 1 to December 31, 2024, unless otherwise noted. Three years of data are provided for context, when available.

In 2024 Kohler Co. established Kohler Energy as a separate, independent business. Platinum Equity is now the majority owner of the business (rebranded as Rehlko) and Kohler Co. remains an investment partner. The boundary for the 2024 reporting period excludes any Energy business activities that occurred in 2024 and includes all other sites and subsidiaries under Kohler Co.’s operational control, unless otherwise noted. Where noted, data from previous years have been revised to reflect the separation of Kohler Energy.

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. This report was prepared with reference to the Global Reporting Initiative (GRI) Standards. The GRI Content Index, data tables, management assertion, assurance statement, and information about our partnerships are linked in this report's accompanying **Appendix Overview**.





# Chief Sustainable Living Officer Perspective

In my first year as Chief Sustainable Living Officer, we focused on strengthening the alignment to our mission, business objectives, and company culture. This work started with ensuring our more than 29,000 associates felt invested in the efforts and impact we were striving for and understood the role they play in helping us build an innovative and sustainable company.

These efforts can be seen through our Sustainability Champions, who work across regions and teams to drive operational efficiencies, help product development teams explore more sustainable materials, and leverage the responsibility of design in reducing our products’ footprints. This type of collaboration ensures we continue to expand our environmentally friendly product portfolio so we can help our customers live more sustainable lives.

This past year, with water at the core of our business, we advanced sustainable water solutions and introduced Kohler’s water ambition—Water Stewardship

Through Uncompromising Design. This new ambition serves as a North Star while we work to drive more innovation and impact within our communities, operations, product offerings, and sales of water-efficient products, which are further detailed in this report.

The demand for sustainable products from Kohler continues to grow. In 2024 Kohler’s water-efficient products and those with recycled content contributed to more than \$1.65 billion in sales, up from \$1.62 billion in sales in 2023—a nearly 2% increase. Water-saving products continue to make up a large share of our product portfolio and create value for consumers by promoting water efficiency.

For us, this work is about delivering innovative, sustainable products that meet consumer demand for high-performing products without compromising design. Our products and innovations are the result of a global team of associates spanning 32 countries and 165 locations.

This global team’s steadfast focus supports people’s desires to live more sustainably. Learning from the end-user has enabled us to label our North American products with sustainable attributes, making it easier for consumers to seek out or understand the sustainability features of the products they want to buy. This initiative will expand to products in other regions in the future. Our focus also led to new KOHLER® WasteLAB™ products: WasteLAB Vox® bathroom sink, made of nearly 70% landfill-bound manufacturing materials; KOHLER WasteLAB x Nada Debs Transcendence tile collection; and KOHLER WasteLAB x Daniel Arsham Landshapes® tile collection. Both collections are made of nearly 100% repurposed manufacturing materials.

These efforts do not go unnoticed and have earned industry-wide recognition, such as achieving the Green Tourism’s Gold certification for Destination St. Andrews, among others.



As we look ahead, our global teams continue to be changemakers in their communities, driving sustainability in every part of our business and taking steps to improve the lives of those around them. We remain endlessly grateful for their contributions and commitment.

**Laura E. Kohler**  
Chief Sustainable Living Officer, Kohler Co.



# Sustainable Living at Kohler

At Kohler, sustainable living is more than a guiding principle—it is our vision for the future. It means empowering customers and communities to make choices that enrich their lives while benefiting the planet. Sustainable living comes to life when we show that it's possible to create beautiful, high-performance experiences without compromising quality, design, or environmental responsibility. It is about finding ways to do better and making decisions every day that collectively lead to lasting impact.

Sustainable living is deeply integrated into our business model, guiding how we design, manufacture, and deliver. It shapes every part of what we do—from offering sustainable product options at every price point to rethinking our operations for a lighter footprint.

Our water ambition guides us in conserving and preserving water resources through reduction, reuse, and recycling strategies. Beyond water, we continue to expand the use of renewable resources, reduce emissions, and decrease waste to landfill across our operations. Driven by our vision for sustainable living, these efforts support communities where we operate and nurture the development of our associates. These actions are not only about achieving business goals—they are the mechanisms by which we help people live more sustainably every day. This report details how we're turning our vision into reality—one product, one process, and one choice at a time.





# 2024 Impact Highlights

All statistics have been rounded to the nearest whole percentage point and historical numbers include 2024 figures. Operational greenhouse gas, energy use, water withdrawal, and waste metrics for 2024 and 2008 comparisons exclude Kohler Energy.

### Business Impact

Sales from more sustainable kitchen and bath products\*


\$1.65B in 2024

\$1.62B in 2023

2%

since 2023

↑



### Gallons of water saved by Kohler WaterSense®-labeled products in the U.S.

98.1B in 2024

729B since 2007

8%

since 2023

↑

### Operational Impact

Reduction in operational net greenhouse gas emissions (Scope 1 + 2)<sup>†</sup>

↓ 5%

since 2023 (absolute)

↓ 1%

since 2023 (intensity)

↓ 64%

since 2008 (intensity)

### Change in energy use<sup>†</sup>

↓ 1%

since 2023 (absolute)

↑ 3%

since 2023 (intensity)

↓ 47%

since 2008 (intensity)


### Percentage of global operational electricity from renewable resources<sup>†‡</sup>

51%

in 2024

49%

in 2023



### Percentage of operational waste diverted from landfill<sup>†</sup>

50%

in 2024

56%

in 2023

### Reduction in operational water withdrawal<sup>†</sup>

↓ 7%

since 2023 (absolute)

↓ 3%

since 2023 (intensity)

↓ 57%

since 2008 (intensity)

### Community Impact

Number of lives impacted through our associates' community action

15.6K

in 2024

### Value of corporate donations (in-kind and cash)

\$8.28M

in 2024

### Number of lives impacted through stewardship giving

474K

in 2024



\*Products with at least one of the following sustainability attributes: water-saving design, WaterSense-labeled, recycled content, endures for generations, Forest Stewardship Council certified, or UL GREENGUARD-certified.

<sup>†</sup>Data presented here have been recalculated to account for the change in our operating boundary after the divestment of the Kohler Energy business.

<sup>‡</sup>Considering Scope 1 on-site renewable electricity and Scope 2 renewable electricity.

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# Reducing Environmental Impact

We are working to manage the environmental impact of our operations while helping customers reduce their own impact. Our approach is centered around efforts to reduce greenhouse gas emissions, increase renewable energy use, and minimize waste and water use, as discussed in [\*Our Commitment to Water Stewardship\*](#).

Kohler focuses on not only our company's environmental footprint but also the footprint of the consumers who use our products.



# 2024 Environmental Impact Overview

## Help customers reduce their environmental impact

Sales from more sustainable kitchen and bath products\*

**\$1.65** billion in 2024

Increase in sales from sustainable kitchen and bath products\*

**↑ 1.8%** since 2023



## Become the most transparent, accountable, and environmentally friendly company in our industry

Environmental product transparency

**460**

requests for Environmental Product Declarations and Declare labels<sup>†</sup> in 2024

Design for Environment (DfE)

**100%**

DfE integration into Kitchen and Bath North America new product development

Accountability through reporting

CDP scores

**A-** rating in Water Security

**B** rating in Climate Change

**B** rating in Water Security in 2023

**B** rating in Climate Change in 2023



## Reduce environmental impact across operations

Scope 1 and 2 greenhouse gas (GHG) emissions

Reduction in operational net GHG emissions<sup>‡</sup>

**↓ 5%** since 2023 (absolute)

**↓ 1%** since 2023 (intensity)

**↓ 64%** since 2008 (intensity)

Renewable energy use

Percentage of global operational electricity from renewable resources<sup>†‡</sup>

**51%** in 2024

**49%** in 2023

\*Products with at least one of the following sustainability attributes: water-saving design, WaterSense®-labeled, recycled content, endures for generations, Forest Stewardship Council certified, or UL GREENGUARD-certified.

†Data presented here have been recalculated to account for the change in our operating boundary after the divestment of the Kohler Energy business.

‡Considering Scope 1 on-site renewable electricity and Scope 2 renewable electricity.



# Sustainability Champions at Kohler

Managing our environmental impact is only possible if our associates feel connected to the sustainability efforts we are implementing. Kohler’s Sustainability Champions program facilitates this by empowering associates to engage in sustainability education, integrate sustainable actions in their roles, and participate in or lead environmental sustainability projects.

In 2024 our 378 Sustainability Champions met to share learnings, engage thought leaders in a variety of

topics, and identify events and other resources to ensure associates were equipped with the knowledge and tools to integrate sustainability into their work every day.

These cross-functional champions established local Green Teams and led environmental footprint reduction projects. Sales champions drove sales of sustainable products while marketing, engineering, and hospitality champions incorporated sustainable attributes into our products, services, and experiences.



### Sustainability Excellence Awards

Kohler recognizes facilities that meet sustainability goals through innovative solutions with Sustainability Excellence Awards—in 2024 we distributed 12 global awards. Our Beijing Faucets Operations team in China received an award for excellent environmental performance, including installation of a new dust collector to reduce greenhouse gas emissions by 19.6 metric tons CO<sub>2</sub>e per year.



# Innovation for Good®

The Innovation for Good (IfG) incubator launched in 2011 to help associates develop new products and services that address critical environmental and social needs around the world.

Through IfG, Kohler has funded the development of innovative products that provide safe water and off-grid sanitation solutions as well as products made from recycled materials.

## I-Prize Competition

The IfG incubator established the I-Prize competition in 2018 as an annual innovation competition for Kohler associates to share their boldest ideas for new products and solutions to key social and environmental challenges.

Participation in the global competition has grown every year, and in 2024 there were a record number of participants—310 associates from 13 countries.

310

registrants

13

countries represented

43

ideas

400

final event attendees and viewers

Behind-the-scenes look at the live streaming of the 2024 I-Prize competition final pitch event with IfG hosts.



The M-Prize, hosted with Marquette University, is an innovation competition inspired by Kohler's annual I-Prize competition. Kohler supports this program through workshops and mentorship.



The KOHLER Loope™ toilet, a completely waterless toilet designed to address sanitation challenges for housing without plumbing, came out of IfG and won the prestigious global iF Design Award Gold in 2024. We are proud to announce that the KOHLER Loope toilet was named in Fast Company's **2024 World Changing Ideas Awards** as a finalist in the Developing World Technology category and honorable mention in the Water category.





# Product Transparency for Our Customers

We look for opportunities to align our innovations with trusted sustainability standards and frameworks so our products can contribute to creating more sustainable spaces and places.

Kohler is a long-term member of the U.S. Green Building Council, and our product transparency documents, including Environmental Product Declarations and Declare labels, support customers in meeting Leadership in Energy and Environmental Design (LEED) standards for green building certification. We have over **6,500 products** with sustainable attributes, many of which can help contribute toward LEED and Green Building certification.

We created a **Sustainable Products** page on **KOHLER.com** to make it easier for consumers to find and purchase Kohler products that support their sustainability lifestyle and priorities.

We use the following attributes and standards to guide product development and transparency:



Our Maxstow™ line of bathroom vanities is Forest Stewardship Council (FSC) certified, which verifies that over 70% of the wood used in the products come from responsibly managed forests.



# Reducing Scope 1 and Scope 2 GHG Emissions

Kohler has been tracking its Scope 1 and Scope 2 greenhouse gas (GHG) emissions data since 2008. We work to reduce our emissions through process improvements, renewable energy projects, and related initiatives.

Using a Carbon Profitability Index that embeds the price of carbon into capital-planning decisions, Kohler factors potential Scope 1 and Scope 2 emissions into decisions on investments in new capital projects.

## Transportation

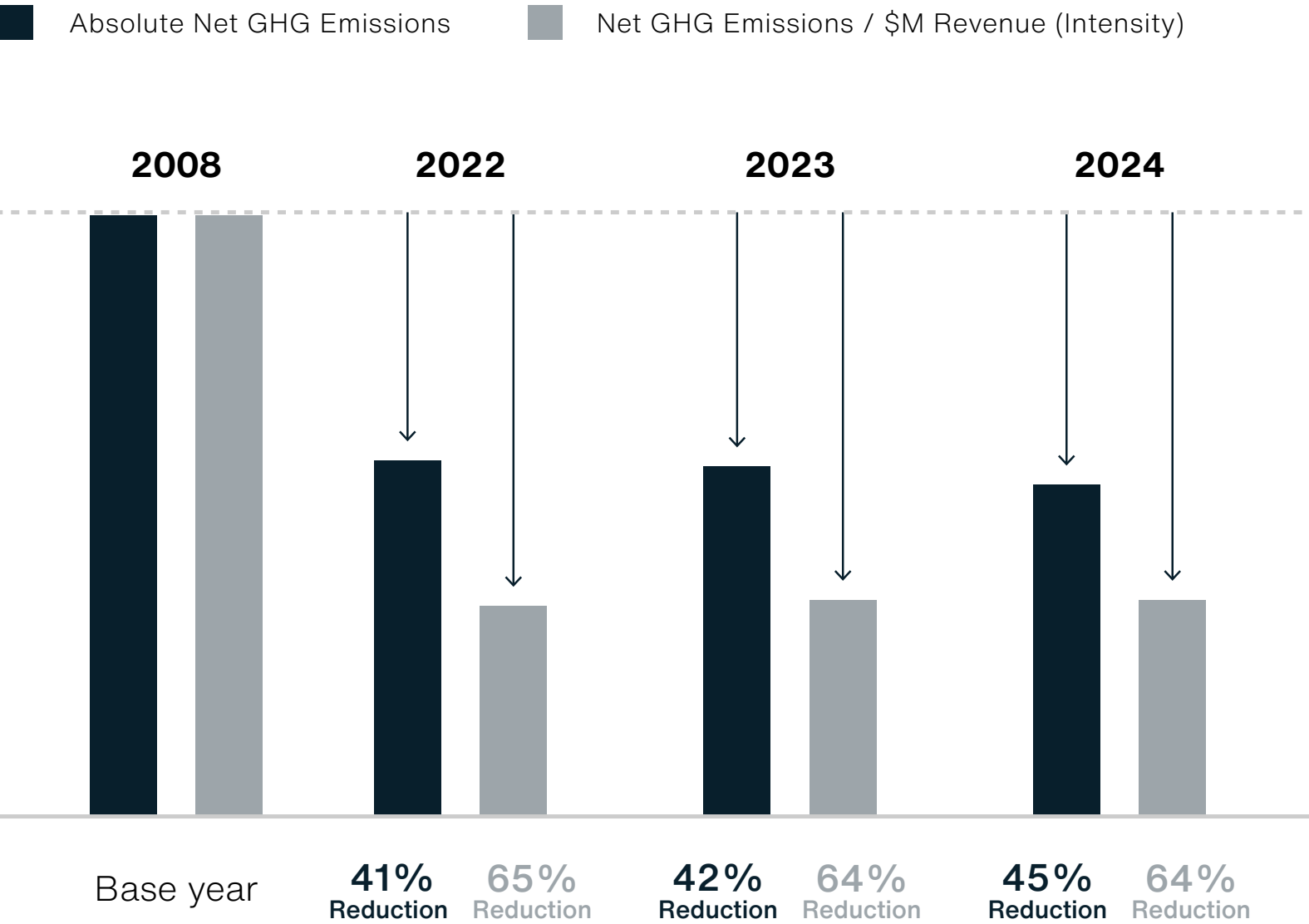
Kohler measures and benchmarks freight transportation to find ways to reduce GHG emissions. In the U.S., we look for intermodal and rail transportation options where possible and seek partners who are SmartWay-certified. In our shipping containers, we focus on maximizing contents to reduce shipment volume.



\*Operational greenhouse gas, energy use, water withdrawal, and waste metrics have been recalculated for the years 2008 and 2022–2024 to exclude Kohler Energy, except for comparisons between 2022 and the previous year. Additional scope and methodology notes can be found in the Management Assertion in the Kohler 2024 Global Impact Report Appendix.

## Net GHG Emissions Across Global Operations (Scope 1 & 2)

2022–2024 compared to 2008 baseline\*



↓ 64%

reduction in global net (Scope 1 and 2) GHG emissions intensity since 2008.

“With 25 years at Kohler, I proudly stand alongside fellow associates as trailblazers in sustainability. Over the past 17 years, we have built a robust sustainability system from the ground up, driving impactful change. My passion for sustainability and data accuracy has allowed me to contribute meaningfully to all Kohler locations across North America, ensuring responsible and precise environmental practices.”

**Neil Hartman**, Manager – Energy and Utilities  
Kohler, Wisconsin, U.S.A.





# Reducing Scope 3 GHG Emissions

Kohler tracks, manages, and implements strategies aimed at reducing Scope 3 emissions across our value chain.

Our Design for Environment (DfE) process was created to help us identify opportunities to improve energy efficiency and lower emissions for consumers that use our products. It's a process that has now expanded beyond the design phase and factors into operational and capital planning decisions as well.

As we work to identify sustainability opportunities during the product development process, our Supplier Sustainability team works to better understand Scope 3 measurement and the impact of our suppliers and partners.

Together these efforts provide important inputs that contribute to our overall strategy for reducing emissions from purchased goods and services and identify opportunities for process improvements, engagement with suppliers, and governance around sustainable procurement at Kohler.

We prioritize reduction of our top two Scope 3 emissions categories:



Category 1: Purchased Goods and Services



Category 11: Use of Sold Products

## Kohler Mira and Recoup Products Reduce Energy Usage

Kohler Mira uses innovative electric shower technology called Mira Heatloop™ that works with Recoup wastewater heat recovery systems, reducing the power required to run a shower by up to 40% compared with other electric showers. It uses energy from hot water leaving through the drain to preheat incoming fresh water during showering. The technology facilitates reduced energy usage and utility bills while lowering emissions from product use.





# Supplier Sustainability

Kohler is committed to using sustainability criteria in our procurement process to help reduce environmental impacts from the purchase of goods and services.

In 2024 Kohler launched a new process to evaluate the sustainability impact of direct materials during the quoting process with our suppliers. This provides us with information on the carbon footprint, water usage, and waste generation for each item and supplier in any given quote, allowing us to incorporate these factors into purchasing decisions.

200

suppliers, representing 80% of direct material spend, were trained on sustainability topics and expectations related to Scope 3 emissions.

## PROMPTT Process

Our Strategic Sourcing team uses a process called PROMPTT (Proactive Response to Outdo Market Position Through Teamwork), which facilitates collaboration with key suppliers to identify cost-saving opportunities that also have positive sustainability impacts. In 2024 11 suppliers were engaged to make changes such as using lighter-weight or more sustainable materials—reducing carbon emissions by 977 metric tons CO<sub>2</sub>e in total.



*“PROMPTT—Proactive Response to Outdo Market Position Through Teamwork, a strategic sourcing program—has proven that sustainability and savings don’t have to be at odds. I’m proud that our team is helping lead the transition to more sustainable practices, while continuing to drive cost-conscious innovation.”*

**Padam Bhusal**, DM-Supplier VAVE Program  
Delhi, India





We also increased our engagement with suppliers to communicate new sustainability expectations and requirements.

- Kohler’s new Supplier Sustainability Policy outlines our requirements for suppliers to provide data and make reductions on carbon emissions, energy use, water use, circularity, and waste management.
- A new requirement was added for suppliers to include precise material descriptions and weights as well as renewable energy metrics to be used as data points on competitive bids.

On an annual basis, suppliers representing 80% of direct procurement by dollars spent are asked to complete our Supplier Sustainability Survey. The results are used to understand the work that our key suppliers are doing to reduce environmental impact, and outputs are used in our Supplier Scorecards to indicate how well they are doing on sustainability. Scorecard results are discussed in quarterly business reviews with our procurement team to drive improvements over time.

2024 Progress

580

assessments completed for competitive bids resulting in a total carbon avoidance of

17,298

metric tons CO<sub>2</sub>e from purchasing.

150

buyers trained on sustainable procurement topics, including Scope 1, 2, and 3 emissions and the impact of Kohler’s Scope 3 footprint.





# Increasing Renewable Energy

We continuously work to integrate renewable energy across our business. We are proud to have procured 100% of the electricity of our U.S. and Canada operations from renewable sources since 2019. This includes power purchased from Enel Green Power’s wind farms in Kansas, known as the Diamond Vista project. Outside of the U.S., solar power installations generated 19 million kWh of renewable electricity for our operations.

↑ 2%

change in global operational electricity from renewable resources.

Solar panels were installed on the roof of the canteen, dormitory, and Plants I and II of our Zhuhai, China, campus.

## 2024 Progress

310

million kWh

of electricity used in our U.S. operations came from solar and wind generation. This is enough to power Kohler Campus operations for 2 years.



Kohler ranked 50<sup>th</sup> on the 2024 U.S. Environmental Protection Agency’s Green Power Partnership list of largest consumers of renewable power.

5

facilities went online with on-site solar.

22

facilities across 7 countries had on-site solar.





# Managing Waste

Through innovative waste diversion programs and operational improvements, Kohler is working to promote circularity and divert waste from landfills.

Our procurement team plays a key role in managing waste, especially when it comes to eliminating single-use plastics (SUP) from our operations. In 2024 all Kohler-owned locations\* operated without procuring SUP beverage bottles and worked to minimize nonindustrial SUP across manufacturing and operations.

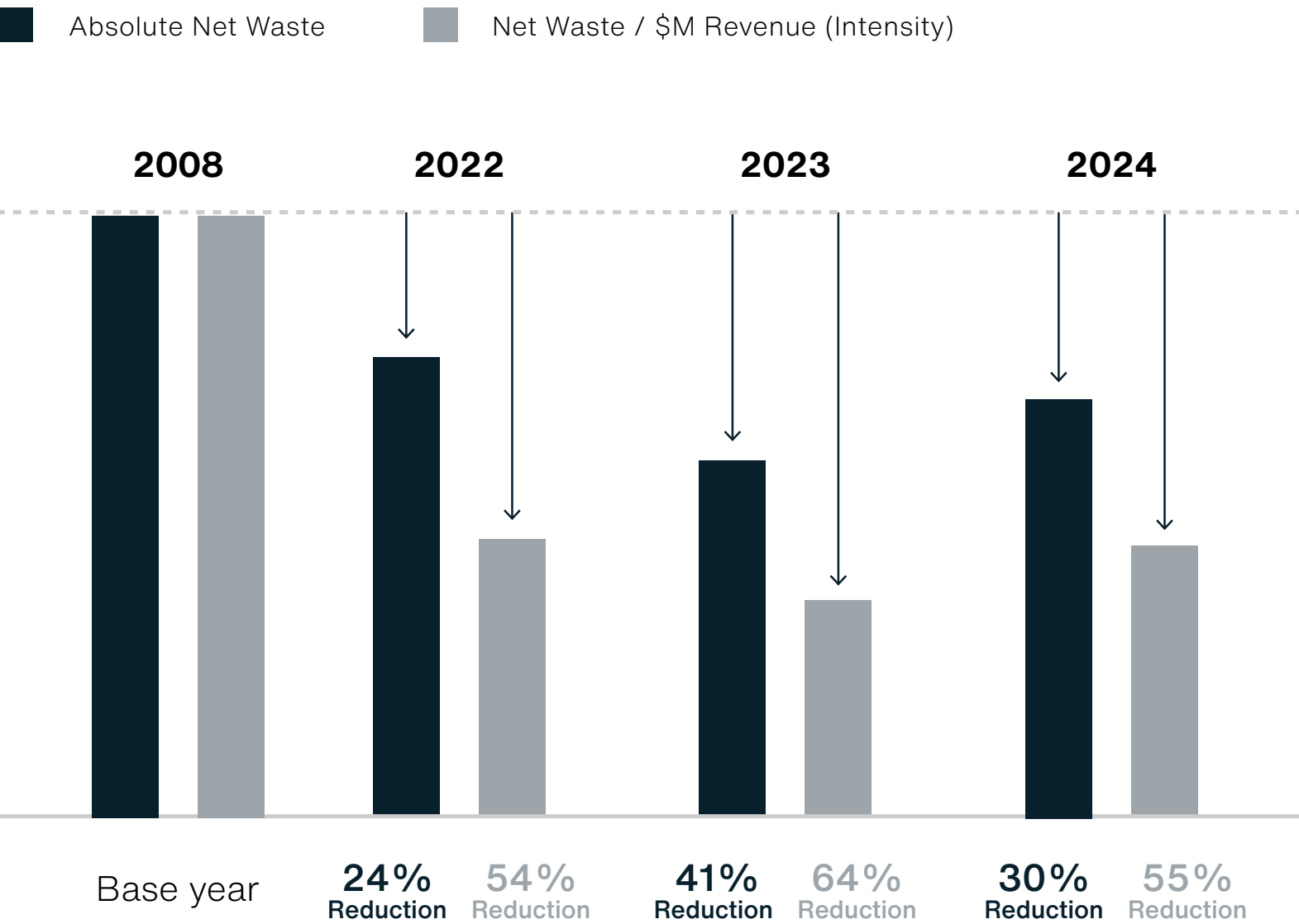
The American Club® and U.S. locations of the Kohler Waters Spa also made decisions to reduce SUP, replacing plastic swimsuit bags with swimsuit dryers and eliminating approximately 80,000 plastic bags per year. Combs, brushes, razors, and trash liners have also been changed to more environmentally friendly options.

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

†Operational greenhouse gas, energy use, water withdrawal, and waste metrics have been recalculated for the years 2008 and 2022–2024 to exclude Kohler Energy, except for comparisons between 2022 and the previous year. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

## Net Waste Across Global Operations

2022–2024 compared to 2008 baseline†



50%  
of waste diverted from landfill in 2024.



### Built to Last, Sustainably

Inspired by our first bathtub born from a humble, repurposed horse trough more than 150 years ago, Kohler’s cast iron designs are rooted in sustainability and ingenuity. A beloved part of homes for generations and built to withstand the test of time, Kohler’s cast iron products are made from at least 80% recycled material and are available in a diverse array of styles and colors.



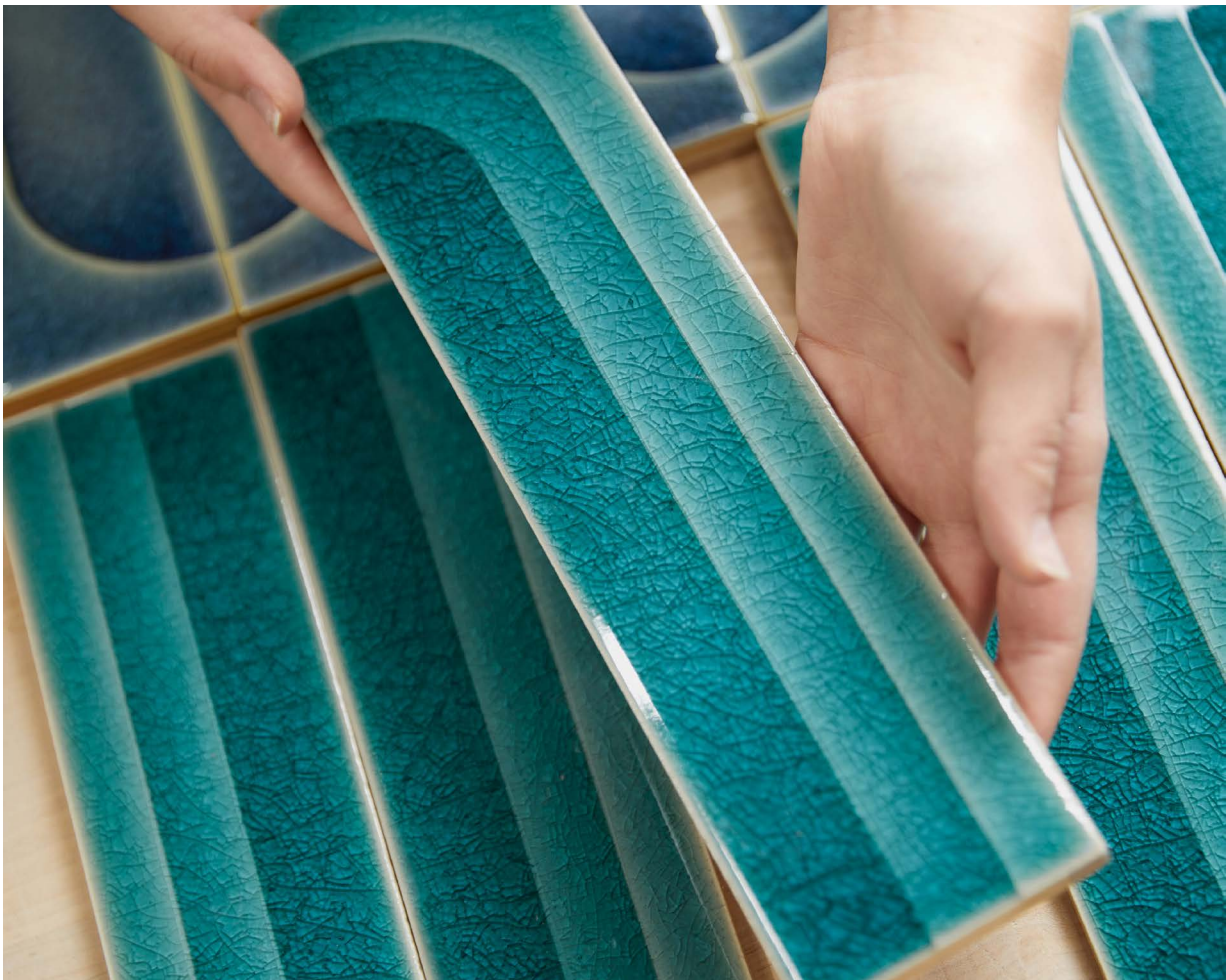
## KOHLER WasteLAB™

KOHLER WasteLAB is one of our most innovative waste diversion programs, turning waste into design. Established in 2014, the program focuses on taking landfill-bound materials left over from manufacturing and converting them into functional products of style and beauty.

In 2024 WasteLAB launched two artisanal tile collections made from nearly 100% repurposed manufacturing materials as well as a bathroom sink made from over 70% landfill-bound materials.

### Sustainable Artistry

Launched at the Kitchen & Bath Industry Show in 2024, the WasteLAB Vox® sink in Ashen made a splash. Created with more than 70% recycled materials and handcrafted by artisans in Kohler, Wisconsin, each WasteLAB Vox sink is one-of-a-kind, using repurposed vitreous cull blended with cast iron foundry dust that produces a smoky gray tone for depth, texture, and industrial character.



From left to right: Transcendence tile, designed in collaboration with Nada Debs; Landshapes® tile, designed by Daniel Arsham.



# Our Commitment to Water Stewardship


Water is essential to life and core to what we do at Kohler. We are uniquely positioned to do our part to protect this critical resource by developing, manufacturing, and selling water-efficient products. We also work to reduce water usage in our operations, protect the water resources our operations and communities rely on, expand access to safe water and sanitation by implementing projects around the world, and advocate for water security.

Kohler partakes in water, sanitation, and hygiene projects globally by using our expertise and taking action to provide communities with access to safe water and sanitation.



# 2024 Water Stewardship Impact Overview

Protect local watersheds



Watershed restoration projects

Gallons of water restored

51M gallons in 2024

80M gallons since 2023


Expand access to safe water and sanitation

Safe Water for All


Lives impacted through Safe Water for All initiatives

179K in 2024

2.6M since 2014



Reduce water usage across operations



Operational water sustainability

Reduction in global operational water withdrawal

↓ 7% since 2023 (absolute)

↓ 3% since 2023 (intensity)

↓ 57% since 2008 (intensity)

Help customers reduce water usage

Water-saving products

Gallons of water saved by Kohler WaterSense®-labeled products in the U.S.

98.1B in 2024

729B since 2007



All statistics have been rounded to nearest whole percentage point and historical numbers include 2024 figures.



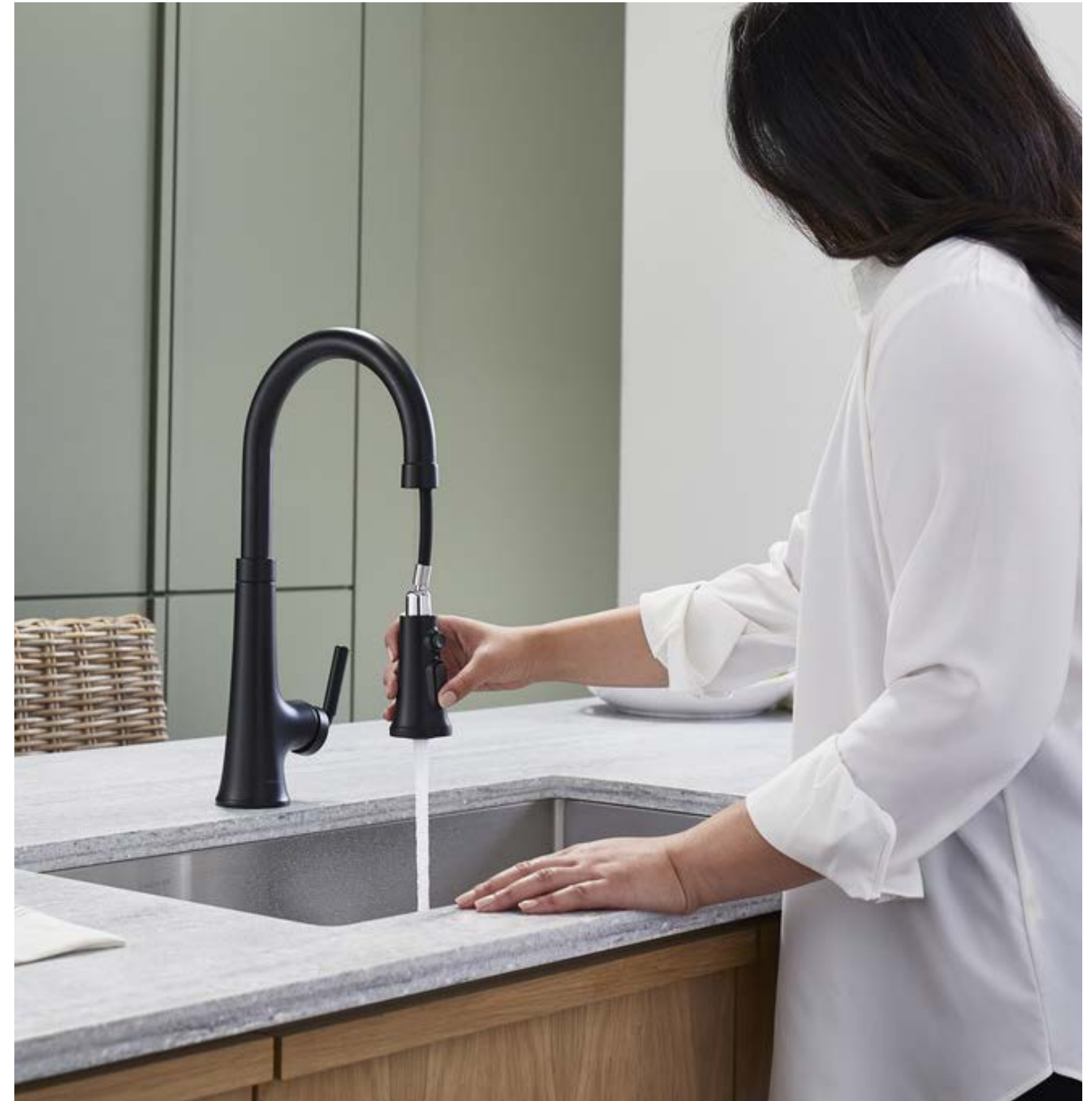
# Water Stewardship Through Uncompromising Design

As a leading provider of kitchen and bath solutions, we have a unique opportunity to impact the consumption and preservation of water resources. From the products we sell to the resources we use to operate our business, water is a lifeline for our business in many ways and it's incumbent on us to protect and provide access to those resources where we can. This belief is what led us to introduce a new water ambition at Kohler: ***Water Stewardship Through Uncompromising Design.***

This four-pronged approach drives product innovation within our business and focuses on:

1. Supporting the health and resiliency of high-risk watersheds.
2. Supporting environmental restoration and water access projects in partnership with global experts.
3. Reducing operational reliance on fresh water.
4. Enabling our customers to conserve water through water-efficient products.

We have a vested interest in being responsible stewards of our water sources—from source to tap—and are committed to using our knowledge, expertise, and products to help ensure this precious resource is preserved for the future.



The KOHLER® Tone® pull-down kitchen sink faucet features a water-efficient 1.5-gallon flow rate, saving water over standard 2.2 gpm faucets—a substantial reduction—and looks good doing it.



# Watershed Restoration

Watershed restoration is a key part of Kohler's overall water ambition. Kohler partners with nonprofit organizations and local governments on critical watershed restoration projects that support the water sources our facilities, associates, and communities depend on.

## 51M

gallons of water, approximately, restored to watersheds through our projects in 2024.

## 80M

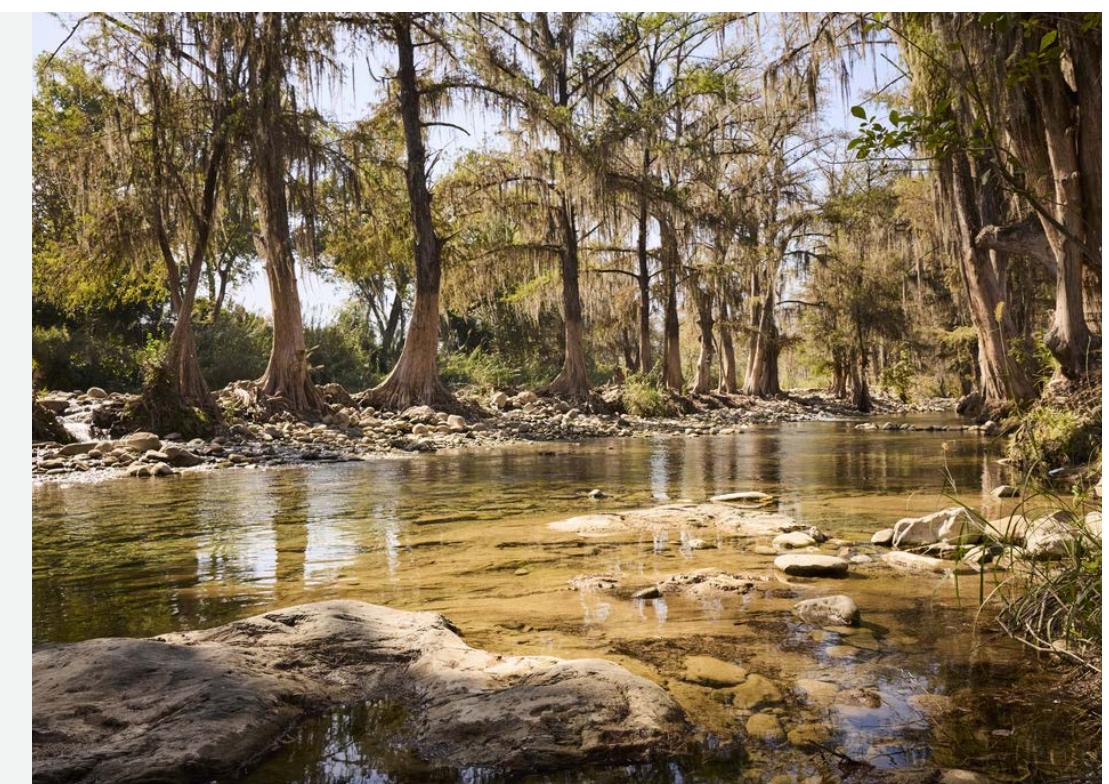
gallons of water, approximately, have been restored to watersheds since 2023.

Around the world, our teams also worked to support regional watershed restoration. In Jhagadia, India, Kohler associates and our technical partner completed a 2024 baseline survey in the Narmada River Basin that identified four watershed sites in need of restoration. Efforts to restore these sites are underway and are projected to restore 8.4 million gallons of water annually through the lifetime of the project.



In Arizona, U.S.A., Kohler associates worked to implement an aquifer recharge system to support local groundwater levels as part of the construction of our new Casa Grande facility. Depending on rainfall, the system is projected to recharge an estimated 12.1 million gallons to the aquifer annually.

In Monterrey, Mexico, we partnered with The Nature Conservancy and Universidad Autónoma de Nuevo León on the Monterrey Source Water Protection Project to conserve and restore the San Juan watershed. Through forest protection, soil conservation, and reforestation of native vegetation, the project is estimated to restore approximately 10 million gallons of water per year for three years.





# Safe Water for All

Through our flagship initiative, Safe Water for All, Kohler is taking direct action to address the water crisis by leveraging the expertise and passion of our associates and our global reach to implement solutions and raise awareness. We prioritize efforts in two main areas: Water, Sanitation and Hygiene (WaSH) and water advocacy.

Through WaSH projects we partner with humanitarian organizations and other local associations to develop and fund customized solutions that meet the unique needs of each community, and we continue to monitor project sustainability post-completion.

We also engage in water advocacy, building awareness of the urgency of the global water crisis through events and key partnerships.

Kohler hosted the “Water Builds: Innovation Summit” in 2024 at our headquarters in partnership with Water Mission, a nonprofit focused on building safe water solutions in more than 60 countries. The summit brought together experts to discuss best practices for addressing future water risks and how companies like Kohler can use innovation and partnerships to be a part of the solution. Participants left with an increased enthusiasm and vision for how to use innovation to drive impact and enhance water security and also increased connections with other corporations and NGOs driving this important work.

179K

lives impacted by Safe Water for All initiatives in 2024.

2.6M

lives have been impacted since 2014.

Attendees of the “Water Builds: Innovation Summit” pose at the Kohler Design Center.



“Access to safe water remains a global challenge. Engaging in projects focused on water restoration, sanitation, and hygiene is essential to creating meaningful impact in the communities where our associates live and work.”

**Virender Kumar Ahuja,**  
Senior Director – Operations  
Jhagadia, India





WATER ADVOCACY

NYC Climate Week

Kohler hosted an event at the KOHLER® Experience Center on “The Future of Water in the Built Environment” to encourage the architecture and design communities to consider more sustainable practices in their designs.



World Water Week

Kohler attended World Water Week 2024 in Stockholm, Sweden, where we showcased our innovations in WaSH solutions. Along with leaders from Hansgrohe and Yunus Social Business, Kohler participated in a panel discussion on how each entity can use their strengths as manufacturers and engineers to enhance social innovation as a business strategy. Kohler also emphasized the importance of strategic partnerships to implement and scale sustainable WaSH solutions.



# Managing Operational Water Resources

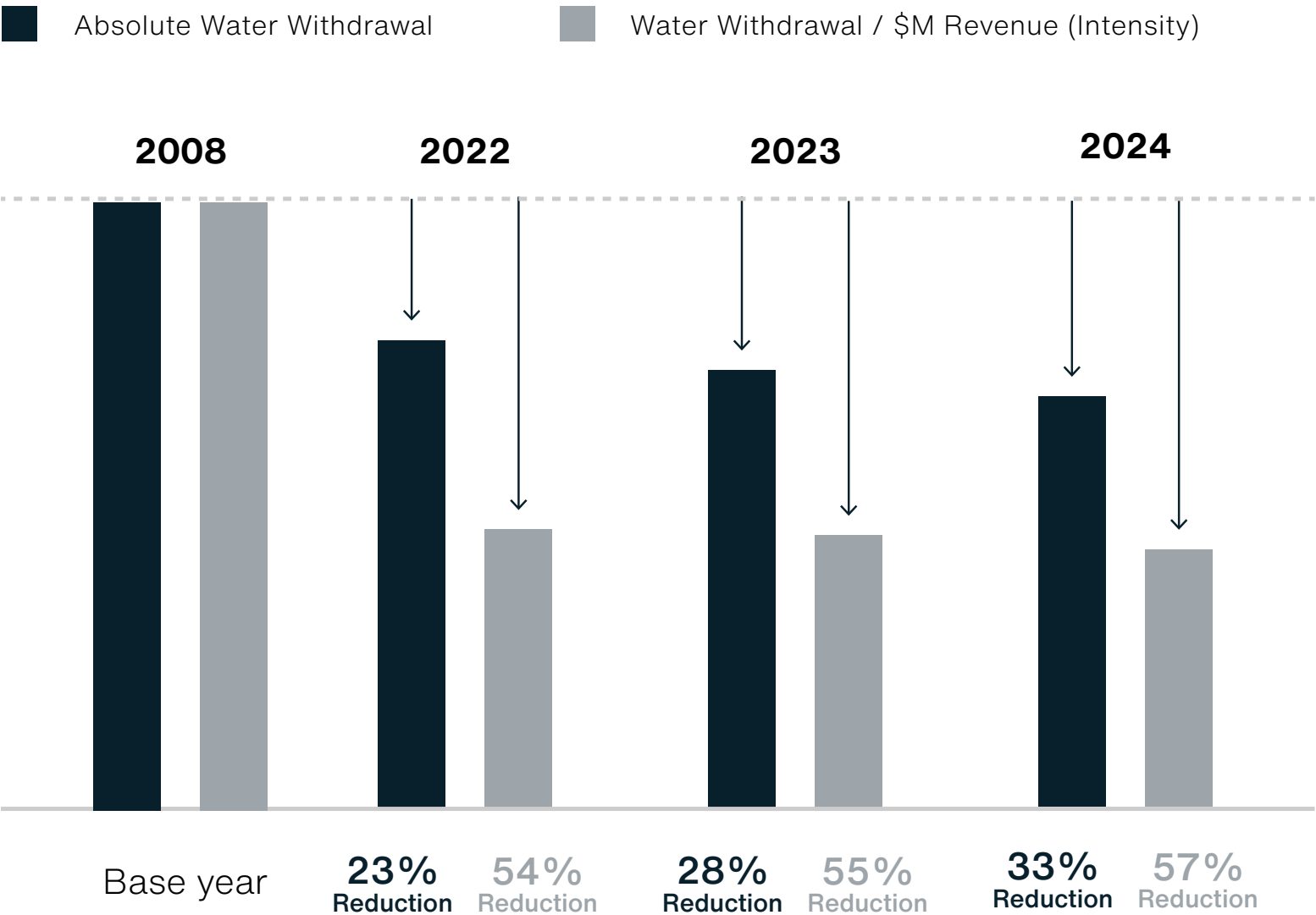
In 2024 Kohler achieved absolute reductions in water withdrawal of 65 million gallons from water-reduction initiatives. Since 2008 we have reduced our water withdrawal intensity by 57%.

We achieved this reduction in fresh water usage by increasing our use of recycled water, process improvements, water-efficient equipment, and behavior change. We are ensuring a high standard of water quality through regular monitoring, evaluation, and treatment of wastewater streams.

\*Operational greenhouse gas, energy use, water withdrawal, and waste metrics have been recalculated for the years 2008 and 2022–2024 to exclude Kohler Energy, except for comparisons between 2022 and the previous year. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

## Water Withdrawal Across Global Operations

2022–2024 compared to 2008 baseline\*



↓ 57%

reduction in operational water withdrawal intensity since 2008.

“In Morocco, water is always top of mind. The changes that we’ve made within our operations not only conserve water but impact the future of my community to ensure reliable access to water.”

**Noaman Cherrat**, Manager – Engineering and Maintenance  
Tangier, Morocco





# Water-Efficient Products

Kohler continues to be a leader in developing innovative kitchen and bathroom products that help customers reduce water use.

In 2024 we won our 10th WaterSense® Sustained Excellence Award from the U.S. Environmental Protection Agency and 15th overall WaterSense award, recognizing products that use at least 20% less water than average. Learn more and shop [WaterSense](#) and [water-efficient](#) products.

## 50L Home Coalition

Kohler is a founding member of the [50L Home Coalition](#), launched in 2020. In 2023 we initiated our first pilot project in Los Angeles, California, with 31 participating homes. In partnership with Electrolux, IKEA, and Proctor & Gamble, we completed the second phase of the project in 2024. Our findings confirmed that homes retrofitted with more water-efficient faucets, fixtures, appliances, and consumable products used 21% less water than control homes, on average, while simultaneously increasing customer satisfaction.

144

WaterSense-labeled products released in 2024.

1,041

WaterSense-labeled products available in 2024.

1,662

water-saving products available in 2024.

This photo features one of the participating families and the WaterSense-labeled KOHLER® faucets installed in their home.



## Water-Efficient 1.0-Gallon Toilet Development

The Highline® is a water-efficient toilet that combines both style and function with its clean, simple design and highly efficient performance. The Highline's 1.0-gallon flush reduces water use by more than 35% compared to 1.6-gallon toilets—offering water savings of more than 2,800 gallons per toilet every year.\* Along with its water-saving qualities, the product is designed with an elongated seat and chair-like height to provide comfortable use.



28 \*Based on Plumbing Manufacturers International established assumption of average household size of 2.67 people and a total of 13 flushes per day over 20-year estimated useful life.



THE BOLD LOOK  
OF **KOHLER**®

SHOWERS



# Investing in Our Communities

Kohler is committed to making a positive difference in the lives of people and the communities we serve. We partner with nonprofit organizations to provide financial support and expertise, and we encourage and support our associates' volunteerism in the communities where they live and work.

The team in Huntsville, Alabama, partnered with the nonprofit ShowerUp to bring to life a semipermanent shower trailer that is open to community members in need.



# 2024 Community Impact Overview

## Cultivate strong communities

### Community engagement

Percentage of significant operations that have local community activation\*

**92%** in 2024

**79%** in 2023



The Gurgaon Stewardship Team volunteers at Deepashram, which shelters and cares for more than 50 mentally and physically handicapped boys and men ranging in age from 10 to 35 years old.

### Stewardship giving

Value of corporate donations (in-kind and cash)

**\$8.28M**

in 2024

**\$194.5M**

since 1990

Number of lives impacted through stewardship giving†

**474K**

in 2024

**16.2M**

since 1990

### Believing in Better

Number of global community engagement activities

**158** in 2024

**538** since 2021

Number of volunteer hours self-reported by U.S. associates

**6,705** in 2024

**12K** since 2023

Number of lives impacted through associate community action

**15.6K** in 2024



\*Kohler defines a “significant operation” as a location with more than 100 associates. The number of significant operations decreased in 2024 and contributed to the change in this engagement metric compared to 2023. Community activation includes: volunteerism, projects, and/or donations.

†Lives Impacted represents the number of people benefitting or reached through Kohler’s initiatives.



# The Power of Partnerships

We partner with organizations globally to provide financial support and associates' time and talent in five key areas: education, the environment, health and well-being, the arts, and clean water and sanitation. For more details on these efforts, see our [Kohler 2024 Global Impact Report Appendix](#).

## Educational Partnerships

We support local chapters of the Boys & Girls Club in the communities near our U.S. operations to empower youth to excel in school, become good citizens, and lead healthy, productive lives.

In 2024 Kohler continued to support education by granting \$1,023,050 through university support and the Kohler College Scholarship Program, which supported 146 students.

Kohler has partnered with PGA WORKS, a strategic initiative of PGA of America and PGA REACH, to help diversify the golf industry's workforce. In 2025 and 2029, Kohler will host the PGA WORKS Collegiate Championship (PWCC) at Whistling Straits® golf course near Kohler, Wisconsin, and will sponsor the Beyond the Green career event designed to educate and inspire historically underrepresented people to pursue careers in the business of golf and beyond. Kohler will also provide scholarship grants to the PGA WORKS Historically Black Colleges and Universities (HBCU) Golf Scholarship endowment for students attending HBCUs.



## Environmental Partnerships

The Kohler India Technical Center donated 60 high-performance computers to the Gandhi Polytechnic College, which diverted e-waste from landfills by refurbishing equipment for use by the engineering school.

In Tangier, Morocco, members of the stewardship team diverted 30 used laptops by donating them to a primary and secondary school that lacked essential IT resources in Morocco's Chaouen region.



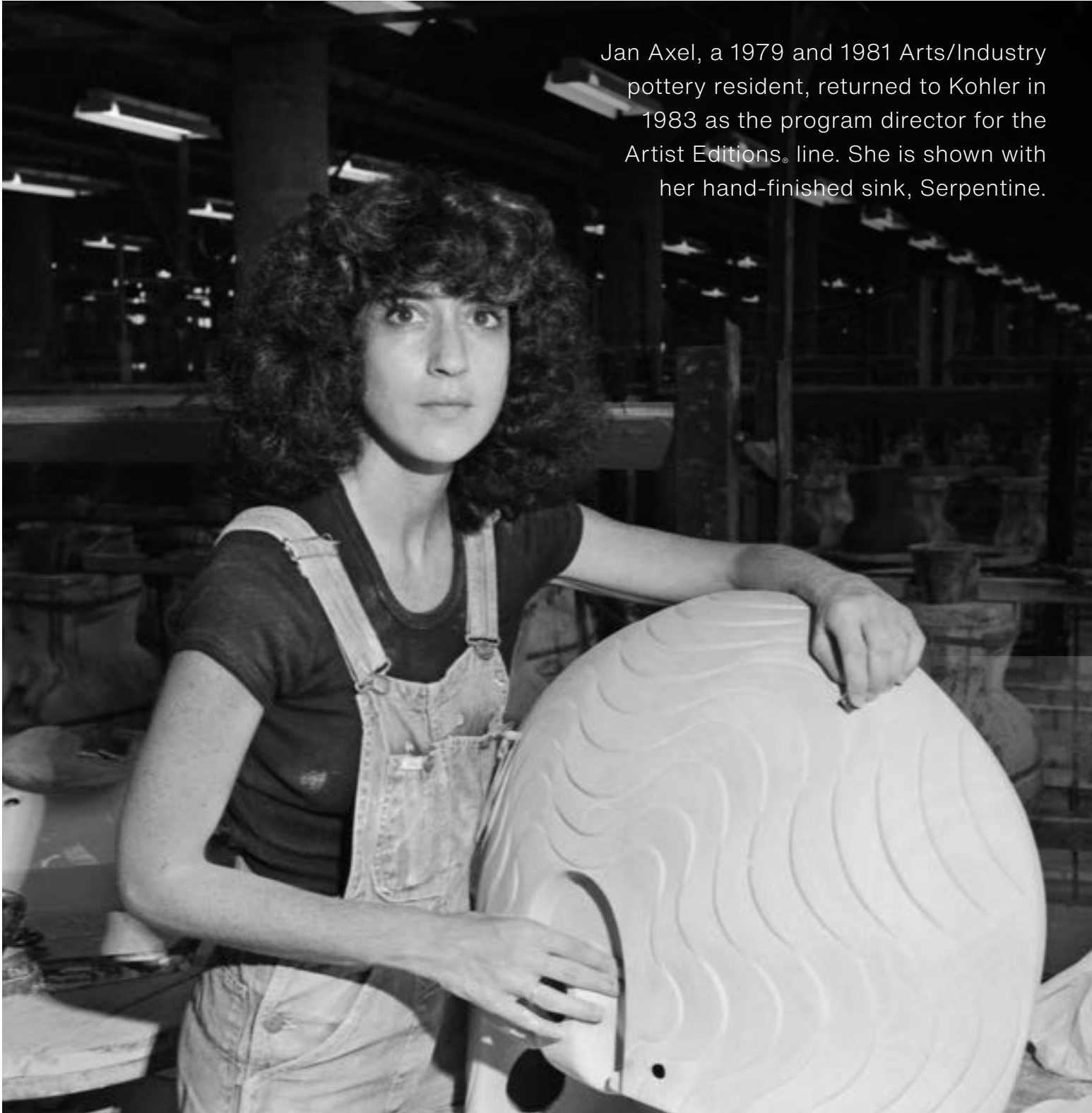


### Health and Well-Being Partnerships

Together with Kohler Co.'s matching program, Kohler associates and retirees contributed \$513,267 to United Way locations across the U.S. In October, 325 associates from Kohler, Wisconsin, joined more than 1,000 local volunteers for the 2024 United Way of Sheboygan County Day of Caring, helping local nonprofits and celebrating the United Way's 90th year of supporting the community.



The Derring, bathroom sink is shown in the color Bluestone Rutile.



Jan Axel, a 1979 and 1981 Arts/Industry pottery resident, returned to Kohler in 1983 as the program director for the Artist Editions. line. She is shown with her hand-finished sink, Serpentine.

### Arts Partnerships

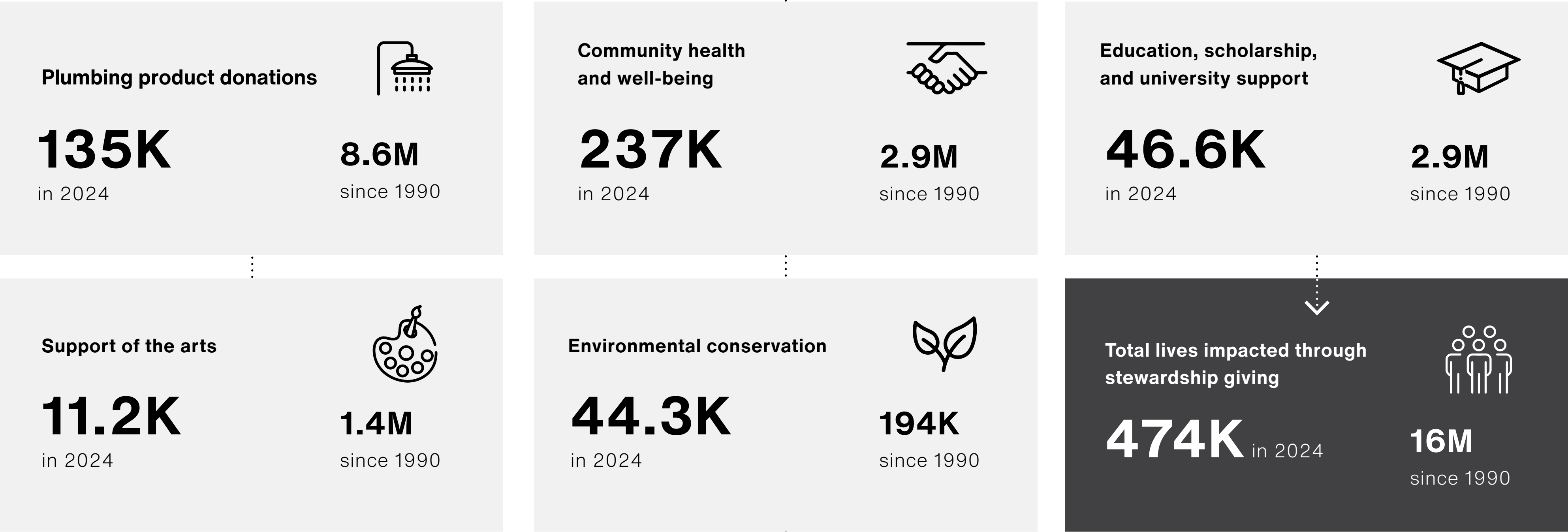
Kohler's long history of supporting artists and art organizations in our communities reflects our passion to contribute to gracious living through the power of art and design. In partnership with the **John Michael Kohler Arts Center**, Kohler hosts the **Arts/Industry residency program**, which brings design, artistry, innovation, and craftsmanship together in a collaboration between artists and Kohler associates.



# Stewardship Giving

Kohler provides financial support to a wide range of organizations in our communities through both stewardship giving and in-kind donations to support education, health and well-being, the environment, and the arts.

## Lives Impacted Through Stewardship Giving\*



\*All numbers have been rounded and historical numbers include 2024 figures.



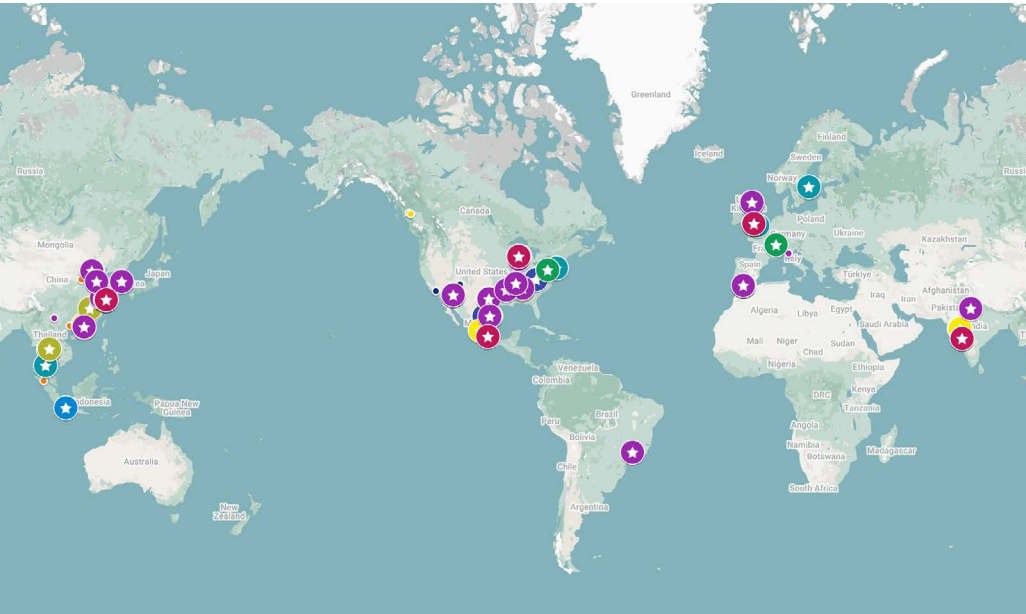
# Believing in Better

We are dedicated stewards of our communities, and through our Believing in Better initiatives, we support associates globally in contributing their time and talents in the communities where they live and work. At locations with more than 100 associates, 92% have participated in local community engagement activities.

In the U.S., Kohler provides eight hours of volunteer time off to full-time associates and connects them to over two million registered nonprofit organizations through the Believing in Better app. Outside of the U.S., Kohler teams partner with local leadership and nonprofit organizations to

identify volunteer opportunities that engage associates and address the local needs in each Kohler community.

Our associates are also active in supporting their colleagues by donating to the Kohler Associate Relief Fund. The fund started in the U.S. to aid associates facing unforeseen circumstances such as health impacts or natural disasters. In 2024 the fund became available to associates worldwide and grants were awarded to 15 associates in the U.S. and India. Kohler provides a 100% match to associates’ donations and funds are managed by the Emergency Assistance Foundation, a third-party administrator.



Motivated associates around the globe reported 158 total community engagement activities. You can learn more on [Kohler's 2024 Global Impact Initiatives](#).

Fife Women's Aid is an organization dedicated to empowering women and children affected by domestic abuse. Destination St. Andrews hosted a wellness day at Kohler Waters Spa for five women to mark the end of an important stage in their recovery.



*“Our team collaborates with three local charities, which support children (Children’s Hospices Across Scotland – Rachel House Hospice), women (Fife Women’s Aid), and men (Men’s Shed) within our community. Partnerships like this allow our teams to make an even greater impact and connection within our community. Our associates love being involved and love that we care.”*

**Janine Brown**, Director – Human Resources, Destination St. Andrews St. Andrews, United Kingdom





# Supporting Associate Development

Kohler associates drive growth and innovation. To support their development across our global organization, we invest in comprehensive benefits, well-being offerings, workplace safety, training and education, and leadership development.

Associates learn about their communication styles and how to leverage this knowledge when working on teams.

Kohler Co. 2024 Global Impact Report



# 2024 Associate Development Impact Overview

Empowering and developing inclusive teams

Company-wide engagement survey and action plans\*

Inclusion score

79 out of 100

Business resource groups (BRG)

BRG value score†

7 out of 10

Learning and development opportunities

Hours of learning completed by associates globally

155K

Uplifting associates to become more at Kohler

Caring for the well-being of our associates

Number of global associates participating in Kohler's health and well-being program that is part of benefits offered‡

8,275 in 2024

⬆ 33% since 2023

Building bold leaders globally

Bold Leadership development series participation

2,718 associates

26 countries represented

Activating associate innovation

I-Prize innovation competition

Associates that participated in I-Prize

310 in 2024

Teams that participated in I-Prize

82 in 2024

Countries represented

13

36

\*Our inclusion score is based on responses from all active full- and part-time administrative and frontline associates to the annual associate survey question, "Our team has a climate in which diverse perspectives are valued" on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Glint calculated the average response score and then converted it to a 100-point scale.

†Our BRG value score is achieved by surveying all of Kohler's BRG members and asking them to rate the value received from BRGs over the last calendar year on a scale from 1 to 10.

‡Data presented here have been recalculated to account for the change in our operating boundary after the divestment of the Kohler Energy business.

Kohler Co. 2024 Global Impact Report



# Pillars of Inclusion

Our commitment to inclusion is rooted in the belief that our differences are our greatest strength. We dedicate ourselves to creating an environment where associate voices are heard and respected, enabling us to boldly innovate and build enduring connections with our associates, customers, and partners worldwide.

## Kohler’s Pillars of Inclusion



### Kohler Teams

Building high-performance teams to delight customers and reflect communities.



### Inclusive Culture

Cultivating an inclusive workplace that embraces differences and fosters open, authentic conversations to drive innovation and peak performance.



### Inclusive Sourcing

Building an inclusive supplier network of business owners and operators from all backgrounds and communities. See **Reinforcing Accountability** for more information.



### New Markets

Proactively seeking new opportunities by leveraging various perspectives and culturally relevant experiences.



# Kohler Teams

*Building high-performance teams to delight customers and reflect communities.*

## LEARNING AND DEVELOPMENT

Kohler provides a variety of online and in-person learning and development opportunities for associates through the Kohler Career Management (KCM) portal and self-directed online learning.

597

associates undertook 175 different educational courses as part of our Kohler Engineering Academy. Courses are available in English, Mandarin, French, Thai, and Spanish.

155,436

hours of learning were completed by associates across the KCM portal and LinkedIn Learning.

### Pathways to Careers in Massage Therapy

Kohler Hospitality launched the Kohler Waters Spa Professional School of Massage Therapy in 2023 to offer training to people new to the industry and provide them with education to obtain their massage therapy license. In 2024 the school had 22 students start the program and 13 graduate, with the remainder set to graduate in 2025. The school is recognized by the National Certification Board for Therapeutic Massage and Bodywork.



Kohler India won India’s Best Workplaces Building a Culture of Innovation by Great Place To Work Institute.





More than 90 rising associates from across India participated in the India Early Career Leadership Development Program that provides coursework and leadership training on innovation, inclusion, and excellence.

## Kohler Talent Academy

The Kohler Talent Academy provides a wide variety of leadership training, career development, coaching, and mentorship programs. Highlights from 2024 programs include:

- **Bold Leader Development Series (BLDS)** takes Kohler leaders through the different dimensions of leadership. In 2024 the series had 2,718 participants from 26 countries, which included 365 workshops and 700 virtual group coaching sessions. Since launching in 2022, 3,038 leaders representing 28 countries have participated.
- **Early Career Leadership Development Programs** focus on identifying and fostering the next generation of leaders in Kohler's operations, supply chain, finance, engineering, digital, sales, and marketing units. Through a two-year program, associates move through different roles to receive cross-functional exposure and at the end are placed in full-time roles with the goal of moving into leadership positions in the future.



Kohler India won Top 25 Best Workplaces in Manufacturing by Great Place to Work Institute



*“Participating in BLDS was a transformative experience that I will carry with me for life—a milestone in my professional and personal development. The leadership and technical skills I gained not only enhanced my performance but also shaped me into a more conscious, prepared, and inspiring leader for the challenges ahead.”*

**Guinei De Souza**, Production Supervisor  
Andradas, Brazil





China STAR, an emerging leader learning program, had 31 participants from across China in 2024 who took part in workshops, personalized coaching, and 15 hours of curated LinkedIn Learning courses.

- **ElevateHer** is designed to support women associates in navigating different life and career stages. In 2024 over 100 emerging female leaders in India participated in a nine-week cohort-based development program, which included workshops, mentoring, and career-development sessions.
- **Leaders as Developers:** In 2024 the China team invested in developing internal talent to support program delivery, formally training ten internal facilitators to help lead key learning programs such as China STAR, Bold Leader Development Series, and Smart Factory Operational Leadership Program. The team also engaged with key business experts to inform learning initiatives and development of programming for new associates and management integration.

Operational Leadership Programs

Our manufacturing and supply chain divisions play an essential and unique role in our business. As a result, we created custom programming focused on developing critical skills for those business functions. For example:

- **Lean Professional Program** is led by our Kohler Operating System (KOS) team and is a six- to eight-month program designed to provide hands-on experience in our manufacturing environments and work on projects that generate immediate cost savings. In 2024, 32 leaders in China and India started the program.
- **Lean for Leadership** Workshops focus on building leadership and a culture of continuous improvement. In 2024 323 leaders participated in 16 workshops. Since launching in 2022, more than 1,400 Kohler leaders have joined the workshops.



Kohler Capability Accelerator is a five-month program for emerging leaders in partnership with the University of Virginia Darden School of Business. In 2024, 159 Kohler associates graduated from the program. The program received the Silver Human Capital Management Excellence Award for Best Custom Content in Learning and Development from Brandon Hall Group.





# ASSOCIATE WELL-BEING

Investing in our associates’ health and well-being while providing a safe and inclusive place is in the best interests of Kohler, our customers, and the communities we serve. To accomplish these objectives, we invest in comprehensive benefits programs, mental health and wellness initiatives, and workplace safety programs.

## In the U.S. in 2024 we:

- Introduced several free support programs for specific health conditions for our associates and their enrolled family members, including diabetes prevention and digital exercise therapy programs.
- Added a Military Reservist Leave benefit for two weeks of annual paid leave.
- Increased the paid parental leave benefit for birthing, nonbirthing, and adoptive parents from two weeks to six weeks for all union and nonunion associates.

## Across our global operations in 2024 we:

- Opened a new state-of-the-art children’s day care center at Kohler’s plant in Jhagadia, India, to support working mothers with children ages six months to six years.
- Introduced a new benefit, in response to associate feedback, that provides savings on leasing an electric vehicle with no deposit required, inclusive of maintenance, servicing, road tax, breakdown coverage, and insurance at Kohler Mira in the U.K.
- Launched a digital health wallet for exempt associates in Kohler India to promote preventative healthcare access and well-being. We also expanded coverage in our health insurance plans to meet the evolving needs of associates and their families.

Learn more about our benefits and initiatives to support well-being in the GRI Content Index, which is linked in the [Appendix Overview](#).

Our Kohler China team earned a Mercer China Healthiest Workplace Award for Outstanding Mental Health Practices, recognizing Kohler’s commitment to mental health and overall well-being in the workplace. This is a testament to the innovative Employee Assistance Program developed by our China Total Rewards team.

Parents and children explore and enjoy the new day care center in Jhagadia, India.





# Inclusive Culture

*Cultivating an inclusive workplace that embraces differences and fosters open, authentic conversations to drive innovation and peak performance.*

## PAY EQUITY

Kohler is a pay-for-performance organization based on the principles of fair and equitable pay for our associates. We are committed to eliminating bias, increasing transparency, and ensuring objectivity in pay practices. Our ongoing audits confirm that we do not have systemic pay differences.

We analyze pay equity by comparing associates in the same job category, job grade, and location in major countries of operation. We use the data to identify potential adjustments to be incorporated into our annual performance and compensation review process, seeking pay equity across different groups.

Global Engagement Score\*

82

in 2024

83

in 2023

### Kohler Quarter Century Club

The Quarter Century Club recognizes associates who have worked at Kohler for 25 years or more, with several associates surpassing the 50-year mark, including Diane Siever who is pictured on the right at the 2024 induction ceremony. Now in its 101st year, the Quarter Century Club is one of the oldest and largest organizations of its kind in the U.S., with global lifetime membership of more than 12,700 members.



### Kohler France Becomes Signatory of the 50+ Employment Charter

Kohler France was one of 89 new signatories to an initiative launched by the Club Landoy-Bayard group and L'Oréal. The 50+ Employment Charter aims to promote the important role of people ages 50 and older in the professional world. Signatories agree to ten commitments in areas that include recruitment, career development, health and well-being, and the fight against age-related stereotypes.

\*Our engagement score is based on responses from all active full- and part-time administrative and frontline associates to the annual associate survey questions, "How happy are you working at Kohler Co." on a scale from 1 (Not at all) to 5 (Completely happy), and "I would recommend Kohler Co. as a great place to work" on a scale from 1 (Wouldn't recommend) to 5 (Would completely recommend). Glint calculated the average response score and then converted it to a 100-point scale.



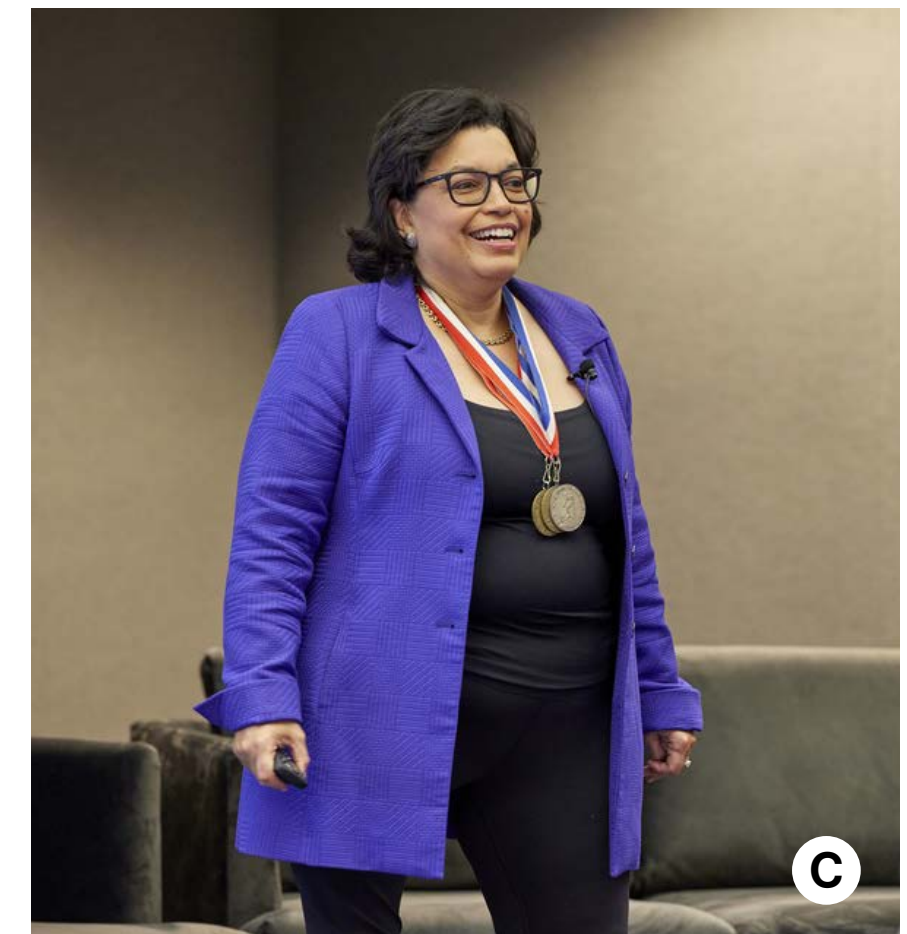
## BUSINESS RESOURCE GROUPS

Kohler business resource groups (BRG) are made up of associates from around the world and across the organization who are united in our mission of creating a more inclusive workplace. Our 11 BRGs provide professional-development opportunities, such as networking and education.

### 2024 BRG highlights:

- A Parents and Caregivers of Kohler (PACK)** joined Kohler in hosting a Bring Your Child to Work Day, offering activities for 160 children of 110 participating Kohler parents. Pictured you can see two attendees exploring one of the kitchen and bath studio sets.
- BLK Catalyst** sponsored a display of work by Arts/Industry alumnus Woody De Othello at the Kohler Design Center in celebration of African Americans and the arts.
- Kohler PROUD** organized a series of activations for Pride Month, including participating in the Milwaukee Pride Parade for the third-consecutive year, with the first-ever Kohler float.

- B Asian Resources of Kohler (ARK)** organized two teams of 23 rowers to race local organizations at the Milwaukee Dragon Boat Festival. Team Kohler One took first place with a record-breaking time.
- C Women@Work** sponsored a global webinar with more than 300 attendees in honor of International Women’s Day. Olympic medalist Bonnie St. John was the featured speaker.
- HeadsUP** hosted their sixth-annual #IWillListen run/walk to promote mental health awareness, foster compassion and openness, and break down stigmas surrounding mental health. This event drew over 600 attendees across ten locations, including Canada, India, China, and the U.K, and raised more than \$2,000 for mental health awareness and education programs.
- VIVA Kohler** organized an exhibit of artwork from Frida Kahlo at the Kohler, Wisconsin, campus and a local school. VIVA members also participated in a Rock the Block event in Sheboygan, Wisconsin, with the local chapter of Habitat for Humanity.





- **BOLD Ability** in Kohler China partnered with Hinichijou, a local coffee chain employing persons with disabilities, to donate 350 sleeping bags to schools in a rural area of Yunnan Province.
- **Kohler Alliance of Veterans and Supporters (KAWS)** hosted the Veteran's Alliance Charity Golf Outing at Blackwolf Run® in Kohler, Wisconsin, raising \$124,000 to benefit the Caddie School for Soldiers and Taskforce Uplift.
- Ⓐ **Kohler Namaste** hosted a Diwali celebration where 100 attendees learned about the Festival of Lights, enjoyed traditional dishes, created henna art, and wrote positive messages in Diwali-themed books that were distributed across Sheboygan County.
- Ⓑ **Young Professionals of Kohler (YPK)** hosted a clothing swap, giving gently-used clothing a second life. At the end of the event, more than 250 pieces of business-professional attire were donated to local career closets in Sheboygan County.



**Disability:IN Award**

2024 Best Place to Work for Disability Inclusion.



## MENTORSHIP AND COACHING

Kohler’s KoNEXTions provides mentorship opportunities to help associates foster meaningful connections and share best practices on career development and leadership in addition to network-strengthening opportunities across the company. Since 2023 we have launched over 150 mentorship pairs.

We also offer personalized coaching with certified internal and external coaches to help emerging leaders enhance their strategic thinking and decision-making and unlock their full potential. In 2024 over 100 associates participated in external coaching.

### Kohler Women’s Leadership Summit

More than 1,200 Kohler associates from around the world participated in the second biannual Kohler Women’s Leadership Summit (KWLS) in 2024. Organized by a committee with representatives from all of Kohler’s business resource groups, the four-day summit, “Global Voices—Stepping Up & Inspiring Change,” was hosted in the U.S., Mexico, U.K., India, and China. Keynote speaker presentations were streamed globally from each location, and Kohler leaders led discussions on topics like finding your inner leader, self-motivation and resilience, and balancing work and family.



*“Learning is a huge part of my life. I’m grateful for my job, which gives me the opportunity to build strong connections and inspire others to reach their full potential. Teaching and learning enhance each other, and I am constantly learning and growing in my work.”*

**Jissca Jiang**, Associate Manager,  
Learning and Development  
Beijing, China

### Spring Back to Work Program

Six women participated in the Spring Back to Work program at Kohler India. Launched in 2023 to support women returning to their corporate careers after a break of two or more years, the program includes group sessions, one-on-one coaching sessions, and a specially curated LinkedIn Learning tool kit.



# WORKPLACE SAFETY

Kohler’s long-standing commitment to workplace safety and protecting our associates from harm is demonstrated by our charter membership in the U.S. National Safety Council since 1914.

Our Vice President of Environmental, Health, and Safety (EHS) oversees global EHS strategy that is implemented through our Kohler Safety Management System (KSMS), which is based on industry best practices and covers 100% of our business activities, including those of all associates, contractors, and temporary workers.

The KSMS ensures we meet or exceed all applicable U.S. regulations as governed by the Occupational Safety and Health Administration and all applicable workplace health and safety laws and regulations in the countries where we operate. Compliance with the health and safety standards and policies in the KSMS is monitored through regular assessments and internal audits.

Through the KSMS we gather feedback from associates across the organization, which is used to leverage best practices

and improvements across the company. Our Contractor Safety Program ensures that all vendors and contractors comply with Kohler’s KSMS requirements prior to being awarded a contract.

Additional information on how we identify and prevent risks, as well as our safety training and communications, is available in the GRI Content Index, which is linked in the [Appendix Overview](#).



## Focus Site Program

To enhance both leading and lagging indicators, Kohler continues to track not only recordable incidents but all types of incidents, including near misses, property damage, first aid, and hazard identifications. Kohler proactively implements a Focus Site Program to enhance support and leadership focus on areas of high risk. In 2024 we enrolled four locations in the program, with facility leadership and EHS professionals tasked with injury-prevention plans to address areas of high risk.

*“I work with teams across Europe, the Middle East, and Africa locations regarding safety efforts and environmental compliance. Together, we implement protocols, evolve practices, and more to keep our associates safe while protecting our environment.”*

**Creamilda Ntiamoah-Nyarko,**  
EHS Regional Program Specialist  
Quedgeley, United Kingdom









# New Markets

*Proactively seeking new opportunities by leveraging various perspectives and culturally relevant experiences.*

## Customer Diversity Council

Aimed at enhancing the market landscape and opportunities for engagement with Kohler’s customers across more than 32 countries, the Customer Diversity Council is comprised of builders, plumbers, dealers, and developers who provide valuable insights on how Kohler can further connect with the diverse communities we operate in. Through this council, Kohler associates learn about the unique challenges and culture of the communities we serve to ensure our products and services remain inclusive. In 2024 Kohler associates worked with the council on rolling out targeted sales tools for products including smart toilets.



The Customer Diversity Council met in Kohler in November and participated in a Q&A session with members of the KBNA Senior Leadership team. The council meets annually to discuss essential topics and review strategic initiatives in partnership with key customers.



# Reinforcing Accountability

Trust, transparency, and accountability are the cornerstones of everything we do. As a part of our governance processes, we regularly track and analyze metrics based on industry-recognized reporting frameworks and best practices.



# Oversight of Sustainability Reporting and Disclosure

Kohler's mission is to help people live gracious, healthy, and sustainable lives. By including sustainability as part of our company mission, we challenge all of our associates and businesses to work toward achieving this collective goal.

The Kohler Leadership Team (KLT)—led by Chair and CEO David Kohler and including the Chief Sustainable Living Officer—monitors sustainability performance data of business units on an annual basis and holds annual reviews with enterprise environmental sustainability teams and business unit leadership. The Chair and CEO reviews sustainability performance on a monthly basis.

Kohler's Chief Sustainable Living Officer is the executive sponsor responsible for ensuring sustainability strategies are embedded into all aspects of our business and providing regular status updates to the KLT.

Kohler's Manager of Marketing Communications – Sustainable Living reports to the Senior Director of Business Development – Sustainable Living and is responsible for operationalizing company-wide systems for gathering sustainability data, overseeing public reporting, and activating the sustainability team.

In 2024 the KLT conducted quarterly reviews of environmental, social, and annual reporting updates. KLT also launched annual training on sustainability reporting and disclosure.



Sustainability Champions on the Shanghai Kohler Electronics team are pictured after being recognized for their work improving energy efficiency within their facility by switching the lights they use. This saved 148,000 kWh of electricity annually and reduced greenhouse gas emissions by 88 metric tons CO<sub>2</sub>e.



Kohler’s Chief Sustainable Living Officer in attendance at the World Water Day event in Washington, D.C.

# Public Policy Engagement

Kohler is committed to engaging with leaders and government officials in our local communities to support programs aimed at having a positive impact and improving people’s lives.

Our public policy engagement is focused on advocacy regarding issues where we have expertise and experience, including water stewardship and clean energy. We also seek out partnerships where we can provide our industry expertise to government agencies and elected officials. As a general practice, Kohler entities do not make political contributions.

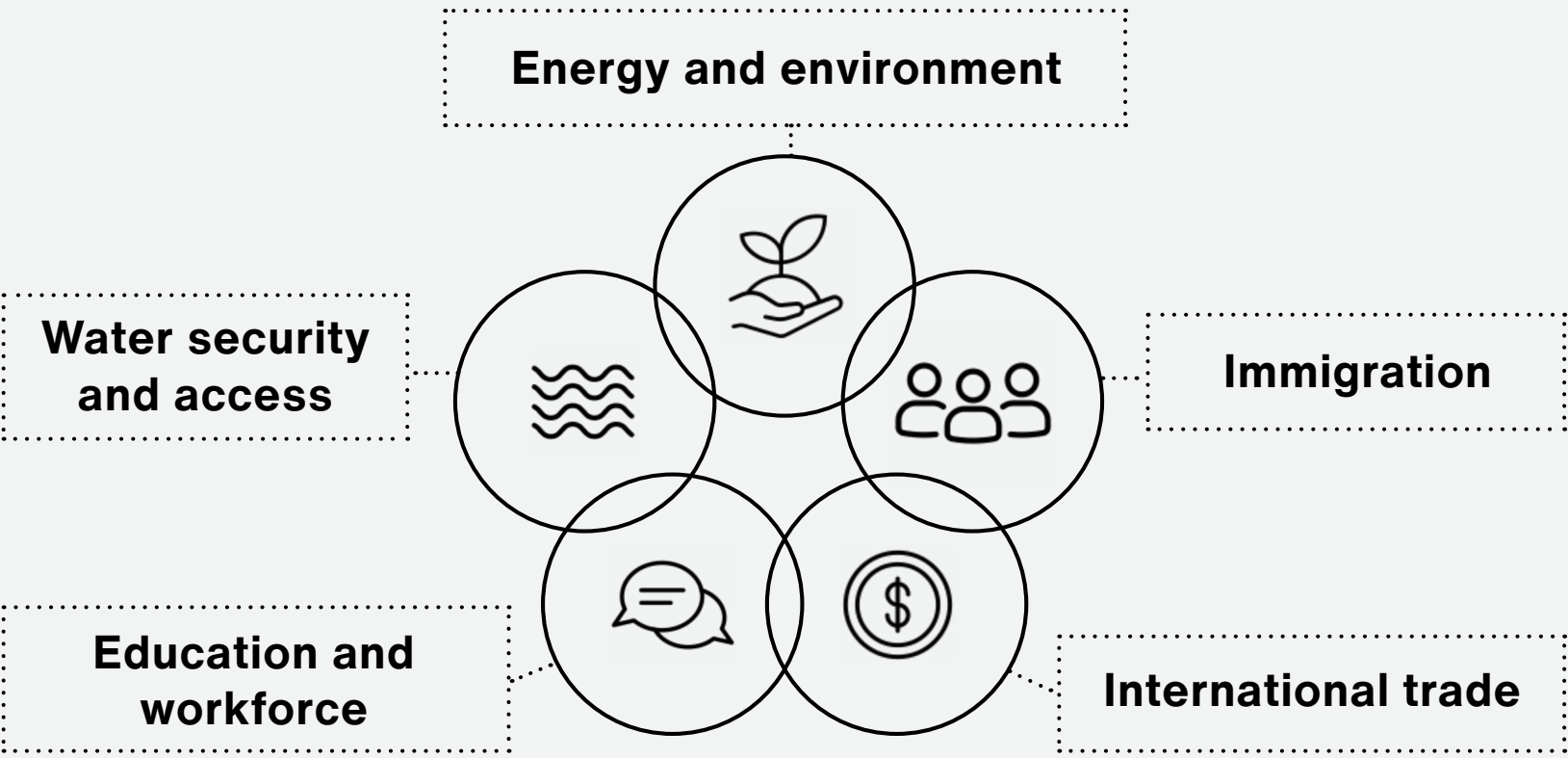
In 2024 Kohler actively engaged with policymakers and government agencies through the following:

- Kohler sponsored the Alliance for Water Efficiency annual symposium, bringing together private and public partners to learn about best-in-class strategies for water efficiency and to advocate for water security through water efficiency.

- On World Water Day our Chief Sustainable Living Officer spoke to bipartisan leaders, plumbing industry executives, and water advocates at an event in Washington, D.C., about the imperative to accelerate collective efforts to solve water, sanitation, and hygiene challenges for all.
- Kohler attended the Windsor Summit to discuss global challenges of water scarcity with key industry experts and organizations. Topics discussed include water, sanitation and hygiene; public awareness and education regarding water conservation; further research and development of products that reduce water usage; and labeling for water efficiency.



## Kohler prioritizes engagement on the following public policy issues:





# Commitment to Ethical Conduct

Kohler’s innovative and inclusive environment is rooted in our core values of ethics, integrity, and treating all stakeholders with dignity and respect. Kohler periodically surveys our associates to measure perceptions of ethical culture, identify changes in ethical culture, and act on improvement opportunities.

We have established the following governance policies to guide ethical behavior across our organization:

- **Code of Ethical Conduct (Code):**  
All associates of Kohler Co. and its subsidiaries, as well as those who work for or represent Kohler Co., are covered by the Code. In addition to guidance for ethical behavior, the Code also calls on associates to uphold our long-standing commitments to environmental stewardship and supporting the communities where we live and work.

- **Global Core Policies:** Covers topics of bribery and corruption, antitrust, conflicts of interest, infringement of intellectual property, fraud, security of our facilities, and all forms of harassment.

Compliance with the Code and Global Core Policies is overseen by our Vice President of Compliance and Ethics, who reports to the Chief Legal Officer and provides regular updates to Kohler leadership.

Additional policies and programs that guide Kohler’s governance include the topics below. Additional details on each of these can be found at:

- **Global Human Rights Policy**
- **Anti-Corruption and Bribery**
- **Global Privacy Program / Data Privacy Principles**
- **Respectful Workplace Policy**
- **Supplier Code of Conduct**
- **Supplier Sustainability Policy**





## ETHICS TRAINING AND REPORTING CONCERNS

Kohler provides mandatory ethics training to all new associates as part of onboarding.

In addition, all associates are required to complete annual ethics training, which includes topics such as ethics, financial recordkeeping, data privacy, cybersecurity, harassment and sexual harassment, human rights and modern slavery, reporting of concerns, and anti-retaliation.

We offer a **24/7 Ethics Helpline** operated by an independent third party that associates can confidentially report any concerns of violations of our policies. The helpline is available in 26 primary languages and 7 secondary languages, on our website in 16 languages, and through scanning a QR code with a mobile device.

We investigate 100% of ethics concerns raised, with the goal of completing the investigation thoroughly within 30 days. For any concern proven factual, corrective actions are established to prevent recurrence. Kohler has a zero-tolerance policy regarding direct or indirect retaliation against any associate who reports a concern in good faith or participates in a review of a concern.



100% completion rate for our annual ethics training for administrative-exempt and -nonexempt associates in 2024.



Kohler associates represent our commitment to inclusive sourcing at the National Minority Supplier Development Council Conference.

# Inclusive Sourcing

*Building an inclusive supplier network of business owners and operators from all backgrounds and communities.*

Our Inclusive Sourcing program is focused on Kohler’s objective of building a supplier network that includes business owners from all backgrounds and reflects our consumers and the communities where our associates live and work.

The program focuses on suppliers that are based in the U.S. and hold a credible third-party certification that attests to being at least 51% owned, operated, and controlled by one or more persons that fall within the following classifications: minority, woman, LGBTQIA+, service-disabled veteran, veteran, or disabled.

Our Inclusive Sourcing Program Manager works with procurement teams and business stakeholders to identify suppliers to be considered in our bidding process. We partner with five national certifying entities to increase our access to suppliers:

- Disability:IN
- National LGBT Chamber of Commerce
- National Minority Supplier Development Council
- National Veteran Business Development Council
- Women’s Business Enterprise National Council

In 2024 we exhibited at two of the largest supplier diversity conferences in the U.S., the Women’s Business Enterprise National Council Conference and the National Minority Supplier Development Council Conference. We also implemented initiatives to increase internal awareness of our Inclusive Sourcing program, including creating teams that focus on major opportunity areas and monthly reviews of high-value sourcing events to ensure that suppliers from all communities are considered.



*“We’re focusing on building supplier partnerships that reflect our same vision, values, and focus on innovation. By doing this, we are better equipped to provide quality products while fostering inclusion across our value chain to meet the unique needs of our global markets and customers.”*

**Stephen Hirzel**, Manager – Strategic Sourcing, Ortonville, Michigan, U.S.A.





# Cybersecurity

At Kohler we ensure the protection of our digital assets through a dynamic and continuously evolving cybersecurity program. By adapting to the evolving threat landscape and fostering a strong security mindset, we not only enable responsible innovation but also reinforce our commitment to building and maintaining stakeholder trust. Our approach is multifaceted and comprehensive, ensuring that every aspect of our digital landscape is fortified against potential threats, including information, systems, and networks. We achieve this through a layered approach:

- **Embedding security:** Integrating robust security measures into every aspect of our digital infrastructure, from device design to application development.
- **Rigorous data classification:** Applying tailored security protections based on precise data.
- **Cultivating a security-conscious culture:** Empowering every associate with the knowledge and awareness to protect sensitive information.

# Data Privacy

Kohler values the privacy and security of our customers and guests. We are committed to processing personal information in compliance with applicable laws, regulations, and industry best practices in the countries in which we operate and conduct business. Our **Privacy Principles** form the foundation of our Global Privacy Program, governing strategic and operational decisions and business activities.

We develop our products with privacy in mind and are transparent about the data we collect and why we collect it. We strive to provide customers with the most gracious customer experience and tools they need to manage their privacy preferences when they interact with Kohler.

Additional details and information on Kohler’s governance policies and initiatives can be found in the GRI Content Index, which is linked in the **Appendix Overview**.







# Appendix Overview

The appendix to this 2024 Global Impact Report is available separately on [KOHLER.com](https://www.kohler.com). It contains our GRI Content Index, data tables, management assertion, third-party assurance statement, and more information about our partnerships.

Kohler lodging experiences in Wisconsin and Scotland not only provide world-class accommodations but also give the world insight into Kohler's heart, heritage, art, innovation, and so much more.



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Learn more about our efforts at

[KOHLER.com](https://www.kohler.com).