

REFLECT - Reconciliation Action Plan

PERIOD - 1st May to 30th June 2025



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ACKNOWLEDGEMENT OF COUNTRY



GWA Group acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

NGAYUKU BY JANET TJITAY

Born in 1959, Janet Tjitayi is from Ernabella, an Aboriginal community in the Anangu Pitjajtjara/Yankunytjatjara (APY) Lands in South Australia. Janet has three children all born in Papunya. She started painting at Papunya Tjupi Arts many years ago. Janet now moves between Papunya and Ernabella.

This painting was said to depict designs that evoke various parts of the landscape of Janet's country, Nyapori, located near Amata in South Australia. The repeated curved chapes represent rocks and 'bush tucker'. The circles represent waterholes.

EMBRACING RECONCILIATION: A MESSAGE FROM THE BOARD



On behalf of the GWA Board of Directors I commend our Reflect Reconciliation Action Plan to you.

The Reflect Reconciliation Action Plan (RAP) reflects our determination to establish deep and lasting connections with Aboriginal and Torres Strait Islander people.

Through our RAP, we will actively seek opportunities to collaborate with First Australian communities. We will deepen our understanding of First Nations history and traditions, ensuring that First Australian perspectives are valued.

We invite you to embrace our RAP and use this platform to engage in meaningful dialogue, to listen and learn from one another, and to create a work culture that embraces and celebrates inclusion. By doing so, we will build a stronger, more resilient GWA.

A handwritten signature in black ink, appearing to read 'Darryl D McDonough'.

Darryl D McDonough
Chair of the Board
GWA



A MESSAGE FROM THE CEO

CEO welcome to our “Reflect” Reconciliation Action Plan

I am excited to launch the first stage in our Reconciliation Action Plan (RAP) for GWA.

Our first RAP, Reflect, represents a milestone for our organization and demonstrates our commitment to increasing understanding, fostering respect, and building sustainable meaningful relationships with First Nations peoples and communities.

At GWA, we recognize the importance of reconciliation, the value of diversity, and the power of inclusion. As an Australian born business with over 80 years of history built on a rich legacy of local expertise and ingenuity, we are excited to be able to give back to the community from which we have our beginnings. We pride ourselves on and are personally and passionately committed to our core values we call our Cultural Pillars that includes - We are One Team, We Are Customer Focused and We Care for Each Other. One of our guiding principles

under our “We Care for Each Other” pillar is our commitment to caring for others, the community, and the environment through our individual actions. Our RAP is hence strongly aligned to our values and will guide us in creating a more inclusive and equitable workplace, one that recognises and respects the rich cultural heritage of First Nations peoples across our country. It will be instrumental in shaping our organisation’s future, ensuring we play an active and valuable role in supporting a path toward reconciliation.

Our RAP is not merely a document; it is a catalyst for change. By embracing this commitment, we will cultivate a work environment that celebrates diversity, dismantles barriers, and fosters the growth and success of every individual within our organization.

We have established a process for driving sustainable momentum through the creation of our Reconciliation Working Group (RWG) made up of team members from across all levels of our organisation. Our RWG members have

passionately developed a RAP that is meaningful and impactful for our stakeholders, and I would like to thank them for their commitment to fostering inclusion and diversity.

I encourage you to embrace our RAP and play an active role in bringing it to life. By doing so, we will create a stronger, more resilient GWA that will have a lasting and positive impact on the communities we serve.

As we embark on this journey, let us remember that reconciliation is not a destination but an ongoing process. It requires continuous effort, open dialogue, and a willingness to listen and learn. Together, we have the power to create positive change and forge a more inclusive and equitable future for all.

Urs B Meyerhans
Managing Director

GWA

A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia welcomes GWA Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

GWA Group joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables GWA Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations GWA Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

ABOUT GWA

GWA is a leading innovator, designer and supplier of product solutions, services and intelligent technology focused on the delivery of sustainable water solutions for bathrooms, kitchens and laundries.

We own and distribute market-leading brands and state of the art product solutions across our ranges of sanitaryware, tapware, showers, basins, baths, kitchen sinks, laundry tubs, bathroom/kitchen accessories and valves. We have an intelligent bathroom system incorporating Internet of Things (IoT) smart water management solutions.

GWA operates and has sale and distribution facilities across its primary markets of Australia, New Zealand, the United Kingdom and Asia (noting that GWA ceased its China sales function as of 30 June 2022). Within our Australian business, in a recent employee survey 6 people have identified as being Aboriginal and Torres Strait Islander.

We are highly respected within the building industry for innovation, water efficiency and safety, product reliability and quality, technical expertise and superior service.

We maintain quality and cost-efficient long-term supply agreements with selected, exclusive manufacturing partners across Asia and Europe. GWA has an experienced senior management team in design, research and development, brand building, customer engagement, supply and distribution.

Across Australia, New Zealand, the United Kingdom and China we have a team of 500 people., of which 320 are in Australia. Of these employees, 6 have identified as being Aboriginal and Torres Strait Islander employees in our recent survey.

OUR PURPOSE

Making everyday
water experiences
extraordinary
– today, and for
tomorrow.

OUR STRATEGY

To be the trusted and integrated solutions partner in the delivery of sustainable water solutions for bathrooms, kitchens and laundries.

OUR CULTURAL PILLARS

We are one team.
We are customer focused.
We care for each other.

OUR BRANDS

With a range of products across our brands portfolio, we provide solutions that answer different applications in the bathroom, kitchen, and laundry as relevant to local customer markets.

CAROMA

METHVEN

CLARK

dorf

SMART COMMAND
by **CAROMA**

Deva by **METHVEN**

FLEXISPRAY

NEFA
BY **METHVEN**

Number of Aboriginal or Torres Strait
Islander staff GWA employs

6

Number of staff GWA employs
in Australia

320

Office Locations

- Level 24, 100 Mount Street, North Sydney NSW 2060
- 1 Melito Court, Prestons, NSW 2170
- 102 Welshpool Road, Welshpool, WA 6106
- 20 Parkwest Drive, Derrimut, VIC 3030
- 222 - 226 Park Street, South Melbourne, VIC 3205



OUR RAP CHAMPION

OUR RAP

At GWA Group we pride ourselves on respecting, valuing and celebrating diversity through inclusive leadership behaviours and a proactive commitment to inclusion through culturally embedded practices and policies.

Our core cultural pillar of 'We Care for Each Other' is actively demonstrated through a strong Diversity & Inclusivity panel & years of dedicated support to various community groups & projects.

We have created a Reconciliation Action Plan steering committee and working group represented by team members across Australia, which forms part of our ESG Framework and Roadmap. This group will be responsible for orchestrating events as relevant to deliver our RAP, forming part of our overarching calendar of Diversity & Inclusion. The group meets monthly to ensure activities are review and delivered in accordance with our roadmap deliverables.

As part of living our commitment to our stated RAP deliverables, we have also assigned an Executive Champion (our Group Manager, Marketing) to ensure internal engagement and awareness of our RAP.

OUR PARTNERSHIPS/CURRENT ACTIVITIES

As an Australian company with a long history of operations, we respect our role in the communities in which we operate. GWA Group subsequently has actively supported the Smith Family in Australia and Sustainable Coastlines in New Zealand and has contributed to various community projects across Australia, New Zealand, and the UK.

With broadening focus on diversity and inclusion as a business, we recognise our role in also helping achieve reconciliation and hence are seeking opportunities to collaborate with First Australian communities.

We respect the lands on which we operate, and with a business vision is focused on preserving a most precious resource (water) by better leaning in and embracing knowledge from our Aboriginal and Torres Strait Islander communities, we believe we can not only serve in delivering to our own vision well but do so for the greater benefit of all Australia,

Over the past year we subsequently accelerated awareness in the role we can play toward reconciliation by hosting several community events at our flagship design centre, Caroma on Collins, for the "Walk a While" foundation, which was established to work with First Nations people in Central Australia using creative and visual arts as a common ground. This was a first, but needed step, towards the path that is now the development of our RAP.

OUR RECONCILIATION WORKING GROUP

RECONCILIATION WORKING GROUP

- **Melissa Hayes**
Group General Manager - Marketing
 - **Patricia Oliver**
Group General Manager - People and Performance
 - **Thomas Bangs**
Head of Finance - Australia & New Zealand
 - **Allan Goodson**
General Manager, State Sales - Queensland
 - **Amy Singh**
Retail Marketing Assistant
- **Erin Dolman**
Business Development Manager, Commercial, WA
 - **Lauren Peck**
Industrial Designer
 - **Peter Sweatman**
Senior Manager - Product Visualisation
 - **Trevor McKenzie**
Warehouse Team Leader
 - **Tim Elliott**
Senior Portfolio Manager

OUR JOURNEY TO RECONCILIATION

Relationships				
Action	Deliverable	Timeline	Responsibility	
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	September 2024	Chair RWG	
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	September 2024	Chair RWG	
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024	Group GM, People & Performance	
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2024	Chair RWG	
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2024	Chair RWG	
	<ul style="list-style-type: none"> Communicate our commitment to NRW to all staff through our organisational wide business updates for knowledge sharing and with updates on company-wide intranet 	June 2024	Chair RWG	

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	September 2024	Group GM, Marketing
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	June 2024	Group GM, People and Performance
	<ul style="list-style-type: none"> Identify other like-minded organisations that we could approach to collaborate with and learn from on our reconciliation journey. 	October 2024	Group GM, Marketing
	<ul style="list-style-type: none"> Promote events acknowledging or celebrating Aboriginal and Torres Strait Islander cultures via social media and events 	December 2024	Group GM, Marketing
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	January 2025	Group GM, People and Performance
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	February 2025	Group GM, People and Performance

OUR JOURNEY TO RECONCILIATION



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	January 2025	Group GM, People and Performance
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	January 2025	Group GM, People and Performance
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	September 2024	Chair RWG
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2025	Chair RWG
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	Chair RWG
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area 	June 2024	Chair RWG
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2024	Chair RWG

OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	March 2025	Group GM, People and Performance
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	March 2025	Group GM, People and Performance
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	September 2024	Group GM, Supply and Innovation
	<ul style="list-style-type: none"> Explore opportunities to attend Indigenous Business Fairs. 	September 2024	Group GM, Supply and Innovation
	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander suppliers 	September 2024	Group GM, Supply and Innovation
	<ul style="list-style-type: none"> Research state-based Aboriginal and Torres Strait Islander business directories 	September 2024	Group GM, Supply and Innovation

OUR JOURNEY TO RECONCILIATION

GOVERNANCE			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	June 2025	Group GM, Marketing
	<ul style="list-style-type: none"> Review and update Terms of Reference for the RWG. 	June 2025	Chair RWG
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	June 2024	Chair RWG
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Continue to provide and review resources needs for RAP implementation. 	June 2025	Chair RWG
	<ul style="list-style-type: none"> Continue to engage senior leaders in the delivery of RAP commitments. 	June 2025	Group GM, Marketing
	<ul style="list-style-type: none"> Continue to review the progress of our senior leader appointed to the role of RAP Chair Champion and their internal engagement. 	June 2025	Group GM, Marketing
	<ul style="list-style-type: none"> Continue to utilise our developed systems to measure and report on our commitments. 	June 2025	Chair RWG

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	Chair RWG
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Chair RWG
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Chair RWG
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	March 2025	Chair RWG



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AUSTRALIA

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