KOHLER

Kohler Co. 2024

Global Impact Report Appendix

Data Tables

Environmental Metrics	2022	2023	2024
Energy (Megawatt Hours)*			
Energy Consumption	2,557,154	2,468,518	2,444,057
Change in Energy Consumption	-	-3%	-1%
Change in Energy Consumption Since 2008	-14%	-17%	-18%
Scope 1 Energy Consumption	1,912,409	1,796,386	1,758,346
Fuel Oil	-	15	5
Gasoline	1,519	7,482	11,001
Jet Fuel	16,347	19,912	20,634
Lamp Oil (Kerosene)	486	492	373
Liquefied Natural Gas	7,596	6,223	5,710
Natural Gas	1,748,019	1,622,144	1,565,114
Propane	72,004	71,803	71,565
Wood Fuel (Wood and Wood Residuals)	59	46	10,119
Diesel	51,334	50,933	55,066
On-Site Renewable	15,045	17,335	18,758
Scope 2 Energy Consumption	683,721	672,132	685,711
Purchased Electricity	681,601	666,041	679,519
Purchased Steam	2,120	6,091	6,192
Percentage Grid Electricity (Global)	50%	51%	49%
Percentage Renewable Electricity (Global)	50%	49%	51%
Percentage Renewable Electricity (U.S. and Canada)	100%	100%	100%
Renewable Electricity Consumption	349,923	332,408	353,096
Change in Renewable Electricity Consumption	-	-5%	6%
Energy Intensity			
Energy Intensity (Megawatt Hours / $M Revenue)	456	454	466
Change in Energy Intensity	-	-0.4%	3%
Change in Energy Intensity Since 2008	-49%	-49%	-47%

*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 2021. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

Environmental Metrics	2022	2023	2024
GHG Emissions (Metric Tons of CO_2e)*†			
Scope 1 GHG Emissions	370,545	336,050	327,216
Scope 2 GHG Emissions (Location-Based)	339,927	359,241	339,600
Scope 2 GHG Emissions (Market-Based)	163,422	190,047	174,545
Change in GHG Emissions, Scopes 1 + 2‡	-	-2%	-4%
Change in GHG Emissions Since 2008, Scopes 1 + 2‡	-22%	-23%	-26%
GHG Emissions Intensity, Scopes 1 + 2 ($MTCO_2e$ / $M Revenue)‡	127	163	127
Change in GHG Emission Intensity	-	29%	-22%
Change in GHG Emissions Intensity Since 2008	-53%	-39%	-53%
Net GHG Emissions Intensity, Scopes 1 + 2 ($MTCO_2e$ / $M Revenue)	95	97	96
Change in Net GHG Emission Intensity	-	2%	-1%
Change in Net GHG Emissions Intensity Since 2008	-65%	-64%	-64%
Water (Megaliters)*			
Water Withdrawal§	3,927	3,668	3,421
Change in Water Withdrawal	-	-7%	-7%
Change in Water Withdrawal Since 2008	-23%	-28%	-33%
Total Water Withdrawal in Areas With High Water Stress	3,154	2,917	2,693
Water Withdrawal Intensity (Megaliters / $M Revenue)	0.70	0.67	0.65
Change in Water Withdrawal Intensity	-	-4%	-3%
Change in Water Withdrawal Intensity Since 2008	-54%	-55%	-57%
Water Withdrawal by Source			
Surface Water	785	566	425
Areas of High Water Stress	785	566	425

*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 2021. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

†Our baseline year is 2008 and we calculate energy use and greenhouse gas (GHG) emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. All energy sources are included in intensity calculations. For 2023 and 2024 we included estimated Scope 1 emissions from natural gas and process emissions. For Scope 2 emissions from electricity at minor facilities where actual data was unavailable, we used conditional intensities by building activity subcategories from 2018, as published by the U.S. Energy Information Administration (EIA). Our GHG emissions inventory includes CO_2, CH_4, and N_2O, with global warming potentials sourced from the IPCC Sixth Assessment Report for 2024 and the Fifth Assessment Report for 2023. We applied the most recent emissions factors published by the EPA Center for Corporate Climate Leadership, Emission Factors for Greenhouse Gas Inventories, and the International Energy Agency wherever applicable. Emissions are consolidated using the operational control approach, covering all locations under Kohler Co.'s operational control. Kohler Co. does not have any relevant emissions from biogenic sources.

‡The Scope 2 emissions reflected in this calculation are location-based.

§Water withdrawal data is sourced from direct measurement or third-party invoices, where available. Where actual data is not available, square footage is obtained from lease agreements and multiplied by water intensity factors published by the U.S. EIA for offices, showrooms, and warehouses, or the water intensity factor published by the Sustainable Hospitality Alliance for hospitality locations. No estimates were necessary for production locations as actual data was available. Approximately 5% of the reported water withdrawal was estimated.

Environmental Metrics	2022	2023	2024
Water (Megaliters) (Continued)*			
Groundwater	966	921	787
Areas of High Water Stress	926	880	728
Seawater	0	0	0
Areas of High Water Stress	0	0	0
Produced Water	10	5	5
Areas of High Water Stress	10	5	5
Third-Party Water	2,167	2,175	2,203
Areas of High Water Stress	1,434	1,466	1,534
Water Discharge†	1,890	1,879	1,924
Water Discharge to Areas With High Water Stress	1,323	1,692	1,680
Water Discharge by Source			
Surface Water	190	315	206
Areas of High Water Stress	51	281	136
Groundwater	487	546	451
Areas of High Water Stress	487	545	450
Seawater	0	0	0
Areas of High Water Stress	0	0	0
Third-Party Water	1,212	1,018	1,267
Areas of High Water Stress	786	865	1,094
Volume of Third-Party Water Sent for Use to Other Organizations	0	0	0
Water Discharge by Level of Treatment			
No Treatment	504	699	785
Primary Treatment	515	483	543
Secondary Treatment	790	402	342
Tertiary Treatment	81	295	254
Water Consumption‡	2,037	1,789	1,496
Water Consumption From Areas With High Water Stress	1,831	1,225	1,012

*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 2021. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

†Water discharge data is sourced from third-party invoices or Kohler-maintained water discharge meters, where available. Where actual data is not available, for dormitories, offices, warehouses, and showrooms it is assumed 100% of the withdrawn water is consumed, and the water discharge amount is zero. Where actual data is not available for operations it is assumed that 20% of the water is consumed and the discharge amount is 80%. Approximately 5% of the reported water discharge was estimated.

‡Includes water consumption by locations present in areas of high or extremely high-water stress as defined by the World Resources Institute's Aqueduct Water Risk Atlas tool (Version 4.0).

Environmental Metrics	2022	2023	2024
Waste (Metric Tons)*†			
Waste Generated	348,720	269,928	283,763
Hazardous Waste	-	7,833	6,779
Nonhazardous Waste	-	262,095	276,984
Percent Waste Diverted From Disposal‡	56%	56%	50%
Waste Diverted From Disposal‡	194,954	151,522	142,820
Hazardous Waste	-	3,259	3,920
Recycling	-	2,019	2,743
Incineration (With Energy Recovery)	-	1,240	1,177
Nonhazardous Waste	-	148,262	138,901
Recycling	-	147,418	136,085
Incineration (With Energy Recovery)	-	844	2,816
Waste Directed to Disposal	153,765	118,407	140,943
Change in Net Waste	-	-23%	19%
Change in Net Waste Since 2008	-24%	-41%	-30%
Hazardous Waste	-	4,574	2,859
Incineration (Without Energy Recovery)	-	3,377	1,405
Landfilling	-	1,197	1,454
Nonhazardous Waste	-	113,833	136,597
Incineration (Without Energy Recovery)	-	36	201
Landfilling	-	113,797	136,397
Net Waste Intensity (Metric Tons / $M Revenue)	27	22	27
Change in Net Waste Intensity	-	-21%	23%
Change in Net Waste Intensity Since 2008	-54%	-64%	-55%

*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 2021. Additional scope and methodology notes can be found in the Management Assertion in the Appendix.

†For sites where Kohler does not directly manage waste disposal, data is estimated using a standardized methodology based on square footage and nonproduction waste generation averages.

‡Our calculations for waste diversion include recycled waste and waste incinerated with energy recovery.

Social Metrics	2022	2023	2024
Employment*			
Global Head Count	39,034	38,346	29,292
Head Count by Associate Classification			
Number of Administrative-Exempt Associates	11,147	11,796	8,472
Number of Administrative-Nonexempt Associates	6,171	5,771	4,166
Number of Manufacturing Associates	21,716	20,779	16,654
Talent Acquisition†			
Percent of U.S. Talent Acquisitions by Race			
Hispanic or Latino	7.1%	7.7%	12.2%
White	30.9%	42.9%	46.1%
Black or African American	18.8%	26.7%	28.3%
Native Hawaiian or Other Pacific Islander	0.5%	0.2%	0.2%
Asian	2.7%	4.5%	3.5%
American Indian or Alaska Native	0.7%	0.4%	0.9%
Two or More Races	2.8%	2.2%	3.9%
I Choose Not to Identify Race‡	3.7%	15.0%	4.9%
Not Specified‡	32.9%	0.2%	<0.1%
Global Talent Acquisitions by Gender			
Female	3,999	3,136	2,626
Male	7,778	5,756	5,398
Not Specified	2	1	1
Percent of Global Talent Acquisitions by Gender			
Female	34.0%	35.3%	32.7%
Male	66.0%	64.7%	67.3%
Not Specified	<0.1%	<0.1%	<0.1%

*Associates are classified as active, working retiree, inactive, full-time, part-time, intern, casual, seasonal, temporary, and co-op. The definition of associates has immaterially changed in 2024. Refer to our Management Assertion for our full definition.

†At Kohler “talent acquisition” is the term used for external hires or rehires.

‡Until 2024 the selections “I Choose Not to Identify Race” and “Not Specified” were publicly reported under the single category “Not Specified.” In 2024 these categories are broken out for more accurate representation and are also presented for the past two years of data. The category “I Choose Not to Identify Race” was not assured prior to 2024.

Social Metrics	2022	2023	2024
Employment (Continued)			
Rate of Global Talent Acquisitions by Gender			
Female	37.6%	28.6%	30.3%
Male	27.4%	21.0%	26.2%
Not Specified	200.0%	25.0%	100.0%
Global Talent Acquisitions by Age			
Under 30 Years Old	6,355	4,792	4,404
30–50 Years Old	4,747	3,564	3,151
Over 50 Years Old	676	537	470
Percent of Global Talent Acquisitions by Age			
Under 30 Years Old	54.0%	53.9%	54.9%
30–50 Years Old	40.3%	40.1%	39.3%
Over 50 Years Old	5.7%	6.0%	5.9%
Rate of Global Talent Acquisitions by Age			
Under 30 Years Old	73.2%	60.0%	62.0%
30–50 Years Old	20.6%	15.5%	18.3%
Over 50 Years Old	9.3%	7.4%	9.4%
Global Talent Acquisitions by Region			
Americas	7,461	6,320	6,256
Asia Pacific	3,213	1,610	1,294
Europe, Middle East, and Africa	1,104	963	475
Percent of Global Talent Acquisitions by Region			
Americas	63.3%	71.1%	78.0%
Asia Pacific	27.3%	18.1%	16.1%
Europe, Middle East, and Africa	9.4%	10.8%	5.9%
Rate of Global Talent Acquisitions by Region			
Americas	44.9%	37.7%	41.5%
Asia Pacific	18.8%	10.1%	10.9%
Europe, Middle East, and Africa	20.7%	16.9%	20.0%

Social Metrics	2022	2023	2024
Employment (Continued)			
Turnover			
Global Associate Turnover by Gender			
Female	3,464	2,709	2,091
Male	8,378	6,115	4,346
Not Specified	0	0	1
Rate of Global Associate Turnover by Gender			
Female	32.6%	24.7%	24.6%
Male	29.5%	22.3%	21.4%
Not Specified	0.0%	0.0%	100.0%
Global Associate Turnover by Age			
Under 30 Years Old	5,748	3,771	2,984
30–50 Years Old	4,944	3,878	2,732
Over 50 Years Old	1,150	1,176	722
Rate of Global Associate Turnover by Age			
Under 30 Years Old	66.2%	47.2%	44.1%
30–50 Years Old	21.4%	16.8%	15.9%
Over 50 Years Old	15.8%	16.1%	14.8%
Global Associate Turnover by Region			
Americas	7,029	5,338	4,707
Asia Pacific	3,968	2,720	1,333
Europe, Middle East, and Africa	845	767	398
Rate of Global Associate Turnover by Region			
Americas	42.3%	31.9%	32.2%
Asia Pacific	23.2%	17.1%	11.3%
Europe, Middle East, and Africa	15.8%	13.4%	17.0%
Parental Leave			
Number of U.S. Associates Entitled to Parental Leave by Gender*			
Female	3,829	3,800	3,129
Male	6,952	6,276	4,642

*Data represents number of associates in a classification which makes them eligible for parental leave regardless of whether the associate had a qualifying event (birth, adoption, foster placement, etc.).

Social Metrics	2022	2023	2024
Employment (Continued)			
Number of U.S. Associates That Took Parental Leave by Gender			
Female	68	110	96
Male	181	128	105
Number of U.S. Associates That Returned to Work in the Reporting Period After Parental Leave Ended by Gender			
Female	66	103	86
Male	165	117	100
Rate of U.S. Associates That Returned to Work in the Reporting Period After Parental Leave Ended by Gender			
Female	97.1%	93.6%	89.6%
Male	91.2%	91.4%	95.2%
Number of U.S. Associates That Returned to Work After Parental Leave Ended That Were Still Employed 12 Months After Their Return to Work by Gender			
Female	50	75	N/A
Male	105	68	N/A
Rate of U.S. Associates That Returned to Work After Parental Leave Ended That Were Still Employed 12 Months After Their Return to Work by Gender			
Female	75.8%	72.8%	N/A
Male	63.6%	58.1%	N/A
Demographics*			
Global Associates by Gender			
Female	27.2%	29.0%	29.6%
Male	72.8%	71.0%	70.4%
Not Specified	<0.1%	<0.1%	<0.1%
Global Associates by Age			
Under 30 Years Old	22.2%	20.8%	24.3%
30–50 Years Old	59.1%	60.2%	58.7%
Over 50 Years Old	18.7%	19.0%	17.0%

*Associates are classified as active, working retiree, inactive, full-time, part-time, intern, casual, seasonal, temporary, and co-op. The definition of associates has immaterially changed in 2024. Refer to our Management Assertion for our full definition.

Social Metrics	2022	2023	2024
Demographics (Continued)			
U.S. Associates by Gender			
Female	39.1%	40.3%	43.0%
Male	60.9%	59.7%	57.0%
Not Specified	<0.1%	<0.1%	<0.1%
U.S. Associates by Age			
Under 30 Years Old	23.5%	23.5%	24.7%
30–50 Years Old	45.3%	45.7%	46.4%
Over 50 Years Old	31.2%	30.8%	28.9%
U.S. Associates by Race			
Hispanic or Latino	8.4%	8.7%	10.9%
White	65.5%	65.8%	64.6%
Black or African American	15.6%	15.7%	14.9%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.2%
Asian	3.2%	3.8%	3.4%
American Indian or Alaska Native	0.4%	0.4%	0.5%
Two or More Races	2.1%	2.0%	2.3%
I Choose Not to Identify Race*	1.0%	3.3%	3.2%
Not Specified*	3.6%	0.2%	<0.1%
U.S. Administrative-Exempt Associates by Gender			
Female	37.6%	37.4%	43.8%
Male	62.4%	62.5%	56.2%
Not Specified	<0.1%	<0.1%	<0.1%
U.S. Administrative-Exempt Associates by Age			
Under 30 Years Old	13.1%	12.4%	12.6%
30–50 Years Old	57.9%	59.4%	61.9%
Over 50 Years Old	29.0%	28.2%	25.5%

*Until 2024 the selections “I Choose Not to Identify Race” and “Not Specified” were publicly reported under the single category “Not Specified.” In 2024 these categories are broken out for more accurate representation and are also presented for the past two years of data. The category “I Choose Not to Identify Race” was not assured prior to 2024.

Social Metrics	2022	2023	2024
Demographics (Continued)			
U.S. Administrative-Exempt Associates by Race			
Hispanic or Latino	4.6%	5.8%	6.0%
White	79.1%	80.0%	79.2%
Black or African American	3.7%	3.5%	3.9%
Native Hawaiian or Other Pacific Islander	0.1%	0.2%	0.2%
Asian	5.3%	6.6%	6.2%
American Indian or Alaska Native	0.1%	0.1%	0.2%
Two or More Races	1.7%	1.5%	1.7%
I Choose Not to Identify Race*	0.8%	2.2%	2.5%
Not Specified*	4.6%	0.1%	0.1%
U.S. Manufacturing Associates by Gender			
Female	28.1%	29.5%	28.8%
Male	71.9%	70.5%	71.2%
Not Specified	0.0%	0.0%	0.0%
U.S. Manufacturing Associates by Age			
Under 30 Years Old	20.8%	19.6%	20.6%
30–50 Years Old	42.7%	43.8%	44.6%
Over 50 Years Old	36.5%	36.6%	34.8%
U.S. Manufacturing Associates by Race			
Hispanic or Latino	11.1%	11.0%	15.6%
White	49.2%	48.3%	43.8%
Black or African American	31.1%	33.3%	32.9%
Native Hawaiian or Other Pacific Islander	0.3%	0.2%	0.2%
Asian	1.9%	2.1%	1.4%
American Indian or Alaska Native	0.5%	0.4%	0.5%
Two or More Races	1.5%	1.4%	2.0%
I Choose Not to Identify Race*	1.1%	3.1%	3.5%
Not Specified*	3.4%	0.1%	0.0%

*Until 2024 the selections “I Choose Not to Identify Race” and “Not Specified” were publicly reported under the single category “Not Specified.” In 2024 these categories are broken out for more accurate representation and are also presented for the past two years of data. The category “I Choose Not to Identify Race” was not assured prior to 2024.

Social Metrics	2022	2023	2024
Demographics (Continued)			
U.S. Administrative-Nonexempt Associates by Gender			
Female	61.2%	61.1%	60.5%
Male	38.8%	38.9%	39.5%
Not Specified	0.0%	0.0%	0.0%
U.S. Administrative-Nonexempt Associates by Age			
Under 30 Years Old	41.7%	43.2%	42.6%
30–50 Years Old	33.9%	32.1%	32.6%
Over 50 Years Old	24.4%	24.7%	24.8%
U.S. Administrative-Nonexempt Associates by Race			
Hispanic or Latino	8.4%	8.6%	10.0%
White	77.7%	76.2%	76.1%
Black or African American	2.5%	2.8%	3.0%
Native Hawaiian or Other Pacific Islander	0.2%	0.1%	0.1%
Asian	2.9%	3.1%	3.0%
American Indian or Alaska Native	0.7%	0.5%	0.8%
Two or More Races	3.9%	3.4%	3.3%
I Choose Not to Identify Race*	1.1%	4.8%	3.7%
Not Specified*	2.6%	0.4%	<0.1%

*Until 2024 the selections “I Choose Not to Identify Race” and “Not Specified” were publicly reported under the single category “Not Specified.” In 2024 these categories are broken out for more accurate representation and are also presented for the past two years of data. The category “I Choose Not to Identify Race” was not assured prior to 2024.

Social Metrics	2022	2023	2024
Occupational Health and Safety*			
Work-Related Injuries for Global Associates†			
Fatalities as a Result of Work-Related Injury	0	0	1
Rate of Fatalities as a Result of Work-Related Injury	0	0	0.003
High-Consequence Work-Related Injuries (Excluding Fatalities)	33	26	18
Rate of High-Consequence Work-Related Injuries (Excluding Fatalities)	0.08	0.07	0.06
Recordable Work-Related Injuries	384	320	211
Rate of Recordable Work-Related Injuries/Incidences	0.96	0.88	0.64
Main Types of Work-Related Injury	-	Strains/Sprains	Laceration/Contusion
Rate of Main Types of Work-Related Injuries	-	0.23	0.49
Total Serious Injury or Fatality Recordable Work-Related Injuries	33	26	19
Number of Hours Worked	79,950,797	72,992,190	65,717,393
Work-Related Ill Health for Global Associates†			
Fatalities as a Result of Work-Related Ill Health	0	0	0
Rate of Fatalities as a Result of Work-Related Ill Health	0	0	0
Cases of Recordable Work-Related Ill Health	19	6	2
Rate of Cases of Recordable Work-Related Ill Health	0.02	0.02	0.01
Work-Related Near Misses	2,294	1,782	468
Frequency Rate for Work-Related Near Misses	5.73	4.88	1.42

Procurement Metrics	2022	2023	2024
Local Procurement			
Percentage of Direct Spending in Region			
Asia Pacific	96%	94%	99%
Europe, Middle East, Africa	82%	81%	70%
North America	73%	78%	52%
South America	95%	96%	94%

*Associates are classified as active, working retiree, inactive, full-time, part-time, intern, casual, seasonal, temporary, and co-op. The definition of associates has immaterially changed in 2024. Refer to our Management Assertion for our full definition.

†Rates calculated based on 200,000 hours worked.

GRI Content Index

Statement of Use Kohler Co. has reported the information cited in this GRI content index for the period January 1 to December 31, 2024, with reference to the GRI Universal Standards.

GRI 1 Source GRI 1: Foundation 2021

Disclosures	Location	Response
General Disclosures		
Organizational Profile		
GRI 2: General Disclosures 2021		
2-1 Organizational details	2024 Global Impact Report, About Kohler Co., pg. 4	
2-2 Entities included in the organization's sustainability reporting	2024 Global Impact Report, About This Report, pg. 5	
2-3 Reporting period, frequency, and contact point	2024 Global Impact Report, Reinforcing Accountability, pg. 49 2024 Global Impact Report, About This Report, pg. 5	
2-4 Restatements of information	2024 Global Impact Report, About This Report, pg. 5 Data Tables, pg. 2	
2-5 External assurance	Assurance Statement, pg. 26 Management Assertion, pg. 27	
2-6 Activities, value chain, and other business relationships	2024 Global Impact Report, Reinforcing Accountability, pg. 49 About Kohler Co., pg. 4	
2-7 Employees	Data Tables, pg. 2 Management Assertion, pg. 27	
2-8 Workers who are not employees	Management Assertion, pg. 27	Certain categories of workers who are not employees are exluded from our metrics as noted in the Management Assertion.
2-9 Governance structure and composition	2024 Global Impact Report, Reinforcing Accountability, pg. 49 2024 CDP Climate Change Response 2024 CDP Water Security Response	
2-10 Nomination and selection of the highest governance body	2024 Global Impact Report, Reinforcing Accountability, pg. 49	The Kohler Leadership Team (KLT) is the highest governing body for sustainability within Kohler Co.
2-11 Chair of the highest governance body	-	The KLT is chaired by Kohler Co.'s Chair and Chief Executive Officer.
2-12 Role of the highest governance body in overseeing the management of impacts	2024 Global Impact Report, Reinforcing Accountability, pg. 49	

Disclosures	Location	Response
2-13 Delegation of responsibility for managing impacts	2024 Global Impact Report, Reinforcing Accountability, pg. 49	
2-14 Role of the highest governance body in sustainability reporting	2024 Global Impact Report, Reinforcing Accountability, pg. 49	
2-15 Conflicts of interest	**Code of Conduct: Conflicts of Interest**	
2-16 Communication of critical concerns	**Code of Conduct: Reporting Concerns**	As a privately held company, Kohler Co. does not report this metric due to its confidentiality.
2-17 Collective knowledge of the highest governance body	2024 Global Impact Report, Reinforcing Accountability, pg. 49 2024 CDP Climate Change Response	
2-19 Remuneration policies	-	As a privately held company, Kohler Co. does not report these metrics due to their confidentiality.
2-20 Process to determine remuneration	-	
2-21 Annual total compensation ratio	-	
2-22 Statement on sustainable development strategy	2024 Global Impact Report, About This Report, pg. 5 2024 Global Impact Report, Reducing Environmental Impact, pg. 9 2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 2024 Global Impact Report, Reinforcing Accountability, pg. 49 2024 Global Impact Report, About Kohler Co., pg. 4 **Code of Conduct: Sustainability and Our Communities**	
2-23 Policy commitments	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Code of Ethical Conduct** **Global Human Rights Policy** **Modern Slavery and Human Trafficking Statement**	Kohler's Global Human Rights Policy is founded on international standards including the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the principles concerning fundamental rights set out in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. The Policy also highlights our commitment to comply with all international and local legal requirements applicable to human rights in the countries where we operate. This includes laws aimed at eliminating slavery and human trafficking, such as the U.K. Modern Slavery Act and the California Transparency in Supply Chains Act.

Disclosures	Location	Response
2-24 Embedding policy commitments	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Code of Ethical Conduct** **Global Human Rights Policy** **Modern Slavery and Human Trafficking Statement**	Kohler seeks to work with partners and suppliers who share our commitments to respecting human rights and conducting business with ethics and integrity. We require 100% of suppliers registered in our Supplier Management Platform to agree to adhere to our Supplier Code of Conduct (Supplier Code) or an equivalent or stricter code. Our contracts required for suppliers with significant spend include a clause requiring compliance with the Supplier Code signed by the contracted suppliers. In addition to standards for ethical behavior and human rights, our Supplier Code includes our requirements for areas such as worker health and safety, environmental management, and anti-corruption. The Supplier Code also states our expectation that suppliers must operate in full compliance with all applicable laws of the countries in which they operate, including compliance with conflict minerals regulations to ensure all suppliers do not directly or indirectly involve human rights abuses. Compliance with our Global Human Rights Policy is overseen by our most senior executives in Human Resources, Labor and Employment, and Compliance, and our ethics training reinforces our human rights commitments with all global associates. Kohler performs due diligence to identify and prevent human rights risks in our operations and supply chain, subjecting 100% of our operational sites to these human rights reviews. In 2024 we performed research to assess and identify potential high-risk locations. Also in 2024 we conducted human rights audits at several locations, focusing on various topics such as hiring, termination, pay, and working hours; forced, bonded, indentured, slave, prison, and child labor; abuse, coercion, harassment, and disciplinary action; discrimination and freedom of association.
2-25 Processes to remediate negative impacts	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Global Human Rights Policy** **Code of Ethical Conduct**	
2-26 Mechanisms for seeking advice and raising concerns	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Code of Conduct: Reporting Concerns**	
2-27 Compliance with laws and regulations	-	As a privately held company, Kohler Co. does not report this metric due to its confidentiality.
2-28 Membership associations	2024 Global Impact Report, Reinforcing Accountability, pg. 49 The Power of Partnerships, pg. 25 2024 CDP Climate Change Response 2024 CDP Water Security Response	
2-29 Approach to stakeholder engagement	2024 Global Impact Report, Investing in Our Communities, pg. 29 2024 Global Impact Report, Reinforcing Accountability, pg. 49	

Disclosures	Location	Response
Economic Topics		
Procurement Practices		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reinforcing Accountability, pg. 49	
GRI 204: Procurement Practices 2016		
204-1 Proportion of spending on local suppliers	Data Tables, pg. 2	
Anti-corruption		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Code of Conduct: Anti-Corruption**	Kohler maintains and enforces rigorous anti-corruption policies and processes, designed to support compliance with corruption and bribery laws in the countries in which we operate and conduct business. In addition, external business partner screening, due diligence activities, and continued monitoring are key components of our anti-corruption and bribery program, executed through coordination by multiple internal teams. In 2024 Kohler conducted due diligence screening on over 5,500 external business partners.
GRI 205: Anti-Corruption 2016		
205-2 Communication and training about anti-corruption policies and procedures	2024 Global Impact Report, Reinforcing Accountability, pg. 49	
Environmental Topics		
Energy		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 **2024 Global Impact Initiatives**	
GRI 302: Energy 2016		
302-1 Energy consumption within the organization	Data Tables, pg. 2	
302-3 Energy intensity	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
302-4 Reduction of energy consumption	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	

Disclosures	Location	Response
Water and Effluents		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 **2024 Global Impact Initiatives**	
GRI 303: Water and Effluents 2018		
303-1 Interactions with water as a shared resource	2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 2024 CDP Water Security Response **2024 Global Impact Initiatives** **Our Impact**	
303-2 Management of water discharge-related impacts	2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 2024 CDP Water Security Response	
303-3 Water withdrawal	2024 Global Impact Report, Our Commitment to Water Stewardship, pg. 21 Data Tables, pg. 2	
303-4 Water discharge	Data Tables, pg. 2	
303-5 Water consumption	Data Tables, pg. 2	
Emissions		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 **2024 Global Impact Initiatives**	
GRI 305: Emissions 2016		
305-1 Direct (Scope 1) GHG emissions	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
305-2 Energy indirect (Scope 2) GHG emissions	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
305-4 GHG emissions intensity	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
305-5 Reduction of GHG emissions	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
Waste		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 **2024 Global Impact Initiatives** **Our Impact**	

Disclosures	Location	Response
GRI 306: Waste 2020		
306-2 Management of significant waste-related impacts	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 **2024 Global Impact Initiatives** **Our Impact**	
306-3 Waste generated	Data Tables, pg. 2	
306-4 Waste diverted from disposal	2024 Global Impact Report, Reducing Environmental Impact, pg. 9 Data Tables, pg. 2	
306-5 Waste directed to disposal	Data Tables, pg. 2	
Supplier Environmental Assessment		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Supplier Sustainability Policy** **Supplier Sustainability Guidance**	
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria	2024 Global Impact Report, Reinforcing Accountability, pg. 49	▪ Number of supplier bids screened using environmental criteria = 580.
308-2 Negative environmental impacts in the supply chain and actions taken	2024 Global Impact Report, Reinforcing Accountability, pg. 49	▪ Number of suppliers that have gone through a sustainability assessment = 118. ▪ Percentage of targeted suppliers* that have gone through a sustainability assessment = 58%.
Social Topics		
Employment		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Supporting Associate Development, pg. 35	Engagement and recognition are an important part of our management approach to gather feedback and recognize the contributions of our associates in many ways. ▪ Engagement Surveys: Employee engagement and survey platform Glint tracks our associate engagement and gathers feedback annually. In 2024, 91% of associates participated in the survey, the highest in our history. Our global engagement score was 82, above the Glint benchmark for the top 25% of global companies. ▪ Associate Onboarding: In 2024 we increased our focus on new associate onboarding to integrate new associates with our history and identity to build connection and belonging. ▪ Culture of Recognition: We hold annual Employee Appreciation Day events at Kohler locations worldwide, with associates setting up recognition walls and gathering to share appreciation for each other. Over 15,600 recognitions were sent in 2024 through Bold Recognition, our peer-to-peer recognition platform.

*Targeted suppliers comprise 80% of direct material spend.

Disclosures	Location	Response
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	Data Tables, pg. 2	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2024 Global Impact Report, Supporting Associate Development, pg. 35	Kohler's U.S. benefits packages provide protection to support the health and financial security of our associates. **Health Care** ▪ Medical, dental, and vision insurance coverage for full-time and many part-time associates and their dependents. ▪ We offer inclusive medical coverage in our health plan offerings for associates and their dependents, including domestic partners. ▪ Our Fit for Work program in the U.S. includes free occupational and physical therapy available to our associates during work hours. **Insurance Programs** ▪ Life insurance, short- and long-term disability insurance, accident and critical illness insurance, and a wellness incentive program to our full-time and other benefits-eligible associates. **Education Support** ▪ Kohler offers tuition reimbursement for pursuing higher education in the U.S. and Canada for associates. **Retirement Planning** ▪ We help provide financial security through a 401(k) plan, including a company match, and a Kohler pension plan, available to most U.S. associates. Free retirement planning support is also available to associates. **Family Planning and Caretaking** ▪ Kohler supports all parents by reimbursing eligible expenses for fertility treatments, adoption, and surrogacy up to $20,000. ▪ Kohler offers paid parental leave and provides a total of 12 weeks of paid leave to a birthing parent, combining the six weeks of maternity leave with six weeks of parental leave. ▪ We offer a discount program for eligible childcare centers and access to flexible tax-advantage spending accounts for associates to pay for childcare expenses. While Kohler's benefits packages vary across our global locations, our overall philosophy remains consistent in striving to provide a market-competitive benefits offering to all associates globally. Outside of the U.S., we may provide a range of benefits, including health insurance, life insurance, disability insurance, retirement programs, paid holidays, and annual leave to associates. At many of our global locations, we offer on-site food service, meal allowances, and food coupons for meals to prepare at home.
401-3 Parental leave	Data Tables, pg. 2	

Disclosures	Location	Response
Occupational Health and Safety		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Supporting Associate Development, pg. 35 **Code of Conduct: Environment, Health, and Safety**	
GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	2024 Global Impact Report, Supporting Associate Development, pg. 35	
403-2 Hazard identification, risk assessment, and incident investigation	2024 Global Impact Report, Supporting Associate Development, pg. 35	We perform annual safety and health risk assessments at 100% of our manufacturing and hospitality sites to identify potential risks, including work-related hazards, occupational hygiene, and illness-related risks. The Kohler Safety Management System (KSMS) outlines requirements for the identification, evaluation, and control of hazards, using internal auditing of implemented hazard control processes and evaluation of site performance. Every worker has the right to refuse and remove themselves from work situations they believe to be unsafe, and we expect all workers to report any condition they believe to be unsafe.
403-3 Occupational health services	2024 Global Impact Report, Supporting Associate Development, pg. 35	All Kohler facilities develop an injury-prevention plan to incorporate factors, such as facility process risk, equipment, ergonomic risk, and known industry concerns. These action plans are based on data including the previous three years of incident history, severity of those incidents, and current safety performance. Our incident-management process includes prompt notification, quality root-cause analysis (RCA), and timely sharing of learnings. A qualified RCA facilitator is present on every Kohler site and is supported by regional Environmental, Health, and Safety (EHS) staff.
403-4 Worker participation, consultation, and communication on occupational health and safety	2024 Global Impact Report, Supporting Associate Development, pg. 35	At 100% of Kohler manufacturing sites, there is a safety committee made up of management and associate members, with cross-functional and union representation, when appropriate. There are several ways to report safety concerns, including through the written reporting process; at the daily site safety meeting; directly to a supervisor, site manager, or another manager; to the Environmental, Health, and Safety (EHS) office or Human Resources; or to an anonymous hotline. Kohler has an open-door policy for reporting concerns and a zero-tolerance policy against reprisal. Kohler issues monthly and annual reports to all associates to raise awareness and ensure understanding of our EHS strategy, goals and annual targets, and overall performance.
403-5 Worker training on occupational health and safety	2024 Global Impact Report, Supporting Associate Development, pg. 35	Our EHS strategy is focused on ensuring continuous improvement in safety performance by providing comprehensive safety training to ensure compliance with workplace health and safety policies and raise awareness of all safety procedures. Safety training is a critical part of our program, and 100% of Kohler associates and contracted employees receive occupational health and safety training as part of their mandated onboarding process during paid working hours. We provide additional training based on site-specific risks, findings from EHS assessments and internal audits, and changes in applicable regulations.

Disclosures	Location	Response
403-6 Promotion of worker health	2024 Global Impact Report, Supporting Associate Development, pg. 35	All associates also have access to a well-being platform powered by Sharecare, which features health trackers, details of upcoming global health challenges, and the RealAge Test, which provides an instant assessment of true age along with personalized recommendations for improving or maintaining overall health. More than 8,275 eligible users are registered on the platform, with over 2,300 engaging in at least one global health challenge in 2024. The RealAge Test has been completed by 4,897 users. We are committed to supporting the mental health and overall well-being of associates. The confidential employee assistance program (EAP) program includes one-on-one counseling, legal and financial advice, and 150 hours of on-demand education and resources. In addition, Kohler has more than 100 mental health and well-being champions around the globe who are available to provide assistance to fellow associates.
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**Supplier Code of Conduct**	We require 100% of suppliers registered in our Supplier Management Platform to agree to adhere to our Supplier Code of Conduct or an equivalent or stricter code.
403-8 Workers covered by an occupational health and safety management system	2024 Global Impact Report, Supporting Associate Development, pg. 35	
403-9 Work-related injuries	Data Tables, pg. 2	
403-10 Work-related ill health	Data Tables, pg. 2	
Training and education		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Supporting Associate Development, pg. 35	We encourage associates and their leaders to design tailored development plans with objectives for advancement within the organization or specialization within their field. Leaders partner with Human Resources to conduct succession and career path reviews, culminating in alignment sessions with business unit presidents.
GRI 404: Training and Education 2016		
404-2 Programs for upgrading employee skills and transition assistance programs	2024 Global Impact Report, Supporting Associate Development, pg. 35	
404-3 Percentage of employees receiving regular performance and career development reviews	2024 Global Impact Report, Supporting Associate Development, pg. 35	**Leadership Development** We encourage associates and their leaders to design tailored development plans with objectives for advancement within the organization or specialization within their field. Leaders partner with Human Resources to conduct succession and career path reviews, culminating in alignment sessions with business unit presidents. **Performance and Succession Planning** ▪ 100% of administrative-exempt and nonexempt associates are eligible for annual performance reviews; 98% completed in 2024. ▪ 100% of administrative-exempt associates are reviewed annually for talent and succession planning. ▪ 1,473 global managers and HR professionals attended live training on succession and career planning in 2024.

Disclosures	Location	Response
Diversity and equal opportunity		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Supporting Associate Development, pg. 35 **2024 Global Impact Initiatives**	Experiences in the workplace have the power to influence our lives and change the direction of our future. Our associates are more likely to stay at Kohler if the work environment is positive. Our Respectful Workplace Policy requires that we treat all associates and business partners with respect, providing a safe and inclusive workplace for all, free from bullying, discrimination, intimidation, and harassment. We believe that when associates feel and experience respect, they are willing to go that extra mile to get something done—and that extra effort will often be the tipping point that drives success in our business or amplifies our current success.
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of employees	2024 Global Impact Report, Supporting Associate Development, pg. 35 Data Tables, pg. 2	
Local communities		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Investing in Our Communities, pg. 29 **2024 Global Impact Initiatives**	
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	2024 Global Impact Report, Investing in Our Communities, pg. 29 **2024 Global Impact Initiatives**	
Supplier social assessment		
GRI 3: Material Topics 2021		
3-3 Management of material topics	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Supplier Code of Conduct**	
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	2024 Global Impact Report, Reinforcing Accountability, pg. 49	All potential suppliers are screened for human rights and forced-labor risk and if the need for further investigation is identified, an assessment and on-site audit is conducted by a third party. ▪ Number of new suppliers screened for risk of forced labor and other human rights risk = 1,559.

Disclosures	Location	Response
414-2 Negative social impacts in the supply chain and actions taken	2024 Global Impact Report, Reinforcing Accountability, pg. 49	Our Responsible Sourcing program includes a range of comprehensive procedures designed to reduce human rights risks and forced-labor issues in our supply chain. ▪ Percentage of targeted suppliers* audited by a third party for risk of forced labor and other human rights risk using the Responsible Sourcing Workplace Assessment = 100%. ▪ Number of suppliers that submitted corrective actions for findings of risk of forced labor or other human rights risk = 8.

	2022	2023	2024
Number of suppliers screened for human rights risk	10,153	7,601	1,559
Number of suppliers completing self-assessment for risk of forced labor and other human rights risk	94	126†	58
Number of suppliers audited by a third party for risk of forced labor and other human rights risk using the Responsible Sourcing Workplace Assessment	5	24	28
Number of suppliers terminated‡ for findings of risk of forced labor and other human rights risk	0	2	1

Public policy	
GRI 3: Material Topics 2021	
3-3 Management of material topics	2024 Global Impact Report, Reinforcing Accountability, pg. 49 **Code of Conduct: Sustainability and Our Communities**
GRI 415: Public Policy 2016	
415-1 Political contributions	2024 Global Impact Report, Reinforcing Accountability, pg. 49

*Targeted suppliers for audits comprise suppliers that were scored as high-risk in the self-assessment for forced labor and human rights risk.

†This number has been revised to reflect updated methodology.

‡All audited suppliers not terminated or not having submitted corrective actions are in the process of submitting corrective actions.

The Power of Partnerships

Kohler and our partners are committed to a better tomorrow.

50L HOME
ACLCA American Center for Life Cycle Assessment
Adventist Health
Alliance for Water Efficiency
BID Black Interior Designers NETWORK
Boys & Girls Clubs of America
bef Bonneville Environmental Foundation
Building Talent Foundation
Calhoun Community College

中国青少年发展基金会 China Youth Development Foundation
College Possible
Deepak Foundation
DIGDEEP
Global Handwashing Partnership
GVT
Habitat for Humanity
hpdc
International Living Future Institute
IslaUrbana

John Michael Kohler Arts Center
JCHS Joint Center for Housing Studies of Harvard University
Lawrence University Appleton, Wisconsin
EPA WaterSense
Marquette
The Nature Conservancy
Outward Bound
ReMade Institute
Rotary
ShowerUp Shower Grace. Hope. Love.

Street Angels Milwaukee Outreach
Sculpture Milwaukee
United Way
U.S. Green Building Council
WABC World of Art Brut Culture
WATER FIRST
water mission
Wisconsin University of Wisconsin-Madison
World Vision

Report of Independent Accountants

To the Board of Directors of Kohler Co.

We have reviewed the accompanying management assertion of Kohler Co. (Kohler) that the employment and demographics, occupational health and safety, energy and greenhouse gas (GHG) emissions, and water metrics (collectively, the "metrics") as of or for the year ended December 31, 2024 in management's assertion are presented in accordance with the assessment criteria set forth in management's assertion. Kohler's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements,* and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies to understand terms related to relevant information about the metrics, reviewed supporting documentation in regard to the completeness and accuracy of the data in the metrics on a sample basis, and performed analytical procedures.

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

The preparation of certain occupational health and safety, energy, and water metrics requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

As discussed in management's assertion, Kohler has estimated water withdrawal and water discharge for certain water sources for which no primary data is available.

Based on our review, we are not aware of any material modifications that should be made to Kohler's management assertion in order for it to be fairly stated.

PricewaterhouseCoopers LLP

Milwaukee, Wisconsin
August 4, 2025

Kohler Co. Management Assertion

Overview

With respect to the employment and demographics, occupational health and safety, energy and greenhouse gas (GHG) emissions, and water metrics (collectively, the "metrics") reported by Kohler Co. (Kohler) as of or for the year ended December 31, 2024 (fiscal year 2024), Kohler's management asserts that such metrics are presented in accordance with the assessment criteria set forth below.

Management is responsible for the completeness, accuracy, and validity of the metrics and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. The selection by management of different but acceptable measurements could have resulted in materially different amounts or metrics reported herein.

In 2024 Kohler established Kohler Energy as a separate, independent business. The metrics for fiscal year 2024 presented herein exclude data related to Kohler Energy. In the 2023 Global Impact Report, the metrics included data related to Kohler Energy. Certain metrics previously reported in the 2023 Global Impact Report have been revised in this 2024 Global Impact Report to exclude data related to Kohler Energy.

In addition, there were four entities acquired during fiscal years 2023 and 2024 and the data from these four acquisitions has been excluded from the fiscal year 2024 metrics presented herein.

Employment and Demographics

Global reported metrics and U.S. reported metrics in the table below include data for Kohler associates, which includes the following employment types in SAP, unless otherwise indicated: active, working retiree, inactive, full-time, part-time, intern, casual, seasonal, temporary, and co-op. Contract associates were excluded from the employment and demographic metrics.

The associate definition changed from the prior year to now include the following employment types in SAP: all types of inactive associates, working retirees, seasonals, temporaries, and co-ops. This change was not retrospectively applied to fiscal years 2022 and 2023 presented within the 2024 Global Impact Report and would have resulted in a less than 1% change to each of the employment and demographic metrics presented therein if retrospectively applied.

In addition, the race employment and demographics metrics changed from the prior year and now also include a category of "I Choose Not to Identify Race." In the 2023 Global Impact Report, "I Choose Not to Identify Race" and "Not Specified" were previously reported under the single category "Not Specified." This change was retrospectively applied to fiscal years 2022 and 2023 presented within the 2024 Global Impact Report.

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31; amounts may not sum due to rounding)		Management Assessment Criteria
Global Head Count		
Global Head Count	29,292	
Demographics		
Global Associates by Gender		Gender is reported according to the gender (female, male, not specified) self-reported by the associate, as recorded in SAP. Age is reported according to the age as of December 31, 2024, and is calculated based on the date of birth self-reported by the associate, as recorded in SAP. Age is rounded down to the nearest whole number. Race of U.S. associates is reported according to the race self-reported by the associate, as recorded in SAP. Country is based on the employee work location, as recorded in SAP. Employment categories in SAP are defined as follows: ▪ Administrative-exempt associates are defined as administrative salaried employees not entitled to overtime. ▪ Manufacturing associates are defined as factory hourly employees entitled to overtime who work within a plant and work directly with the product. ▪ Administrative-nonexempt associates are defined as administrative hourly employees entitled to overtime and working a non-production role.
Female	29.6%	
Male	70.4%	
Not Specified	<0.1%	
Global Associates by Age		
Under 30 Years Old	24.3%	
30–50 Years Old	58.7%	
Over 50 Years Old	17.0%	

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31; amounts may not sum due to rounding)	
U.S. Associates by Gender	
Female	43.0%
Male	57.0%
Not Specified	<0.1%
U.S. Associates by Age	
Under 30 Years Old	24.7%
30–50 Years Old	46.4%
Over 50 Years Old	28.9%
U.S. Associates by Race	
Hispanic or Latino	10.9%
White	64.6%
Black or African American	14.9%
Native Hawaiian or Other Pacific Islander	0.2%
Asian	3.4%
American Indian or Alaska Native	0.5%
Two or More Races	2.3%
I Choose Not to Identify Race	3.2%
Not Specified	<0.1%
U.S. Administrative-Exempt Associates by Gender	
Female	43.8%
Male	56.2%
Not Specified	<0.1%
U.S. Administrative-Exempt Associates by Age	
Under 30 Years Old	12.6%
30–50 Years Old	61.9%
Over 50 Years Old	25.5%
U.S. Administrative-Exempt Associates by Race	
Hispanic or Latino	6.0%
White	79.2%
Black or African American	3.9%
Native Hawaiian or Other Pacific Islander	0.2%
Asian	6.2%
American Indian or Alaska Native	0.2%
Two or More Races	1.7%
I Choose Not to Identify Race	2.5%
Not Specified	0.1%

Management Assessment Criteria

Gender is reported according to the gender (female, male, not specified) self-reported by the associate, as recorded in SAP. Age is reported according to the age as of December 31, 2024, and is calculated based on the date of birth self-reported by the associate, as recorded in SAP. Age is rounded down to the nearest whole number.

Race of U.S. associates is reported according to the race self-reported by the associate, as recorded in SAP. Country is based on the employee work location, as recorded in SAP.

Employment categories in SAP are defined as follows:

- Administrative-exempt associates are defined as administrative salaried employees not entitled to overtime.
- Manufacturing associates are defined as factory hourly employees entitled to overtime who work within a plant and work directly with the product.
- Administrative-nonexempt associates are defined as administrative hourly employees entitled to overtime and working a non-production role.

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31; amounts may not sum due to rounding)	
U.S. Manufacturing Associates by Gender	
Female	28.8%
Male	71.2%
Not Specified	0.0%
U.S. Manufacturing Associates by Age	
Under 30 Years Old	20.6%
30–50 Years Old	44.6%
Over 50 Years Old	34.8%
U.S. Manufacturing Associates by Race	
Hispanic or Latino	15.6%
White	43.8%
Black or African American	32.9%
Native Hawaiian or Other Pacific Islander	0.2%
Asian	1.4%
American Indian or Alaska Native	0.5%
Two or More Races	2.0%
I Choose Not to Identify Race	3.5%
Not Specified	0.0%
U.S. Administrative-Nonexempt Associates by Gender	
Female	60.5%
Male	39.5%
Not Specified	0.0%
U.S. Administrative-Nonexempt Associates by Age	
Under 30 Years Old	42.6%
30–50 Years Old	32.6%
Over 50 Years Old	24.8%
U.S. Administrative-Nonexempt Associates by Race	
Hispanic or Latino	10.0%
White	76.1%
Black or African American	3.0%
Native Hawaiian or Other Pacific Islander	0.1%
Asian	3.0%
American Indian or Alaska Native	0.8%
Two or More Races	3.3%
I Choose Not to Identify Race	3.7%
Not Specified	<0.1%

Management Assessment Criteria

Gender is reported according to the gender (female, male, not specified) self-reported by the associate, as recorded in SAP. Age is reported according to the age as of December 31, 2024, and is calculated based on the date of birth self-reported by the associate, as recorded in SAP. Age is rounded down to the nearest whole number.

Race of U.S. associates is reported according to the race self-reported by the associate, as recorded in SAP. Country is based on the employee work location, as recorded in SAP.

Employment categories in SAP are defined as follows:

- Administrative-exempt associates are defined as administrative salaried employees not entitled to overtime.
- Manufacturing associates are defined as factory hourly employees entitled to overtime who work within a plant and work directly with the product.
- Administrative-nonexempt associates are defined as administrative hourly employees entitled to overtime and working a non-production role.

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31; amounts may not sum due to rounding)		Management Assessment Criteria
Talent Acquisition		
Percent of U.S. Talent Acquisitions by Race		
Hispanic or Latino	12.2%	
White	46.1%	
Black or African American	28.3%	
Native Hawaiian or Other Pacific Islander	0.2%	
Asian	3.5%	
American Indian or Alaska Native	0.9%	
Two or More Races	3.9%	
I Choose Not to Identify Race	4.9%	
Not Specified	<0.1%	
Global Talent Acquisitions by Gender		
Female	2,626	
Male	5,398	
Not Specified	1	
Percent of Global Talent Acquisitions by Gender		
Female	32.7%	
Male	67.3%	
Not Specified	<0.1%	
Global Talent Acquisitions by Age		
Under 30 Years Old	4,404	
30–50 Years Old	3,151	
Over 50 Years Old	470	
Percent of Global Talent Acquisitions by Age		
Under 30 Years Old	54.9%	
30–50 Years Old	39.3%	
Over 50 Years Old	5.9%	
Global Talent Acquisitions by Region		
Americas	6,256	
Asia Pacific	1,294	
Europe, Middle East, and Africa	475	
Percent of Global Talent Acquisitions by Region		
Americas	78.0%	
Asia Pacific	16.1%	
Europe, Middle East, and Africa	5.9%	

Talent acquisition is the term used for external associates hired or rehired during the fiscal year. External associates who were hired/rehired and whose assignment ended or were laid off during the same fiscal year are included.

Percent of global talent acquisitions is calculated as the number of global talent acquisitions for the relevant attribute (e.g., female) divided by total population of global talent acquisitions (e.g., total global talent acquisitions).

Race, gender, and country are reported following the criteria defined in the “Demographics” section.

Region is based on the employee work location by country, which is then mapped to the three reported regions.

Age is reported according to the age as of the date of hire or rehire, not as of December 31, 2024, and is calculated based on the date of birth self-reported by the associate and the date of hire/rehire, as recorded in SAP. Age is rounded down to the nearest whole number.

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31; amounts may not sum due to rounding)	
Turnover	
Global Associate Turnover by Gender	
Female	2,091
Male	4,346
Not Specified	1
Rate of Global Associate Turnover by Gender	
Female	24.6%
Male	21.4%
Not Specified	100.0%
Global Associate Turnover by Age	
Under 30 Years Old	2,984
30–50 Years Old	2,732
Over 50 Years Old	722
Rate of Global Associate Turnover by Age	
Under 30 Years Old	44.1%
30–50 Years Old	15.9%
Over 50 Years Old	14.8%
Global Associate Turnover by Region	
Americas	4,707
Asia Pacific	1,333
Europe, Middle East, and Africa	398
Rate of Global Associate Turnover by Region	
Americas	32.2%
Asia Pacific	11.3%
Europe, Middle East, and Africa	17.0%

Management Assessment Criteria

Turnover is the term used for associates who are terminated or retired during the fiscal year. Termination includes voluntary and involuntary terminations. Reductions in workforce due to plant closures are excluded. Seasonal, temporary, intern, and co-op associates are excluded.

Rate of global associate turnover is calculated as the number of global associate turnovers for the relevant attribute (e.g., female) divided by the total global head count for the relevant attribute (e.g., total global head count of female associates) as of December 31, 2024.

Gender is reported following the criteria defined in the “Demographics” section.

Region is reported following the criteria defined in the “Talent Acquisition” section.

Age is reported according to the age as of the date of termination or retirement, not as of December 31, 2024, and is calculated based on the date of birth self-reported by the associate and the date of termination or retirement, as recorded in SAP. Age is rounded down to the nearest whole number.

Occupational Health and Safety

Kohler considers the Global Reporting Initiative (GRI) Standards to report its occupational health and safety metrics. Reported metrics in the table below include data for global associates, as defined in the "Employment" and "Demographics" sections above, plus contract associates.
Reported metrics are based on data obtained from Intelex, unless otherwise indicated.

The associate definition changed from the prior year to now include the following employment types in SAP: all types of inactive associates, working retiree, seasonal, temporary, and co-op. This change was not retrospectively applied to fiscal years 2022 and 2023 presented within the 2024 Global Impact Report and would have resulted in a less than 1% change to each of the employment and demographic metrics presented therein if retrospectively applied.

Fiscal 2024 Metric and Metric Value (as of or for the year ended December 31)		Management Assessment Criteria
Work-Related Injuries for Global Associates		
Fatalities as a Result of Work-Related Injury	1	Fatalities are defined using the Occupational Safety and Health Administration (OSHA) recordability criteria as an employee death resulting from a work-related incident or exposure; in general, from an injury caused by or related to a workplace hazard.
Recordable Work-Related Injuries	211	Recordable work-related injuries are defined using the OSHA recordability criteria as any work-related fatality and any work-related injury that results in one of the following: loss of consciousness, days away from work, restricted work, or transfer to another job. A work-related injury is defined as any physical harm such as a cut, fracture, sprain, amputation, burn, bruise, etc. that results from an accident, an incident, or an instantaneous exposure in the work environment or while performing one's job. The total number of recordable work-related injuries is inclusive of fatalities and cases of recordable work-related ill health.
Number of Hours Worked	65,717,393	The number of hours worked includes the total hours worked, including overtime, by global associates and contract associates as obtained from SAP and the hourly time systems. Administrative associate hours are estimated, assuming full-time is 173.33 hours/month, part-time is 86.67 hours/month, casual is 43.33 hours/month, and interns, seasonal, and temporary are 173.33 hours/month.
Work-Related Ill Health for Global Associates		
Fatalities as a Result of Work-Related Ill Health	0	Fatalities are defined using the OSHA recordability criteria as an employee death resulting from a work-related incident or exposure; in general, from an illness caused by or related to a workplace hazard.
Cases of Recordable Work-Related Ill Health	2	Cases of recordable work-related ill health are defined using the OSHA recordability criteria as any work-related illness that results in one or more of the following: loss of consciousness, days away from work, restricted work, or transfer to another job. A work-related illness is defined as any abnormal health condition or disorder, other than an injury, resulting from exposure to environmental conditions associated with employment. This includes such things as skin disorders, lung diseases, soft tissue disorders, chemical poisoning, heat illness, frostbite, radiation effects, food poisoning, carpal tunnel syndrome, hearing loss, etc.
Rate of Cases of Recordable Work-Related Ill Health	0.01	Calculated using the following formula outlined by OSHA: (Total Number of Cases of Recordable Work-Related Ill Health x 200,000)/Number of Hours Worked.
Work-Related Near Misses	468	A near miss is defined using the OSHA recordability criteria as an unplanned event that did not result in injury, illness, property damage/loss, or environmental damage/impact but under different circumstances had the potential to do so.
Frequency Rate for Work-Related Near Misses	1.42	Calculated using the following formula outlined by OSHA: (Total Number of Work-Related Near Misses x 200,000)/Number of Hours Worked.

Energy and Greenhouse Gas (GHG) Emissions

Kohler uses the operational control approach as outlined in the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition, and GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard (from here on referred to as the "GHG Protocol") to report energy consumption and direct and indirect GHG emissions. This includes office, warehouse, showroom, hospitality, and production locations (collectively referred to as "locations") as well as the vehicle fleet and aircraft.

Kohler considers the principles and guidance of the GHG Protocol to guide the criteria to assess, calculate, and report energy consumption and direct and indirect GHG emissions.

Fiscal 2024 Metric and Metric Value (for the year ended December 31)		Management Assessment Criteria
Energy Consumption		
Energy Consumption (Megawatt Hours (MWh))	2,444,057	Presents total Scope 1 energy consumption and Scope 2 energy consumption.
Scope 1 Energy Consumption		
Scope 1 Energy Consumption (MWh)	1,758,346	Relates to the sources of energy directly contributing to the Scope 1 GHG emissions (direct GHG emissions), which includes fuel oil, gasoline, jet fuel, lamp oil (kerosene), liquified natural gas (LNG), natural gas, propane, wood fuel (wood and wood residuals), diesel, process emissions, and owned on-site solar. Scope 1 energy consumption excludes waste oil as it is less than 1% of the Scope 1 energy consumption Data is obtained from invoices and meter readings, where available. Our estimation methodology is described in the "Estimation Methodology" section.
Scope 2 Energy Consumption		
Scope 2 Energy Consumption (MWh)	685,711	Relates to the sources of energy directly contributing to the Scope 2 GHG emissions (indirect GHG emissions), which includes purchased electricity and steam. Data is obtained from invoices and meter readings, where available. Our estimation methodology is described in the Estimation Methodology section.
Percentage Grid Electricity (Global)	49%	
Percentage Renewable Electricity (Global)	51%	Renewable electricity includes on-site renewable electricity generation, off-site renewable electricity generation (utility contracts), and renewable electricity associated with renewable energy certificates (RECs) secured by power purchase agreements (PPA) or virtual power purchase agreements (vPPA).
Percentage Renewable Electricity (U.S. and Canada)	100%	
Renewable Electricity Consumption (MWh)	353,096	Percentage of renewable electricity (global) is calculated as follows: (Global renewable electricity consumption in MWh)/(Global total purchased electricity consumption in MWh) x 100. Percentage of renewable electricity (U.S. and Canada) is calculated as follows: (U.S. and Canada renewable electricity consumption in MWh)/(U.S. and Canada total purchased electricity consumption in MWh) x 100.
Energy Intensity		
Energy Intensity (Megawatt Hours/$M Revenue)	466	Calculated as follows: Global total energy consumption (Scope 1 Energy Consumption + Scope 2 Energy Consumption) in MWh/ Consolidated Net Sales for fiscal year 2024 in million U.S. dollars.

Fiscal 2024 Metric and Metric Value (for the year ended December 31)		Management Assessment Criteria
Scope 1 GHG Emissions		
Scope 1 GHG Emissions (Metric Tons of Carbon Dioxide Equivalent Emissions (mt of CO_2e))	327,216	Direct GHG emissions result from the energy sources listed in the "Scope 1 Energy Consumption (MWh)" metric from previous page multiplied by their associated emission factor and global warming potential (GWP). The reported Scope 1 GHG emissions exclude emissions related to refrigerants from HVAC units at Kohler's locations due to lack of primary data. GHGs included as part of the reported Scope 1 GHG emissions are carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O). The other GHGs of hydrofluorocarbons (HFCs), sulfur hexafluoride (SF_6), perfluorocarbons (PFCs), and nitrogen trifluoride (NF_3) are excluded or not emitted by Kohler. Our emission factors and estimation methodology are described in the "Emission Factors" and "Estimation Methodology" sections.
Scope 2 GHG Emissions (Location-Based)		
Scope 2 GHG Emissions (Location-Based) (mt of CO_2e)	339,600	Indirect GHG emissions result from the energy sources listed in the "Scope 2 Energy Consumption (MWh)" metric from previous page multiplied by their associated emission factor and GWP. GHGs included as part of the reported Scope 2 GHG emissions are CO_2, CH_4 and N_2O. The other GHGs of HFCs, SF_6, PFCs, and NF_3 are excluded or not emitted by Kohler. Our emission factors and estimation methodology are described in the "Emission Factors" and "Estimation Methodology" sections.
Scope 2 GHG Emissions (Market-Based)		
Scope 2 GHG Emissions (Market-Based) (mt of CO_2e)	174,545	Indirect GHG emissions result from the energy sources listed in the "Scope 2 Energy Consumption (MWh)" metric from previous page. Renewable electricity from off-site renewable electricity generation (utility contracts) and renewable electricity associated with renewable energy certificates (RECs) secured by power purchase agreements (PPA) or virtual power purchase agreements (vPPA) was accounted for as zero emissions. Any remaining electricity consumption not associated with a utility contract or REC was converted to emissions using the location-based emission factors and GWP. The RECs applied to fiscal year 2024 have been purchased and retired by Kohler. Our emission factors and estimation methodology are described in the "Emission Factors" and "Estimation Methodology" sections.
GHG Emissions Intensity		
GHG Emissions Intensity, Scopes 1 + 2 (mt CO_2e/$M Revenue)	127	Calculated as follows: (Scope 1 GHG Emissions + Scope 2 GHG Emissions (Location-Based))/Consolidated Net Sales for fiscal year 2024 in million U.S. dollars.
Net GHG Emissions Intensity		
Net GHG Emissions Intensity, Scopes 1 + 2 (mt of CO_2e/$M Revenue)	96	Calculated as follows: (Scope 1 GHG Emissions + Scope 2 GHG Emissions (Market-Based))/Consolidated Net Sales for fiscal year 2024 in million U.S. dollars.

Emission Factors

Carbon dioxide equivalent emissions are determined by multiplying actual or estimated activity data by relevant emission factors and global warming potentials (GWPs) from the Intergovernmental Panel on Climate Change Sixth (AR6) Assessment Report. The table below outlines the emission factor sources used in the fiscal year 2024 GHG emissions calculations.

Metric	Emissions Source Type	Emission Factor Employed
Scope 1	Fuel oil, gasoline, diesel, jet fuel, lamp oil (kerosene), liquefied natural gas, natural gas, propane, wood fuel (wood and wood residuals)	United States (U.S.) Environmental Protection Agency (EPA) Center for Corporate Climate Leadership, Emission Factors for Greenhouse Gas Inventories (June 2024)
Scope 1	Process emissions	Molar weight of calcium carbonate ($CaCO_3$) and CO_2
Scope 2 (Location-Based and Market-Based)	Purchased steam (all countries)	Supplier-specific emission factors
Scope 2 (Location-Based and Market-Based)	Purchased electricity (U.S.)	U.S. EPA Emissions & Generation Resource Integrated Database (eGRID) with 2023 data (January 2025)
Scope 2 (Location-Based and Market-Based)	Purchased electricity (all other countries)	International Energy Agency (IEA) Emissions Factors 2024 with 1990 to 2022 data (September 2024)

Estimation Methodology

Estimation was used to determine GHG emissions data where activity data is not readily available as noted in the table below. These estimates account for approximately 1% of reported Scope 1 GHG emissions, approximately 3% of reported Scope 2 GHG emissions (location-based), and approximately 2% of reported Scope 2 GHG emissions (market-based, representative of emissions after contractual agreements have been applied).

Metric & Emission Source Type	Estimation Methodology
Scope 1 (Natural Gas)	Consumption for natural gas was estimated using the energy use intensity (EUI) factors from the 2018 Commercial Buildings Energy Consumption Survey (CBECS) published by the U.S. Energy Information Administration (EIA) and the square footage (from lease agreements or facility architectural drawings) of the location.
Scope 1 (Diesel and Gasoline)	Consumption of diesel and gasoline by company-operated vehicles was estimated using measured data from 2025 or through regional averages for annual distance traveled and fuel consumption rates from various independent sources.
Scope 2 (Purchased Electricity)	Consumption for purchased electricity only was estimated using the EUI from the 2018 CBECS published by the U.S. EIA and the square footage (from lease agreements or facility architectural drawings) of the location.

Uncertainty

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data.

The preparation of certain energy metrics requires management to establish the criteria, make determinations as to the relevancy of the information to be included, and make assumptions that affect reported information.

Water

Kohler considers the GRI Standards to report its water metrics for locations where Kohler has operational control. This includes office, warehouse, showroom, hospitality, and production locations (collectively referred to as “locations”).

Fiscal 2024 Metric and Metric Value (for the year ended December 31)		Management Assessment Criteria
Water Withdrawal		
Water Withdrawal (Megaliters (ML))	3,421	Withdrawal sources include surface water, groundwater, seawater, produced water, and third-party water. Water withdrawal data is sourced from direct measurement or third-party invoices, where available. Where actual data is not available, the estimation methodology is applied as described in the “Estimation Methodology” section.
Total Water Withdrawal in Areas With High Water Stress (ML)	2,693	Includes water withdrawal by locations present in areas of medium-high, high, or extremely high-water stress as defined by the World Resources Institute’s Aqueduct Water Risk Atlas tool (Version 4.0).
Water Withdrawal Intensity		
Water Withdrawal Intensity (ML/$M Revenue)	0.65	Calculated as follows: Water Withdrawal (ML)/Consolidated Net Sales for fiscal year 2024 in million U.S. dollars from the 2024 Annual Report.
Water Discharge		
Water Discharge (ML)	1,924	Water is discharged to surface water, groundwater, seawater, and third-party water. Where actual data is not available, the estimation methodology is applied as described in the “Estimation Methodology” section.
Water Discharge to Areas With High Water Stress (ML)	1,680	Includes water discharge by locations present in areas of medium-high, high, or extremely high water stress as defined by the World Resources Institute’s Aqueduct Water Risk Atlas tool (Version 4.0).
Water Consumption		
Water Consumption (ML)	1,496	Calculated as the difference between water withdrawal and water discharge.
Water Consumption From Areas With High Water Stress (ML)	1,012	Includes water consumption by locations present in areas of medium-high, high, or extremely high water stress as defined by the World Resources Institute’s Aqueduct Water Risk Atlas tool (Version 4.0).

Estimation Methodology

Estimation was used to determine water data where activity data is not readily available as noted in the table below. These estimates account for approximately 5% of reported water withdrawal and approximately 5% of reported water discharge.

Metric	Estimation Methodology
Water Withdrawal	Water withdrawal was estimated using water intensity factors published by the U.S. EIA for offices, showrooms, and warehouses, or the water intensity factor published by the Sustainable Hospitality Alliance for hospitality locations. Square footage is obtained from lease agreements or facility architectural drawings and multiplied by the water intensity factors. No estimates were necessary for production locations as actual data was available.
Water Discharge	Where actual data is not available for dormitories, offices, warehouses, and showrooms, it is assumed 100% of the withdrawn water is consumed, and the water discharge amount is zero. Where actual data is not available for operations, it is assumed that 20% of the water is consumed and the discharge amount is 80%.

Uncertainty

The preparation of certain water metrics requires management to establish the criteria, make determinations as to the relevancy of the information to be included, and make assumptions that affect reported information.

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