DULUXGROUP SUSTAINABILITY REPORT

2021



imagine a better place

DuluxGroup

We believe that a robust corporate sustainability framework, practice and culture translates to a strong company that delivers for all its stakeholders over the long term.

At DuluxGroup, our core purpose to **Imagine a Better Place** anchors our approach to sustainability.

We help our consumers to imagine and create better places and spaces in which to live and work. We do this by manufacturing and marketing a wide range of products that enhance, protect and maintain those places and spaces. We recognise that doing business in a responsible and sustainable way is critical for us to earn and maintain the respect and trust of all stakeholders including our consumers, customers and communities, and our employees.

2021 YEAR IN REVIEW

	MATERIAL IMPACT	APPROACH	SELECTED OUTCOMES
OUR PRODUCTS	• Sustainable Products & Packaging • Chemicals of Concern • Sourcing	• Growing our sustainable product and packaging portfolios, being those products with reduced impacts or improved benefits. • Proactively managing chemicals of concern risks, including product reformulation to eliminate wherever possible. • Sourcing only from suppliers committed to management of supply chain risks (e.g. modern slavery, human rights).	• Launched several new products with reduced impacts and improved benefits (e.g. low VOC, eliminated chemicals of concern). • Recycled content in packaging increased for the third year to 20%, while packaging intensity decreased to 10.4 kg per $1000 of sales. • Commenced development of ambitious long-term targets for sales of sustainable products and recycled content in packaging. • Chemicals of concern consumption increased 4% due to acquisitions, though remained 17% below our 2018 and 2019 consumption levels. • Continued our sustainable procurement evaluation program, with 66% of significant spend suppliers now assessed and approved.
OUR OPERATIONS	• Carbon and Energy • Resources and Waste • Plant and People Safety	• Transitioning to a low-carbon, more circular future via increased renewable energy use, less carbon emissions, less waste generation, and improved resource recovery. • Identifying and managing high-consequence safety risks to prevent disasters and fatalities.	• Ambitious 2030 improvement targets established for carbon (Scope 1 & 2), renewable electricity, and waste. • Energy use and carbon emissions decreased >3% for the fourth consecutive year to lowest levels on record. • Waste generated decreased 2%, waste to landfill decreased 8%, and waste recovery increased 6%. • Safety serious near miss incidents steady at lowest level on record and recordable injuries down 12% to historic low level.
OUR PEOPLE	• Diversity and Inclusion • Health and Wellbeing	• Leaders are focused on creating a diverse and inclusive environment that represents the communities in which we work. • A focus on attracting, developing and accelerating the progression of talented employees, particularly from under-represented groups.	• Women make up 33% of people in DuluxGroup 'Top 200' leadership – up from 23% five years ago. • DuluxGroup's employee engagement score is 80% (which is above the global norm for high performing companies), with 'very high' agreement amongst employees that the business does not tolerate discrimination and that people are able to be themselves at work.
OUR COMMUNITIES	• Economic and Community Contribution	• Supporting the communities in which we operate through direct program funding, supply of products and employee volunteer hours & technical expertise. • Helping develop our next generation of scientists and innovators to support ongoing and sustainable economic growth and increased productivity.	• ~$1.4 million in products donated (paint, accessories, garden & other products) • ~ $475,000 in cash contributions including direct donations, employee fundraising and targeted program funding • ~ 650 employee volunteer hours • ~ 32,000 Paint litres donated • Ongoing support for the next generation of science and innovation through the provision of scholarships and internships, including Melbourne University, Monash University and UNSW.

CONTENTS

ABOUT DULUXGROUP 3

OUR PRODUCTS 15

OUR OPERATIONS 25

OUR PEOPLE 33

OUR COMMUNITIES 45



ABOUT DULUXGROUP

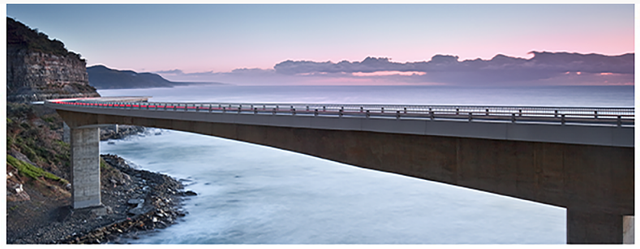


Acknowledgement of country

DuluxGroup acknowledges the Traditional Custodians of Country in Australia and recognises their continued connection to the land, waters and community. We pay our respects to Elders past, present and emerging.

OUR CORE PURPOSE







DuluxGroup is a leading marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which we live and work.

imagine
a better place



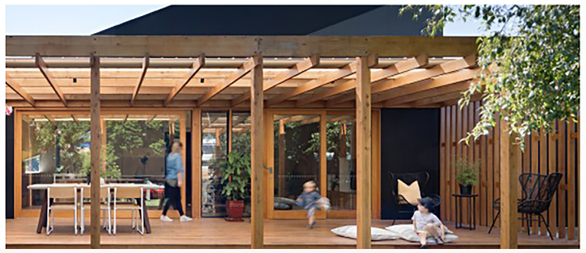












SUSTAINABILITY APPROACH

VISION

Our sustainability approach aligns strongly with our business core purpose to help our customers and consumers 'Imagine a better place'. Within the organisation we articulate this through our safety and sustainability vision of 'A future without harm' and a supporting policy statement that outlines our commitment to continually work on understanding our business impacts and deliver ongoing improvement. This includes a foundation of transparent, meaningful relationships with all our stakeholders to meet or exceed their expectations and to work together in addressing common sustainability challenges.

MATERIALITY

Our strategic approach for sustainability since 2017 has focused on broadening our approach to identify, measure, and drive continuous improvement in the material sustainability impacts across our business value chain. During 2020 we formally documented our sustainability materiality assessment based on insights and input from engagement with key internal and external stakeholders. This assessment, approved by our Group Executive, is shown in the following matrix with the most material sustainability impacts highlighted in blue.

SUSTAINABILITY MATERIALITY ASSESSMENT

Influence on stakeholder assessments & decisions about DuluxGroup sustainability	Significance of DuluxGroup impacts on sustainability: high	very high	extremely high
extremely high		Product Stewardship Chemicals of Concern Sourcing	Sustainable Products Carbon and Energy Resources and Waste
very high	Governance Human Rights	Water Emissions Integrity	Plant and People Safety Consumer and Customer Satisfaction
high	Community Taxes	Data	Innovation People and Culture

Based on this assessment we reviewed our sustainability strategic approach in 2020, particularly in relation to use of ambitious, long-term targets for the most material impacts, to ensure we work on what really matters and make a meaningful difference in the outcomes achieved. Significant work has been undertaken during 2021 to further develop this strategic approach, including the associated targets and action plans.

By focusing on the most material sustainability impacts across our business value chain we aim to ensure that, in partnership with all our stakeholders, we fulfill our role in contributing to the UN Sustainable Development Goals (SDGs) and addressing global sustainability challenges. Based on our sustainability materiality assessment, we have identified the goals where we can have most impact as including:



AMBITION

Our sustainability ambition has been articulated in long-term targets for our most material impacts, with more to be finalised in 2022.

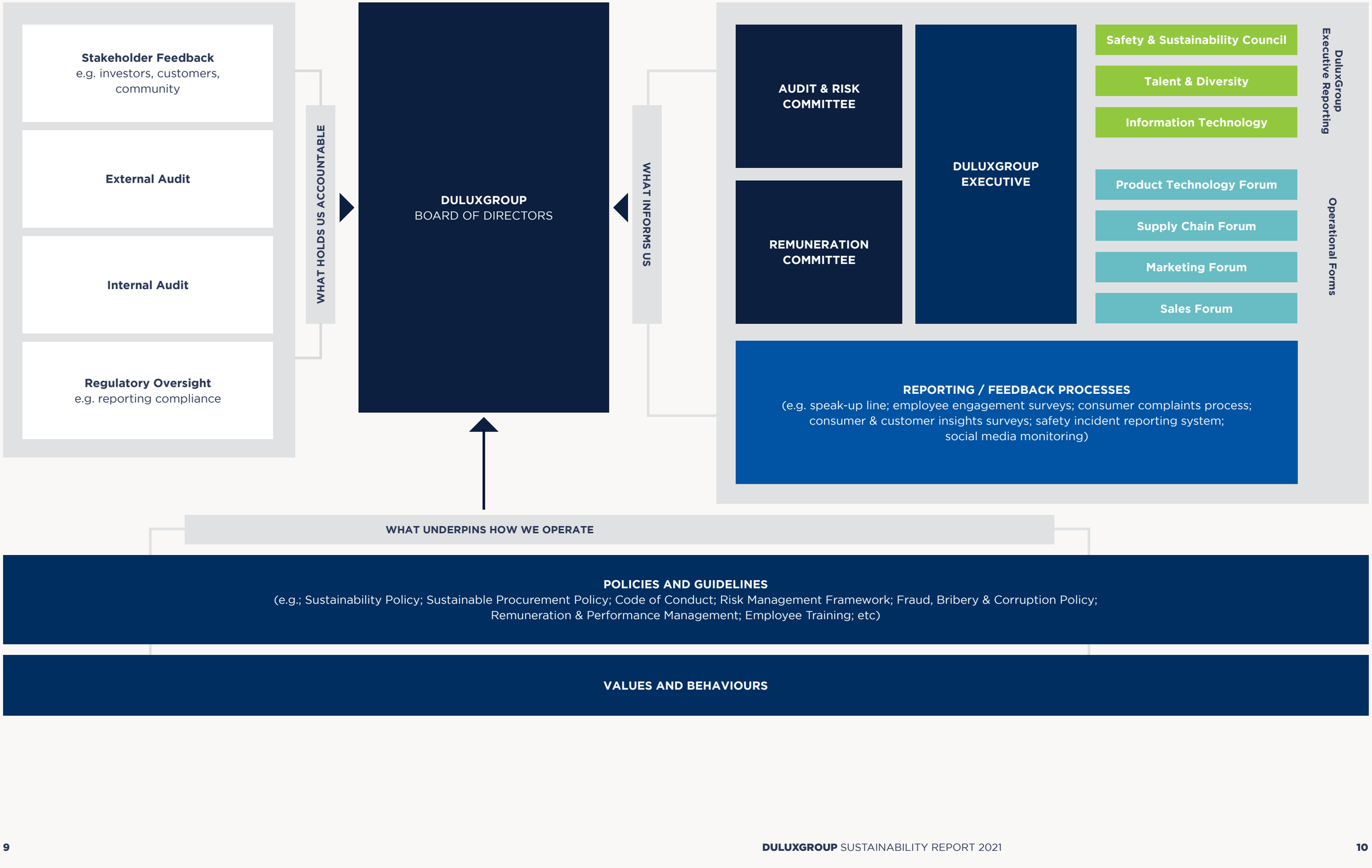
MATERIALITY	TARGET	SCOPE
Carbon	50% 2030; Net Zero 2050	Reduction in Scope 1 & 2 greenhouse gas emissions.
Energy	50% 2030	Renewable electricity consumption.
Resources - Waste	50% 2030	Reduction in operating site waste disposed to landfill.
Resources - Packaging	In Development	Increased recycled content in packaging.
Sustainable Products	In Development	Growth in sales of sustainable products.

Development of the sustainable products and packaging targets, together with detailed action plans to ensure successful delivery of all the targets, are well advanced and will be finalised in 2022. Importantly, these new targets and action plans for the most material sustainability impacts do not diminish our existing focus or commitment to delivering continuous improvement in our other impacts.

GOVERNANCE

Ensuring we deliver on our sustainability ambition is driven by a governance structure that enables successful progress through our people. The DuluxGroup Executive team meets at least three times per year as the Safety & Sustainability (S&S) Council to complete in-depth reviews of our current ambition, plans, priorities, and progress. This is supported by the ongoing capability development of our people, including all our leaders, who complete two separate programs focused on S&S management and S&S leadership respectively. Finally, successful delivery on our ambition is embedded in the short-term incentives of all leaders, as a combination of both lead inputs (e.g. action plan completion) and lag outcomes (e.g. safety performance, waste reduction) with rigorous oversight applied to reported achievements and awarding of any incentives.

DULUXGROUP CORPORATE SUSTAINABILITY GOVERNANCE MODEL



DULUXGROUP AT A GLANCE

ESTABLISHED IN
1918 IN SYDNEY
AUSTRALIA

APPROXIMATELY
$2 BILLION
IN ANNUAL REVENUE

APPROXIMATELY
4,000 EMPLOYEES

~ 95% OF
REVENUE
IN AUSTRALIA, NEW ZEALAND AND PAPUA NEW GUINEA

24
MANUFACTURING SITES

PART OF THE WORLD'S
FOURTH LARGEST
(AND ASIA PACIFIC'S LARGEST)
PAINT COMPANY

OUR BUSINESSES

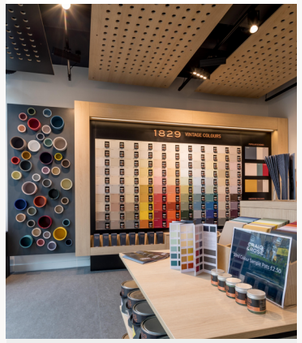


DULUX PAINTS & COATINGS ANZ

Decorative, powder, protective, woodcare and industrial paints & coatings and construction chemicals

Dulux – Worth doing, worth Dulux.
British Paints
Cabot's
Intergram
Feast Watson
Porter's Original Paints
Walpamur
Berger
Dulux Acratex
Dulux Protective Coatings
Dulux Powder Coatings
Dulux Avista
Dulux EnviroSolutions
Dulux Auto Refinish Coatings
Fosroc *
Concrete Plus Ltd
Emer
Flextool

* Licensed Brand



DGL INTERNATIONAL

DuluxGroup's offshore business, focused on paints and Selleys, is building its presence, predominantly in the UK and Europe.

It includes the Craig & Rose paints business in the UK, a well established brand dating back to 1829, Selleys in the UK, and the Maison Deco paints business in France.

maison déco – Décore la vie
Craig & Rose
Pure & Paint
DGL International



SELLEYS

Selleys was established in Sydney in 1939 with a focus on invention and creativity.

That legacy has endured, and today Selleys is a leading choice for Australian and New Zealand consumers and tradespeople when it comes to household adhesives, sealants, fillers and paint preparation products.

Selleys is growing its presence in Asian markets through its partnership with Nippon Paints.

Selleys
Rotacote
Hillmark
Poly
Admil Sealants & Adhesives



YATES

Yates is synonymous with 'home gardening' in Australia and New Zealand.

With origins dating back to 1883, today Yates is a leading marketer and manufacturer of fertilisers, potting mix, pest & disease control, lawn care, seeds, pots and organic gardening products.

Yates
Hortico
eco organic garden
Yates Thrive
Ratsak
It Must Be Munns
Yates Dynamic Lifter
Yates Zero



B&D GROUP

B&D was founded in Sydney in 1946. Today, B&D Group is a leading manufacturer and marketer of garage doors and automatic openers for the Australian and New Zealand residential, commercial and industrial markets.

The B&D Roll-A-Door was originally launched in 1956 and has been named as one of Australia's most successful inventions.

b&d
automatic TECHNOLOGY
Dominator
Garador



LINCOLN SENTRY

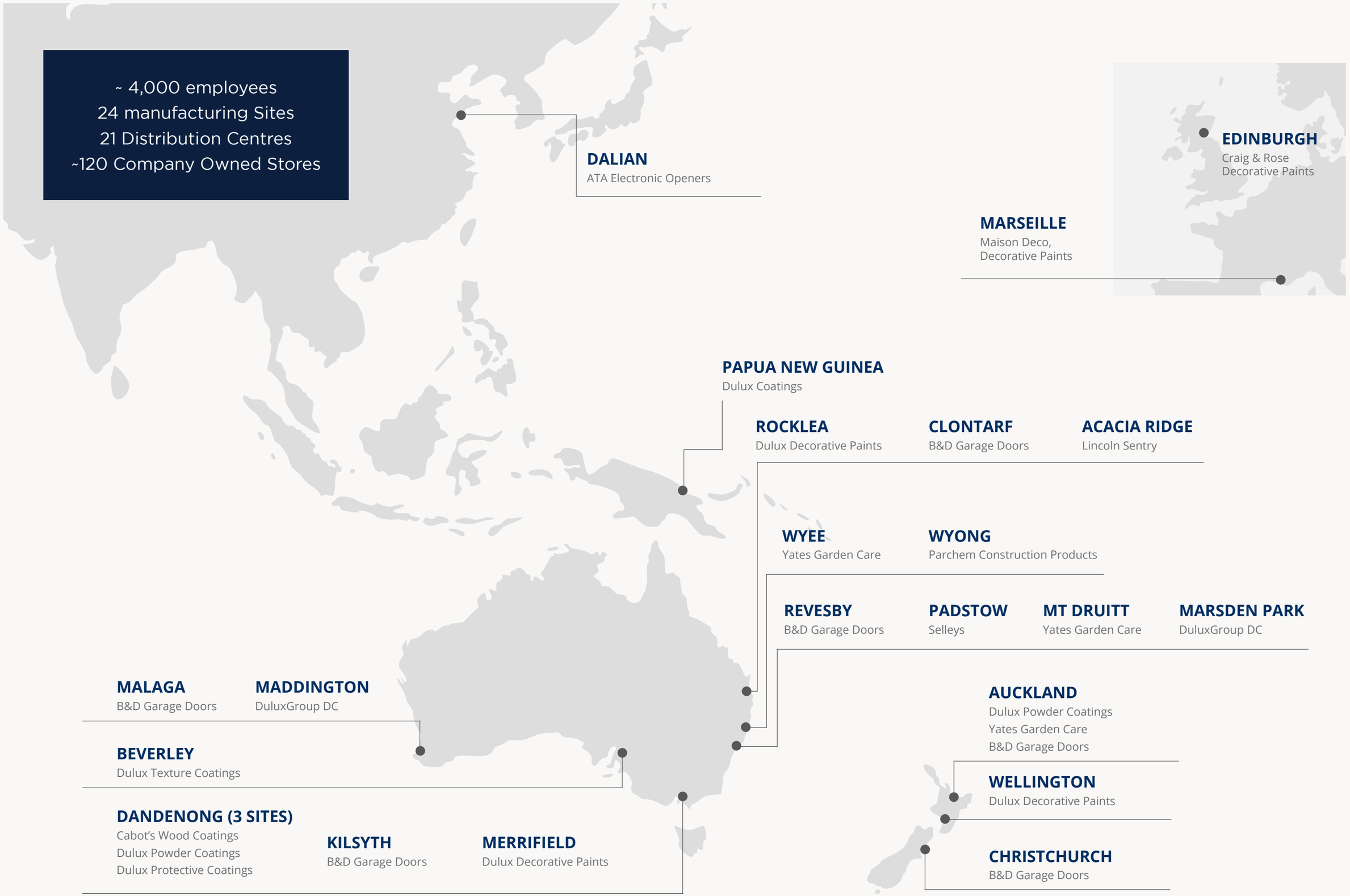
The Lincoln Sentry cabinet and architectural hardware distribution business was established in Brisbane in 1986.

Since then, it has evolved to become one of Australia's leading distributors of premium quality hardware and components to the cabinet making, window, door and glazing industries.

Lincoln Sentry
ASSA ABLOY *
Hera * – Light Years Ahead.
blum *
Brio * – where ideas unfold
Finista – Finish with Style
Vauth Sagel *
breezway *
SecureView * – Highly Evolved Security

* Distributed Brand

DuluxGroup Limited owns the Dulux trade mark in Australia, New Zealand, Papua New Guinea, Samoa and Fiji only, and the Cabot's trade mark in Australia, New Zealand, Papua New Guinea and Fiji only. DuluxGroup is not associated with, and has no connection to, the owners of the Dulux and Cabot's trade marks in any other countries, nor does it sell Dulux and Cabot's products in any other countries.


~ 4,000 employees
24 manufacturing Sites
21 Distribution Centres
~120 Company Owned Stores
DALIAN
ATA Electronic Openers
EDINBURGH
Craig & Rose
Decorative Paints
MARSEILLE
Maison Deco,
Decorative Paints
PAPUA NEW GUINEA
Dulux Coatings
ROCKLEA
Dulux Decorative Paints
CLONTARF
B&D Garage Doors
ACACIA RIDGE
Lincoln Sentry
WYEE
Yates Garden Care
WYONG
Parchem Construction Products
REVESBY
B&D Garage Doors
PADSTOW
Selleys
MT DRUITT
Yates Garden Care
MARSDEN PARK
DuluxGroup DC
AUCKLAND
Dulux Powder Coatings
Yates Garden Care
B&D Garage Doors
WELLINGTON
Dulux Decorative Paints
CHRISTCHURCH
B&D Garage Doors
MALAGA
B&D Garage Doors
MADDINGTON
DuluxGroup DC
BEVERLEY
Dulux Texture Coatings
DANDENONG (3 SITES)
Cabot's Wood Coatings
Dulux Powder Coatings
Dulux Protective Coatings
KILSYTH
B&D Garage Doors
MERRIFIELD
Dulux Decorative Paints

OUR PRODUCTS

OUR PRODUCTS

SUSTAINABLE PRODUCTS AND PACKAGING

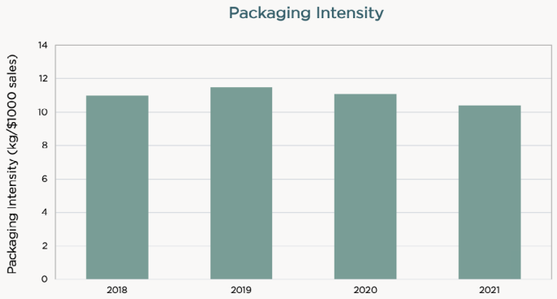
Enhancing the sustainability impacts of our products and packaging has been a key focus for many years via our product stewardship process. This comprises an annual product risk assessment and planning process to identify continuous improvement opportunities in areas such as customer and consumer insights, consumer safety, product misuse, post-consumer waste, raw material impacts, life cycle assessment, packaging and labelling, and distribution. The stewardship process is complemented by other specific improvement processes for management of chemicals of concern and sourcing risks.

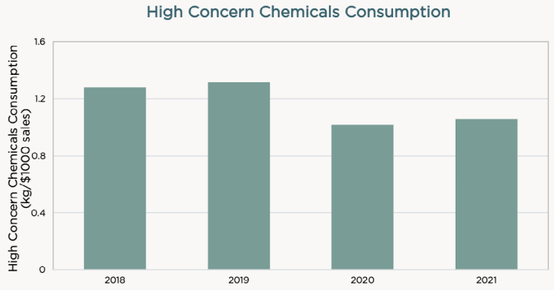
Consistent with the increased ambition of our revised sustainability strategy, including proposed long-term targets for sustainable products and packaging, the stewardship process has more recently been supported by Portfolio Sustainability Assessments (PSA). PSA provides a deep understanding of product portfolio sustainability, including identification of high performer and premium sustainable products, which have improved impacts compared with current mainstream alternatives. PSA is being progressively implemented across our businesses and in 2022 the outcomes will be used to identify innovation opportunities to grow development and sales of premium sustainable products by 2030. Overall, this approach will ensure we are focusing on the material sustainability risks and opportunities, while supporting each business in pursuing their own sustainability visions as appropriate for their different markets, customers, and brands.

Effective performance metrics are critical to ensure we understand the life cycle impacts of our products, identify the right improvement priorities, and determine the sustainability impacts of our actions. New metrics have been progressively implemented since 2018, including total carbon footprint, packaging intensity, consumption of high concern chemicals, and sourcing risk management. A metric for sales of premium sustainable products, derived from PSA outcomes, will be implemented in 2022.

	2021 PRIORITIES
Sustainable Products & Packaging	• Implemented actions identified in business 2021 stewardship improvement plans and completed annual assessments and plans for 2022. • Continued Portfolio Sustainability Assessments (PSA) across businesses and established baseline premium sustainable products performance metrics. • Designed and implemented a new sustainable products and packaging checklist into business new product development management (stage gate) processes. • Increased application of Life Cycle Assessment (LCA) across businesses to evaluate product and packaging design decisions. • Submitted annual consolidated DuluxGroup report and action plan for the Australian Packaging Covenant and implemented actions.

- **Sustainable Products:** Our businesses continued to develop and launch products with improved sustainability features and impacts, with examples including:
  - Dulux launched the UltraAir range of decorative paints for interior walls and ceilings, comprising ultra-low chemical emissions and odour compared with regular paints.
  - Dulux launched water-based Luxafloor Sealer, a high-performance protective coating for concrete flooring in commercial and industrial environments that provides low VOC emissions and low odour compared with traditional solvent based products.
  - Dulux launched reformulated industrial refinish primers with low odour generation, providing improved amenity for applicators and their neighbours.
  - Organic Crop Protectants (OCP) launched Eco-nemguard, a garlic extract based product for control of nematodes, providing a safer alternative to traditional nematicides which are typically scheduled poisons and persistent in the environment.
  - 48 annual product stewardship assessments and over 90 product stewardship improvement actions were also completed across the group.
- **Packaging:** Our businesses continued to implement packaging improvement initiatives, with examples including:
  - Dulux launched the first 15 litre plastic packaging containing 50% recycled content in the Australian paint market for the envirO2 product range.
  - Selleys launched new small tube packaging formats for No More Gaps filler, No Mould sealant, and Hold Up adhesive product ranges to minimise waste from small jobs around the home.
  - B&D eliminated plastic packaging from garage door remotes and wall switch products in favour of unbleached paper packaging. Using life cycle assessment, it was identified that this would save 11 tonnes of CO2 emissions and eliminate 3.5 tonnes of plastic packaging per year.
  - Our total packaging intensity across the group decreased for the third consecutive year to 10.4 kg per $1000 of sales, while the recycled content of our packaging increased for the third consecutive year to 20%. These improvements have been driven by packaging light-weighting initiatives and the continued transition from tinplate to plastic packaging for paints and coatings products.





- **Post-Consumer Waste:** Dulux and B&D continued their circularity improvement journeys, with significant quantities of post-consumer waste recovered through ongoing participation in take-back schemes. This included:
  - Dulux Australia continued to be an active, founding member of Paintback, a joint industry recovery scheme for leftover paint and packaging established in 2016. More than 160 permanent collection points have now been established across Australia and a record high 9.3 million kilograms was collected in the 2020/21 year. More than 29 million kilograms has been collected since the scheme was launched.
  - Dulux New Zealand continued their Paint Take-Back recovery program which first commenced in 2009, with more than 120,000 kilograms of paint and more than 246,000 plastic and steel packages collected in the 2020/21 year. Recycled plastic from the take-back program is currently incorporated into new 10L and 15L plastic pails at a level of 20%, with plans to increase to 25%.
  - B&D continued their long-established recovery program for end-of-life steel roller doors during replacement installations. More than 100,000 used doors were returned to B&D factories and B&D's dealer network across Australia and New Zealand during 2021, for recovery via scrap metal recyclers.
- **Incidents and Complience:** No serious (Category 3+) product or distribution incidents occurred, same as in the prior year. Two minor regulatory improvement and infringement notices were received, compared with three in the prior year, all of which were fully addressed.

SUSTAINABLE PRODUCTS INNOVATION - DULUX ULTRAAIR

Dulux launched the UltraAir range of interior decorative paints comprising ultra-low chemical emissions and odour that emit significantly fewer chemical emissions than regular paint. UltraAir holds key third-party independent certifications to verify the stringent standards achieved, including:

- GREENGUARD Gold: Meets world leading chemical emissions standards for over 10,000 chemicals and volatile organic compounds (VOCs), ensuring it helps maintain a healthier indoor air environment.
- Global GreenTag™ GreenRate Level A: Rated at the highest outcomes for its' performance in contributing to sustainability and health building standards, including Green Star® and WELL™ certifications.
- Global GreenTag™ HealthRate PlatinumHEALTH: Rated as world-leading for healthiness to end-users, including full disclosure and transparency of product toxicity information.



IMPROVING PACKAGING SUSTAINABILITY - DULUX AND SELLEYS

Dulux launched the first 15 litre plastic packaging containing 50% recycled content in the Australian paint market for the envirO2™ product range. This initiative uses plastics that would otherwise end up in landfill and conserves valuable resources, while further enhancing the sustainability attributes of envirO2™ products which have very low VOC content and carry Global GreenTag certification.

Selleys launched small tube packaging formats for No More Gaps filler, No Mould sealant, and Hold Up adhesive product ranges after identifying that product wastage from the traditional larger cartridge packages was a common significant issue for consumers needing to complete small jobs around the home. The new tube-based formats provide both a user-friendly application method and are sized for the smaller jobs to reduce both product wastage and packaging waste impacts.





CARBON

Taking action to reduce our contribution to climate change and to ensure we successfully adapt to a low-carbon future through management of climate-related risks and opportunities is a critical sustainability priority for the business. During the year we established ambitious targets for Scope 1 and 2 greenhouse gas emissions reduction and increased renewable electricity consumption, and then commenced development of detailed implementation plans. Scope 1 and 2 emissions comprise 3% of our total carbon footprint and good reduction progress has been made in recent years through energy efficiency initiatives.

Scope 3 emissions comprise 97% of our total footprint, including over 70% from sourcing of raw materials and procured goods and services, and thus represents the key risks and opportunities in our low-carbon transition. We have been calculating our total carbon footprint annually for four years and now have improved confidence and understanding in the data, such that during 2022 we will commence a detailed analysis of potential reduction opportunities and targets. We have also continued to assess and further develop our management of climate-related risks and opportunities in accordance with the Taskforce on Climate-related and Financial Disclosures (TCFD) framework.

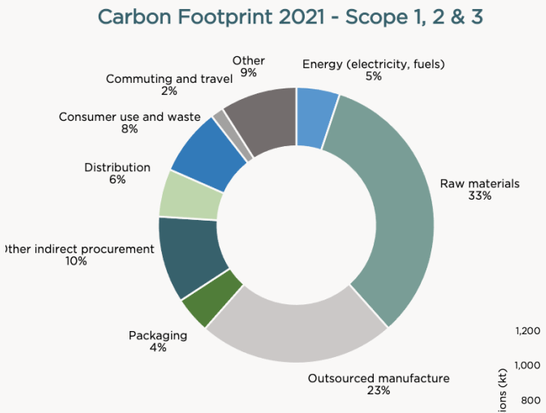
2021 PRIORITIES

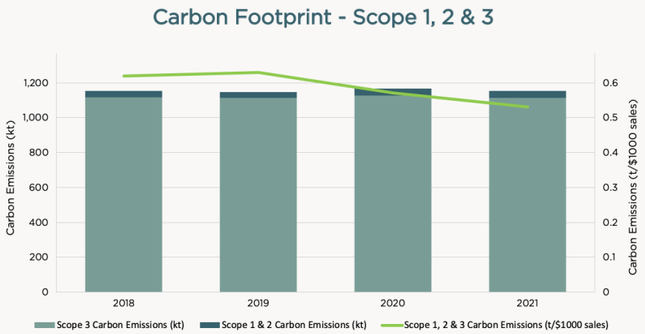
Carbon

- Established targets for 50% reduction in Scope 1 and 2 emissions by 2030, net zero Scope 1 and 2 emissions by 2050, and 50% renewable electricity consumption by 2030, and commenced detailed implementation planning.
- Improved data capture for Scope 3 carbon calculation and revised prior year results, with deep analysis and reduction planning to be completed in 2022.

2021 PERFORMANCE

- **Carbon (Scope 1 & 2):** Our Scope 1 and 2 carbon emissions decreased 3% to 140 kilograms per tonne of production (kg/t), consistent with our energy consumption decreasing 4% to 0.92 gigajoules per tonne of production (GJ/t). A 14% reduction in Scope 1 and 2 emissions and 15% reduction in energy consumption has been achieved over the last four years. Further detail is provided in Our Operations section of this report.
- **Carbon (Total):** Our absolute total carbon footprint (Scope 1, 2 and 3) remained relatively steady at 1,152 kilotonnes (kt), a 1% decrease on the prior year, while the footprint intensity decreased 7% to 0.54 tonnes (t) per $1,000 of net sales. Scope 3 emissions were 1,114 kt. Improved data capture and calculation has provided greater confidence in the footprint calculation, including revisions for prior year estimates, and this has contributed to the intensity reduction in 2021, together with acquisitions and changes in product sales mix, formulations, and distribution.



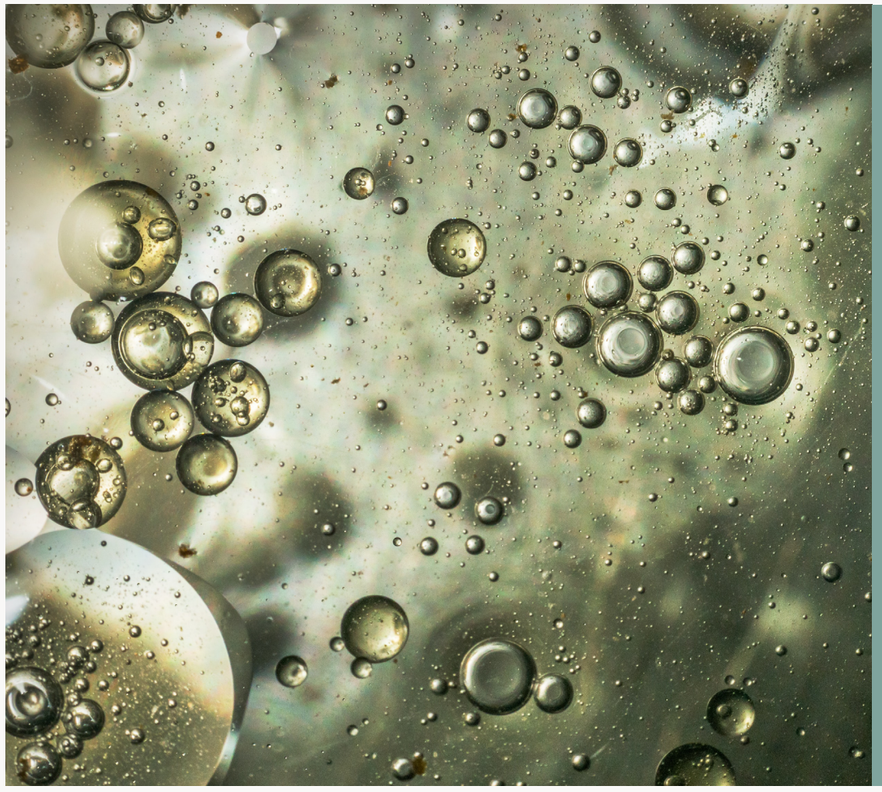




CLIMATE RELATED DISCLOSURES (TCFD)	2021 STATUS
Governance	• Our Group Executive Safety and Sustainability Council regularly review our strategies, objectives, and performance. In 2021 this included approval of a new sustainability strategy, encompassing climate change.
Strategy	• Climate change, sustainable products, and circularity (resources, waste) have been identified as the top three material impacts in the new sustainability strategy, with ambitious targets and action plans for each impact being developed and progressively implemented during 2021-2022. • Identification of risks and opportunities has been completed, with further work needed to evaluate under different climate-related scenarios. Potential climate risks include impacts on product performance, brand perception, markets, and supply chain, while potential opportunities include new product attributes and new markets.
Risk management	• Our new product development (NPD) processes increasingly consider carbon impacts, particularly via life cycle assessment in design decisions (e.g. raw materials, packaging). This focus will increase in future as targets for sustainable products and packaging are implemented, along with the new NPD sustainable products checklist. • Identification of efficiency improvement opportunities has commenced at key factories via specialist reviews, while business continuity plans are in place and regularly reviewed to manage supply continuity risks.
Metrics and targets	• Current targets include 50% renewable electricity consumption by 2030, 50% Scope 1 and 2 emissions reduction by 2030, and net zero by 2050. Metrics are in place and reported monthly to track our progress. • Targets for Scope 3 emissions will be considered as the detailed analysis of our footprint is completed in 2022. • Targets and metrics for sales of sustainable products and packaging, including those with lower carbon footprints and/or improved climate-related benefits, are currently in the final stages of development and will be implemented in 2022.

CHEMICALS OF CONCERN

Managing the risks associated with hazardous chemicals used in formulation of our products, especially those with potential for long term health or environmental effects ('chemicals of concern'), is an important priority. Scientific knowledge, regulations, and community concerns for many chemicals continue to evolve, hence in 2017 we introduced a new group standard and risk management process to ensure consistency across all businesses and further enhance our historic focus on this area via product stewardship. Our group standard identifies prohibited, high concern, and moderate concern chemicals (based on toxicological and/or regulatory classifications) and requires development of risk management plans for any high concern chemicals. This includes chemicals present in minor or trace quantities. The plans are designed to ensure that if any current or future risks exist, they are being identified and managed to acceptable levels via improvement actions to eliminate or reduce the risks (e.g. changes to formulations, packaging, labelling, sourcing, marketing).



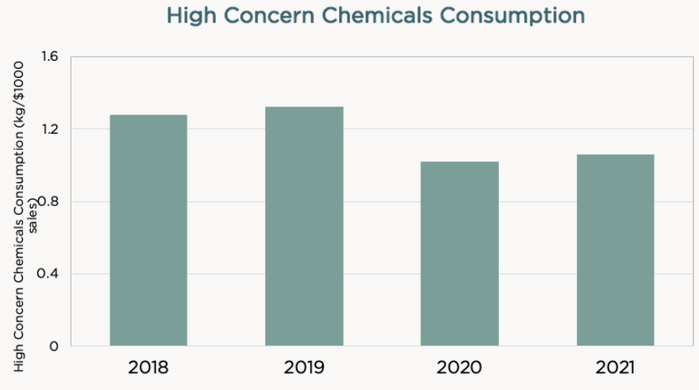
2021 PRIORITIES

Chemicals of concern

- Continued development of new risk management plans for high concern chemicals and implementation of improvement actions from existing plans.
- Continued a rigorous monitoring process to stay abreast of any global emerging regulatory or social concerns for chemicals of concern.
- Commenced development of group position statements for individual high concern chemicals to ensure consistent long-term standards across all businesses.

2021 PERFORMANCE

- 10 new risk management plans were developed, with plans now established for >80% of high concern chemicals in all businesses, other than recent acquisitions.
- 46 improvement actions from existing plans were implemented across our businesses, including reformulation to remove high concern chemicals, which can often be a multi-year improvement journey before successful product launch. Examples finalised during the year included:
  - Dulux launched Durepon 66, a toluene free version of Luxepoxy 66, while Congard was reformulated to remove cobalt and MEKO (methylethyl ketone oxime). APE (alklylphenol ethoxylate) surfactants were also removed from Dulux All Metal Primer and Walpamur Inside products.
  - Porter's reformulated all products to remove crystalline silica, while APE (alklylphenol ethoxylate) surfactants were removed from all broadwall and specialty finish products. Clearcote was also reformulated to eliminate a fluorosurfactant (PFAS) component.
- Our group consumption of high concern chemicals increased 4% on the prior year to 1.06 kg per $1,000 net sales. This increase was due to recent acquisitions and classification of new high concern chemicals, while our total consumption remained more than 17% below 2018-2019 levels.



SOURCING

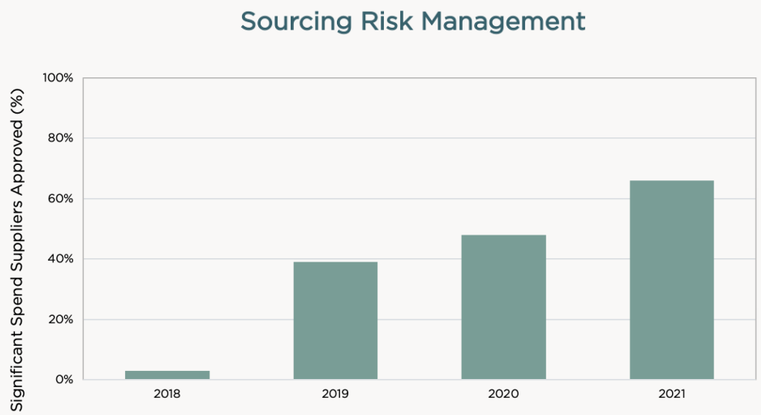
We are committed to sourcing raw materials, products, and services in an ethical and responsible manner, and to ensuring any associated risks are actively identified and managed. Our Sustainable Procurement Policy and Standard aims to ensure that environmental, health and safety, labour conditions and human rights considerations, including modern slavery, are embedded in procurement processes. Our goal is to only work with suppliers that are honest, transparent and committed to continuous improvement. We do not accept non-conformance with our requirements related to fraud, bribery and corruption, child labour, forced/bonded labour and illegal labour.

Formal supplier evaluations against the requirements of our policy and standard commenced with key outsourced manufacturers in 2016 and with other key suppliers in 2018. These assessments involve supplier completion of questionnaires and provision of supporting evidence, followed by review by our procurement and safety and sustainability specialists. These reviews identify the need for any further evidence or verification via site visits, the priority of any required improvements, and ultimately an approval rating. Any suppliers unwilling to address significant priority improvements within a reasonable timeframe are prohibited from supply. In 2022 we plan to review our risk assessment and qualification framework, including increased use of verification programs.

Our modern slavery risk assessment, management, and reporting process encompasses the relevant aspects of sourcing risk management, together with risk management for our people and operations.



	2021 PRIORITIES
Sourcing	• Continued assessment of significant spend suppliers, including outsourced manufacturers, applicators, and installers (>AUD10k p.a. spend) and other significant spend suppliers (>AUD100k p.a. spend). • Continued to work with any conditionally approved suppliers to address identified agreed improvement actions. • Completed a modern slavery risk assessment and published annual modern slavery statement, including planned improvement actions.
	2021 PERFORMANCE
	• Completed 262 new assessments and addressed 13 outstanding priority improvements from prior years. 100 new priority improvement actions were identified, with the majority associated with ensuring suppliers have established and implemented modern slavery management controls for their operations and supply chain. • 66% of significant spend suppliers have been assessed and formally approved to date, up from 48% in 2020. To date, one contract manufacturer has been prohibited and is no longer used for supply.



OUR OPERATIONS

OUR OPERATIONS

SAFETY

DISASTER PREVENTION

Prevention of disasters such as a major fire or explosion from manufacturing process safety risks (flammable solvents, combustible dusts) and handling of dangerous goods remains our first safety priority, to ensure protection of our assets, supply continuity, and people. More than 37 years has elapsed since our last major incident (fire) involving process safety risks, however we know that continuous focus is required due to the regular occurrence of such high consequence events in similar industries around the world.

The key improvement activity in this area remains our periodic hazard study process, which involves deep hazard analysis every five years at factories with process safety risks to ensure that effective critical risk controls are implemented. This is supported by specialist reviews every six months using a process safety lead indicator scorecard, plus annual reviews against our prevention protocols (solvents, dusts) that specify our minimum, generic risk controls. In recent years we have also focused on identification of best practice improvements, including an external specialist review of our process safety management framework in 2016 and specialist safety culture surveys, including process safety dimensions, at priority sites in 2018 and 2019.

	2021 PRIORITIES
Process safety & dangerous goods	• Completed new periodic hazard studies at Dulux Powder Coatings Dandenong and Glenfield, plus implementation of actions from prior studies at other sites. • Completed prevention protocol and lead indicator scorecard reviews at each site. • Piloted a best practice critical controls review at Dulux Rocklea, together with an Escape, Evacuation and Rescue Analysis (EERA) at Selleys Padstow. • Commenced a multi-year high reliability culture improvement plan, including piloting of a 'weak signals' detection and learning program at priority sites.

	2021 PERFORMANCE
	• **Process safety:** Serious near misses (Category 3) remained at a record low level with only two incidents, however there was one major near miss (Category 4) which was the first in more than five years. The incident involving a significant solvent spill inside a factory, and while it was fully contained and no harm occurred, it was a process safety event with serious potential. A full investigation has been completed and multiple corrective actions applied. • **Dangerous goods:** No serious near misses or incidents (Category 3 or 4) involving storage and handling of dangerous goods occurred, consistent with the prior three years.

ENERGY AND CARBON

We continued to make good progress during 2021 in reducing our energy consumption and greenhouse gas emissions (Scope 1 and 2) for the fourth consecutive year to our lowest levels on record. This ongoing reduction has been achieved through the construction and commissioning of the highly efficient Dulux Merrifield factory, LED lighting upgrades across our large network of Dulux Trade Centres, Lincoln Sentry branches, and distribution centres, and increasing adoption of efficient (LPG fuelled) and hybrid vehicles across our large fleet. We have recently established ambitious targets for both greenhouse gas emissions (Scope 1 and 2) reduction and increased renewable electricity consumption, and detailed implementation action plans to ensure the targets are achieved will be finalised in 2022.

2021 PRIORITIES

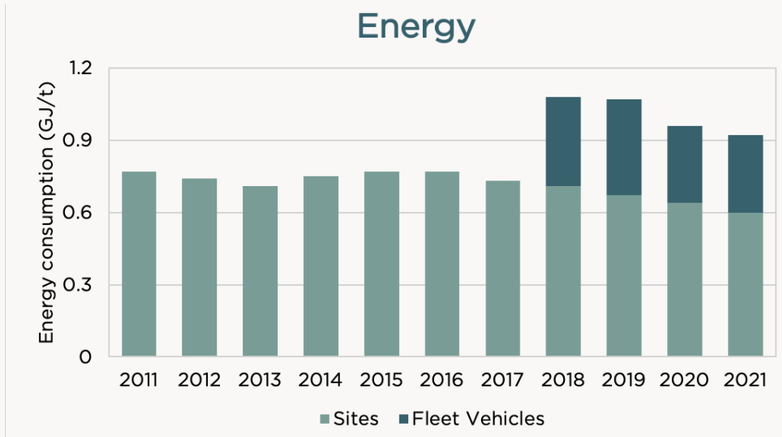
Energy and carbon

- Established targets for 50% reduction in Scope 1 and 2 emissions by 2030, net zero Scope 1 and 2 emissions by 2050, and 50% renewable electricity consumption by 2030, and commenced detailed implementation planning.
- Completed specialist energy efficiency reviews at two large factories and commenced development of improvement plans.
- Commenced hybrid fleet vehicle transition across Australia and New Zealand.

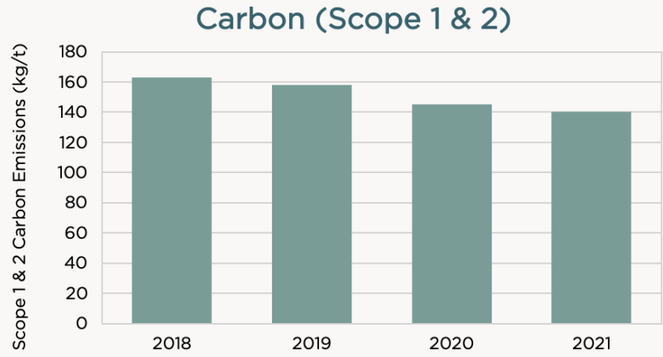
2021 PERFORMANCE

- **Energy:** Our energy consumption decreased 4% to 0.92 gigajoules per tonne of production (GJ/t), which included the best performance on record for our operating sites at 0.60 GJ/t. A 15% reduction in site energy consumption has been achieved over the last four years, while fleet vehicle energy consumption has decreased 14% over the same period.





- **Carbon (Scope 1 & 2):** Our Scope 1 and 2 carbon emissions decreased 3% to 140 kilograms per tonne of production (kg/t). Consistent with our energy consumption performance and improvement initiatives, these emissions have decreased 14% over the last four years.



WASTE, WATER, AND ENVIRONMENT

Improving our operational circularity through waste reduction, resource recovery and reuse, and sustainable water consumption, is a material sustainability impact opportunity and priority. Since 2018 our focus has primarily been on waste generated and diverted, with good performance improvement progress in both areas through a range of initiatives across all businesses. Our waste to landfill increased significantly from 2018 when we commissioned two on-site wastewater treatment plants that replaced off-site treatment and disposal via third parties. Solid wastes account for >70% of our waste generated, with the largest waste stream being filter media and sludges from wastewater treatment, while other significant streams include raw materials packaging, and water and solvent wash wastes from equipment cleaning. Consistent with our revised sustainability strategy, ambitious targets and action plans for landfill waste reduction will be finalised in the coming year.

Water withdrawal has improved over time and especially since 2018 following commissioning of the efficient Dulux Merrifield factory. Approximately 50% of our total water withdrawal is sourced within regions of high or extremely high water stress and ensuring sustainable consumption will be a future improvement priority, especially with climate change expected to further increase stress levels in many regions.

2021 PRIORITIES

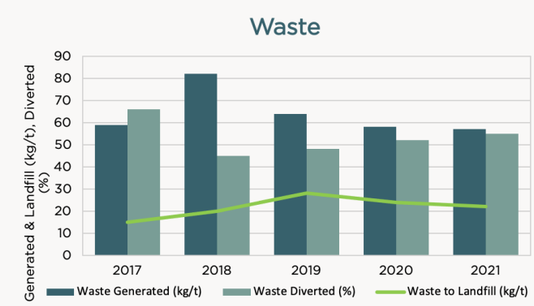
Waste, water & environment

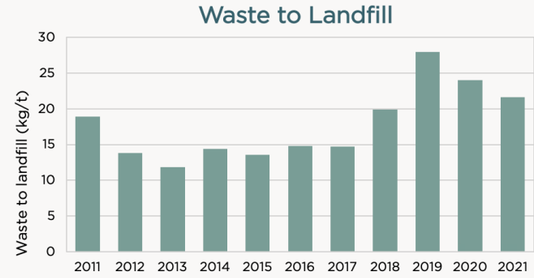
- Established a target for a 50% reduction in waste to landfill by 2030 and commenced detailed project and action planning to ensure target achievement.
- Commenced a project to reduce Dulux Merrifield wastewater and filter media, the largest waste to landfill stream, and improve treatment plant efficiencies.
- Commissioned a new solvent recovery plant at Dulux Rocklea, reducing solvent disposal by 80% and purchase of new cleaning solvent by 86%.
- Implemented additional waste diversion opportunities, including improved recycling at Dulux Trade Centres and Lincoln Sentry warehouses and branches.
- Completed further soil and groundwater investigation and management works, including routine monitoring for historic contamination contained on-site.

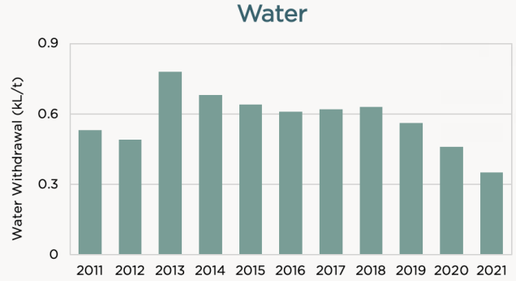


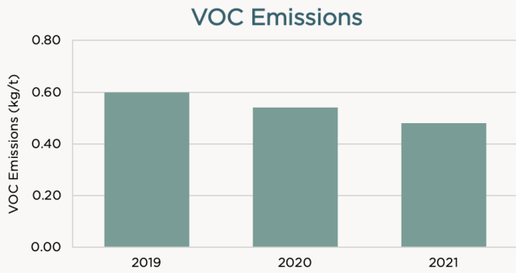
2021 PERFORMANCE

- **Waste:** Total waste generated decreased 2% to 57 kilograms per tonne of production (kg/t), waste diverted increased 6% to 55%, and waste to landfill decreased 8% to 22 kg/t. Most businesses contributed to these results, with the largest being Dulux Merrifield wastewater treatment plant efficiency, Dulux Rocklea solvent recovery, and Dulux Trade Centres recycling.
- **Water:** Total water withdrawn decreased 24% to 0.35 kilolitres per tonne of production (kL/t) primarily driven by Dulux Merrifield wastewater generation and treatment plant efficiency improvements. Approximately 50% of total water withdrawn across the group was sourced within water catchment regions of high or extremely high water stress. The paints and coatings businesses account for 75% of withdrawn water, with approximately 40% of this water used as raw material in formulation of water based products.
- **VOC emissions** Total VOC emissions decreased 11% to 0.48 kilograms per tonne of production (kg/t) consistent with our long-term trend of increased sales of water-based products.
- **Soil and groundwater:** No new significant contamination issues with off-site impacts requiring current intervention or remediation works were identified during the year.
- **Incidents:** There were no serious (Category 3) community or environmental incidents during the year, consistent with 2020. There were no regulatory improvement and/or infringement notices received compared with one in the prior year.









REDUCING CARBON EMISSIONS - HYBRID VEHICLE FLEET

DuluxGroup has more than 970 fleet vehicles primarily used by our customer facing employees across Australia and New Zealand, and collectively they account for 34% of our total energy consumption. Adoption of hybrid vehicles is one opportunity available now on the transition pathway to our 2030 and 2050 targets, until electric vehicles and the required infrastructure are more readily available. The selected hybrid vehicles are estimated to save around 700 litres of petrol and 1.6 tonnes of CO_2 per 100,000km travelled, which will make a substantive difference across our large fleet. The transition commenced in 2021 and to date 8% of our Australian fleet and 68% of our New Zealand fleet are hybrid vehicles, which equates to 18% of the total fleet.



REDUCING WASTE GENERATION - DULUX ROCKLEA SOLVENT RECOVERY PLANT

The Dulux Rocklea manufacturing site historically created more than 500 kilolitres of waste solvent each year as a by-product of process equipment cleaning, before being disposed of via an external waste processing company for incineration. A new solvent recovery plant successfully constructed and commissioned at the site now enables 80% of the waste solvent to be reused, with the purchase of new cleaning solvent reduced by 86%. Waste solvent from factory process cleaning is transferred to the recovery plant's distillation vessel which separates the solvent from paint process residues before it is transferred back to the factory for use as fresh cleaning solvent. Vapour emissions from the distillation process are also fed through a bio-filter, minimising emissions to the environment.



OUR PEOPLE

OUR PEOPLE

OUR PEOPLE AT A GLANCE

A safe and fulfilling workplace where our employees feel engaged, motivated and supported to contribute to their full potential is fundamental to DuluxGroup's success. We want our employees to have opportunities to succeed in places and spaces where diversity of culture, background, gender and ideas are embraced.









WORKFORCE STATS

HEADCOUNT BY REGION

	2021 Headcount	% of Total	2020 Headcount	% of Total
AUS	3338	79%	3043	80%
NZ	549	13%	491	13%
Asia	126	3%	108	3%
UK	65	2%	69	2%
France	47	1%		0%
Papua New Guinea	113	3%	112	3%
United States	4	0%	3	0%
	4242	**100%**	**3826**	**100%**

WORK TYPE (ANZ)

	2021	% of Total	2020	% of Total
Full Time	3295	85%	3189	85%
Part Time	351	9%	345	9%
Casual	218	6%	217	6%
	3864	**100%**	**3751**	**100%**

TENURE DISTRIBUTION (ANZ)

	2021 total
<1	669
1-2	409
2-5	882
5-10	1006
10-15	368
15-20	231
20-25	103
25+	219
	3887

AGE DISTRIBUTION (ANZ)

	2021 total
<20	27
20-29	521
30-39	934
40-49	995
50-59	992
60-69	392
70+	26
	3887

GENDER DIVERSITY IN LEADERSHIP

	2021	2020
Women in DuluxGroup (Global)	34%	36%
Women on the DuluxGroup Executive	33%	31%
Women in Senior Leadership	29%	32%
Women in Leadership Pipeline	31%	33%
Female Graduates	57%	61%





SAFETY

FATALITY AND INJURY PREVENTION

We have remained fatality-free for over 27 years, however we recognise that constant improvement focus is required to ensure that effective controls for common fatality risks (e.g. forklifts, work at heights, driving) are implemented and sustained. Our fatality prevention approach is based on hazard and near miss reporting, significant risk audits, risk management basics (e.g. permit to work), and protocols that prescribe mandatory risk controls. Hazard and near miss reporting, especially for high-consequence risks, is critical for developing a culture of risk awareness and proactive improvement action, and pleasingly these reporting levels have continued to increase year on year while our serious near miss (high potential) incidents have declined.

Our injuries primarily involve strains from manual handling, cuts, and slip/trip injuries. Benchmarking indicates that our recordable injury rate of recent years (range 1.5 – 2.1) is strong performance compared to organisations with high levels of manual handling risks, however we continue to strive for improvement. Our approach includes risk reduction via changes to workplace and equipment design, risk assessments and training in standard operating procedures, health assessments and monitoring, hazard reporting, and early injury intervention. Safety culture improvement is a key priority and complementary to our significant focus on risk management and reduction. In addition to our ongoing delivery of Safety & Sustainability (S&S) management and leadership development programs to all leaders, from executives to front-line leaders, we have completed specialist safety culture surveys across several sites and business areas over the last four years. These surveys provide valuable insights for each site or business area relative to global best practice and enable development of targeted action plans to address their specific culture improvement opportunities.

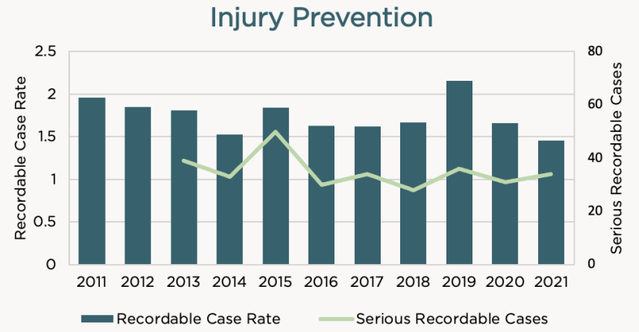
2021 PRIORITIES

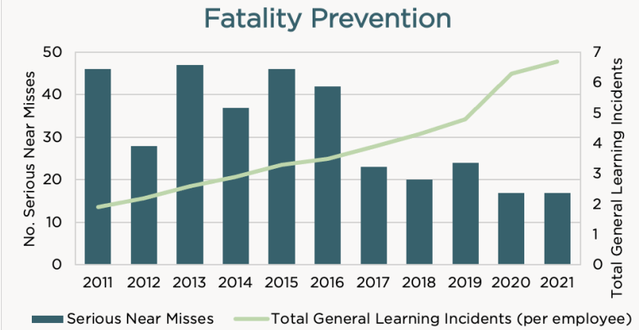
Fatality prevention	• Implemented a new fatality risk lead scorecard with reviews at all factories and warehouses, designed to verify that critical controls are effective and sustained. • Completed significant risk audits of recent acquisitions and commenced targeted integration plans, with a particular focus on improved control of fatality risks.
Injury prevention	• Sustained effective COVID infection prevention controls across all workplaces. • Continued development of a new manual handling protocol designed to reduce common strain injuries, including piloting of new assessment tools. • Delivered mental health awareness programs and commenced development of a holistic well-being framework to guide leader and team improvement actions. • Ran well-being initiatives, such as free influenza vaccinations for employees and their families, while 396 employees participated in STEPtember, walking an average of 9,000 steps per day and raising $46,000 for people with cerebral palsy.
All	• Commenced a multi-year high reliability culture improvement plan, starting with a coaching program for 'weak signals' detection and learning at priority sites. • Completed further safety culture surveys and implemented improvement plans. • Continued a multi-year improvement program focused on best practice task risk management (risk assessments, operating procedures, competency).

2021 PERFORMANCE

- **Fatality prevention:** Serious near misses (Category 3 and 4) involving fatality risks remained steady at our lowest level on record, including no Category 4 events, since our focus on near miss reporting and fatality prevention commenced. Our levels of total hazard and near miss reporting (Total General Learning Incidents) increased 6% to a positive, record high of 6.7 per employee.
- **Injury prevention:** Serious recordable cases (Category 3 injuries), involving more than 10 days of lost and/or restricted time, increased 10% to 34 injuries. These injuries primarily involved manual handling strains. The Recordable Case Rate, or total number of employee and contractor injuries requiring time off work, restricted duties, or medical treatment (per 200,000 hours), decreased 12% to a record low level of 1.46 (representing 62 recordable injuries, versus 67 in 2020). There were no recordable illnesses associated with workplace COVID infection.
- **Compensation Claims:** Claim numbers decreased 5% to a historic low level.
- **Compliance:** No regulatory prosecutions or prohibition notices were received during the year, consistent with the last four years. Two improvement and/or infringement notices were received compared with three in the prior year, all of which were fully addressed.







'FIT FOR LIFE' TARGETS MANUAL HANDLING INJURIES

Manual handling is our most significant injury risk, including our Dulux Trade Centres where employees who serve customers lift and carry many paint cans every day. Significant investment to reduce these risks has been undertaken over recent years, such as installation of pneumatically operated hook lifts at tinting stations, however not all manual handling can yet be eliminated.

As part of Dulux Trade's 'Fit for Life' program, new wearable technology was utilised in conjunction with Curtin University during 2021 to analyse manual handling stresses experienced by employees whilst doing their normal daily duties.

This data provided a range of evidence-based insights, such as identifying specific high-risk tasks, showing the impact of distraction on risk levels, and confirming the effective risk reduction achieved through use of manual handling tools and aids. This information has not only enabled the business to target specific tasks for future risk reduction, but is also being shared with employees to empower them with improved risk knowledge by making these invisible stresses on the body more visible.



OUR VALUES AND BEHAVIOURS

Our Values & Behaviours are integral not just to *what* we do, but *how* we do things at DuluxGroup. They empower us to "Imagine a Better Place" while ensuring that we make fair, balanced and ethical decisions along the way. They are reflected and reinforced through our leadership programs, recognition and reward structure, and the actions of our senior leaders.

Specifically, our Values drive our people to:

1. Be consumer driven, and customer focused
2. Unleash their imagination
3. Value people, work safely and respect the environment
4. Run the business as their own

During the COVID-19 pandemic, we lived our values by keeping our people safe and their jobs secure, with a $1,000 special bonus being awarded to all of our employees in recognition of their contributions during such an unprecedented and challenging year.

Our 2020 "Imagine a Better Place" awards also allowed our employees to nominate their peers whose contributions truly exemplified our values and purpose. We share the story of one of our 2020 award winners below.



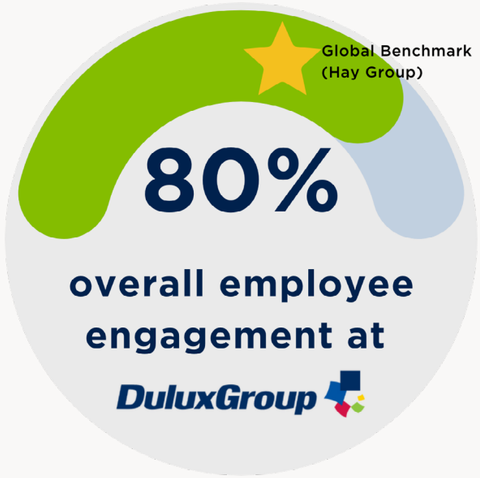




OUR PEOPLE – ENGAGED, CAPABLE, DIVERSE

Our engaged and capable people are a cornerstone to our success.

Over the last two years during the pandemic, our focus has been on keeping our people safe and their jobs secure. Our people showed great flexibility changing the way that they worked, including working from home, working split shifts and accommodating customer requirements to work outside store hours. In recognition of this commitment, our employees were paid a special "Thank you" bonus of $1,000 for the second year in a row. DuluxGroup continued to pay employees during lockdowns and did not access the Australian Government's Jobkeeper scheme.



WORLD-CLASS ENGAGEMENT SCORES AT DULUXGROUP

DuluxGroup's engagement score in 2021 was higher than the previous survey and is well above industry and high performing norms. The high engagement score reflects the passion that our people have for our brands, with 97% of employees recommending DuluxGroup products to their family and friends. Our people understand their part in the bigger picture, with 90% understanding how their job contributes to the business strategic priorities. Our diverse workforce has overwhelming told us that they are able to be themselves at work and that they are treated with respect as an individual. Our continued high scores are because leaders at a local level are empowered to work with their teams to drive high performance. We enable this by investing heavily in leadership development.

DRIVING GENDER DIVERSITY

Our drive towards a gender balanced workforce continues, with our percentage of women in leadership now reflecting our broader employee population.

We have done this through a focus on:

- Recruiting talented women: By looking outside the traditional home improvement industry, we have recruited women from a variety of industries; including personal care industry, consulting; FMCG.
- Developing and promoting talented women, with part-time work and parental leave no barrier to promotion.
- Creating a flexible working environment where all our people, including women, can balance things that are important to them.

Annually, during our salary review process, we review and take actions to close our gender paygap.

Some of our talanted women, recruited from outside of hardware or promoted internally.



HELEN FITZPATRICK
EGM, YATES
Background: GM and Marketing roles: BP, Qantas, PWC



DOROTHY GROUIOS
GM, DULUX RETAIL
Background: FMCG and cosmetics, Mecca, L'oreal, Lion



KAREN STIRLING LEWIS
MARKETING DIRECTOR, YATES
Background: FMCG, Goodman Fielder



JEMMA CARISON
GM, CABOT'S
Background: Started at DGL as a grad. Potential identified early. Supported to achieve MBA. Promoted to GM while on parental leave



NATALIE RUUSKA
GM, DULUX NZ
Background: Started as a grad and promoted through a number of roles, including GM, Cabots



CASSIE BRAIN
HEAD OF WORKPLACE RELATIONS
Background: Corporate Law Firms. Hired while 7 months pregnant, just before she commened parental leave

FLEXIBILITY

FLEXIBILITY HELPS BALANCE WORK AND HOME

At DuluxGroup we understand that flexibility means different things to different people. For Teresa Henry, Communication and Campaign Manager at Lincoln Sentry, flexibility is embracing remote work in paradise on her 100-acre farm.

Once a month, Teresa travels to the Lincoln Sentry office in Brisbane, more than 1000 km away.

“I am grateful that Lincoln Sentry is flexible,” says Teresa, who has worked with the company for over six years, and has recently transitioned to full-time work.

“I found that moving to regional Queensland from Brisbane was no barrier to my continuing on with Lincoln Sentry,”

Teresa says Lincoln Sentry really cares about its employees, and the low staff turnover is testament to that. She enjoys the flexibility that working from home provides: being able to get up early, do a bit of work, then see her children off to school, before returning to her home office.



Teresa Henry at home and at work on the farm

> “I am grateful that Lincoln Sentry is flexible."
>
> “I found that moving to regional Queensland from Brisbane was no barrier to my continuing on with Lincoln Sentry,”
>
> - Teresa Henry

LEADERSHIP DEVELOPMENT

DULUXGROUP LEADERS BUILD NEW SKILLS IN ‘LEADING WITH PURPOSE‘

At DuluxGroup we believe that leaders have a significant role in both engaging employees and delivering results. We offer formal leadership development programs to leaders at all levels to equip them to take up their roles.



Leading with purpose participants

Mid-level leaders, who manage teams across sales, marketing, R&D, supply chain, finance of sales professionals, marketing and other areas, participate in DuluxGroup’s Leading with Purpose program. The theme is to “Be yourself more, with skill”.

The program, a three-day residential plus a fourth day one month later, invites participants to consider their unique leadership purpose, their “why”. The program has an emphasis on feedback, coaching, having courageous conversations, storytelling, and encourages our participants to step up into their leadership roles in a truly authentic way. Participants receive feedback from others to help them to reflect on their strengths and development needs, and they work individually and collectively to build practical new skills and knowledge.



DULUXGROUP GRADUATE PROGRAM

DEVELOPING OUR NEXT GENERATION OF GREAT LEADERS

Each year, DuluxGroup recruits high-calibre graduates across our Commercial, Supply Chain, R&D and Corporate streams. Over three years, graduates work in real jobs, while being supported by a comprehensive development program and mentored by senior DuluxGroup leaders.



DuluxGroup Graduate Emily Jeffrey

“DuluxGroup’s graduate program is amazing. It is enabling me to broaden my horizons, collaborate with diverse people, develop my leadership skills and advance my career,” says Emily Jeffrey, who joined DuluxGroup’s graduate program in October 2020.

Emily is an IT Project Coordinator with DuluxGroup’s DGTech Workplace Technology team. She coordinates projects with end users in mind. These users are drawn from DuluxGroup’s many different businesses and brands, such as Dulux, Cabot’s, Selleys, Yates, Parchem, B&D Group, Lincoln Sentry, just to name a few, that DGTech services.

Emily says the graduate program is interesting and thought-provoking. One of the biggest challenges for her graduate group so far has been to develop recommendations to boost employee engagement with health and wellbeing initiatives, specifically amongst corporate and office-based employees. The graduate cohort was split into teams to compete against each other. Emily’s multidisciplinary group included a scientist, a sales executive, and a financial accountant. Working on a broad business issue, outside their areas of expertise, meant they had to use creativity and ingenuity to come up with possible solutions, all within the span of one day.

“DuluxGroup has a wonderful corporate culture and we are given a lot of good feedback,” says Emily.

Emily was drawn to DuluxGroup because of the diverse business units within the group and the opportunities for career development and growth. Emily was delighted to be accepted into DuluxGroup’s three-year graduate program.

“DuluxGroup’s graduate program is a great opportunity to kick things off and expand my horizons,” says Emily.

RECOGNITION AT DULUXGROUP

At DuluxGroup, we believe in recognising the fantastic achievements of our people. Whether it’s peer based recognition or recognition by a team leader, DuluxGroup has a number of recognition programs in place across all areas of our business. Celebrating the success and achievements of our people is central to how we work.

To acknowledge the instrumental role he played in developing a new product for Dulux Acratex, Development Chemist Will Gibbs received a surprise award.

“I was very surprised to be nominated by a peer and receive the quarterly Business Recognition award,” says Will.

“It was great to be recognised and rewarded for my contribution to Dulux Acratex.”

Will was part of the team working on the new product AcraTilt, which removes the need for a primer and speeds up the painting process. “Dulux is a great place to work,” says Will. “We have a positive culture, where we all work well together.”

“It was great to be recognised and rewarded for my contribution to Dulux Acratex.”

- Will Gibbs

Development Chemist at Dulux Acratex



OUR COMMUNITIES

OUR COMMUNITIES

2021 AT A GLANCE

$475,000 in cash contributions including direct donations, employee fundraising and targeted program funding

650 employee volunteer hours

32,000 paint litres donated

$1.4 million in products donated (paint, accessories, garden & other products)

DuluxGroup aims to be a welcome and positive participant in all of the communities in which we operate. This means creating products and services in a sustainable way to help our consumers to 'Imagine a Better Place' and contributing to our local communities. **We do this by:**

GIVING BACK TO OUR LOCAL COMMUNITIES TO HELP THEM THRIVE BY DONATING PRODUCTS, FUNDS AND EMPLOYEE VOLUNTEER HOURS

MANUFACTURING LOCALLY, EMPLOYING THOUSANDS OF LOCAL PEOPLE AND SUPPORTING THOUSANDS OF LOCAL BUSINESSES THROUGHOUT OUR OPERATIONS AND SUPPLY CHAIN

ENSURING THAT OUR PRODUCTS AND OPERATIONS CAUSE NO HARM

CONTRIBUTING POSITIVELY TO PUBLIC POLICY DEBATE TO BEST REPRESENT THE INTERESTS OF OUR CUSTOMERS, EMPLOYEES AND COMMUNITY

SUPPORTING THE DEVELOPMENT OF SCIENCE AND INNOVATION THROUGH COLLABORATION AND INVESTMENT

PAYING OUR FAIR SHARE OF TAXES IN ALL REGIONS IN WHICH WE OPERATE.

2021 PERFORMANCE

During 2021, our businesses and employees helped more than 100 local community organisations, schools and charities through fundraising, volunteering, provision of products and direct donations.

Some of the organisations that benefited during the year were:

- Pet Refuge New Zealand
- The Inclusion Foundation
- Camp Quality
- Men's Shed
- Toowoomba Veterinary Hospital
- Oz Harvest Australia
- Beyond Blue

STRONG COMMUNITY PARTNERSHIPS

Alongside supporting the tremendous community work that our employees are encouraged and empowered to undertake at their own initiative, DuluxGroup's businesses have formal partnerships to support community organisations.
These include:

- The Dulux Colour Awards, which celebrate the most creative and considered use of colour in residential, commercial and student architecture and interior design. Over 34 years these highly coveted awards have grown in prestige, and in 2021 again attracted a high number of entries
- The Dulux Study Tour, which supports Australia's next generation of talented architects
- Dulux is helping to paint every Surf Life Saving Club in Australia and New Zealand – helping to protect the assets that protect and support our community.
- Yates partnered with Life Education Australia to provide grants to 10 schools, childcare centres and youth & community groups across Australia demonstrated plans and ideas for a garden that encourages a passion for growing and learning healthier habits through gardening.
- Dulux provides paint to help the National Gallery of Victoria showcase permanent and temporary exhibitions in colour perfect surroundings.
- Dulux New Zealand sponsors the Department of Conservation walking trail huts throughout New Zealand, ensuring they are restored and protected in Dulux Weathershield using the 'Colours of New Zealand' colour range.
- Every year Yates donates a generous amount of growing media and seeds to the wonderful initiative sponsored by the Royal Botanic Gardens Sydney, called Community Greening. This program is taken around Sydney suburbs and many communities are united in their love and passion for gardening. With more than 100,000 participants each year it is embraced by kids, parents, seniors and all to start communal gardens and develop new friendships.
- Araluen Botanic Park, in Roleystone Western Australia, is a unique botanic park that attracts tens of thousands of visitors each year and allows people to enjoy beautiful gardens in a bushland setting. For the past 29 years, Yates has supported Araluen's spring events ('Yates Springtime at Araluen'), which includes a spectacular tulip festival.

PROTECTING THOSE WHO SAFEGUARD US

Since 2012, Dulux has partnered with Surf Life Saving Australia (SLSA) to paint surf clubs around the country with Dulux Weathershield, which is formulated to withstand tough coastal conditions. Dulux is proud to support SLSA and the thousands of volunteers who play a critical role in keeping our beaches and waterways safe.

Following the success of the Australian partnership, Dulux New Zealand this year has teamed up with Surf Life Saving New Zealand, which has 74 clubs across the country, to provide the paints and coatings required to protect and decorate these important community assets.



DULUXGROUP IN THE COMMUNITY

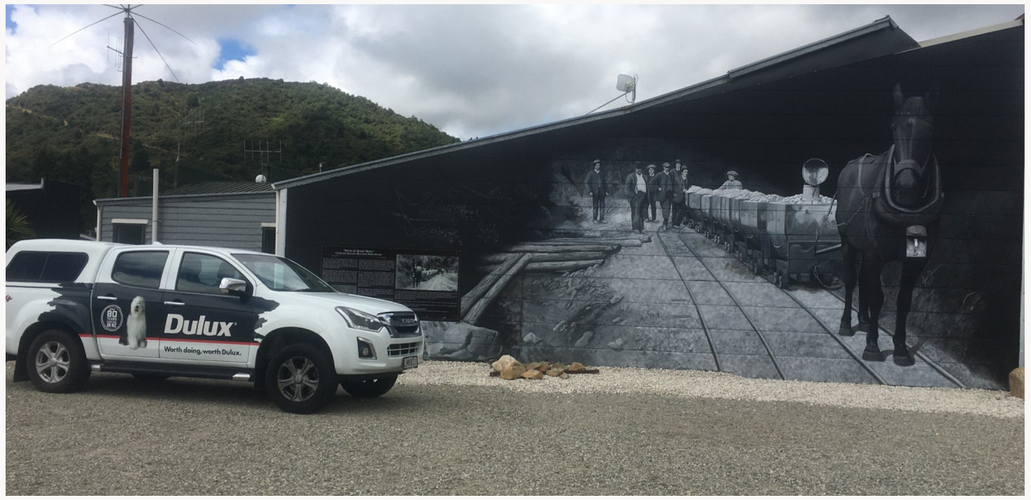
During the year Dulux donated approximately 32,000 litres of paint to community projects across Australia and New Zealand. Recipients included schools, emergency services organisations, not-for-profit community groups, domestic violence shelters, surf life saving clubs and individual community members affected by natural disasters.



Dulux donated all of the paint for the community mural project celebrating RACQ 'Angels of the Sky' rescue services 25th anniversary.



Rural Bays Fire Service NSW, gets a much-needed upgrade



Community mural at Nelson in New Zealand.

NOOSA SEA SCOUTS GET A FRESH LOOK

The Noosa Sea Scouts is a not-for-profit community organisation, which since 1952 has been teaching young people critical skills in sailing, canoeing, rafting, navigation, teamwork and basic on-water survival skills. During the year, Dulux employees took the opportunity to give the Scouts' club facilities a much-needed upgrade, donating all the paints for the job and volunteering time to complete the repaint.



The Dulux Team gives Noosa Sea Scouts club house a much needed refresh





Dulux New Zealand donates paints to Lincoln University's Rainbow path to celebrate and acknowledge the Campus LGBQTIA staff and students.

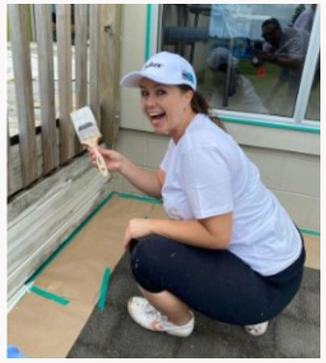


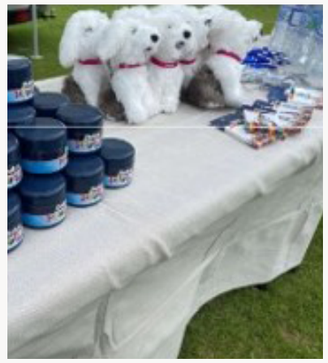


The Cabot's team donates products and time to create beautiful hopscotch tiles for the Brookman Parent and Child Centre in WA













The Dulux New Zealand crew help out the Otumoetai football club

MINDFUL SPACES FOR AUSTRALIA'S SCHOOL KIDS

In 2021, Dulux teamed up with not-for-profit Smiling Mind to help create mindful spaces in Australian primary schools. The Smiling Mind Spaces partnership has seen schools across the country encouraged to create colourful spaces designed to foster awareness, curiosity and connection in areas such as classrooms, reading nooks, libraries, and outdoor communal areas. Smiling Mind psychologists in collaboration with Dulux colour experts and wellbeing educators from around Australia have developed the Smiling Mind Toolkit packed with all the information, colours and stencils schools need to imagine and create healthier spaces for students to play, work and learn. So far, 115 schools have benefited from the program.





COLOUR THERAPY

During 2021, New Zealand's first shelter for pets from families affected by domestic violence opened, providing temporary care for animals while their owners escape abuse, until they can be reunited. Pet Refuge was built on the outskirts of Auckland and will house up to 300 pets each year including cats, dogs, rabbits, guinea pigs and birds. Dulux partnered with local designer and animal lover Evie Kemp who created an uplifting mural inside the shelter using Dulux paints. The mural has been adapted into lively A3 prints showing the range of animals the shelter will care for, with the prints available for sale and 100 per cent of the proceeds going directly to Pet Refuge to support the important work they do.

Dulux also donated all of the paint and coatings needed to complete the shelter, along with providing technical advice and interior design expertise. Dulux has also sponsored a 'virtual brick' in the names of each of its NZ employees. Dulux will also continue to provide donations for future support and with the help of the Dulux Dog, is continuing to raise awareness for Pet Refuge and assist in future fundraising activities.

A FRESH NEW LOOK FOR TOOWOOMBA VETERINARY HOSPITAL

In early 2021, Toowoomba's Dulux Accredited Painter program members banded together for a good cause: to repaint the city's much-valued veterinary hospital.

Located right in the heart of town, Toowoomba Veterinary Hospital has been providing quality care to the animals of Toowoomba for over 70 years. Alongside its many private clients, the hospital also supports the city's homeless - both people and animals. Through healthcare, fundraising and events, Toowoomba Veterinary Hospital has made a positive impact on the lives of many locals.

Noticing Toowoomba Veterinary Hospital's tired exterior, Dulux Accredited member Collin Attard of Col's Painting approached Trade Sales Territory Manager Adam Hollindale about providing a pro bono repaint.

"I was on board straight away," said Adam. "The team at Toowoomba Veterinary Hospital are known for the way they give back to the community. Helping them fits with the wider Dulux ethos of community support.

The Dulux Accredited team worked around the busy hospital's clients and staff to complete the project. The hospital now has a bright orange facade, striking paw prints complete with and a revitalised interior which have restored the building to its former glory.

"We really appreciate our makeover!! You guys have been amazing!" was the Toowoomba Veterinary Hospital team's enthusiastic feedback.





YATES AND LIFE EDUCATION HELPING KIDS AND LOCAL COMMUNITIES TO 'GROW GOOD GARDENS'

During the year, Yates continued its partnership with Life Education Australia, providing grants to 10 schools, childcare centres and youth & community groups across Australia who demonstrated plans and ideas for a garden that encourages a passion for growing and learning healthier habits through gardening. In 2021, 743 entries were received from a diverse group of schools and community groups across Australia, with the winners each receiving $1000 to help further transform their garden. The ultimate winner, Proserpine Primary School in Queensland was awarded $2000.



2021 Growing Good Gardens winners from Year 5 at Proserpine Primary School in Queensland.

YATES SUPPORTING COMMUNITY GARDENING PROGRAMS

Yates is also supporting the Sydney Royal Botanical Gardens Community Greening program by donating seeds to its network of hundreds of community gardens throughout NSW. The program aims to help empower vulnerable communities while providing a broad range of health, training, economic and social benefits.





Yates donates seeds in support of New Zealand's National Gardening Week





duluxgroup.com.au

FOR MORE INFORMATION,
VISIT OUR WEBSITE

DuluxGroup