

DuluxGroup Sustainability Report 2022



imagine
a better place

DuluxGroup 



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Our Businesses



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

DULUX



Dulux has been manufacturing in Australia since 1918 and in New Zealand since 1935. Today, it is a leading marketer and manufacturer of premium branded decorative paints, texture coatings, protective coatings, industrial coatings, powder coatings and woodcare coatings for the existing home, new housing, commercial construction, infrastructure and industrial markets. Readily identifiable with creating better homes, Dulux also plays a critical role in protecting and improving the spaces and infrastructure we see every day, including providing the protective coatings for Australia's landmark Sydney Harbour Bridge since 1932. Its portfolio of iconic, premium brands includes Dulux, Cabot's, Berger, British Paints and Porter's Paints.



DGL INTERNATIONAL



Outside of its core Australian and New Zealand markets, DuluxGroup's international presence includes its UK-based DGL International business which manufactures and markets Craig & Rose paints in Scotland, which has a heritage dating back to 1829. In DGL International it markets France-based Maison Deco specialist decorative paints & coatings and Pure & Paint ecological decorative paints. In early 2022, DGL International acquired France-based market leader Cromology, which has market leading brands and businesses across Western Europe. In mid-2022 it acquired long standing Slovenian based market leader JUB Group which has leading positions across Eastern and Central Europe. Collectively this has created a substantial European business for DuluxGroup where we employ approximately 4,000 people and operate 19 manufacturing sites. Since 1968, DuluxGroup has also been manufacturing Dulux Paints in Papua New Guinea, where it is an established market leader.



SELLEYS



Selleys is a leading manufacturer & marketer of sealants, adhesives & fillers (SAF) as well as more general household and automotive cleaning solutions for Australian & New Zealand DIY consumers and Trade professionals. Founded by Martin Selley in 1939, Selleys has grown its portfolio to include household name brands such as Liquid Nails, No More Gaps, Spakfilla & Poly. Selleys is also now building a strong and growing presence across Asia through the Nippon Paint Group's vast customer network, delivering its powerful brand promise of "If it's Selleys it works." to a whole new set of consumers.



YATES



With a heritage dating back more than a century, Yates has long been Australia and New Zealand's leading marketer and manufacturer of consumer garden care products. Its range of premium products covers fertilisers, weed control, plant protection, lawn care, packet seeds, potting mix, garden accessories, in addition to home pest control solutions. The iconic Yates Garden Guide has been in continuous print for more than 120 years and remains a 'must have' for home and professional gardeners throughout Australia and New Zealand. Other brands in the Yates stable include Weed'n'Feed, Thrive, Dynamic Lifter, Zero, Munns, OCP, Ratsak, Yates Home Pest and Hortico.



B&D GROUP



B&D's heritage dates back to 1946, but the business truly emerged with the launch of the iconic 'B&D Roll-A-Door' in 1956. Since then, it has grown to become an Australian icon and consistent feature of urban streetscapes. Today, B&D is a leading Australian and New Zealand manufacturer and marketer of premium branded garage doors and automatic openers for residential and commercial use. B&D has a strong focus on innovation and developing smart access technology to secure what is most precious to us - our family and our home. Its brands include B&D, Automatic Technology, Garador and Dominator.



LINCOLN SENTRY



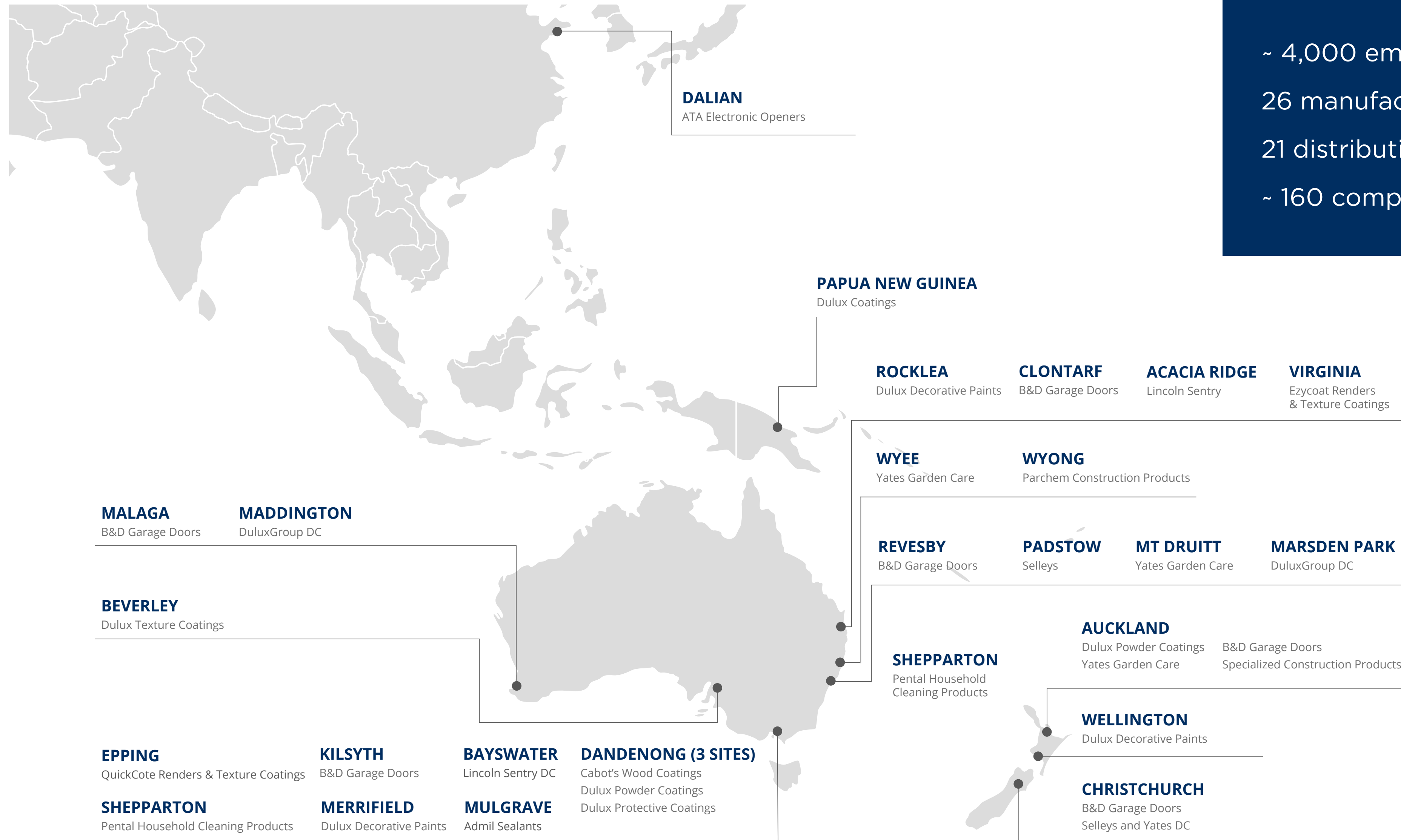
Since 1986 Lincoln Sentry has been one of Australia's leading distributors of specialty hardware and components to the cabinet and furniture making industry; the window, door and glazing industries. It sources proven and innovative hardware solutions from Australia and across the globe for trade, designers, specifiers and consumers. Lincoln Sentry has a network of branches and showrooms across Australia and stocks leading brands including Blum, HEXFIX, Finista, Oliveri, Breezway and ASSA ABLOY.



Coverage of this Report

This Report outlines Safety and Sustainability policies, processes, targets and progress measures for DuluxGroup's Australian and New Zealand operations only. DuluxGroup's businesses in other geographic regions report separately in their respective jurisdictions.

Manufacturing sites - Pacific



~ 4,000 employees
26 manufacturing sites
21 distribution centres
~ 160 company owned stores



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Manufacturing sites - Europe & beyond



FRANCE

Wormhout – Cromology Paints & Coatings
La Bridoire – Cromology Paints & Coatings
Champagné – Cromology Paints & Coatings
Lagnieu – Cromology Paints & Coatings

SPAIN

Barcelona – Cromology Paints & Coatings

PORTUGAL

Lisbon – Cromology Paints & Coatings

MOROCCO

Casablanca – Cromology Paints & Coatings

ITALY

Porcari – Cromology Paints & Coatings
Resana – Cromology Paints & Coatings
Milan – NPT Sealants and Adhesives

SLOVENIA

Dol pri Ljubljani – JUB Group - Paints & Coatings and ETICS*
Videm – JUB Group - Adhesives, Fillers, Construction Compounds
Nova vas – JUB Group - Expanded Polystyrene (EPS) for ETICS & Packaging
Kanal ob Soči – JUB Group – Plastics Packaging
Jurjevica – JUB Group – Product Filling (Paints, Aerosols, Cleaning Agents)

SERBIA

Šimanovci – JUB Group - Paints & Coatings, ETICS, Adhesives, Construction Compounds and EPS
Inđija – JUB Group – Plastic Packaging

~ 4,000 employees
18 manufacturing sites
~ 390 company owned stores

Sustainability Progress at a Glance



Sustainability

Sustainable products

- Cabot's launched a new Aquadeck formulation that allows the water-based coating to be used over any pre-existing coatings
- Yates launched the first glyphosate-free systemic garden weedkiller in Australia
- Dulux developed water-based Concrete & Paving product range for launch in 2023
- 80 improvement actions implemented for product stewardship

Chemicals

- Reduced chemicals of concern by 24% through the reformulation of products.



Packaging

- Increased our recycled and renewable content of our packaging to 33%.

Post Consumer Waste

- Dulux Australia launched an industry first closed loop recycling scheme.

Carbon

- Carbon footprint intensity decreased 8%

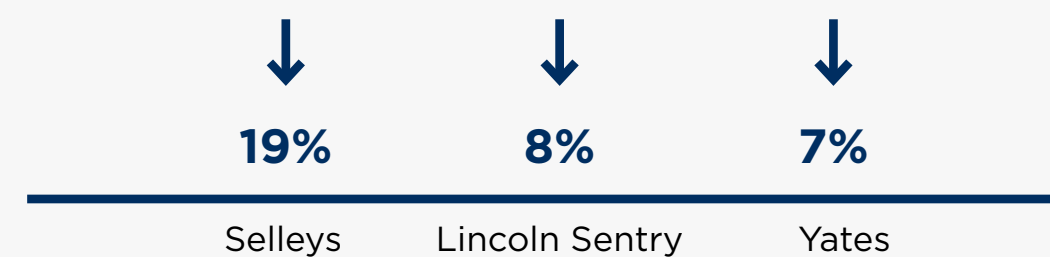


Energy and Carbon

- Commenced solar install program and renewable electricity consumption increased to 3%

Waste

- Total waste generated increased 10% (due to Rocklea floods), however some SBU's continued to reduce waste:



Water and Environment

- Total VOC emissions decreased 31%



People

- **8353** employees
- **35%** women in ANZ
- **28 years** fatality free
- Major and serious near-miss incidents **decreased 12%** to our lowest level on record
- **895** employees celebrated service of 10+ years at DuluxGroup



Community

- **\$1.1 million** in cash contributions including direct donations, employee fundraising and targeted program funding
- **3400** employee volunteer hours
- **16,000** paint litres donated
- **\$340,000** in products donated (paint, accessories, garden & other products)

Coverage of this Report

This Report outlines Safety and Sustainability policies, processes, targets and progress measures for DuluxGroup's Australian, PNG, Dalian China and New Zealand operations only. DuluxGroup's businesses in other geographic regions report separately in their respective jurisdictions.



OUR SUSTAINABILITY APPROACH



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES



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 significant 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 current sustainability materiality assessment was developed in 2020 and is based on insights 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 green.

<i>Extremely High</i>		Product Stewardship Chemicals of Concern Sourcing	Sustainable Products Carbon and Energy Resources and Waste
<i>Very High</i>	Governance Human Rights	Water Emissions Integrity	Plant and People Safety Consumer and Customer Satisfaction
<i>High</i>	Community Taxes	Data	Innovation People and Culture
	<i>High</i>	<i>Very High</i>	<i>Extremely High</i>

Our strategic approach to sustainability from 2017 was focused on broadening our focus beyond our direct operations to also drive continuous improvement in sustainability impacts across our business value chain (e.g. sourcing, product stewardship, stakeholder engagement).

We reviewed this approach in 2020 based on the materiality assessment and identified the opportunity to substantively increase our ambition, to ensure that we work on what really matters and make a meaningful difference in the outcomes achieved. Significant work has since been undertaken over the last two years to develop long-term targets for the most material sustainability impacts, together with detailed action plans to ensure successful achievement. Implementation of these action plans commenced in 2022 and their execution will be a key focus over the next few years.

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 include:





Ambition

Our group sustainability ambition is articulated through the following long-term targets, from a 2020 baseline, for our most material impacts:

MATERIALITY	TARGET	SCOPE
Sustainable Products	20% 2030	Revenue from premium (best-in-class) sustainable products
Packaging	30% 2025	Recycled content in packaging
Carbon	50% 2030 Net Zero 2050	Reduction in Scope 1 & 2 greenhouse gas emissions
Energy	50% 2030	Renewable electricity consumption
Waste	50% 2030	Reduction in site landfill waste

In addition to these targets and the associated action plans for the most material sustainability impacts, we also remain focused and committed to delivering continued improvement in our other sustainability impacts.

This group level approach provides a foundation for and supports our individual businesses as they develop targeted, holistic sustainability strategies tailored to their specific product portfolios, brands, and markets.

Our woodcare business (Cabot's, Intergrain, Feast Watson) finalised their sustainability strategy in late 2021, while a number of other business units commenced development of their individual strategies during 2022.

Governance

Ensuring we deliver on our sustainability ambition is driven by a governance structure that enables successful achievement 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. Regular updates on key outcomes are provided to the DuluxGroup Board.

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. priority action plan completion) and lag outcomes (e.g. waste reduction, safety performance) with rigorous oversight applied to reported achievements and awarding of any incentives.



OUR PRODUCTS



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Our Progress at a Glance



Sustainable products

- Cabot's launched a new Aquadeck formulation that allows the water-based coating to be used over any pre-existing coatings
- Yates launched the first glyphosate-free systemic garden weedkiller in Australia
- Dulux developed a water-based Concrete & Paving product range for launch in 2023
- 80 improvement actions implemented for product stewardship



Chemicals

- Reformulated products to remove chemicals of concern, reducing by 24%



Packaging

- Recycled and renewable content of our packaging increased for the fourth consecutive year to 33%



Post Consumer Waste

- Dulux Australia launched an industry first closed loop recycling scheme.



Energy and Carbon

- Commenced solar install program and renewable electricity consumption increased to 3%



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Sustainable Products

Improving the sustainability impacts of our business product portfolios is a key priority to ensure we contribute to and enable our long-term success in a low carbon, more circular future, while meeting the expectations of customers and consumers.

Building on our strong history of continuous innovation and product stewardship improvement, we have established a 2030 group target to grow sales from premium (best-in-class) sustainable products to 20% of total sales, versus the current level of 10%. Across the individual businesses, current performance is in the range of 3–43%.

Over the last two years we have applied the portfolio sustainability assessment (PSA) process across our businesses to enable identification of both high performer and

premium (best-in-class) sustainable products, which are those products that have improved sustainability impacts compared with current mainstream alternatives.

The PSA process is based on rigorous assessment criteria across different sustainability impacts, including application of life-cycle assessment (LCA) for determination of the premium category products. This has been followed by opportunity workshops with each business to develop their tailored 2030 roadmaps and individual targets for premium sustainable products.

We anticipate extending this approach in the near future to include the high-performer sustainable products as well.

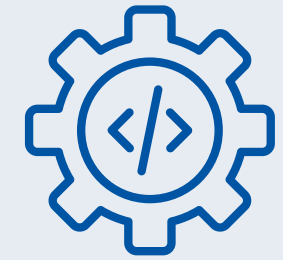




Good progress continued to be made during the year in developing and growing sustainable product portfolios, including:



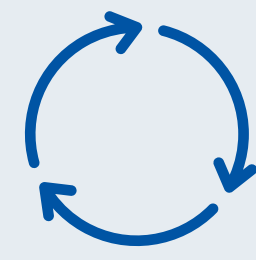
Dulux continued development of a range of water-based alternatives to traditional solvent-based products that will be launched in 2023, including Concrete and Paving range products, and Metalshield range products



Cabot's developed and released the Aquadeck 'Goes Over Anything' Innovation that enables the water-based coating to be used over any pre-existing coatings, including those that are oil-based.



Yates developed and released Zero Triple Strike Garden Weedkiller Concentrate, which is the first glyphosate-free systemic garden weedkiller in Australia.



Feast Watson continued their Relove campaign and Selleys continued their Suburban Gold campaign, both encouraging consumers to restore and repurpose existing furniture and household goods to avoid landfill disposal.



Businesses continued the use of life cycle assessment (LCA) and sustainable design checklists during new product development. Over 80 improvement actions from product stewardship improvement plans were also implemented and annual stewardship assessments were completed.

Sustainable Products Innovation



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES



Cabot's Aquadeck 'Goes Over Anything'

Cabot's developed and released the Aquadeck 'Goes Over Anything' innovation that enables the water-based coating to be used over any pre-existing coatings, including those that are oil-based. This has enabled further consumer conversion from oil-based to water-based woodcare coatings, which continues the transition over the last decade, with water-based products now the large majority of the business. The product was also reformulated to remove alkylphenyl ethoxylates (APEs), a group of commonly used surfactants, in order to further reduce potential environmental impacts.



Yates Zero Triple Strike

Yates developed and released Zero Triple Strike Garden Weedkiller Concentrate, which is the first glyphosate-free systemic garden weedkiller in Australia. It is a contact and systemic weed control product that penetrates the weed tissue, accelerates cell disruption and terminates weeds, roots and all. The product packaging also consists of a market first dosing bottle that helps prevent any potential consumer contact with the formulation.





Chemicals

Reducing any risks associated with chemicals in our products, including those with potential for long term health or environmental effects ('chemicals of concern'), is a long-standing improvement priority, particularly as scientific knowledge, regulations, and community concerns continue to evolve.

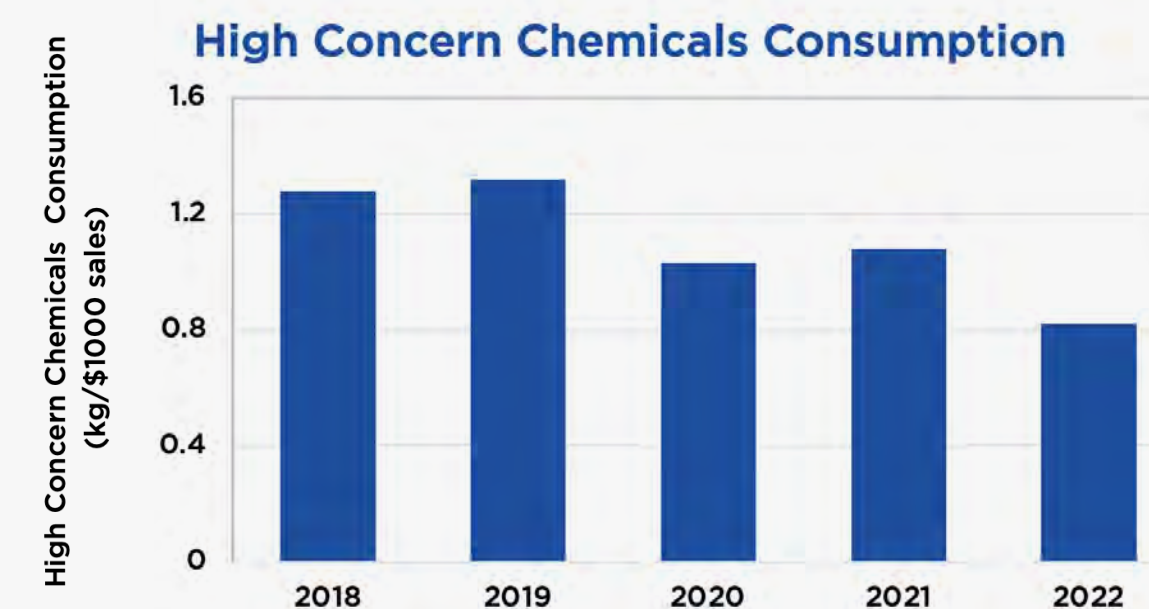
Our group standard identifies prohibited and high concern chemicals based on toxicological and/or regulatory classifications, and requires development of either a group position statement or business specific risk management plans. These are designed to ensure that any risks are being identified and managed to acceptable levels via improvement actions to eliminate or reduce the risks (e.g. reformulation, packaging, labelling, sourcing, marketing).

Good progress continued to be made during the year, including:

Group position statements were developed for 50% of high concern chemicals and three new risk management plans were developed, with statements and plans now established for 80% of high concern chemicals. 42 improvement actions were implemented, including reformulation to remove high concern chemicals, which is often a multi-year development journey before product launch.

Our in-depth monitoring process continued to stay abreast of any global emerging regulatory or social concerns for chemicals, ensuring that any new or changed classifications were identified. Reformulated products were launched by a number of businesses during the year, including:

- **Dulux** released a new range of NMP (n-methyl-2-pyrrolidone) and DCM (dichloromethane) free Precision Coatings.
- **Cabot's Aquadeck** and **Intergrain Ultradeck** ranges were reformulated to remove alkylphenyl ethoxylates (APEs), while Dulux New Zealand removed APEs from an additional one million litres of products.
- **Cabot's** reformulated timber cleaners to create non-dangerous goods based formulations.



- **Fosroc** removed butyl benzyl phthalate from Nitoflor FC100, Thioflex 600 Gun Grade, and Nitoseal SC100, while respirable crystalline silica was reduced to below hazardous threshold levels (<0.1%) for further products, with only one remaining product to be reformulated.
- **Selleys** launched a Poly paint stripper that is free of dichloromethane, while toluene, cyclic siloxanes, and UV327 absorber were removed from a range of products.

Total consumption of high concern chemicals across the group decreased 24% on the prior year to 0.82 kg per \$1,000 net sales, such that our consumption was more than 38% below 2018-2019 levels, with reductions involving a range of different chemicals across most businesses identified.

Reducing chemicals of concern

Cabot's and Intergrain Reformulation

Reformulation of products to remove alkylphenyl ethoxylates (APEs), a group of commonly used surfactants, has been a major focus over recent years for a number of our businesses, including Dulux, Cabot's, and Selleys. These changes help reduce the potential environmental impacts of our products and they have been a significant contributor to our reduction in high concern chemicals consumption over time. During the year Cabot's Aquadeck and Intergrain UltraDeck, which represent a significant proportion of woodcare business volume, were both reformulated to replace these chemicals.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Packaging

Reducing the sustainability impacts associated with new product packaging is a key priority, with good progress made over recent years in reducing our packaging intensity and increasing the recycled and renewable content.

During the year we established a target to grow the recycled content of packaging to 30% by 2025, from our current level of 22%. An in-depth analysis of opportunities and initiatives across our business units was completed, from which we established a detailed action roadmap to ensure the target is achieved. Our businesses continued to implement further packaging improvement initiatives during the year, including:

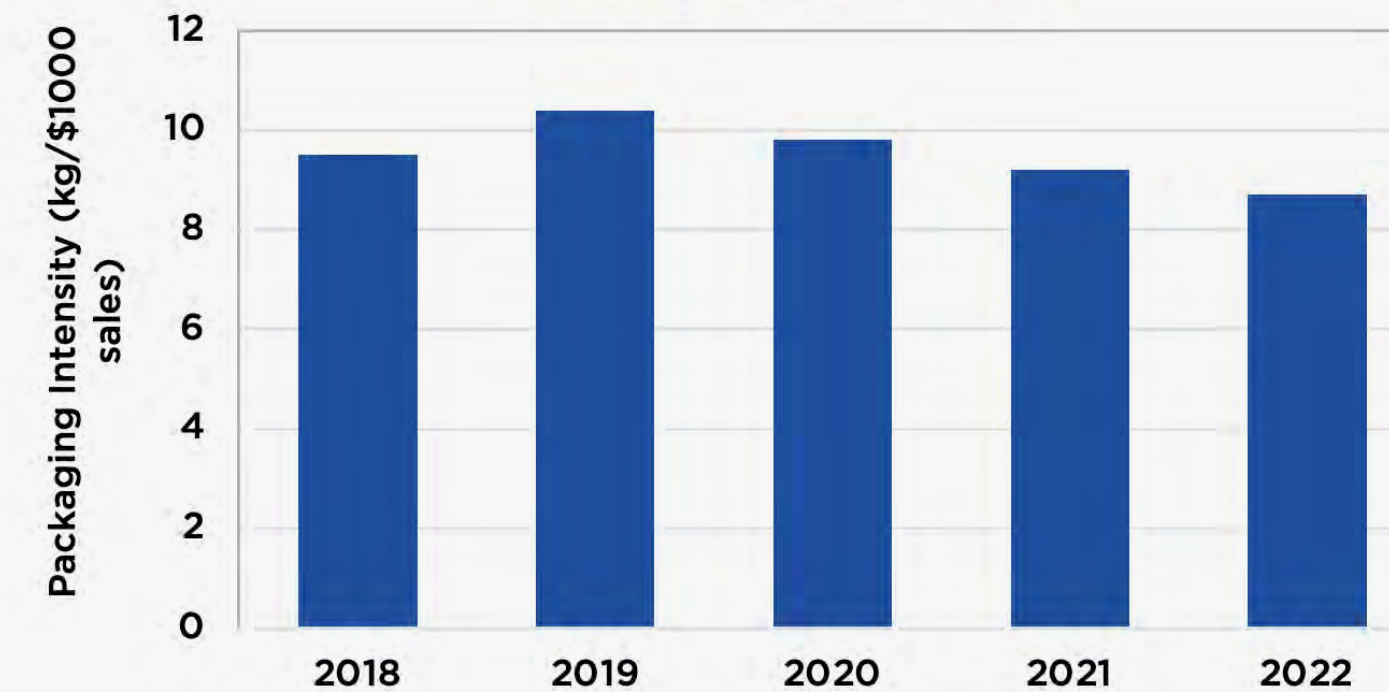
- **Dulux Australia** maintained 50% recycled content in 15 litre plastic pails for the enviro2 product range, following introduction in 2021. **Dulux New Zealand** increased recycled content in white plastic pails from 20% to 25% and introduced 20% recycled content in yellow Cabot's pails.
- **Fosroc** transitioned to use of 100% recycled content in cardboard carton packaging.
- **Selleys** continued their multi-year packaging improvement program, introducing light-weighted Spakfilla gap filler tubs and cleaning wipe packs

(e.g. Sugar Soap) with plastic doors removed, while implementation of the Australasian Recycling Label system on packaging was also commenced.

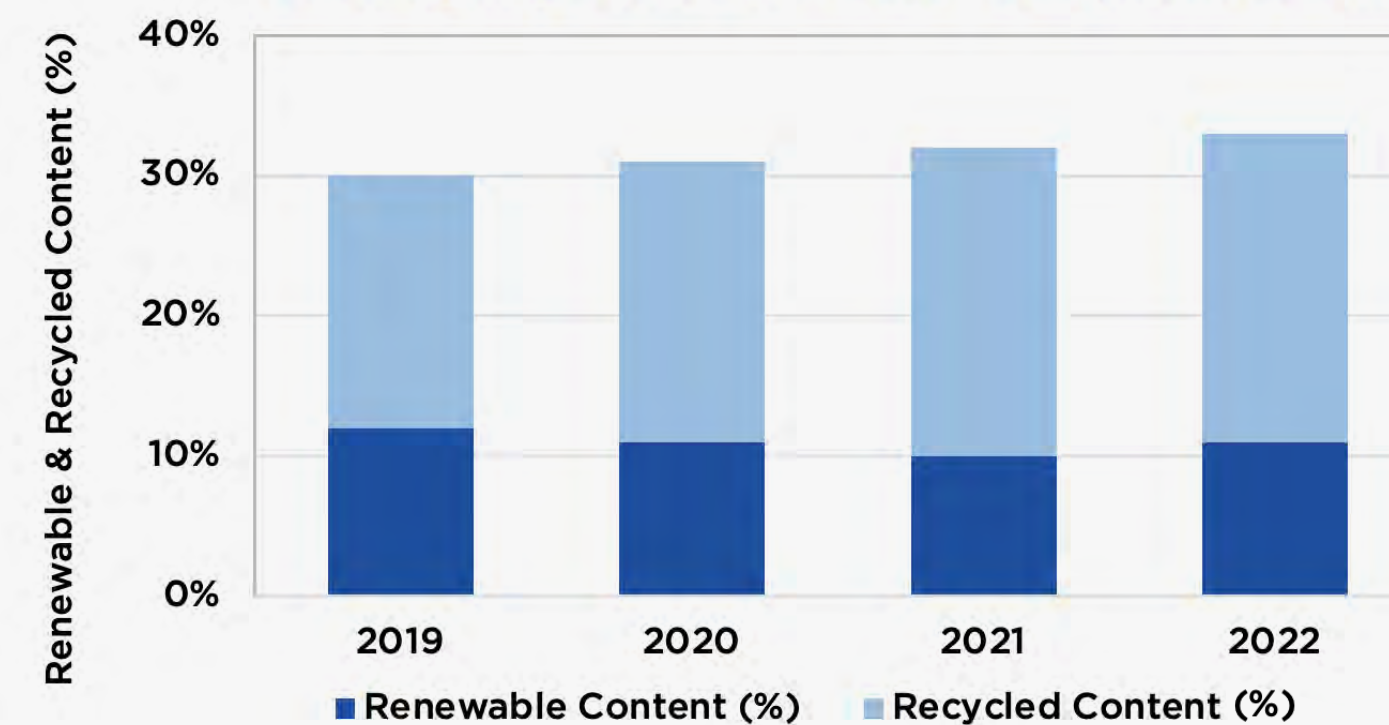
- **B&D** implemented 100% recycled cardboard packaging for door openers, replacing a combination of plastic, polystyrene, and high-gloss cardboard packaging. Yates launched 60% recycled content in their large format LDPE bags for Weed n Feed and Dynamic Lifter.
- **DuluxGroup's** annual report and action plan for the Australian Packaging Covenant was completed, with our Advanced performance rating maintained.

Total packaging intensity across the group decreased for the fourth consecutive year to 8.7 kg per \$1000 of sales, while the recycled and renewable content of our packaging increased for the fourth consecutive year to 33%. These improvements continue to be driven by the packaging light-weighting and increased recycled content initiatives across different business units, including the ongoing transition from tinfoil to plastic packaging and incorporation of recycled content for paints and coatings products.

Packaging Intensity



Packaging Renewable & Recycled Content



Sustainable Packaging Innovation



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Selleys Plastic Packaging Reduction

Selleys continued their program of packaging redesign and light-weighting initiatives that are delivering a significant reduction in plastics consumption. Following the 2021 introduction of sealant cartridges with plastic sleeves removed, two further introductions this year included light-weighted Spakfilla gap filler tubs and cleaning wipe packs (e.g. Sugar Soap) with plastic doors removed.

Work was also completed on two further initiatives that are scheduled for introduction early in 2023, including new cardboard packaging solutions for Parfix gap filler cartridges and Spakfilla wall repair kits, replacing current plastic packaging. Collectively these packaging initiatives will reduce Selleys plastics consumption by more than 50 tonnes per year.



B&D Packaging Redesign

B&D implemented 100% recycled cardboard packaging for door openers, replacing a combination of plastic, polystyrene, and high-gloss cardboard packaging. The project included elimination of plastic packaging for related components (e.g. wall and remote controls) and the removal of printed manuals. The redesigned packaging also enabled improved distribution efficiencies, by allowing 40% more openers to fit in shipping containers for transport following manufacture at B&D's ATA manufacturing facility in Dalian, China.





Post Consumer Waste

Improving recovery and reuse of post-consumer wastes is a significant opportunity for our businesses to improve their circularity outcomes and reduce the sustainability impacts associated with consumption of natural resources. A number of businesses have participated in recovery schemes for several years and this continued during 2022, while Dulux also launched a new industry first scheme in the Australian trade market for recovery of used plastic paint pails.

Progress during the year included:

- **Dulux Australia** continued to be an active, founding member of Paintback, a joint industry recovery scheme for leftover paint and packaging from retail and trade markets established in 2016. 169 permanent collection points have now been established across Australia, which together with 70 mobile collection events, enabled collection of 8.7 million kilograms in the 2021/22 year. More than 38 million kilograms has been collected since the scheme was launched.
- **Dulux Australia** launched an **industry first closed loop recycling scheme** in the trade market that recovers used 15 litre plastic paint pails from large commercial building sites for reprocessing and manufacture into painting accessories (e.g. roller trays). It is estimated that over 1,000 tonnes, or 22,000 cubic metres of plastic waste, will be diverted from landfill each year.
- **Dulux New Zealand** continued their Paint Take-Back recovery program which first commenced in 2009, with more than 100,000 kilograms of paint and more than 164,000 plastic and steel packages collected in the 2021/22 year. Recycled plastic from the take-back program is currently incorporated into new 10L and 15L plastic pails and was increased during the year from a level of 20% 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 the year, for recovery via scrap metal recyclers.
- **Organic Crop Protectants** continued their participation in the voluntary product stewardship program, drumMUSTER, enabling used plastic containers from their commercial products in Australia to be recovered for reprocessing into secondary products (e.g. rubbish bins).
- **Yates New Zealand** participated in the Soft Plastics Recycling scheme that enables consumers to return soft plastic packaging to bins in selected retail stores for use in manufacture of secondary products (e.g. fence posts).



Diverting from Landfill

Dulux Plastic Pail Recycling

Dulux Australia launched an industry first closed loop recycling scheme in the trade market that recovers used 15 litre plastic paint pails from large commercial building sites for reprocessing and manufacture into recycled paint roller trays, pots, and stir sticks. It is estimated that over 1,000 tonnes, or 22,000 cubic metres of plastic waste, will be diverted from landfill each year, plus the amount of virgin plastic used in over 50,000 remanufactured products will be significantly reduced.

The scheme has been accredited as a voluntary product stewardship arrangement under the Australian Government Recycling and Waste Reduction Act, and the business received a Product Stewardship Centre of Excellence award during the year for Best Stewardship Outcomes - Individual Business or Brand (Large companies 200 + employees).



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Carbon

Adapting to climate change and a low-carbon future through management of climate-related risks and opportunities is a critical sustainability priority. Our carbon footprint comprises 3% from direct operations (Scope 1 and 2) and 97% from upstream and downstream activities (Scope 3), including >70% from sourcing of raw materials and procured goods and services. The evolution of our product portfolios through growth in development of sustainable products and packaging will therefore be a significant part of our carbon and climate transition.

For Scope 1 and 2 emissions, good reduction progress has been achieved over the last few years through energy efficiency initiatives across our established operations, though this has been off-set more recently by new business acquisitions.

In 2021 we established targets (from 2020 baselines) for Scope 1 and 2 greenhouse gas emissions reduction of 50% by 2030 and net zero by 2050, plus 50% renewable electricity consumption by 2030. Detailed action plans to ensure target achievement were developed during the year and implementation has commenced. Further detail is provided in the Our Operations section of this report.

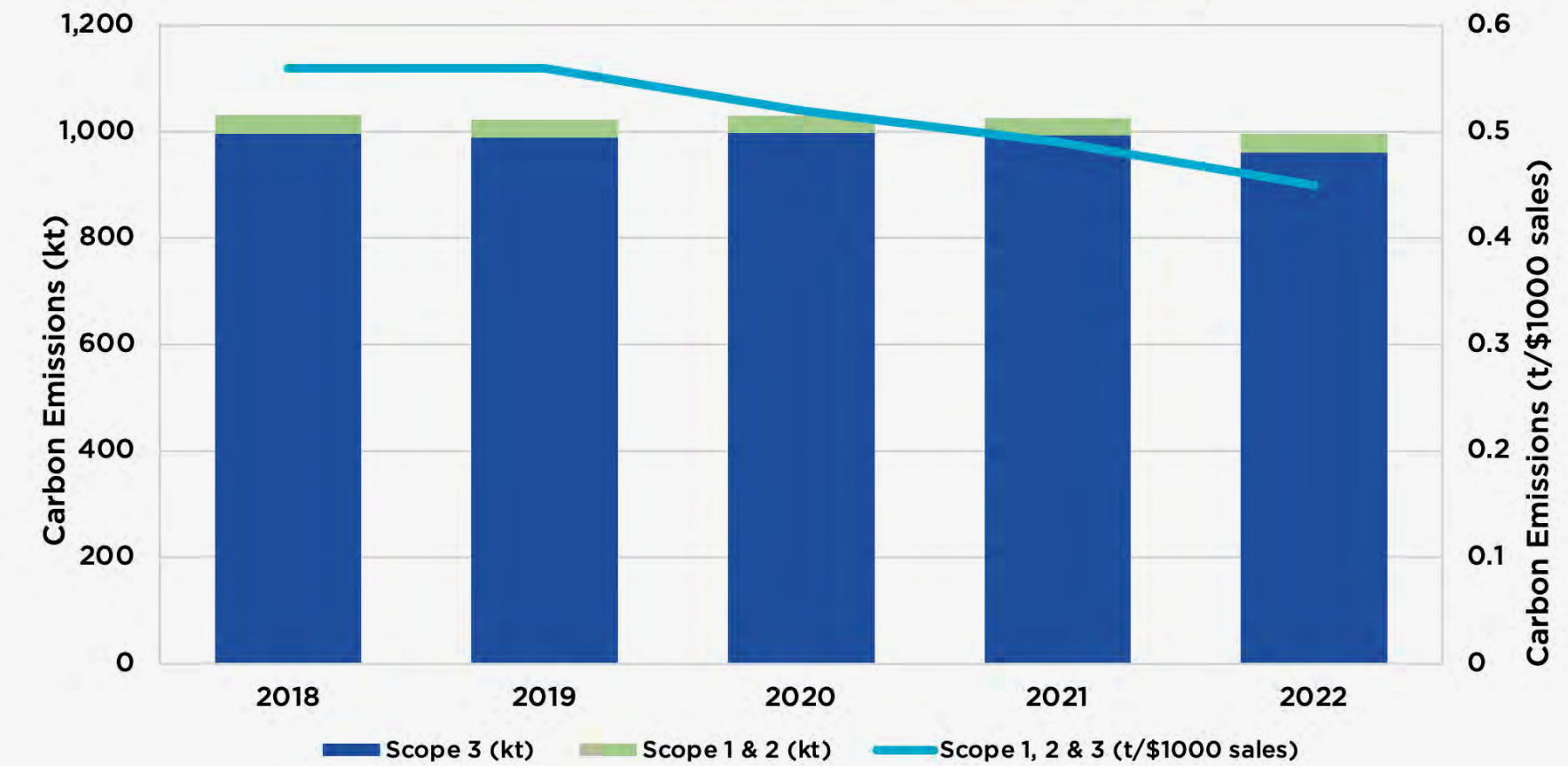
We have been calculating our Scope 3 carbon footprint annually for a number of years and continue to refine the data, estimation methods, and assumptions, which has improved our confidence and understanding in the data.

The footprint is calculated in accordance with the Greenhouse Gas (GHG) Protocol and all categories are included. During 2023 we will commence a detailed analysis of potential reduction opportunities and targets, including engagement with key suppliers to understand their carbon reduction plans.

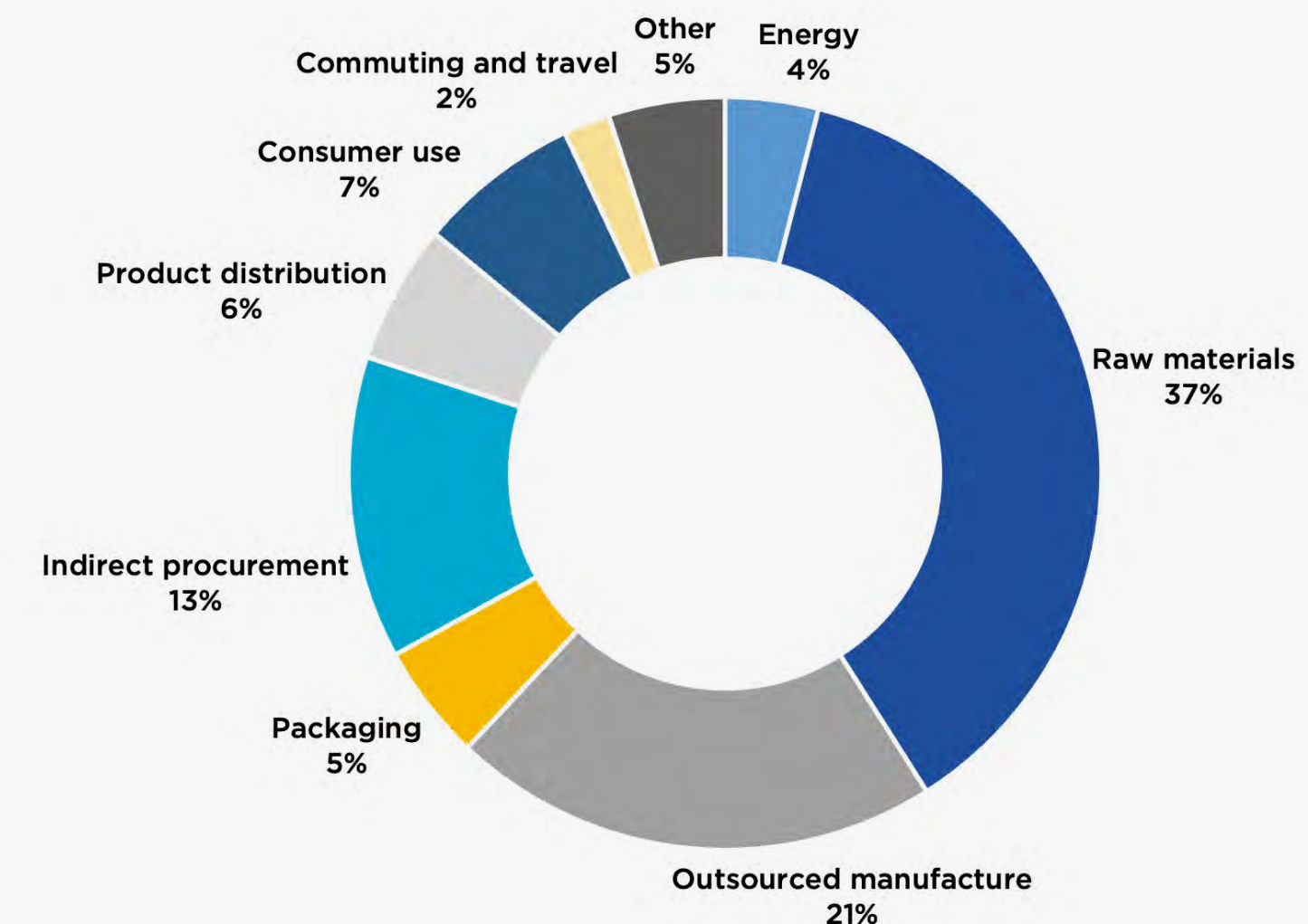
Our absolute total carbon footprint (Scope 1, 2 and 3) remained relatively steady at 997 kilotonnes (kt) in 2022, a 2.9% decrease on the revised prior year estimate, while the footprint intensity decreased 8% to 0.45 tonnes (t) per \$1,000 of net sales.

Scope 3 emissions were 961 kt. Improved data capture and emissions factors has provided further refinements in the footprint calculation, including revisions for prior year estimates, and this has contributed to the intensity reduction during the year, together with contributions from recent acquisitions and changes in product sales mix and formulations.

Carbon Footprint - Scope 1, 2 & 3



Carbon Footprint 2022 - Scope 1, 2 & 3





We have continued to assess our management of climate-related risks and opportunities in accordance with the Taskforce on Climate-related and Financial Disclosures (TCFD) framework and our status against the core elements is summarised in the following:

Climate risks & opportunities – TCFD disclosure summary

Governance

- Our Group Executive Safety and Sustainability Council meets three times per year to review our strategies, objectives, and performance, with key outcomes presented to the Board. A new sustainability strategy, encompassing climate change, was approved in 2021 and implementation has been actively monitored during the year.

Strategy

- Climate change, sustainable products, and circularity (resources, waste) are identified as the top three material impacts in the current sustainability strategy, with targets and action plans for each impact developed and implementation in progress.
- Identification of risks and opportunities has been completed, with further work required to evaluate under different climate-related scenarios.

Key risks include:

- Supply chain disruption (company sites, suppliers).
- Increased costs (suppliers, regulation).
- Product, brand, market, and reputation impacts (product performance, warranty claims, demand variation, market evolution, competitor leadership, consumer preferences, emerging technology access).

Key opportunities include growth in development and sales of sustainable products (products with improved sustainability impacts versus current alternatives), including those with lower carbon footprints and/or improved climate-related benefits.

Risk Management

- Implementation of action plans established to achieve our current sustainability targets will address multiple aspects of the identified risks and opportunities. These targets and plans will continue to evolve as our knowledge develops further.
- Business continuity plans are established and reviewed regularly for key sites and supply chains, including one key site located in a flood risk zone.

Metrics and Targets

- Current targets (from 2020 baselines) include 50% renewable electricity consumption by 2030, 50% Scope 1 and 2 emissions reduction by 2030 and net zero by 2050, 50% reduction in landfill waste, 20% sales from premium (best-in-class)

sustainable products by 2030, and 30% recycled content in packaging by 2025. Metrics for each target are established and tracked regularly.

- Targets for Scope 3 emissions will be finalised in 2024 following planned completion of the detailed footprint analysis.



Sourcing

Ensuring our sourcing of raw materials, products, and services is conducted in an ethical and responsible manner, and that any associated risks are actively identified and managed, has been a key improvement priority over recent years. Our sustainable procurement policy and standard aims to ensure that environmental, health, safety, modern slavery, labour, human rights, fraud, bribery, and corruption considerations are fully embedded in our procurement evaluation and engagement processes. Our goal is to identify any potential non-compliances with our requirements and to only work with suppliers that are transparent and committed to improvement where required.

Formal supplier evaluations commenced with outsourced manufacturers (>AUD10k p.a. spend) in 2016 and with other suppliers (>AUD100k p.a. spend) in 2018. The evaluation process involves 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. Key improvement activities this year included:

- Completed new supplier evaluations and continued to work with conditionally approved suppliers to address identified agreed improvement actions.

- Commenced a review of our supplier risk assessment and qualification framework, including use of verification programs, to further enhance the effectiveness of our evaluation process.
- Published our annual modern slavery statement and risk assessment, which encompasses the relevant aspects of sourcing risk management, together with risk management for our people and operations.

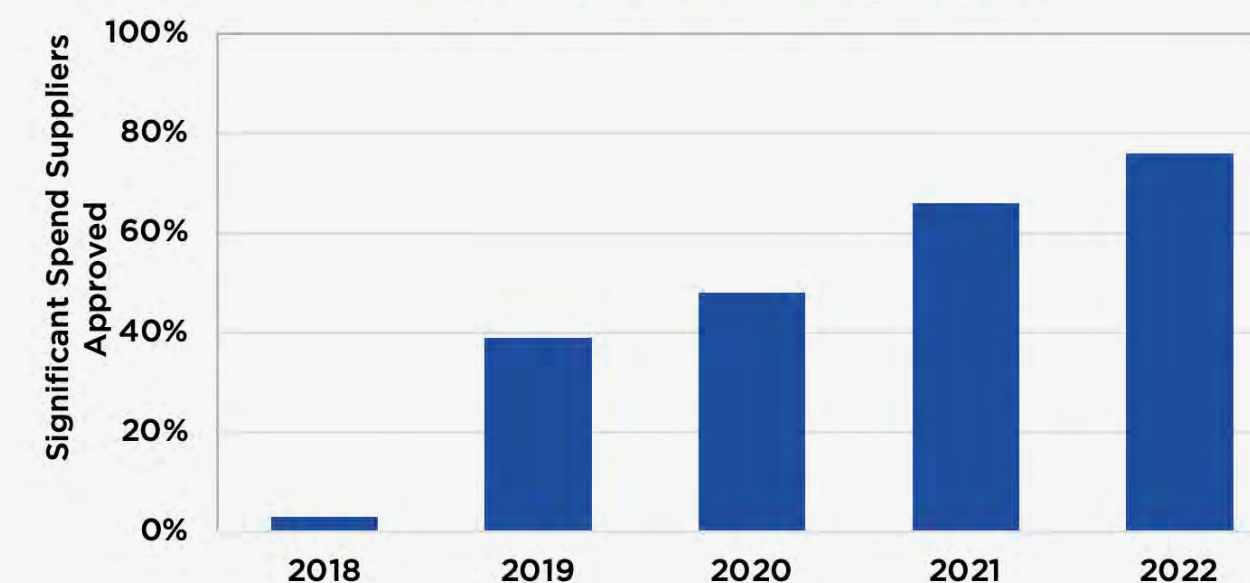
76 new evaluations were completed during the year, with 76% of significant spend suppliers now assessed and formally approved, up from 66% in 2021.

One contract manufacturer remains prohibited and is no longer used for supply.

89 new improvement actions were identified, none of which were high priority, and mostly related to ensuring suppliers have established modern slavery management controls for their operations and supply chain.

92% of improvement actions identified during 2021 evaluations were completed during the year.

Sourcing Risk Management



OUR OPERATIONS



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Our Progress at a Glance



Disaster Prevention

- Lowest number of major and serious near miss incidents on record



Energy and Carbon

- Commenced solar install program and renewable electricity consumption increased to 3%



Waste

- Total waste generated increased 10% (due to Rocklea floods though with good reductions in some businesses):
 - Selleys (-19%)
 - Lincoln Sentry (-8%)
 - Yates (-7%)



Water and Environment

- Total VOC emissions decreased 31%



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

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 people, assets, and supply continuity. More than 38 years has elapsed since our last major process safety event (major solvent fire and fatality), however we know that continuous focus is required due to the regular occurrence of similar high consequence events around the world.

The key improvement activity in this area is 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 identified and implemented. This is supported by specialist reviews every six months using a process safety lead indicator scorecard, plus annual reviews against our solvent and dust protocols that specify our minimum, basic risk controls.

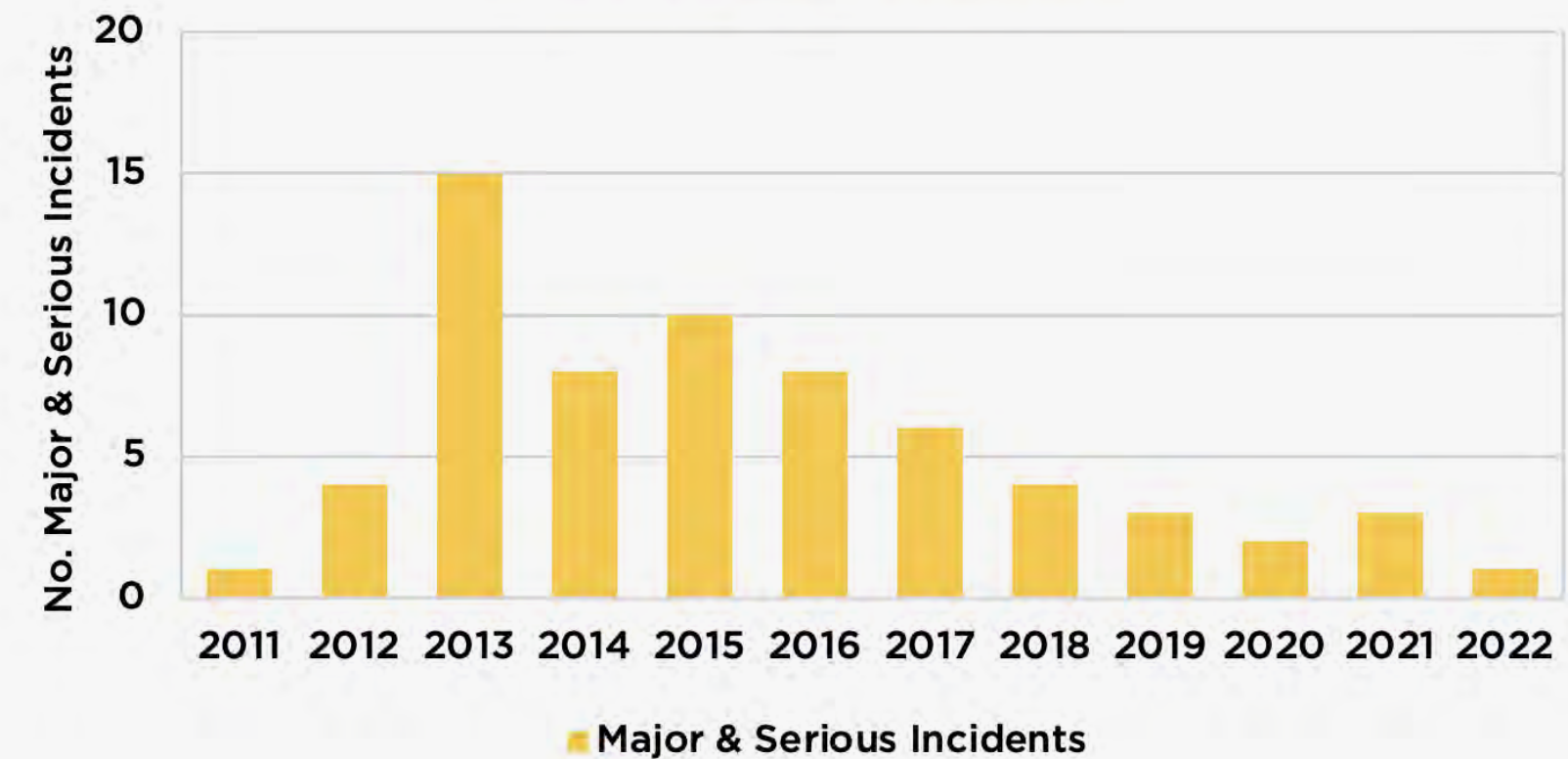
We have also focused on identification of best practice improvements, including an external specialist review of our process safety management framework in 2016 and specialist safety culture surveys, including process safety dimensions, at priority sites in 2018 and 2019.

Key improvement activities this year included:

- Completed new periodic hazard studies at Selleys Padstow, Yates Wyee, and Dulux Glenfield, plus implemented actions from prior year studies at other sites.
- Completed prevention protocol and lead indicator scorecard reviews and implemented improvements at each site with process safety risks.
- Embedded insights from a best practice critical controls review pilot at Dulux Rocklea into our periodic hazard study process for application at other sites.

Our performance remained strong, with no major (Category 4) and one serious (Category 3) incidents involving process safety risks, the lowest level on record since our improved reporting focus started. Our Category 4 and 3 incident classifications are equivalent to Tier 1 and 2 Process Safety Events respectively, using API (American Petroleum Institute) reporting criteria. There were also no Category 4 or 3 incidents involving dangerous goods, consistent with the prior four years.

Disaster Prevention



Energy & Carbon

Reducing our non-renewable energy consumption and Scope 1 and 2 greenhouse gas emissions, which account for 3% of our total carbon footprint, is a key priority and good progress has been made over recent years. This has been driven by construction of the efficient Dulux Merrifield factory, LED lighting upgrades across operating sites, and adoption of hybrid fleet vehicles.

Further improvement was not achieved in 2022 however, due to the impact of a major flooding event at the Dulux Rocklea site, together with the addition of recently acquired sites. Our current long-term targets include Scope 1 and 2 greenhouse gas emissions reduction of 50% by 2030 (from 2020 baseline) and net zero by 2050, plus 50% renewable electricity consumption by 2030.

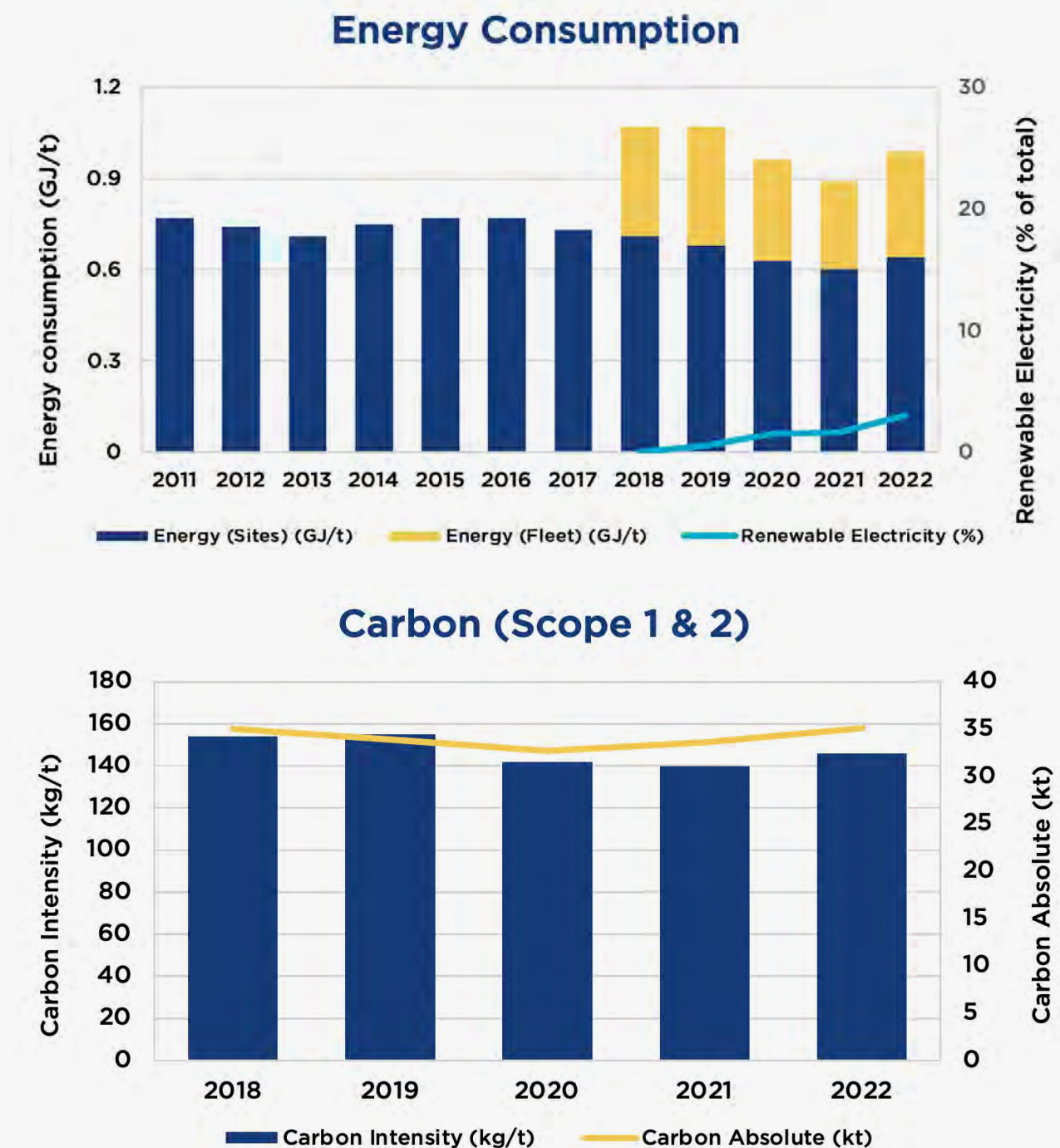
Detailed action plans to ensure achievement of the targets were developed during the year, with identified actions encompassing energy efficiency, solar installations, renewable power purchase, and electric vehicles. Offsets may be required for <10% of our emissions as we approach the 2050 target, although future technology developments could provide alternatives. Implementation has now commenced, with an initial primary focus on energy efficiency and solar system installations, and based on the current plans we expect to achieve >20% renewable electricity consumption in 2024.

Key improvement activities this year included:

- Completed solar system installation at the Cabot's, Fosroc, and Dulux Protective Coatings factory in Melbourne and commenced multiple site installations across the Dulux Trade Centres network.
- Implemented 100% renewable electricity power purchase across Dulux and Specialized Construction Products factories and offices in New Zealand.
- Reviewed specialist energy efficiency review outcomes for two large factories and developed an improvement planning process for adoption across all operating sites in 2023.
- Continued hybrid fleet vehicle adoption across Australia and New Zealand.

Total energy consumption increased 11% to 0.99 gigajoules per tonne of production (GJ/t), due to the Dulux Rocklea flood impact and the addition of newly acquired sites.

Operating site energy consumption remained 17% below peak levels recorded in 2015 and 2016. Renewable electricity consumption increased to 3%. Scope 1 and 2 greenhouse gas emissions increased 4% to 146 kilograms per tonne of production (kg/t) and 35.1 kilotonnes absolute, reflecting the changes in our energy consumption for the year.



Energy transition on track

Cabot's, Fosroc, & Dulux Renewable Electricity

Solar system installations across multiple sites have been identified as one of the key actions for achieving our 2030 targets for renewable electricity consumption and Scope 1 and 2 greenhouse gas emissions reduction.

This work program commenced during the latter part of the year with installation of a 250 kW solar panel system at the Cabot's, Fosroc, and Dulux Protective Coatings factory in Dandenong South, Melbourne. The system delivers around 25% of the site's energy consumption needs.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Waste

Improving our operational circularity through waste reduction and resource recovery and reuse is a material sustainability impact opportunity and priority. Our waste generation, diversion (recovery and reuse), and disposal to landfill have all been improving over recent years, however this trend was negatively impacted in 2022 due to the major flooding event at our Dulux Rocklea site and inclusion of recently acquired sites.

Our waste to landfill increased significantly from 2018 when we commissioned two on-site wastewater treatment plants to replace 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.

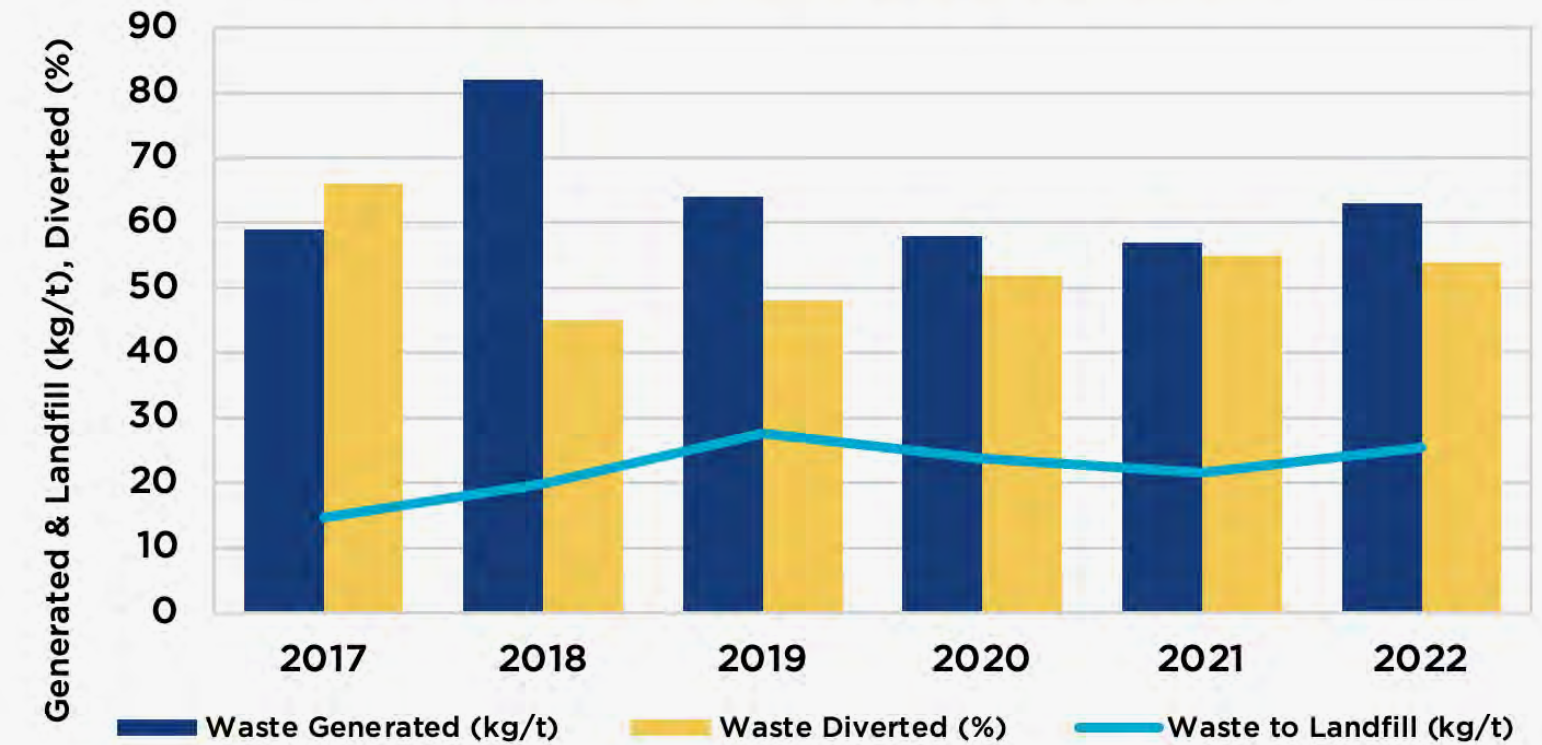
Recognising that landfill waste is the least desired circularity outcome, our improvement target is a 50% reduction by 2030 (from a 2020 baseline).

Key improvement activities this year included:

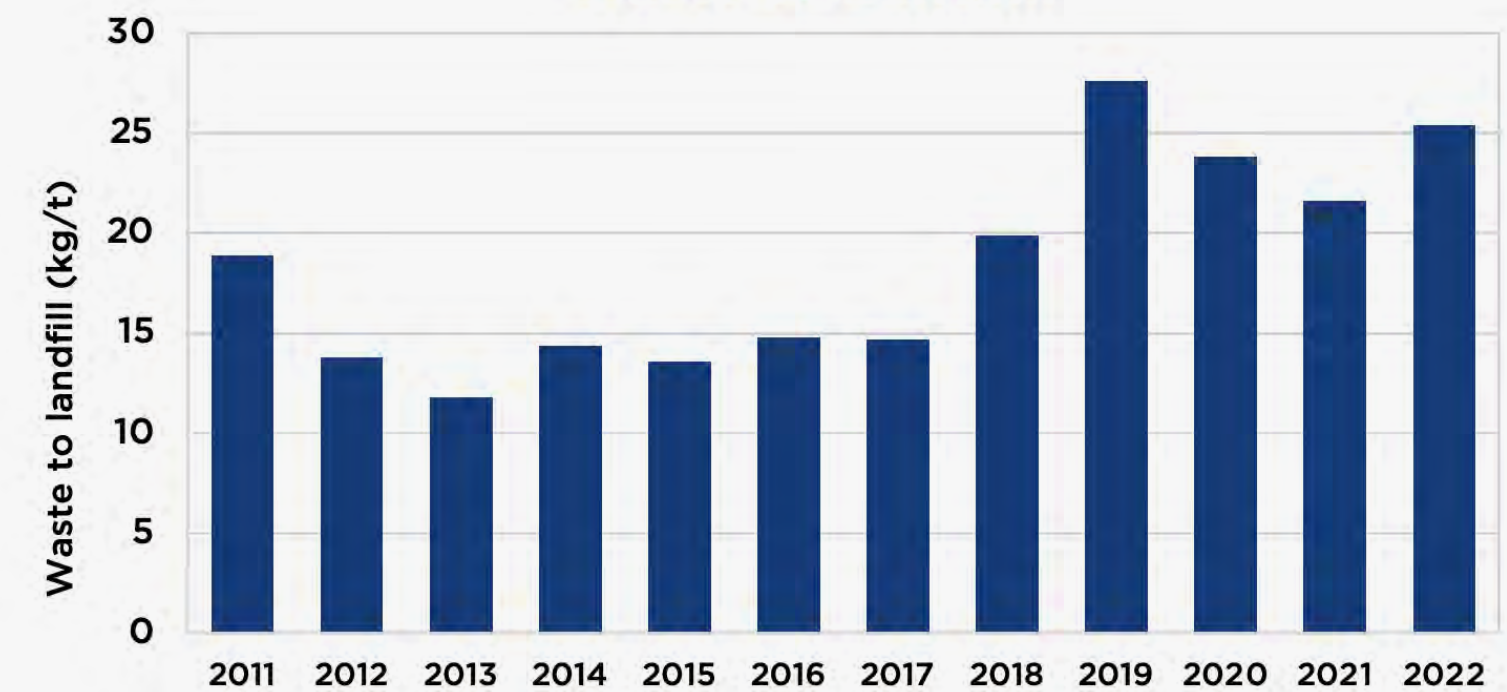
- Finalised development of a detailed roadmap and action plan to achieve our target of a 50% reduction in waste to landfill by 2030 and commenced implementation.
- Continued a project to reduce Dulux Merrifield wastewater and filter media, the largest waste to landfill stream, and improve treatment plant efficiencies.
- Continued to implement additional waste diversion opportunities, including improved segregation and recovery at Dulux Trade Centres and Lincoln Sentry warehouses and branches.

Total waste generated increased 10% to 63 kilograms per tonne of production (kg/t), waste diverted decreased 1% to 54%, and waste to landfill increased 14% to 25 kg/t. These changes were driven by the Dulux Rocklea flood impact, resulting in both significant flood clean-up wastes and reduced production, plus the addition of recently acquired sites. Some businesses achieved good improvement in landfill waste reduction, including Selleys (-19%), Lincoln Sentry (-8%), and Yates (-7%).

Waste Generation & Diversion



Waste to Landfill



Waste reduction in action

Lincoln Sentry Waste Reduction

The Lincoln Sentry business has made significant progress in reducing waste to landfill and improving diversion (recovery, reuse) over recent years through a range of initiatives across their distribution centres and network of branches. This has included segregation and recycling for plastic stretchwrap, plastic strapping, cardboard, and damaged timber pallets.

Cardboard shredders to create void fill packaging and eliminate use of plastic packaging have also been installed. This targeted improvement focus delivered an 8% reduction in waste to landfill during the year, bringing the total reduction over the last three years to 23%.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

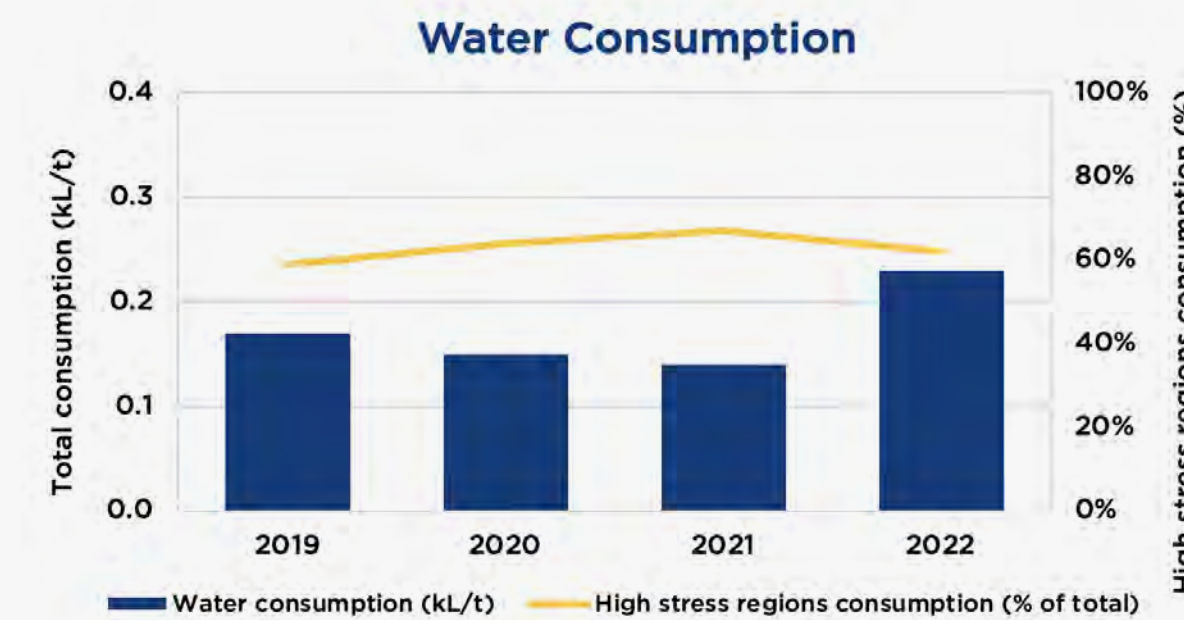
Water & Environment

Water withdrawal and consumption have both been improving over time and especially since 2018 following commissioning of the efficient Dulux Merrifield factory and subsequent wastewater treatment plant efficiency improvements. Similar to energy and waste, this trend was however negatively impacted in 2022 due to the major flooding event at our Dulux Rocklea site and inclusion of recently acquired sites.

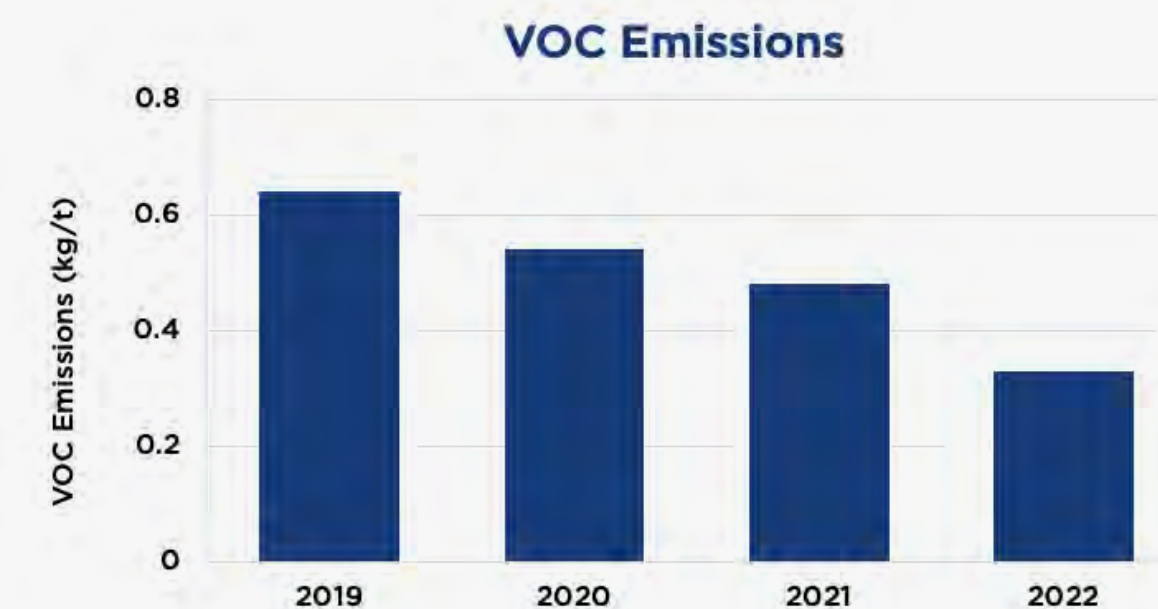
Around half of our total water withdrawal and more than 60% of our water consumption is sourced within regions of high or extremely high water stress. Ensuring sustainable withdrawal and consumption will be a future improvement priority, especially with climate change expected to further increase stress levels in many regions.

Total water withdrawn increased 17% to 0.41 kilolitres per tonne of production (kL/t), while water consumed increased 64% to 0.23 kilolitres per tonne of production. These increases were primarily driven by the Dulux Rocklea flood impact (clean-up activities and reduced production), together with inclusion of acquired sites. 51% of total water withdrawn

and 62% of water consumed across the group was sourced within water catchment regions of high or extremely high water stress. Approximately one-third of water consumed is used as a raw material in formulation of water-based products.



VOC emissions from our operating sites have continued to decrease over recent years, driven by our businesses continuing to grow their water-based product portfolios and eliminate chemicals of concern, including innovation in creation of ultra-low VOC products. Total VOC emissions decreased 31% during the year to 0.33 kilograms per tonne of production (kg/t), with reduced production at Dulux Rocklea due to the flood impact also being a contributing factor.



There were no other significant environmental impacts associated with our operating sites during the year. Further soil and groundwater investigation and monitoring for historic contamination contained within sites was undertaken and no new significant contamination issues with off-site impacts requiring current intervention or remediation works were identified. There were also no major or serious (Category 4 and 3) community or environmental incidents during the year, consistent with the last two years.



OUR PEOPLE



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

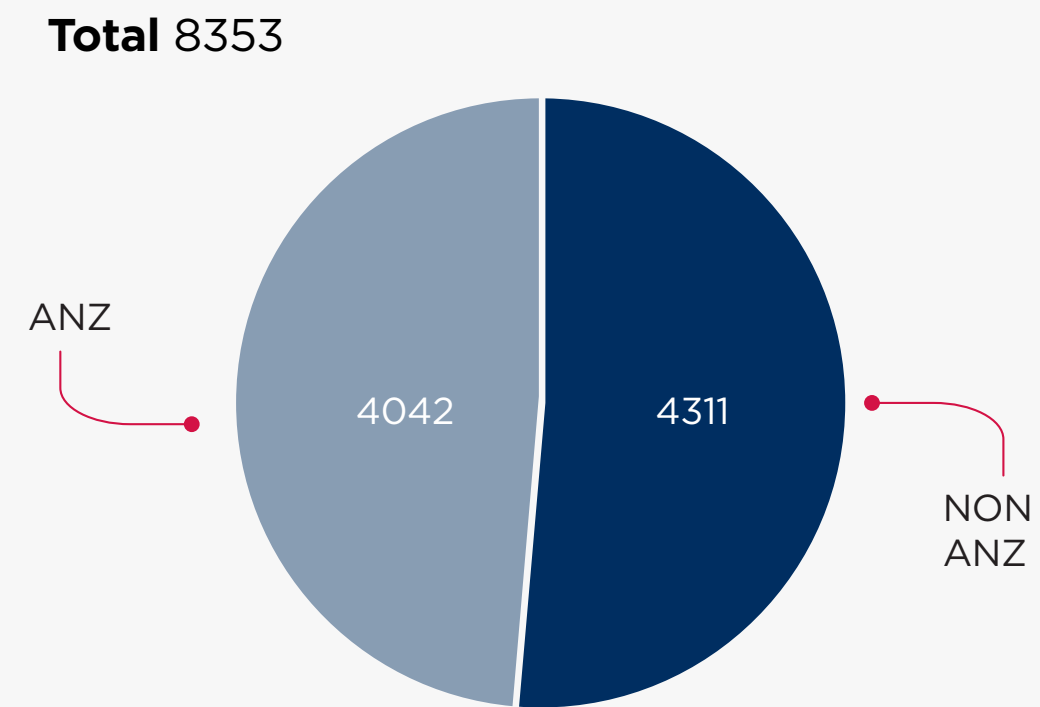
OUR
OPERATIONS

OUR
PEOPLE

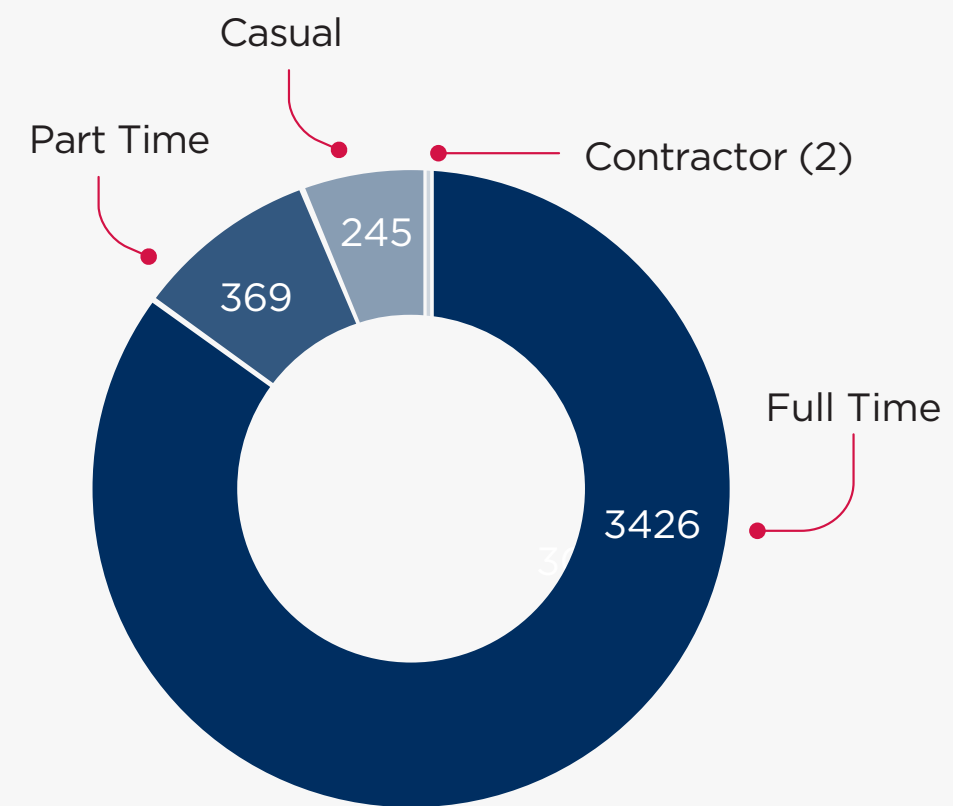
OUR
COMMUNITIES

Our people at a Glance

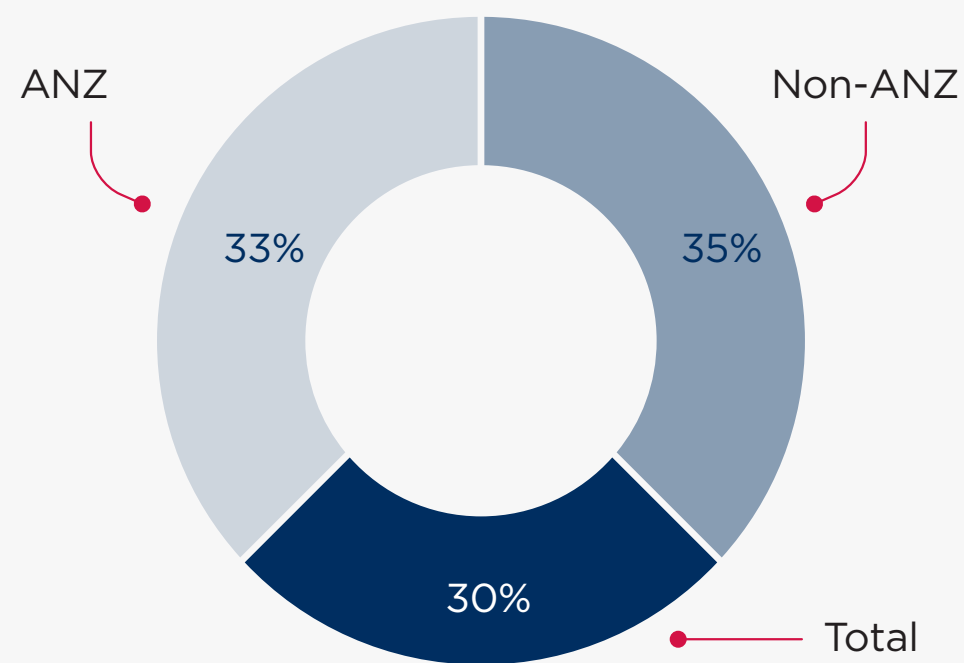
Number of employees at Dulux Group in 2022
(both AP and Europe, separate and total).



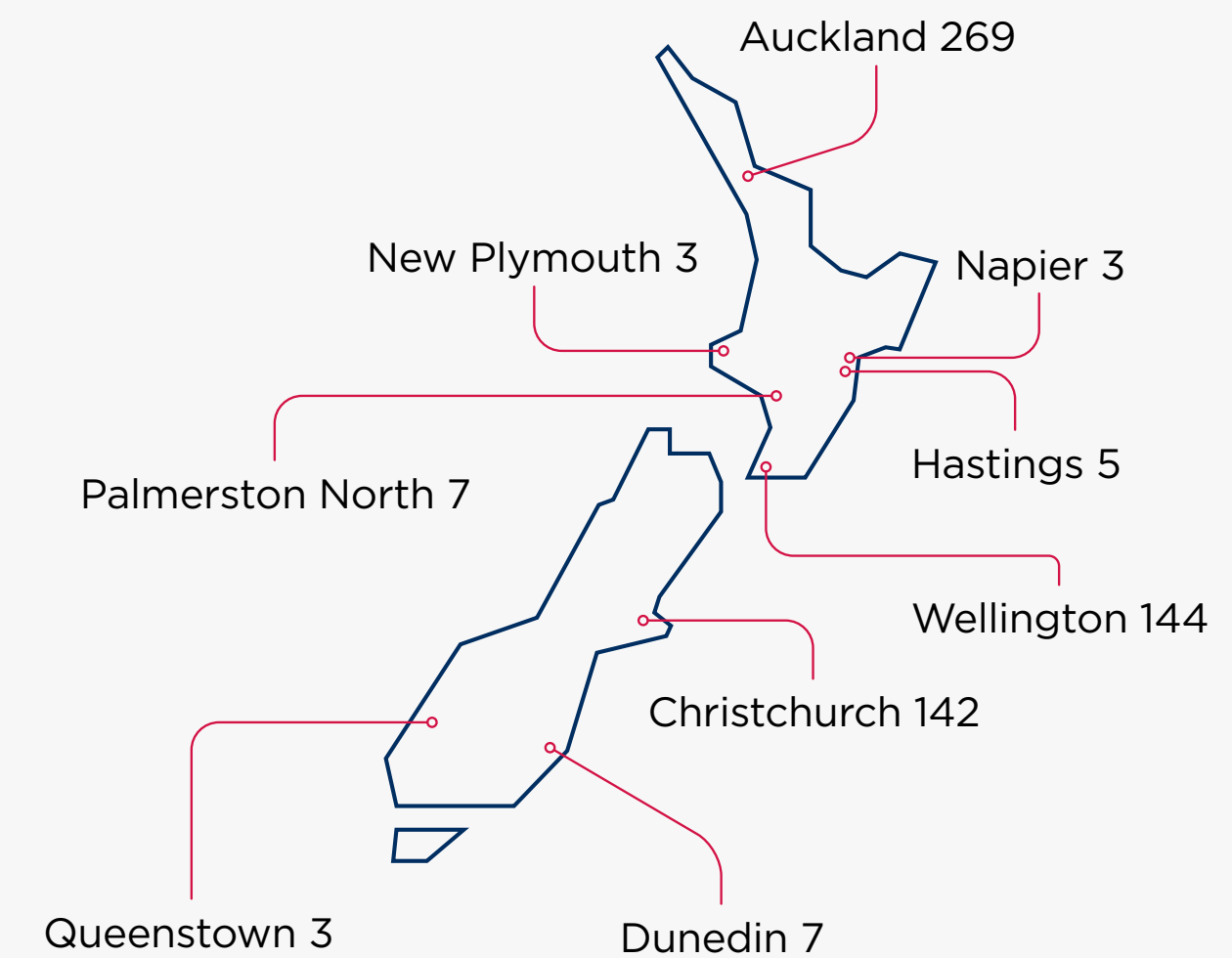
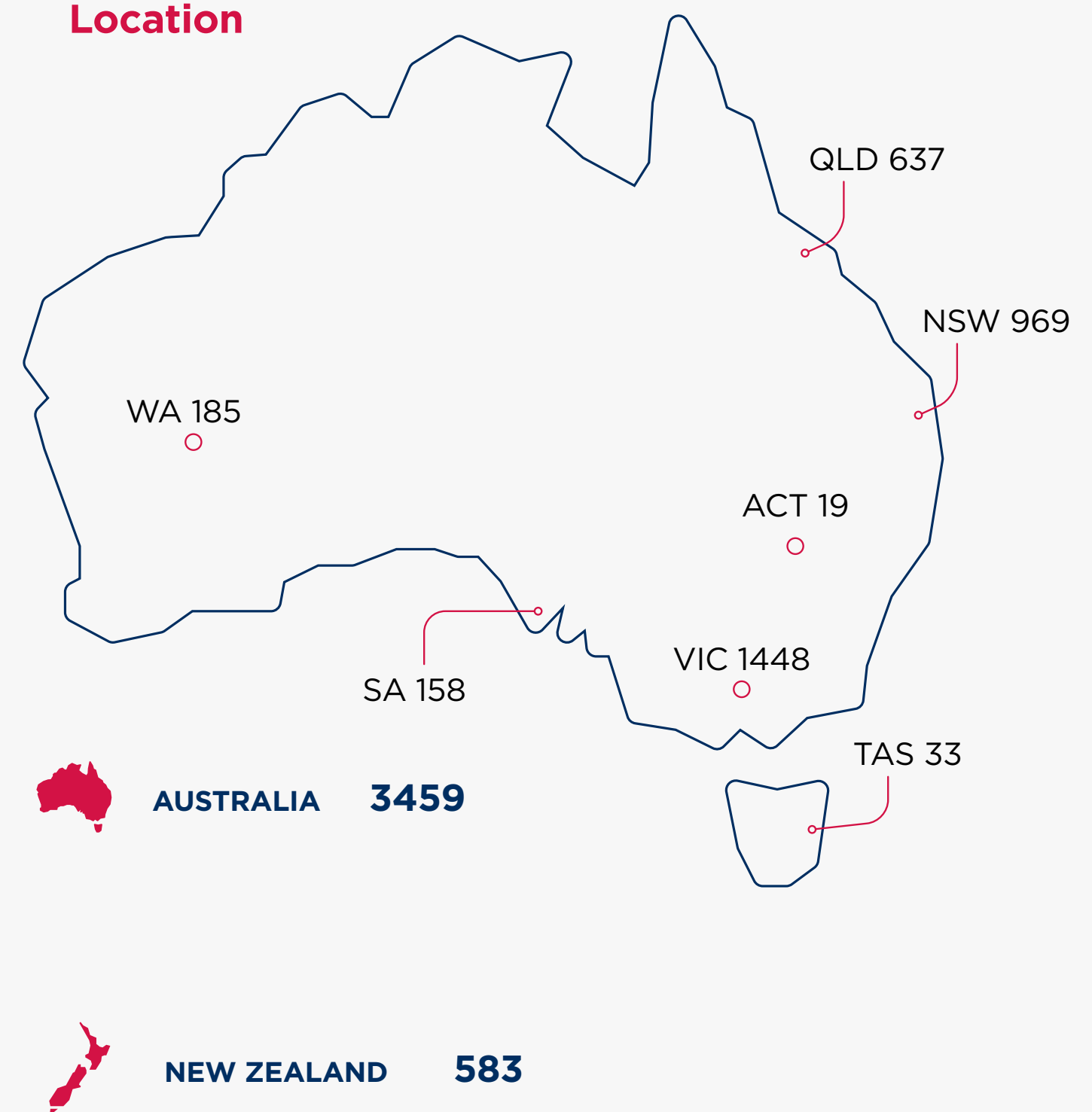
Employment Type
(Full Time, Part Time, Casual, Contractor).



Gender Balance
Percentage of Women in DuluxGroup.



Location



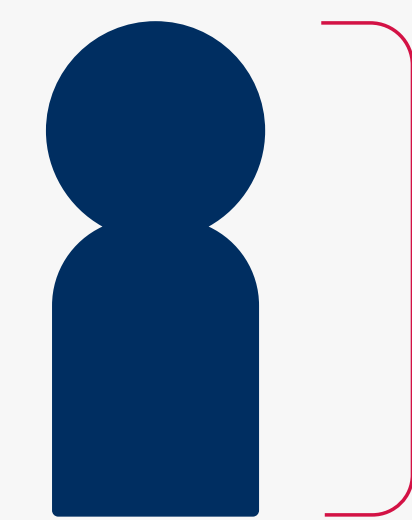


Length of Service milestones

Service Years	10-19 Years	20-22 Years	30-39 Years	40-49 Years
Number of employees	581	220	85	9
Percentage of employees	14.4%	5.4%	2.1%	0.2%

Length of Service over 10 Years

This year we celebrate the long service of just under 900 (895) employees who have been with DuluxGroup for 10 or more years.



895
DuluxGroup
Employees



Fatality free for 28 years



Major and serious near miss incidents
Decreased by 12% to our lowest on record.

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.

Examples of living the values

Every year, individuals and teams within the group are acknowledged for their commitment and efforts in driving growth and upholding the DuluxGroup values.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES



Awards celebrate our culture and the people who truly live our Values and Behaviours. These awards have been running since 2013 and they focus on team efforts.



Winners for respecting the environment

Value People, Work safely and Respect the environment

This value has been a cornerstone of our business and our culture for many years, incorporating not only safety and sustainability, but the way we treat our employees and how we interact with the community.

The winner of the Value people award for 2022 was B&D Group with their sustainable packaging project. This project set out with the objective of rationalising packaging for all B&D openers, to reduce cost, improve consistency of branding and to provide sustainable packaging wherever possible. The cross functional team worked from Keysborough in Victoria and Dalian in China. The end result of this team's efforts, is the elimination of plastic, fewer chemicals and ink and the use of recycled cardboard packaging materials.



ABOUT DULUXGROUP

SUSTAINABILITY APPROACH

OUR PRODUCTS

OUR OPERATIONS

OUR PEOPLE

OUR COMMUNITIES



Wellbeing

Our commitment to Health and Wellbeing

We are committed to supporting the health and wellbeing of our people and understand that this is essential to all of our success. This year we have continued this focus and have implemented a range of initiatives and programs to support our employees' mental, physical, and emotional health.

A cross section of employees from DuluxGroup, commenced a working group to meet regularly and discuss and implement meaningful health and wellbeing initiatives across the group. This activity enabled our ongoing commitment to support our people and their whole self. The group implemented the 'With Care, Be Well' newsletter which promoted wellbeing activities across the group and encouraged healthy habits both at work and at home for today and a sustainable healthy tomorrow. Initiatives such as healthy heart checks, flu-shots, health webinars and competitions continued this focus.

In recognition of RU OK Day, we encouraged our people to stop and ask themselves if they were OK, with the introduction of the Lifeworks wellbeing app. An extension to the DuluxGroup EAP, this offering provides total wellbeing and instant 24/7 support to employees in the palm on their hands.



April 2022

With Care, Be Well

Welcome to our April Wellbeing Newsletter.

REST & RECHARGE

A nap? A long weekend? Sleeping in? A stroll with friends with no agenda? Going out to dinner instead of cooking? Being with your loved ones with no plans? There are no "right answers" – just breathe and acknowledge what offers you rest. Make the most of your time off, no matter how short or long it is.



"Almost everything will work again if you unplug it for a few minutes...including you." — Anne Lamott



THE 7 TYPES OF REST TO TRULY RECHARGE

Tried sleeping in, lounging, strolling with loved ones, listening to music or any other "to-go" rest but still don't feel 100%.

You could be missing 6 something types of rest. [Read page 2.](#)



ONLY 45% AUSTRALIANS SLEEP WELL?

Sleep is an unpaid luxury. There are endless things you can do to make more on this unpaid luxury.

Why not brush up some useful tips from experts? [Read page 3.](#)

SHOW US & WIN

Send us a photo and small blurb on how you rest and recharge. 3 lucky winners will receive a \$50 gift card.

Find out more on [Page 4.](#)

FREE FLU VACCINATION

DuluxGroup is offering all Australian and New Zealand employees and their direct family members the opportunity to receive the influenza (flu) vaccination for free. Find out more on [Page 4.](#)



APRIL 2022

PAGE 1 of 4

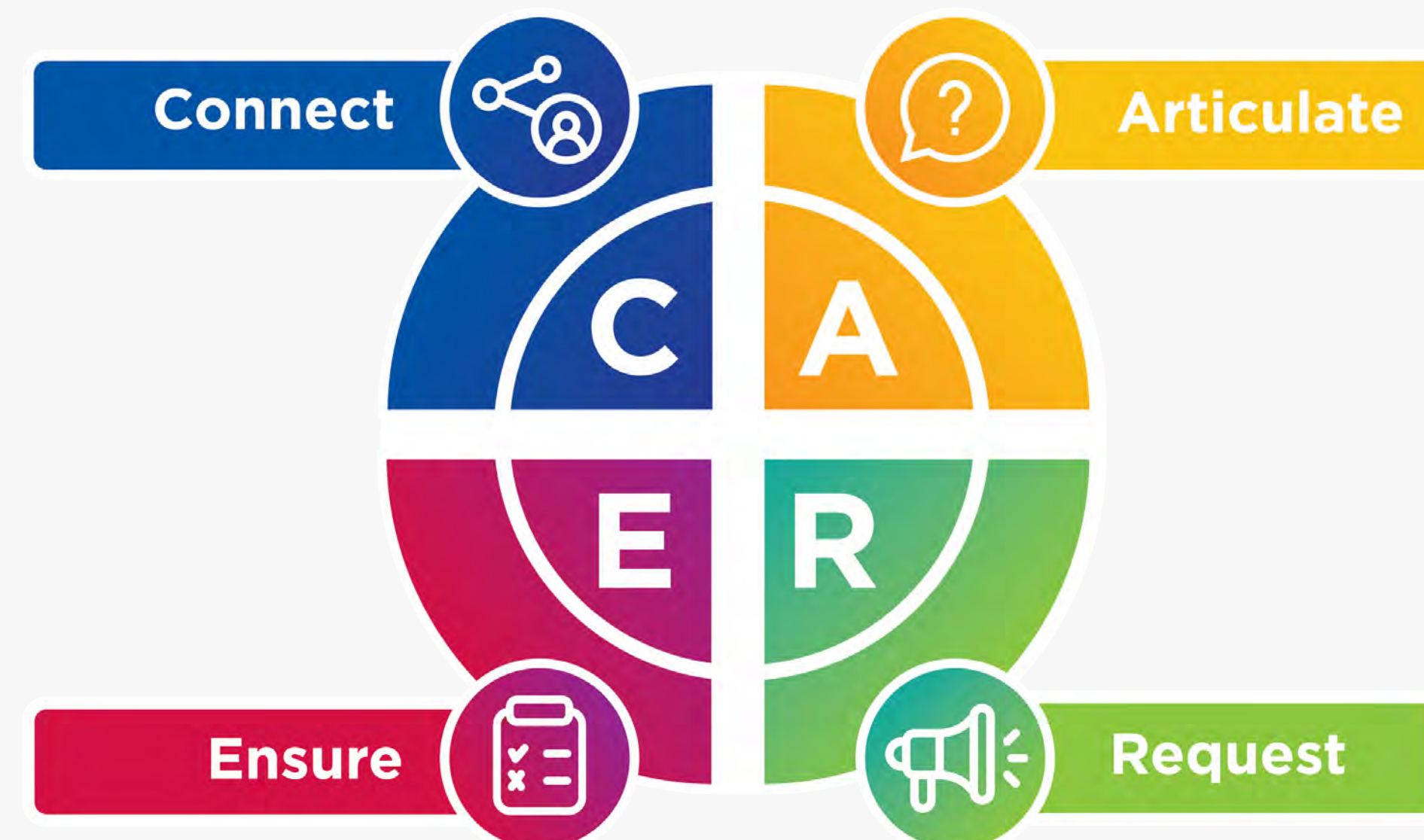


A conversation starter

CARE in Trade

The Dulux Trade team has been prioritising mental health and promoting open CARE discussions in our workplace community. By engaging in CARE conversations with our colleagues, we can access the support we need and take steps towards better mental health today and into the future. In honour of RU OK Day, the trade team hosted RU OK Day events, many state teams taking the events on a road show, to engage in CARE conversations and other health initiatives such as healthy heart checks with the entire team.

Recognising that mental health awareness is an ongoing effort, the team don eye-catching, colourful Dulux shirts which act as conversation starters to these important conversations with both colleagues and customers.





Diversity

At DuluxGroup, we believe that diverse perspectives and experiences drive innovation and enhance performance. Our leaders, at all levels, are focused on creating an environment where everyone feels they belong and can do their best work.

Gender diversity

We are committed to gender balance. Through a focused effort in our recruiting strategies, our internal talent management processes and development of our people, we have increased female representation at all levels of the organisation, particularly in leadership, where we have more than doubled the percentage of women in our Top 200 leaders in the last 5+ years.

At every level, in every department, there are examples of women leading from the front at DuluxGroup.

By actively promoting career development opportunities and a compelling employee value proposition, including flexible work arrangements, we aim to not only attract and retain talented women, but also break down gender stereotypes in our industry.

DuluxGroup leadership is committed to a gender balanced future in our workforce, and our industry.

Gender Balance in STEM

Women	Men
64	71
47%	53%



Towards balance in sales

Nathan Round

Challenging the hunting grounds in recruitment

Nathan Round, Sales Director for Dulux Trade, is challenging the traditional hunting grounds we use to secure talent, encouraging his team to recruit for sales capability and not hardware experience.

“If we continually seek out sales people with industry experience, we are drawing our talent from a predominately male industry. Improving diversity needs to be leader led. As leaders, we are the ones who hire, promote and develop our people.”

Nathan and his team have made a conscious effort to build a sales team which is made up of a good mix of technical knowledge, sales professionals, business builders and career minded employees to build a strong and diverse pipeline of talent for succession planning. Through these recruitment strategies, we have reached over 30% female sales execs in some state sales teams.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Achieving Gender Balance in R&D

In our Research and Development team, we have achieved gender balance with a near 50:50 split. One of our employees in R&D, Olga Paravagna, shares about her time at DuluxGroup as a chemist, a women and a leader for sustainability.

Olga Paravagna

Olga Paravagna, Global head of R&D, Selleys, joined DuluxGroup shortly after completing her PhD in Chemistry. In high school, Olga studied as much science as she could; chemistry, mathematics, biology and physics.

She studied at an all-girls school and had to travel to the partner boys school just to study these subjects. During her time at DuluxGroup, Olga has worked with a “wonderfully diverse team of scientists and engineers at Padstow and across the world, creating technologies and chemical products with real world use.”

Olga finds the role she and her team play in R&D with sustainability rewarding.

“Sustainability is being able to balance our needs with the limited resources we have available to us on this planet. It’s about developing resources for future use and ultimately, leaving behind a better world for future generations.” Looking at the history of Selleys, Olga shares how sustainability is core to Selleys DNA.

“Our founder, Martin Selley, created products like metallic cement to help Australians repair their everyday household items. I am very proud of the focus we have on sustainability and celebrating the diverse voices of our employees, as a Group.”



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

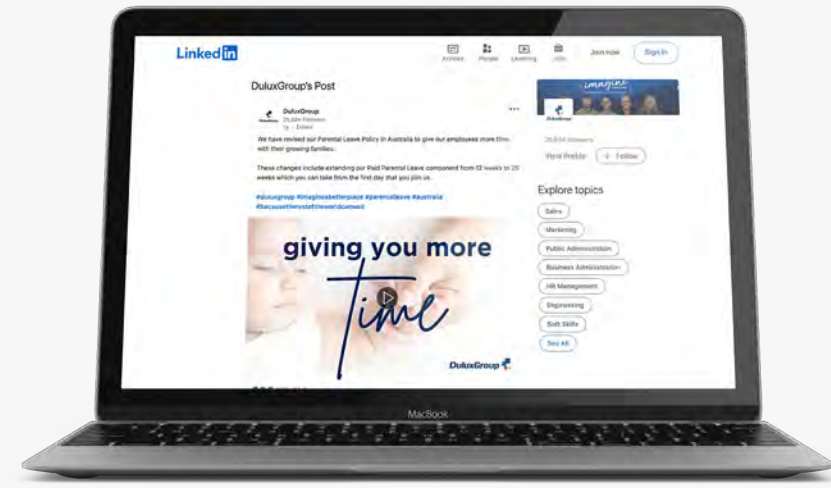
OUR
PEOPLE

OUR
COMMUNITIES

Parental leave: Giving you more time

This year we have reviewed and improved our paid parental leave benefits from 12 weeks, up to 20 weeks for DuluxGroup employees. We understand the importance of supporting our employees in their personal lives and not getting in the way as they plan and grow their families.

As such, we also removed the length of service requirement to access this leave, making it accessible to our people from the very first day they commence working with us. Together, these changes provide our employees with more time to spend with their growing families.



Employing for Accessibility with Get Skilled Access

This year, we partnered with Get Skilled Access to review our current recruitment practices to ensure that they are accessible and provide equitable access to everyone throughout the entire process. As a result of this partnership, we have made several changes to the way in which advertise and interview for our roles, ensuring that we provide opportunities for people to present their best selves.

We also delivered Disability Conference Training to 80 of our middle level managers to educate and build their awareness of Disability in the workplace. We are committed to continue our partnership with Get Skilled Access to build and become an accessible employer where people can thrive.



Because the rest of the world can wait.

LESLIE MEIKLEJOHN,
Quality Assurance Manager - Yates

Leslie was in her first week of parental leave, waiting for her baby to arrive when DuluxGroup announced the increase to our paid parental leave benefit. She was overjoyed to hear about the increase, explaining “how great it was to see DuluxGroup leading in this space and supporting their employees to spend more time with their children.”

For Leslie, this showed “family is important to DuluxGroup and employees are valued (coming from a previous employer who offered 4 weeks’ pay).” For Leslie and her family, this change to the AU Parental Leave Policy means “less financial pressure and therefore she able to relax and spend time building memories, bonding and growing as a family.”



Learning & Development

We are committed to creating a culture of continuous learning and development at DuluxGroup and are proud to have invested over \$4 million towards these initiatives this year.

We provide opportunities for our employees to own their growth, progress their careers and to contribute to a sustainable business for DuluxGroup. We believe that the growth our business will come with the growth of our people.

The Learning Festival

The highly anticipated DuluxGroup Learning Festival returned for a fourth year. This virtual learning event continues to be available to all employees wherever they are working from.

3 days. 30 sessions. 5000+ registrations.

DuluxGroup employees took flight at the annual Learning Festival with this year's theme: What will you discover?

The Learning Festival is brought together by our diverse learning community, from sales capability, our product Training Academy, the wellbeing team and People, Culture and Change.



With sessions available across three destinations (Innovation, Knowledge, and Wellbeing), employees had full itineraries attending numerous learning sessions over the three-day festival. Many attended the maximum of 11 sessions over the three days. Flown by some of our most talented “pilots” (both internal and external presenters), a few of the topics available to discover this year included Exploring the Metaverse, NFT’s/Blockchain, Emotional Honesty, Sustainability, The Great Reframe, Resilience and the Internet of Things.

Our Chairman and CEO, Pat Houlihan chaired a session on What Really Matters, and skills sessions on Excel and negotiation skills were also popular.



Sales Capability and product training

Our 800 salespeople across DuluxGroup are spoiled for choice when it comes to learning opportunities. Face to face sessions on coaching and new sales skills are available, along with microlearning, live stream and video-based content, a podcast and award winning e-learning modules.

This flexibility allows our salespeople to learn anywhere, anytime as they manage their busy days with customers.



Leadership Development

DuluxGroup offers formal leadership development for leaders at all levels. This includes foundation skills for graduates and frontline leaders through to skills sessions for mid-level leaders and residential programs that challenge more senior leaders to step into their roles.

The investment in leaders is critical to ensure DuluxGroup continues to build capability for today and into the future.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

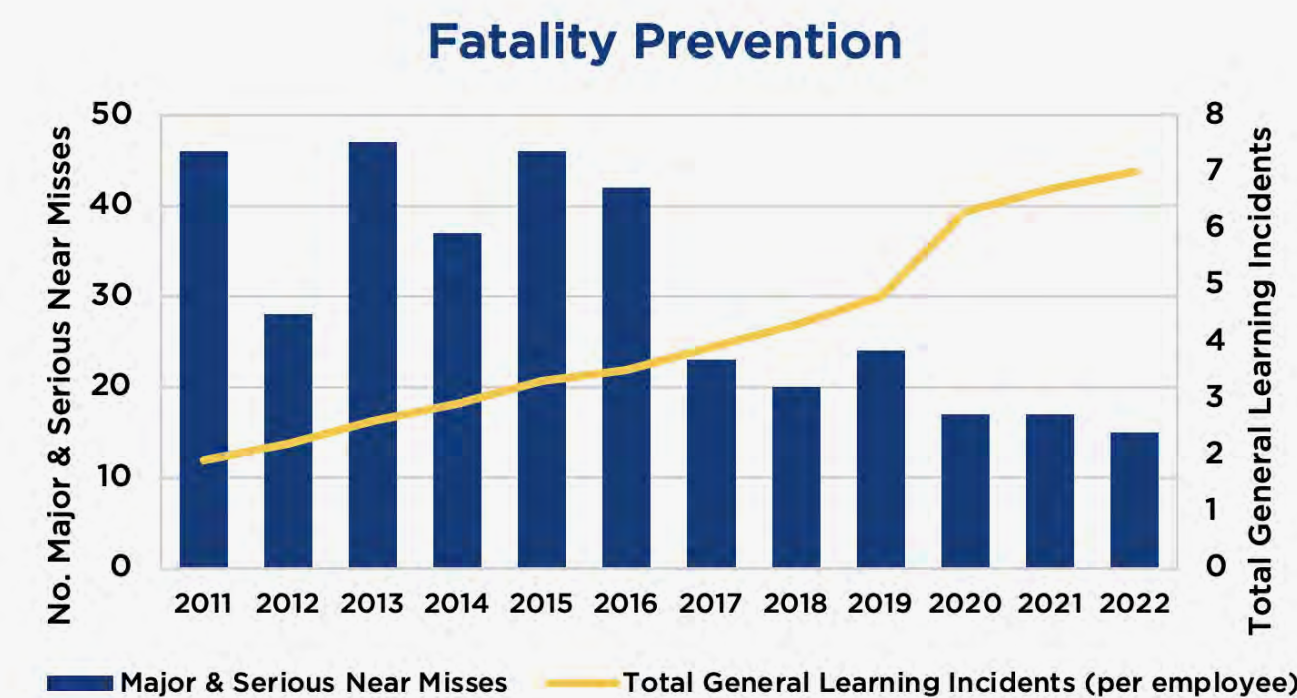
Safety - Fatality and Injury Prevention

We have been fatality-free for over 28 years, however we know that constant focus is required to ensure that fatality risks (e.g. forklifts, work at heights, driving) are effectively controlled. Our prevention approach is based on hazard and near miss reporting, significant risk audits, risk management basics (e.g. permit to work), protocols that prescribe mandatory risk controls, and more recently, lead indicator scorecards. Hazard and near miss reporting is a foundation of our approach and pleasingly these reporting levels have continued to increase each year while our serious near miss (high potential) incidents have declined.

Key improvement activities during the year included:

- Completed fatality risk lead indicator scorecard reviews and implemented improvements at all operating sites to ensure that critical controls are effective and sustained.
- Completed significant risk audits and implemented targeted integration plans for recent acquisitions, with a particular focus on improved fatality risk controls.
- Developed and commenced implementation of a prevention protocol for front-end loaders, reflecting an increased significant risk associated with recent acquisitions.

Major and serious near miss incidents (Category 4 and 3) involving fatality risks decreased 12% to our lowest level on record, including no Category 4 events, since our focus on near miss reporting and fatality prevention commenced. 40% of these incidents came from recent acquisitions, highlighting especially strong performance across our heritage businesses. Our levels of total hazard and near miss reporting (Total General Learning Incidents) increased 4% to a positive, record high of 7.0 per employee.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Our injuries and illnesses almost universally involve non-fatal safety risks such as strains from manual handling, cuts, slips and trips, and chemical exposures. Our management 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 management intervention.

Key improvement activities during the year included:

- Sustained effective COVID infection prevention controls across all workplaces.
- Continued a multi-year improvement program focused on best practice task risk management (risk assessments, operating procedures, competency).
- Continued to deliver a range of health and well-being initiatives, such as mental health awareness programs, healthy heart checks, influenza vaccinations for employees and families, and participation in related fund-raising activities (e.g. STEPtember).

Recent acquisitions accounted for 8% of cases, highlighting strong performance across our heritage businesses. There were no recordable illnesses associated with workplace COVID infection. Compensation claim numbers associated with work-related injuries and illnesses decreased 2% to a historic low level.



Safety culture improvement is a critical enabler for success in our differentiated safety focus on disaster, fatality, and injury risk management and reduction. We continue to develop Safety & Sustainability (S&S) leadership capability across all organisational levels, through delivery of separate programs focused on risk management and on leadership. Completion of specialist safety culture surveys are also regularly used to provide insights for individual sites and businesses relative to global best practice and enable development of targeted improvement actions.

Businesses continued to implement their targeted safety culture development and improvement programs during the year, including B&D’s Care program and the Dulux, Selleys, Yates, and Lincoln Sentry distribution centres’ Safe Care Culture program.

Serious recordable cases involving more than 10 days of lost and/or restricted time (Category 3 injuries and illnesses), increased by one case to 35. These cases primarily involved manual handling strains. The Recordable Case Rate, or total number of employee and contractor injuries and illnesses requiring time off work, restricted duties, or medical treatment (per 200,000 hours), increased 3% from a record low level in 2021 to 1.50 (representing 66 recordable cases).

Acquisition Safety Risk Management

Several business acquisitions have been completed in recent years and have included factories, warehouses, and stores. A key priority post-acquisition is to establish a targeted safety audit and improvement program to ensure effective management of significant risks and share best practice. The program involves completion of significant risk audits and development of prioritised improvement action plans, with a primary focus on high-consequence disaster and fatality risks. During the year, this audit and improvement program included sites belonging to the Specialized, Ezycoat, Quikcote, and Inspirations businesses.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

OUR COMMUNITIES



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Our Communities progress at a Glance



\$1.1 million in cash contributions including direct donations, employee fundraising and targeted program funding



3400 employee volunteer hours



16,000 paint litres donated



\$340,000 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 work. 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;
- 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.

2022 Performance

During 2022, our businesses and employees at our sites around the world helped more than 200 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:

- Planet Ark
- The Inclusion Foundation
- Camp Quality
- Men's Shed
- Lismore Flood Recovery - 'Clean Up Lismore'
- Mates in Construction
- International Red Cross





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 35 years these highly coveted awards have grown in prestige, and in 2022 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 hundreds of community gardening clubs throughout Australia and New Zealand, to support community greening.
- For 15 years **Yates** has partnered with 'Trees for Survival' in New Zealand, supplying it with seeds, fertilisers and other products to support its work with 150 schools and communities to grow & plant natives trees alongside waterways and on erosion prone hillsides.



DuluxGroup in the Community

During the year Dulux donated approximately 16,000 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.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Dulux teams up with Second Chance Animal Rescue for “Paws and Tails”

During 2022, Dulux partnered with Second Chance Animal Rescue to host their “Paws and Tails” Winter Art Gallery and Fundraising Event, which raised \$15,000 for SCAR’s Outreach Programs, keeping people and their pets together, providing free medical care, rescuing and re-homing abandoned pets.



Dulux is proudly supporting Second Chance Animal Rescue

Dulux – a decade of support for Surf Life Saving

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. That’s over 40,000 litres of Dulux Weathershield® across more than 250 clubs.

From Bondi to Broome and Darwin to Dromana, Dulux paints protect these beloved coastal structures. 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.



10 years, 250 surf clubs, 40,000 litres of Dulux Weathershield donated



Celebrating a decade of support with a big dose of Dulux colour in a mural by Award-winning street artist and muralist Matt Adnate at Sydney’s Clovelly Surf Club



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES



Dulux Accredited painters work with local youth to repaint the Youth Justice Club House Rockhampton, giving young people in Rockhampton the chance to learn hands-on skills.



The Dulux Team gives Clifton Rowing Club a much-needed upgrade



Dulux donates fresh coats of paint to Melbourne Victory Football Club's headquarters



Dulux teamed up with customer ADCO Constructions to support the newly furnished McAuley House for Women & Children - creating a safe space for women and children escaping domestic violence



The Dulux Trade team got their paint brushes out in the community and helped paint the main living areas for a WAYSS community support home in Frankston.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

The Cabot's team gets planting for National Tree Day



Cabot's makes a difference on National Tree Day

As the official sponsor of Planet Ark's Seedling Bank, Cabot's donated 10,000 seedlings, which were planted by community groups and schools around Australia for National Tree Day. Taking part in tree planting activities across the country, the Cabot's team, together with a network of retail partners, DuluxGroup colleagues, family and friends, planted more than 2,000 additional seedlings to support the program.

The Cabot's Timber for Life program and sponsorship of The Seedling Bank is part of Cabot's broader goal of becoming the world's most climate positive woodcare brand. Some of Cabot's sustainability targets include improving product formulas, introducing recyclable packaging, and continuous actions towards informed sourcing and reforestation.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

Yates and Life Education's 'Growing Good Gardens' program encourages the next generation of gardeners



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 2022, 532 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, Kenmore Park Pre-School in Queensland was awarded \$2,000.



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES

NBA Star and JUB Paints bring joy to Serbian school kid

NBA Player Boban Marjanovic stands tall at his old Primary School in Boljevci, Serbia, where JUB donated paints and JUB employees volunteered their painting skills to give the school a much-needed upgrade. The community project was capped-off with a colourful mural in the playground, to the delight of the local children.



NBA Player Boban Marjanovic and JUB Paints bring joy to Serbian school kids



ABOUT
DULUXGROUP

SUSTAINABILITY
APPROACH

OUR
PRODUCTS

OUR
OPERATIONS

OUR
PEOPLE

OUR
COMMUNITIES



The Dulux Help & Advice Team at Padstow in Sydney, continue the long tradition of DuluxGroup employees supporting 'Clean-up Australia Day' each year.



Dulux raises funds for Homeless Youth in conjunction with the Property Industry Foundation



Lincoln Sentry donated cabinetry and fixtures for family accommodation at Toowoomba Base Hospital

DuluxGroup 

imagine
a better place