

ASX Announcement

3 February 2021

Social Impact Report 2020

Reliance Worldwide Corporation Limited (ASX: RWC) has today released its Social Impact Report 2020. A copy is attached.

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This announcement has been authorised for release by the Company Secretary.



Reliance Worldwide Corporation

Social Impact Report 2020



Solutions to
Shape the World™



About this report

Our second RWC Social Impact Report focuses on our performance from 1 July 2019 to 30 June 2020.

Running our business responsibly is vital to our long-term success, as the decisions we make can have important consequences for the economy, society and the environment.

This year further develops our approach to Environmental, Social and Governance (ESG), validating our material topics and how they are currently managed, identifying and reporting on our achievements from the previous year, and highlighting our plans to improve as we continue the journey.

Where possible, we have highlighted our performance over our benchmarks last year and provided rationale for changes. In some areas, we are just starting to establish a baseline and determine goals. We expect to be able to improve the quality and quantity of data provided in future years as our reporting develops.

The report references the Global Reporting Initiative (GRI) Standards 2016, as detailed in the [GRI Index \(p.28\)](#).

If you have any questions or feedback regarding this report or its content please contact: investorrelations@rwc.com

Note: Financial figures are in AUD unless otherwise specified.

Cover image:
Tracy Hill
Cullman, Alabama, USA

Sam Acheampong
Maidenhead, UK

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Message from our Chairman

Everywhere it operates around the world, RWC is connected to the community. This brings responsibilities that go beyond the products we make and the ways our business operates.

The passionate commitment of our people to make a difference is at the heart of meeting those responsibilities. Our strong view is that Social Responsibility must start with our people.

RWC people and our organisation have shown tremendous and admirable resilience this past year. As the biggest challenge of our time, COVID-19 is impacting us all. Inequities, including those caused by systemic racism, were further revealed and exacerbated by these trying times. In the face of this, our people and management teams focused on our core values and stepped up to the challenges facing colleagues, customers, communities and our planet.

In this report, you will see how we have made progress across a range of environmental, social and governance practices. For example, we have made a concerted effort to progress a Diversity and Inclusion

framework across the organisation. We have drafted a work plan with short and long-term goals to address modern slavery. Our focus on product leadership and operational excellence has been mapped to the relevant United Nations Sustainable Development Goals.

Our progress builds on our ongoing commitment to health and safety, robust governance, and is supported by our strong employee culture. While we are still at an early stage in the development of our social impact measurement and reporting, and we know we have much yet to do, these initiatives reflect our values, focus on our strengths and allow us to contribute positively to all our stakeholders.

'Making lives easier' encapsulates all the things that keep us innovating, adapting and evolving. It is about finding better ways of doing things in every way we can – commercially, socially, ethically and environmentally. It is this spirit that will help us shape a better future together.



Stuart Crosby
Chairman



Message from our CEO

We are pleased to present our second Social Impact Report that reviews our position and progress across the spectrum of environmental, social and governance programmes at RWC.

We found ourselves, along with most of the world, in exceptional circumstances for a portion of this past fiscal year. Across the globe, our people were committed to serving our customers, keeping our operations running and focusing foremost on the health and safety of our fellow colleagues. In addition to the unprecedented challenges presented by the global pandemic, our hearts and minds were further opened to the effects of systemic and institutionalised racism. We were at the same time encouraged by the strength of our communities that led them to protest for justice and fight for the positive change that we fully support. These are the situations that test our resilience and resolve. We have and will continue to rise to the challenge by relying on our strong culture, driven by a core set of values, that is the foundation of our organisation.

Sustainability and positive impact are embedded principles of our business strategy that allow RWC to address challenging, global issues through products that support access to water, renew ageing water infrastructure and improve water safety, all the while enabling greater efficiency in the building process. This year we further integrate our strategy and ESG approach through the lens of product leadership, operational excellence, supporting our people, and robust

governance. Across this report, you will find examples of this integration through ongoing programmes like our focus on safety, eliminating waste in manufacturing and commitment to our people and our communities. Further, we highlight specific priorities that include advancement of diversity and inclusion initiatives, development of an employee share purchase plan, reduction of water consumption in our operations and investment in systems that collect safety and environmental measurements to support our ESG efforts.

While we are still at the beginning of our journey, we are making strides every day to build our roadmap and progress towards further transparency, improved measurement and greater positive impact.



Heath Sharp
Group Chief
Executive
Officer




1.0

About RWC

RWC is a global market leader and manufacturer of water delivery, control and optimisation systems for the modern built environment.


Established as a small private tooling and manufacturing shop in Brisbane, Australia in 1949, RWC continues to pioneer and innovate plumbing products for residential, commercial and industrial plumbing applications. Its unique meter to fixture and floor to ceiling plumbing solutions target the new construction, renovation, service, repair and remodel markets.

RWC operations are strategically divided into three geographic regions, Americas, EMEA, and APAC – enabling us to establish a cohesive and specific understanding of respective markets while building a varied customer base and reliable supplier network, globally and at a country level.




Net Sales

\$1,162 Million AUD




People

2,200+ Employees




Manufacturing

22,000+ SKUs



Holding

900+ Patents



Distributing

18 Brand Names





SharkBite®



John Guest®



Reliance®
VALVES



HoldRite®

Millions of connections made every week

RWC is the global market leader for brass and plastic push-to-connect (PTC) fittings and a leading manufacturer of PEX pipes, valves, manifolds, underfloor heating components and various accessories to the plumbing and HVAC industry globally. RWC markets its products under industry-trusted brands such as SharkBite, Cash Acme, Reliance Water Controls, RMC Water Valves, StreamLabs and HoldRite to the wholesale, OEM and retail channels via well-established partner companies.



RWC is the global market leader for push-to-connect (PTC) fittings.

Our locations

We operate manufacturing and distribution facilities in 14 countries, with 15 manufacturing plants, 22 distribution centres and 5 research and development centres.

Total employees exceeded 2,200 as of 30 June 2020. RWC products are distributed for sale in over 60 countries worldwide.



15

Manufacturing Facilities



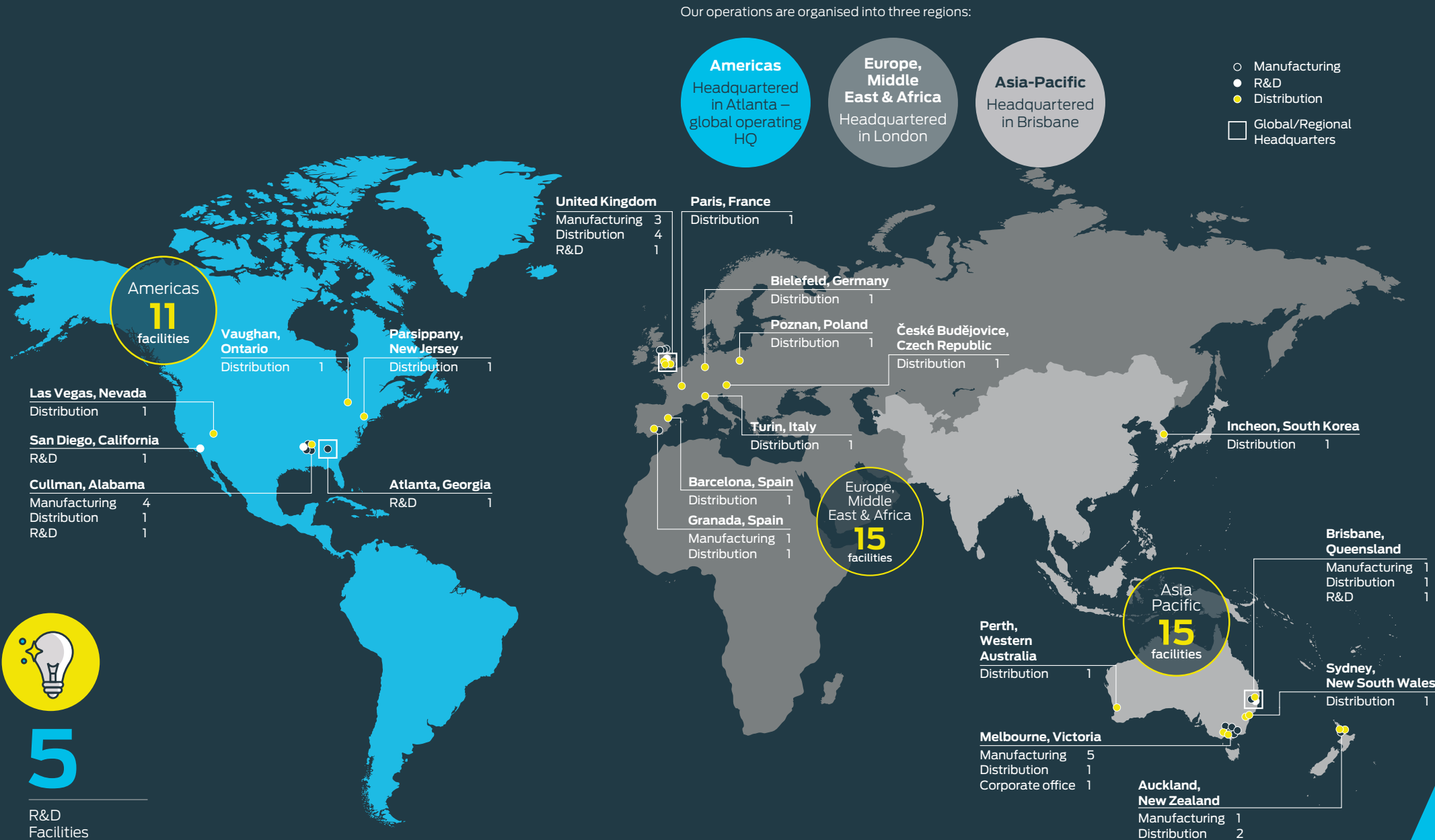
22

Distributor Centres



5

R&D Facilities



Strategy overview

RWC has solid core businesses in its three most important sales markets of the USA, UK and Australia. Over the past three years, we have developed a significantly more robust business with better diversity of end users, channel partners, geographies, products, materials and technology. Our products are also available through a significantly greater number of outlets around the world.

Deep customer insight

Delivering on our vision starts with focusing on our customer. This includes our end use customer – plumbing and mechanical contractors – as well as our distribution partners, specifiers and the owners of the buildings where our products are used. Ongoing innovation has been central to RWC's success. This requires us to do the work in the field to understand the contractors' challenges so we can develop the right solutions for them.

Continued investment in our product portfolio

RWC's range of high-quality products are the core building blocks of the business. We leverage our R&D centres across our regions to address end user challenges and conduct ongoing portfolio assessments designed to fill gaps through strategic development or established programmatic M&A.

Broadening reach through value creation for our distribution partners

Our goals are to be easy to do business with, deliver on time and in full and put the high value products contractors demand on their shelves. Additionally, with RWC, our customers have the reliability of using one source, high trust in product compatibility and the ability to resolve issues with one telephone call.

Operational Excellence

Our focus on superior safety performance and lean management drives plant efficiency and capability. Superior supply chain optimisation ensures world class delivery metrics and ability to support our growth across the globe.

OUR VISION

To shape a better world for our customers, employees, wider communities and shareholders through a relentless focus on making lives easier.

OUR CORE PURPOSE

Making our customers' lives easier with clever solutions for the built environment.

GENERATE SUSTAINABLE DEMAND FOR OUR PRODUCTS

Know the customer
Serve the customer
Grow the customer

DRIVE RESULTS WITH DISTINCTIVE CAPABILITIES

Product leadership
Distributor partnerships
Operational excellence

ATTRACT AND RETAIN THE BEST TALENT IN THE INDUSTRY

Support our people
Develop talent
Positive social impact

Create shareholder value by growing revenue and increasing profitability

Our values

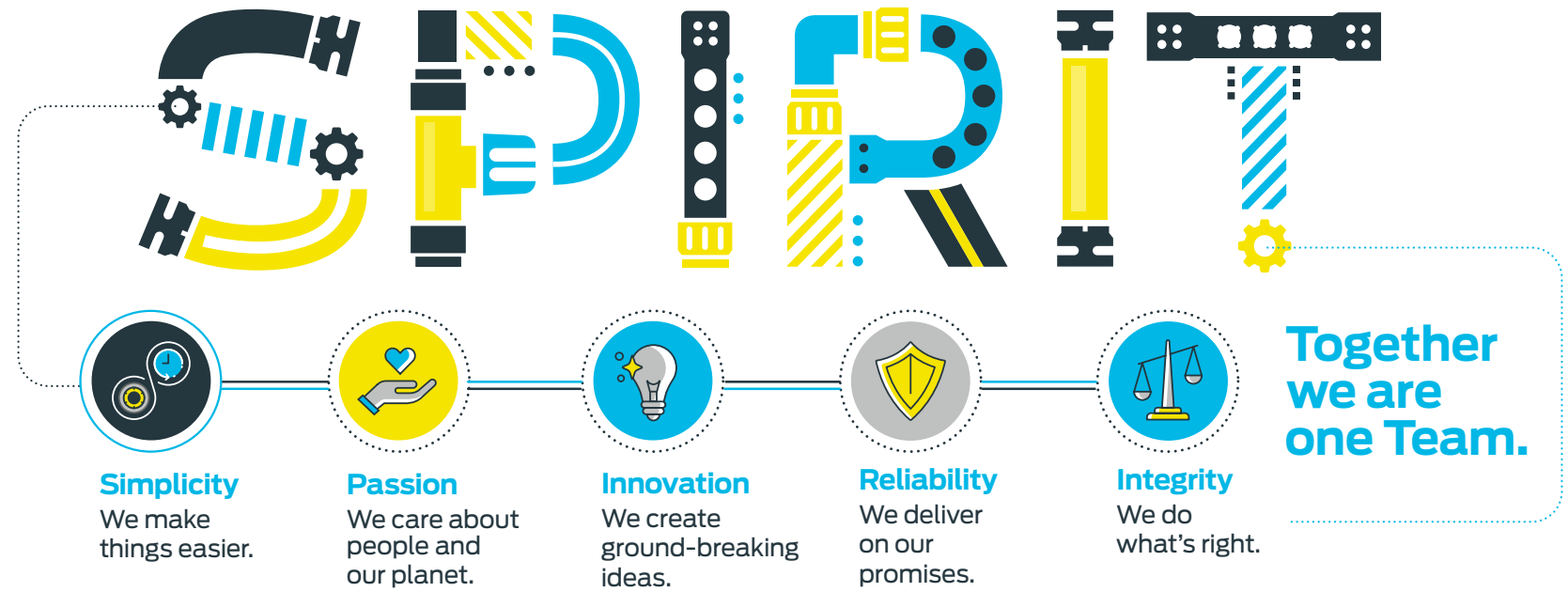
Our vision is to shape a better world for our customers, employees, wider communities and shareholders through a relentless focus on making lives easier. Our company values help us communicate this focus internally and externally.

In FY20, we began a process to re-assess and validate our values by collecting feedback from focus groups across the various regions. With this information, we rebranded internal collateral to communicate the refreshed values and finalised key internal initiatives to feature under the SPIRIT-In-Action banner.

Early in FY21 we relaunched our Values programme with a video announcement by the group and regional CEOs on the corporate intranet. Additionally, we will:

- Relaunch the Colleague of the Quarter Awards with global alignment on brand, messaging and criteria and provide employees with the ability to submit nominations on our internal communications portal.
- Translate the SPIRIT values into behaviours that allow for their use in performance reviews and recruitment interviews.
- Introduce SPIRIT Day globally for colleagues to participate in activities benefitting their local communities.
- Host a 'Step-up with SPIRIT' charity event to bring the regions together with some friendly competition.

Shared values allow RWC to create a sense of unity across the organisation and make an impact on our local communities.



One of RWC's many global safety teams
Atlanta, Georgia, USA

Rising to the challenge

Like all businesses in 2020, RWC has faced significant challenges from COVID-19. But through it all, we're proud of the way we have supported our customers, colleagues, communities and the healthcare industry.

In the early stages of the pandemic our John Guest engineers worked on the rapid development of essential components for hospitals and medical equipment. This included working with manufacturers to produce tooling and parts for vital equipment, including ventilators.



Daniel Pierce
Atlanta, Georgia, USA

With increased concerns about the impact of the pandemic on our employees' mental health, we expanded our regular internal communications both worldwide and within each of our regions. And to better understand how our employees were faring, we conducted a company-wide survey. This resulted in many measures to reduce stress and anxiety including specific actions at locations where we identified higher levels of issues.

Everyday heroes around the world

As RWC adapted to the pandemic, our employees displayed the best of our culture by going above and beyond for our customers and each other. Just one example is the way that our employees around the world volunteered to make masks for their communities.

Throughout the pandemic, RWC has been regarded as an essential business. We play a critical role in providing water delivery and control products for residential, commercial and industrial applications.

Everyone needs water. And during a pandemic, maintaining water supply and quality is more important than ever. Without the production and distribution of RWC products, countries could experience shortages that would put the water supply infrastructure at risk.

As an essential business, we have been able to provide the necessary supplies and service to customers and wider communities throughout 2020. We also have supported essential trades by prioritising the production of key products that are necessary for public health, safety and sanitation.



Roman Vejda
Czech Republic

COVID-19 initiatives in the workplace

The health and safety of RWC employees has always been our No. 1 priority, even before the novel coronavirus outbreak. Since we first learned of the pandemic, RWC worked to ensure all its facilities adapted and continued to operate safely.



Kevin Collett and Christine Johnson
Cullman, Alabama, USA

Implementing safety protocols

In our facilities, initiatives included on-site social distancing, daily temperature checks upon arrival for all employees, provision of hand sanitiser and PPE and cleaning protocols for any potential outbreaks at RWC locations.

For employees working at our manufacturing facilities, we adjusted processes to support social distancing in production areas. For employees working at our office locations, we implemented telecommuting options and office re-entry protocols.

Responding to COVID-19 cases

In cases where employees tested positive, RWC took appropriate actions, including requiring affected employees to self-isolate, conducting contact tracing to identify any possible interaction with other RWC employees or contractors and shutting down and deep cleaning all impacted areas.

Keeping employees informed

Our internal communications teams across the regions established bi-weekly newsletters to keep employees up to date on safety protocols, guidelines from global health organisations, confirmed cases at RWC locations and more.

COVID-19 employee engagement programmes:

In addition to helping keep our employees safe, we met needs and promoted well-being through various initiatives.

Laptops and equipment assistance

In some locations, RWC offered laptops and IT equipment to employees' children to use for online/remote learning.

Mental health resources

With increased mental health consequences of the pandemic, we published resources for managing stress and anxiety on our intranet.

RWC masks

RWC provided employees with branded masks and gaiters and asked them to share a picture with a caption answering, 'Who do you social distance for?' We shared submissions on screens in on-site common areas and on the global social media accounts.

In the spirit of teamwork, some employees took the initiative to make masks at home and donate them to colleagues and their families. Everyone came together to ensure the health and safety of our RWC community.

Virtual activities

We conducted virtual activities and events across various platforms to generate employee engagement. For example, we invited employees to answer a series of 'Getting to Know You' questions and posted them to Microsoft Teams for everyone to read. Later, we hosted a virtual paint party event and encouraged participants to post their creations.

Videos from leadership

At the beginning of the pandemic, the Group Executive Team released regular videos updating employees on the business. Three of the video updates were from the regional CEOs with images and videos of employees following COVID-19 guidelines to protect themselves and their peers.

2.0

Sustainability

Running our business responsibly is vital to our long-term success, as the decisions we make can have important consequences for the economy, society and the environment.

Our approach to corporate social responsibility helps us to ensure that those consequences are positive, adding value for our customers, employees, wider communities and shareholders.

Many of our products have a sustainability objective at their heart, including thermal mixing valves, temperature and pressure valves and push-to-connect technology. As well as designing products to improve safety, well-being and energy efficiency, we acknowledge the role we play in shaping a more sustainable, just and equal world. That includes sustainably sourcing raw materials, implementing lean manufacturing practices, ethical management of our supply chain, or simply putting our minds together to help communities overcome challenges.

We focus our efforts around ESG through the lens of product leadership, operational excellence, supporting our people and robust governance.



Product Leadership

RWC focuses on product categories that play a crucial role in supply of clean water, maintenance of hygiene and sanitation, and increasing safety of users and installations. Through our innovation processes and delivery capabilities, RWC addresses specific, challenging macro-trends and prioritised United Nations Sustainable Development Goals.



Operational Excellence

We recognise that environmental impacts are increasingly important to our stakeholders and to society more broadly. RWC actively manages its consumption of energy, water and raw materials for manufacturing and packaging to mitigate our impact on the environment.



Supporting our People

Our company thrives because of the passion and expertise of our people. Because of this, it is our duty to make sure everyone feels appreciated, respected and involved.



Robust Governance

RWC is committed to having a strong corporate governance regime which enables the Group to optimise performance and build sustainable value for shareholders.



Our material topics

We have established our material sustainability topics through a process informed by the Global Reporting Initiative (GRI) Standards, the widely adopted standards for sustainability reporting.

The process we have undertaken has comprised an extensive review of internal sources including strategies, policies and communications, as well as external sources including peers, media, industry bodies, investors and non-government organisations. Research was supported by the results of interviews conducted with senior internal stakeholders.

Current and emerging topics were prioritised according to their importance both to RWC and to stakeholders which include employees, suppliers, distributors, customers, end users, investors, regulatory agencies, the community and the environment. RWC’s impact, assessed in relation to the UN Sustainable Development Goals, was also taken into account. Oversight of the process was provided by a cross region steering committee that validated the findings. The material topics identified are outlined and grouped into four themes. Each of these topics is addressed in this report, together with additional topics that were not assessed as material, but which are of interest to some stakeholders.

Focusing on what matters most

		Why this is material for us
Product	1	Product innovation Innovation is at the heart of our business model. We pride ourselves on allowing our engineers the freedom to explore simple, safe, efficient ways to help our customers deliver, control, optimise and solve.
	2	Product quality & safety Product quality and safety is paramount to maintaining our loyal customer base. Our customers rely on our product to get the job done, ensuring that end users receive a product which satisfies their requirements.
	3	Product stewardship & consumer health Taking products to market which have a positive impact on the people and the environment in which they exist has always been important to the company and is something we push ourselves to create more of, every day. Our products need to perform reliably over a long lifespan.
People	4	Culture & ethical behaviour We aim to live our values of passion, innovation, reliability, integrity and simplicity. We believe this helps us to recruit and retain talent.
	5	Health, safety & well-being Employee health and safety is essential to any manufacturing company and we take this extremely seriously. We constantly assess our policies and practices to meet our ongoing commitment to keeping our people safe.
	6	Diversity & Inclusion Diversity drives our ability to attract, retain, motivate and develop the best talent, create an engaged workforce, deliver the highest quality services to our customers and continue to grow the business.
Our community & environment	7	Operational environmental impacts As a manufacturer we aim to minimise the environmental impacts of our operations, including waste management, water consumption and air pollution.
	8	Energy & greenhouse gas emissions As a manufacturer, we consume a significant amount of energy and contribute to greenhouse gases. We recognise the need to continue to reduce this impact going forward.
	9	Supply chain social & environmental impacts We source a range of raw materials and components from numerous countries and regions. We recognise the need to take more ownership of potential social and environmental impacts in our supply chain.
	10	Community engagement & investment We seek to be a good corporate citizen of the communities in which we operate, and to have a positive impact through meaningful engagement and investment.
Governance	11	Governance & compliance The Board is committed to optimising performance and building sustainable value for shareholders. In conducting business with these objectives, the Board seeks to ensure that the Group is appropriately managed and that its Directors, officers and personnel operate in an appropriate environment of corporate governance.

Sustainable Development Goals

Global trends and challenges, relating to water and the built environment, align with the Sustainable Development Goals (SDGs). These are a set of 17 interrelated objectives adopted by world leaders at a historic UN summit in 2015. The SDGs set out the key challenges for the global community to address by 2030. The SDGs of particular relevance to RWC are:



We see many opportunities for RWC to make a positive contribution to sustainability through the products we design and make, our people and approach to business.



A clear role for our group is in the provision of clean water and sanitation. This relates to developing sustainable and resilient infrastructure, particularly in the context of cities.



Because water and energy are closely connected, water efficiency also contributes to energy efficiency – enhancing the sustainability benefit of our solutions.



Managing the life cycle of our products is also a key area of focus. As a manufacturer and distributor, we also recognise that our operations have an environmental footprint, meaning we need to manage the social and environmental impacts of our supply chain.



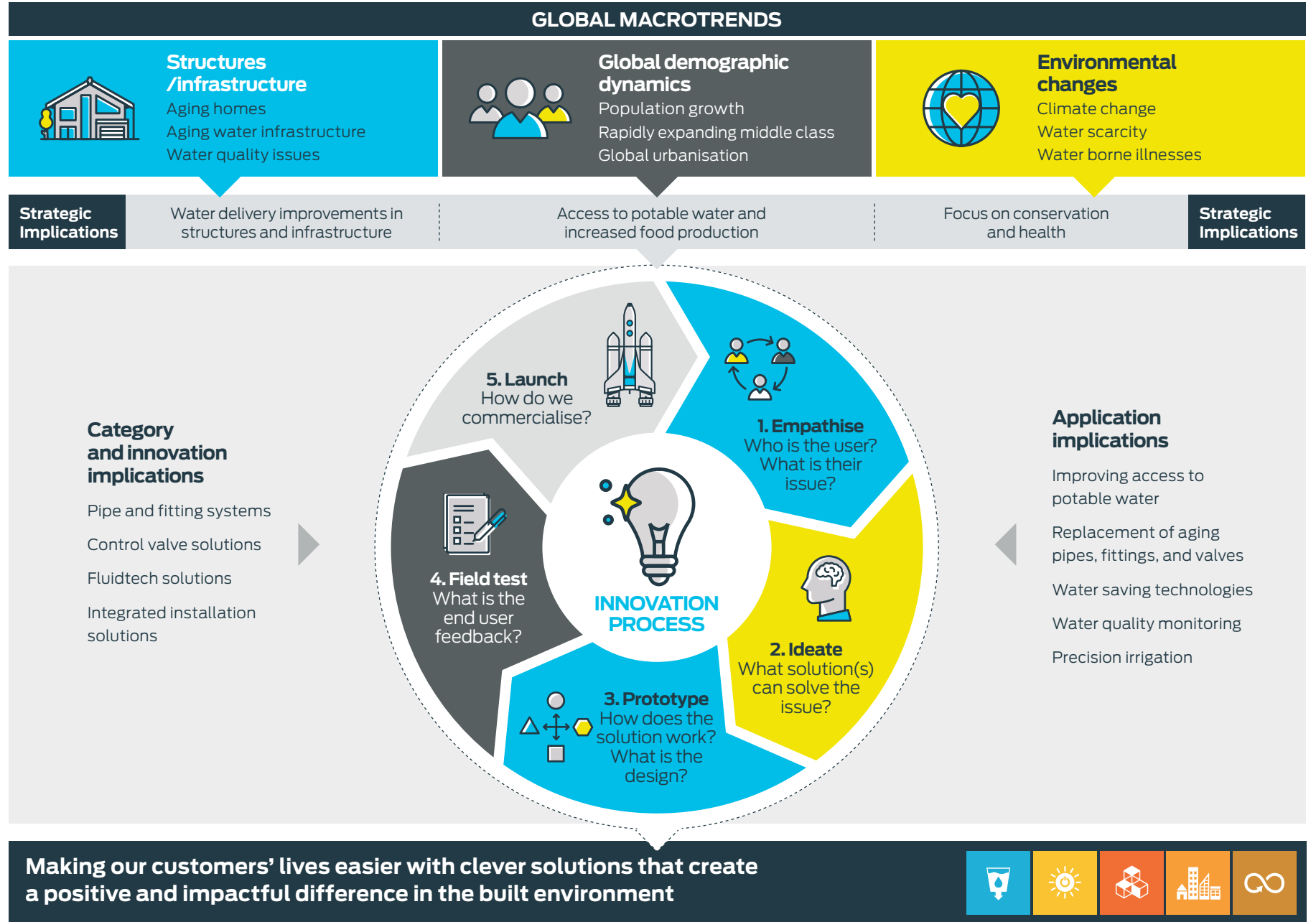
RWC supports local and global efforts to combat climate change and strives for a sustainable low carbon future. Our efforts are aligned with the UNFCCC Paris agreement, which is focused on reducing emissions to limit global warming to a two degree Celsius increase from pre-industrial levels.

3.0

Product leadership

RWC focuses on product categories that play a crucial role in the supply of clean water, maintenance of hygiene and sanitation, and increasing safety of installations for users.

Through our innovation processes and delivery capabilities, RWC addresses specific, challenging macrotrends and prioritised United Nations Sustainable Development Goals.



Across the RWC world

Wide ranging applications across multiple segments address the delivery of clean water at safe temperatures, water and energy conservation, and increased labour efficiency, all of which are aligned to prioritised United Nations Sustainable Development Goals.



Florida, USA
TestRite is the only DWV testing system that provides the opportunity to conserve, and even reuse, test water.



Cygnus Homes, Duxford, UK
SharkBite push-to-connect fittings reduced installation time by 75% and was flexible enough to seamlessly fit within each of their 25 floor plans and over 100 unique house configuration designs.



Heineken, Worldwide
PolarClean keeps beer lines consistently cool at brand specified temperatures, reducing product waste and eliminating the need for a cold room or secondary cooling device.



Global highlight
RWC manufactures temperature and pressure valves which are critical in safely delivering billions of gallons of hot water every year.



Central Park, Sydney, AUS
Consistent temperature and flow rates are delivered to individual buildings using RWC pressure reducing valves (PRVs) and Heatguard tempering valves (HTVs), conserving water and energy.



Product stewardship

It is important to us that our products contribute positively to the community in which they are used.

Many of our products have a sustainability objective at their heart, improving community safety, well-being and energy efficiency – as well as meeting the needs of our customers. The RWC group has delivered many industry firsts that have changed the course of multiple industries forever. This includes our brass and plastic push-to-connect fittings and accessories for plumbing and heating systems and our pressure and temperature control valves.

Safety and sustainability at heart

RWC solutions, such as fittings and pipes, have been necessary for sustaining uninterrupted and safe delivery of potable water. Our water control products, too, play a key role in making sure water is controlled and safely delivered to users in residences, hotels, hospitals and other healthcare settings. Specifically, our thermostatic mixing valves protect users from the risk of scalding while simultaneously allowing water to be stored at elevated temperatures that mitigate the risk of Legionella bacteria. Along with maintaining sanitary health conditions, our products are imperative for repairing and maintaining potable water delivery infrastructure for homes, businesses, healthcare facilities and public works, which are vital to people's health and well-being.

Product quality and safety

Our distributors and customers rely on our commitment to product quality and safety. This has led to recognition from many of the world's leading testing and approvals organisations. The quality of our products is also a significant source of pride for our employees. It is in our culture to aim for products that exceed industry standards and compliance requirements.

Staying connected

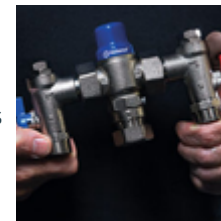
RWC holds a number of memberships to stay connected to our industry and customers, including staying abreast of new developments, and to collectively engage on relevant policy or industry matters.

Examples include:

- [Plumbing Manufacturers International \(USA\)](#)
- [Plastic Pipe and Fittings Association \(USA\)](#)
- [Plastics Pipe Institute \(USA\)](#)
- [Australian Industry Group \(Australia\)](#)

Protecting from the risk of scalding

Thermostatic mixing valves (TMVs) are designed to protect end users from the risk of scalding from hot water and are specifically aimed at protecting people in healthcare, aged care, child care and those with disabilities. TMVs provide a two-fold health benefit as a safety control. They protect users from the risk of scalding while allowing water to be stored at elevated temperatures that mitigate the risk of Legionella bacteria.



In the 1990s RWC led the way in the adoption of TMVs in Australia, working with healthcare organisations to highlight the issue of scalding. We were instrumental in the development of the national standard (AS 4032), leading to its inclusion in the National Construction Code, which forms the basis of plumbing legislation in Australia. Since 2003, the use of TMVs (and tempering valves) has been a requirement wherever heated water is used for washing and bathing.

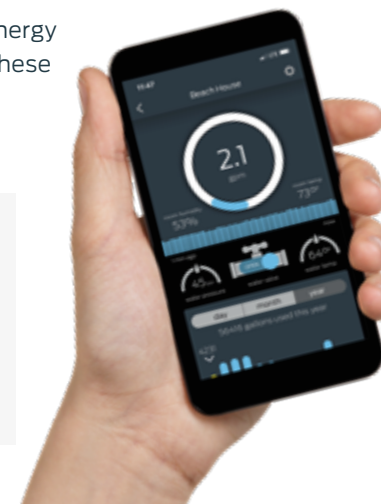
Regulating water pressure

Pressure reducing valves (PRVs) play a key role in achieving this as they regulate system pressure and allow for hydraulic design of the plumbing system to be optimised, thereby minimising operating costs. PRVs also protect end of line devices such as taps (faucets), water filters and ice makers from being exposed to potentially damaging high pressures which may lead to early device failure and potentially costly replacement. By reducing and controlling the delivered water pressure. PRVs also ensure that water is used efficiently and respected as a precious resource.



Detecting leaks and measuring water flow

RWC's StreamLabs product has water preservation and energy saving at its core. Using advanced ultrasonic technology, these family of products allow visibility into accurate water consumption data to help detect leaks, learn about water habits and find ways to use water more effectively.



Setting the standard for simplicity and sustainability

When we launched SharkBite in the US, we discovered there was no recognised product standard for push-to-connect fittings and subsequently approached the US Plumbing Code organisations to assist in developing one.

The result is a fitting system that is more efficient and easier to install. If a mistake is made, it can be removed and refitted, as opposed to traditional fittings that have to be cut-out and discarded. In many applications SharkBite replaces traditional fittings systems that can require chemical solvents and glues, chemical fluxes and solders and the application of heat.

The SharkBite range, with its robust quality and ease of installation, provides sustainability credentials across the board.



4.0

Operational excellence

We recognise that environmental issues are increasingly important to our stakeholders and wider society, and we work to actively manage and minimise these impacts.



15

Manufacturing facilities



22

Distributor centres



22k

Unique SKUs

Our community and environment

RWC actively manages its consumption of energy, water and raw materials for manufacturing and packaging, as well as its waste and greenhouse gas emissions.

Our code of conduct includes a commitment to “do business in an environmentally responsible manner and to identify environmental risks that may arise out of operations”. Our manufacturing operations are highly optimised and, at each facility, we search constantly for efficiencies in materials, energy and water use that offer improved financial and environmental outcomes.

A zero-waste approach

Our goal is to make products that not only improve the lives of our customers, but are also responsible – keeping our planet and future generations in mind.

That's why we implemented the Zero-Landfill Initiative, which focuses on reducing the amount of waste we send to landfills. Over the past three years, our offices and facilities across the Americas have been recycling materials and making adjustments to our sourcing to reduce the company's environmental impact.

Supportive investments

As we continue to integrate our ESG approach through the lens of operational excellence, you will find examples of this integration not just through ongoing programmes like our focus on safety and eliminating waste in manufacturing but also through investments in systems and resources.

Examples include investment in systems to assist in collection of safety metrics, water and energy consumption data and supply chain impacts. Additionally, we have identified leaders across the globe that will focus on the measurement and mitigation of operational impacts in their regions or facilities.

Climate risks and opportunities

RWC supports local and global efforts to combat climate change and strive for a sustainable low carbon future. Our efforts are aligned with the UNFCCC Paris agreement, which is focused on reducing emissions to limit global warming to a two degree Celsius increase from pre-industrial levels.

RWC and other businesses around the world face increased risks from climate change impacts from weather events and resource limitations as it has the potential to disrupt supply chains, to increase energy and raw material costs, and to decrease the availability of resources used in operations. Through our enterprise risk management process, RWC continually assesses climate risk and opportunities associated with climate impacts and the transition to a zero-carbon economy.

We recognize the importance of being thoughtful stewards of the environment. As collaborators and efficiency experts, RWC takes great care to consider the natural resources used in our operations, our supply chain and by our end users and we seek ways to reduce the impacts.

Demetrice Sims
Cullman, Alabama, USA



Workplace well-being

As a manufacturing company that keeps occupational health and safety a constant focus, RWC continued to make positive strides in workplace health, safety and well-being through more accurate data collection and better employee engagement.

With a strong foundation of broad and specific safety training programmes, daily stand-up meetings about improvement opportunities, health and safety committees and regular executive review of injury data, RWC moved toward achieving its next goals for supporting and improving each region’s Health, Safety and Environment (HSE) policies and activities.

Our goals involved a combination of streamlining information management regarding health and safety data as well as further engaging our people to be advocates for their well-being and that of their peers. A key focus continued to be safety performance, which is measured with metrics such as number of lost time injuries, reportable rate and more. Implementing proper systems and committees to handle and review the data complemented this focus.

Safety accomplishments:

- 46% reduction in reportable injury rate FY20 vs. FY18.
- Lost time incident rate is down 68% vs. FY18.
- Initial implementation of new HSE management system for the Americas.
- Establishment of Global HSE Committee.
- Increase to 21% HSE engagement from 3% at the close of the year, including 4,200 leading indicator reports during FY20 compared to <100 in FY19.
- Conducted safety leadership training in all regions.

Safety initiatives in progress:

- Completion of Gensuite software implementation in the Americas. Planned for APAC and EMEA in FY21.
- Updates to forklift safety devices in all regions.

Health and safety matters

Even with the additional stress of COVID-19, our regions made significant progress in establishing and implementing additional health and safety initiatives. Constant communication and thorough training enhanced HSE IQ across our organisation. An increase in safety teams and behaviour-based safety philosophies has helped reduce lost time injuries from 15 in FY19 to 9 in FY20. While we reported a 5% rise in reportable injury rate, we recognise that this is the result of increased employee engagement and focus on incident reporting.

Implementing improvements

To better track these figures, we implemented Gensuite HSE management software across the Americas. This will bring improved alignment across all regions by sharing information quickly. We also established the Global HSE Committee to review information, create benchmarks and deploy HSE Group Directives to ensure all locations align with RWC values and goals.

Changes to everyday equipment is also vital. We’ve made updates to forklift safety in all regions, such as Halo devices, replaced utility knives with safety cutters and began mandatory use of PPE for eye and hearing protection.

Global safety performance FY20

	FY19	FY20	% Change
Lost time injuries	15	9	-40%
Lost time rate*	0.65	0.4	-38%
Reportable injuries	27	28	4%
Reportable rate*	1.17	1.23	5%
Average employees	2303	2283	-1%

* Rates calculated as 12-month sum of injuries x 100 / average headcount.



46%

reduction in reportable injury rate FY20 vs. FY18.



Peter Raymond
West Drayton, UK

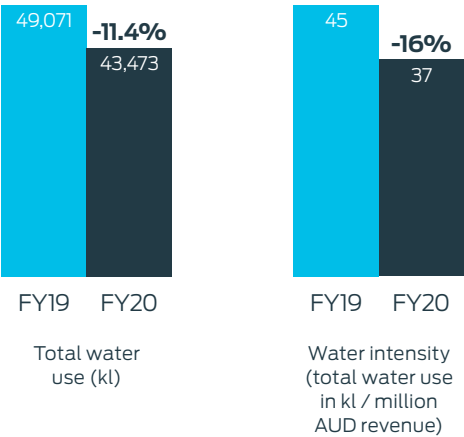
Operational impacts:
Water consumption and discharge

Our company is built on products that deliver, control and optimise water consumption. Therefore, in every region, we carefully manage our own water consumption.

Across our facilities around the world, water conservation takes centre stage. We continually seek to improve our processes through employing innovative methods to reduce water use. Much of the water savings over FY19 are the result of the implementation of a closed loop water processing system in the PEX curing area of our Cullman, Alabama, facility.



Our total water use decreased globally by more than 11%, and our water use intensity decreased by 16%.



Water recycling in Australia

Our Eagle Farm plant in Brisbane, Queensland, uses water for testing, and consumption is monitored weekly. We recover heat from used water to reduce the energy needed to heat additional incoming water. Water is cycled through this process and stored for eventual use in gardens. Excess is discharged to drain.



Brisbane, Australia

100%
of the water used to manufacture our thermostatic valves in Brisbane is recycled.

Operational impacts:
Energy use

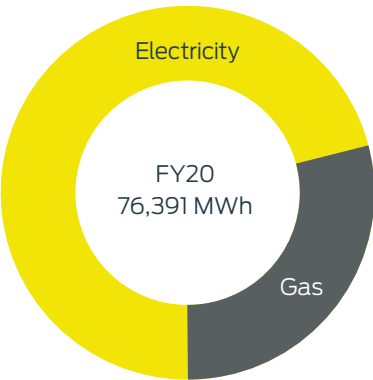
Our industrial-scale facilities are both a strong strategic advantage and a huge responsibility. We continually invest in reducing our energy use across our sites.

We focus efforts on renewable energy, lean manufacturing and updating machinery to be more efficient as well as lighting and building systems.

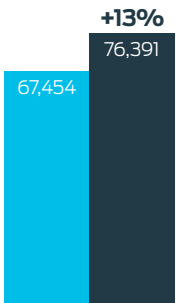


While our energy use increased over FY19 from operational impacts necessary to meet increased sales demand, our energy intensity grew at a smaller clip. Going forward, we will continue to target negative to flat energy intensity goals.

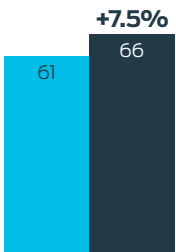
Group energy consumption



Our total energy use increased globally by 13%, and our energy intensity increased by 7.5%.



Total energy use (MWh)



Energy intensity (total energy use in MWh / million AUD revenue)

Solar panel savings

Roof-mounted solar panels generate up to 34% of this site’s energy requirement. Within the building there is also an innovative lighting scheme that includes daylight harvesting. The plant is A+ energy rated due to its innovative design and energy focus.

John Guest manufacturing site
Launceston, Cornwall, UK

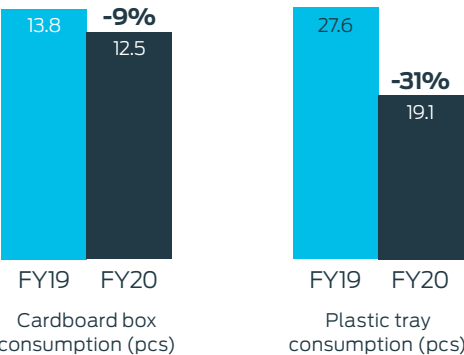


Supply chain impacts

RWC has an ethical code of practice for supply sites, which provides guidance on the minimum manufacturing standards acceptable for components and raw materials supplied to the group’s companies and for finished products.

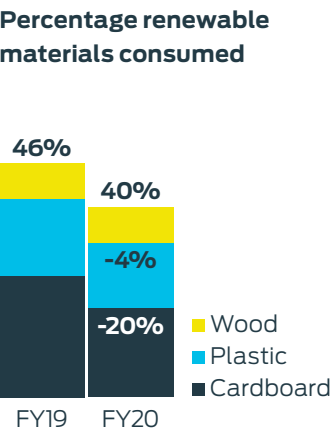
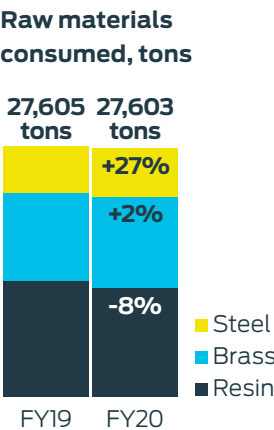
This year, we are continuing to raise our manufacturing standards by executing projects that will reduce our carbon footprint.

RWC Group was able to reduce consumption of packaging materials across cardboard and plastic in FY20 by 9% and 31%, respectively.



- Among these initiatives are:
- Locating production centres closer to the end market to reduce transportation miles.
 - Sourcing raw materials and components from suppliers closer to production centres and in the regions that the finished product will be marketed and sold.
 - In some cases, these criteria will become mandatory selection criteria for suppliers.

As RWC remains committed to reducing our supply chain impacts, we also realise we have much to learn. We are engaging with experts to accelerate our learning, help create roadmaps and determine our goals.



Reduction in the percentage of renewable materials consumed in FY20 was a direct result of COVID-19

Modern Slavery

RWC seeks to mitigate the risk of any modern slavery within our operations and supply chains. In 2019 and 2020, we have implemented a broad set of policies and procedures to identify modern slavery risks including:

- Incorporated modern slavery commitment into existing policies that cover both operations and supply chains and included a commitment to remediation.
- Commenced updating our key internal policies and extended the scope of these policies across our regions.
- Undertook an analysis of our existing governance structure, strategy, policies and procedures to understand the strengths of our current approach and identify opportunities for improvement.
- Assessed the inherent modern slavery risks in our supply chains and operations using a globally benchmarked tool and took steps to understand residual risks for a selection of our higher risk suppliers.
- Took steps to address the risks identified through improvements to our processes and controls, including updating our standard purchasing documentation to address modern slavery requirements.

Our complete [Modern Slavery Statement](#) is located on our website.

Less plastic waste

Multicavity hot runner tooling is used in West London, UK, to reduce plastic wastage during manufacturing.



5.0

Supporting our people

Our company thrives because of the passion and expertise of our people. It is our duty to make sure everyone feels appreciated, respected and involved.

Our greatest assets

Our global team is connected by common goals, shared values and a drive to innovate in the plumbing industry. Whether working from home, in our distribution centres or out in the field, our employees have adapted to tremendous changes this year. Though we've had to physically distance from each other, our company values and engagement initiatives keep us aligned and connected.

We're now more confident than ever that our diverse team has the agility and determination to overcome any challenge.

Employee overview

Total headcount, including Group roles as of June 30, 2020.



Employee Town Hall
Cullman, Alabama, USA

Talent management

Our aim is to recruit, develop and retain the best talent. We are positioning ourselves as an employer of choice by implementing policies that allow people to bring their whole selves to work each day.

Each of our regions provides competitive benefit programmes for the countries in which they operate. Benefits offered may include access to medical, dental and vision insurance, with some benefits being paid by RWC and others sharing the cost. Additional items include tax-deferred savings, professionally managed funds and automatic payroll deductions to enable saving.

We also contribute to retirement savings plans under applicable local legislation. Our remuneration and benefits are also benchmarked to respond to changing employee expectations and to remain an attractive employer.

Turnover

Region	New hires	Turnover	Turnover %*
Americas	126	105	17.5%
APAC	33	48	12%
EMEA	147	193	9%
Total	306	346	

* Majority of turnover tied to work restructuring for efficiency and facility consolidation.

RWC shares programme

We want everyone at RWC to feel invested in the long-term success of the company. So in 2020, we offered employees the opportunity to become a shareholder by participating in the organisation's new Share Match Plan.

We are excited to share the programme's launch, as it offers employees the chance to benefit from the results of RWC's success. It is also a way for RWC to reward employees for the contribution they make to our performance.

Eligible employees can now build their shareholding gradually through regular post-tax salary deductions, which will be used to purchase shares during each plan year. Eligible employees can acquire up to \$5,000 of shares in RWC from post-tax income. The Company will match the shares acquired on a 1:2 basis up to a cap of \$2,500 of purchased shares, subject to vesting. The 2020 offer was presented to RWC employees in Australia, Canada, New Zealand, the UK and the USA. We intend to make participation available to employees in other countries in subsequent offers, subject to resolving local regulatory matters.

Over 300 employees elected to participate in the plan in 2020. We hope that by participating, employees will build an even stronger personal connection with RWC and its future achievements.



Culture and ethical behaviour

Maintaining a strong culture throughout the group is vital to RWC. A positive culture helps to attract and retain employees, producing an atmosphere that uplifts day-to-day working life. Our philosophy is to trust our employees and empower them.

As we have grown and become a listed company, we have strived to retain the open, informal culture of the private businesses from which we have evolved. We still aim to make decisions for the long-term, stay focused on the welfare of our people and keep our entrepreneurial spirit alive. This includes looking for innovation not only in our products, but across all areas of operations.

We are also fortunate to access the deep technical expertise and passion of a significant number of long-serving employees across our operations.

Maintaining management integrity

Our senior leadership teams undertook performance reviews of their direct reports and other selected personnel. These reviews covered all regions and some Group roles. The process included ranking competency and skill across different cases as well as a self-evaluation and 360 degree surveys, with the goal of encouraging open communication across ranks.

Flexibility at work

Our APAC team is also moving toward more flexible work arrangements. We currently have employees on reduced working days and/or hours as well as different start and finish times to accommodate family and care requirements, with some employees working from home should the need arise.

RWC parental leave schemes operate regionally based on the local and national regulations of each operations site.

Parental leave FY20

Region	Employees taking parental leave		Employees returning from parental leave	
	Female	Male	Female	Male
Americas	5	N/A*	5	N/A*
APAC	4	2	1	2
EMEA (UK)	5	3	3	3

* Paternity leave is not offered in the USA.

Collective bargaining

We respect our employees' right to exercise freedom of association and collective bargaining. We have collective bargaining agreements in place at two of our Australian sites – one in Queensland and one in Victoria. In Australia, approximately a third of our employees are union members. Our USA and UK workforces are non-unionised.

Learning and development

We want our people to grow and develop with our company, and we understand the importance of supporting our employees with ongoing learning experiences.

Our aim is to identify high-potential and succession candidates for critical roles and create individualised development plans to ensure their success. This approach to talent development includes project opportunities to expand knowledge and capabilities, along with cross-functional development and mentoring programmes.

A key development focus has been to equip employees moving into leadership and supervisory positions with appropriate soft skills to complement their technical skills. In the UK, we have a dedicated HR project manager who has created courses for the development and training of operations managers. We also partner with external providers for appropriate training. We use e-learning in some locations for compliance training and for new course development. In APAC, we have a number of employees with deep technical skills approaching retirement.

We are working to upskill younger workers to maintain these competencies going forward.

Employee Tuition

Our USA tuition reimbursement programme, available since 2014, encourages self-development and improvement of work skills by providing financial assistance to employees who successfully complete approved courses of study. In FY20 RWC reimbursed over \$98,000 in employee tuition and training costs.



From left, Mazhur Hussain, Rhys Kirby, Peter Raymond
West Drayton, UK

Employee engagement survey

In October 2019, we conducted our second employee engagement survey in the Americas region and our first in the APAC region.

Overall, the participation rate was 80% with almost 800 employees completing the survey. The survey included the same 50 engagement questions as the first survey, conducted in October 2018, to allow each region to track their progress year over year. Based on employees' responses to five anchor questions, the combined Americas and APAC engagement level was 72%. The combined favourability score was also 72%, which means that of the 50 questions, employees responded favourably to most questions by answering agreed or strongly agreed.

The highest-ranking topics centred on:

- Product and service quality.
- Enjoying work and the teams they collaborate with.
- Feeling confident in the organisation's future and contributing to the overall success of the company.

The survey also pointed out areas of improvement:

- Increasing growth opportunities.
- Receiving feedback from supervisors.
- Working effectively across departments and functions.

One of the major improvement areas year over year for the Americas regarded internal communication. The action plans from the first-year survey included adding communication screens to every break room and creating a communication calendar with a consistent schedule, which led to the formation of a communications team. The improved communications have been especially impactful during COVID-19 to ensure employees receive timely and consistent health and safety information.

The feedback from the second survey identified that communications have room for improvement at the supervisor level, and action plans reflect that initiative. We are planning a global employee engagement survey in FY21 that will include all regions.

80%

Survey participation rate

72%

Combined favourability score

Stephanie Bailey
Cullman, Alabama, USA



Diversity and Inclusion

To continue fostering a diverse and inclusive work environment across regions, RWC focused on D&I education, employee feedback and the evaluation of current policies to further create a workplace where everyone feels welcome, supported and valued.



From left, Catherine Rawlins, Stephanie Stager and Pam Kaur
Women in Engineering
Brisbane, Australia

Celebrating our diversity

We remain committed to celebrating and leveraging our people's unique differences for the betterment of RWC's culture, customers and business. Our vision for diversity and inclusion incorporates gender, ethnicity, religion, disability, sexuality, age and educational experience.

Continuing D&I education

We understand this focus requires ongoing education and engagement across the company. The Executive Leadership Team held workshops with an external firm to understand the context, requirements and benefits of a diverse and inclusive workforce. Additionally, education programmes included training on diversity and inclusion practices.

Conducting an employee engagement survey

Another aspect of learning is listening to our people. In September 2019, we conducted employee engagement surveys in the Americas and APAC regions that included inclusion and diversity questions. The results were reviewed to identify any variances between the regions, and actions to minimise differences are part of our FY21 plans. Interviews with employees from all regions and levels of the organisation were also held to gather input for consideration in building RWC's diversity and inclusion road map by an external firm.

Creating a diverse and inclusive environment

In addition to listening and learning, we must deliver. At a base level, RWC maintains workplace policies that comply with local legislative requirements. The company also approves flexible work arrangements for all employees across all regions on a case-by-case basis and reviews parental leave data annually across regions so employees with children feel supported.

We also want to make sure various viewpoints are represented in the organisation. Reviewing the composition of our board is a standing item for the Nomination and Remuneration Committee. And when hiring, we use local equal opportunity practices and aim for at least one diverse candidate to be included in the final candidate list.

Social injustice

We made sure to speak out against social injustice. The deaths of George Floyd, Breonna Taylor and Ahmaud Arbery in the USA, among others, could not go unacknowledged. Neither could the disproportional affect COVID-19 has had on racial and ethnic minorities in the USA.

The Executive Leadership Team released an internal statement expressing solidarity with those speaking out against racial injustice, acknowledging the unique pain our Black colleagues continually experience because of racism. We reiterated the company's commitment to a diverse and inclusive environment, provided resources for becoming a better ally and donated \$25,000 USD to equity related organisations to help promote change in our community.

And as part of our next steps, we re-engaged an external firm to assist in re-calibrating plans to address economic, health and race challenges.



D&I initiatives in progress:

New and updated policies

We are reviewing and updating our policies and documentation to ensure they promote diversity and inclusion.

- Update Corporate Governance Diversity and Inclusion statement to include a broadened definition of diversity for representation at board and senior management levels.
- Review flexible working policies for global alignment as appropriate and document a new policy to include remote working policies following COVID-19.
- Document a formal recruitment policy by region that includes targeted unconscious bias training for hiring managers.
- Document a revised and updated workplace-level diversity and inclusion policy.

Tracking and reporting

To improve our policies and processes, we analysed data to establish benchmarks and set goals.

- Align Americas and APAC tracking and reporting processes, with expansion to include EMEA.
- Analyse recruitment practice data through a diversity and inclusion lens.
- Build a D&I data book to establish a baseline, identify opportunities and measure the impact of current actions.
- Expand the depth and scope of the 2021 Employee Engagement Survey to cover all regions and improve the depth of analysis and enquiry into D&I.

Employee engagement

We are making diversity and inclusion a true team effort through new awareness and engagement initiatives.

- Establish global and regional D&I councils and employee resource groups to implement and align the D&I strategy.
- Over 85 volunteers from across regions have come forward and will assist in the design and implementation of D&I objectives.
- Engage employees through a global video highlighting what inclusion means to them.
- Formalise learning and development programmes and content for specific audiences and desired outcomes for awareness and action.
- Introduce initiatives to drive measurable improvements in talent acquisition, management and retention strategy.



85+

Volunteers will contribute their perspectives to assist in the design of meaningful D&I objectives.

Bart Lacebal
Test lab, West Drayton, UK



Community engagement and investment

At RWC, we don't just support each other. We constantly look for ways to have a positive impact in our local communities.

Supporting healthcare heroes

Though the pandemic has affected everyone in some way, many healthcare workers are risking their lives on the front lines every day. To support them, we donated money to provide 75 meals to frontline healthcare workers in Georgia, USA. Then, to help provide them with vital medical equipment, we offered John Guest tubing and fitting samples for manufacturing trials of ventilators and Disposable Resuscitation, Intubation and Nebulisation Kit Shields.

Additionally, many of our water control products are already in use at hospitals and other healthcare facilities to ensure a safe, reliable and consistent flow of water to critical outlets.

Supporting STEPtember

Each September, RWC hosts a friendly competition to see who can achieve the most steps at the end of the month — whether it's from walking, running or cycling. The steps, tracked through a mobile app, benefit our health and a worthy charity. This past year, 420 of our colleagues in the Americas, APAC and EMEA participated in the fundraising event.

\$22,509 USD

Raised for The Cerebral Palsy Alliance Research Foundation.

Supporting water conservation

RWC is honoured to collaborate with the Sheffield Hallam University in the UK and a water harvesting company, Watflo Systems Ltd., to create the award-winning H2O Harvester bRainBox system. The revolutionary water harvesting system uses our John Guest Speedfit Double Check Valves to help prevent contamination from back siphonage, backflow and cross-contamination. It also uses a range of other JG Speedfit push-fit plumbing fittings and pipe for quick and easy installation.



12,087 meals

RWC employees from our Atlanta, USA, office volunteered with the Smart Lunch Smart Kid programme. In less than six hours, they packed a grand total of 12,087 meals and helped feed 972 children!

\$108,000 AUD

Raised for the Australian Red Cross

In January 2020, Australia faced a national crisis as bushfires tore through rural communities. A global RWC employee campaign to raise funds for the Australian Red Cross exceeded its initial \$15,000 AUD goal in less than 48 hours. Together, our employees, vendors and customers raised \$108,000, including a \$35,000 employee match by RWC. The donation supported thousands of people in evacuation centres, as well as recovery programmes and emergency assistance for affected communities.



Community engagement and investment

Supporting the homeless

On 18 June 2020, our APAC CEO Brad Reid joined hundreds of CEOs in Australia to sleep outside to raise funds and awareness for homelessness. The Annual CEO Sleepout is hosted by Vinnies, an organisation that seeks to provide food, accommodation, education, employment and health services to homeless people across Australia. Reid, who slept in his backyard, exceeded his goal of \$5,000 by raising an impressive \$5,346.

\$5,346AUD

Raised by APAC CEO Brad Reid for
The Annual CEO Sleepout.

Supporting Making Strides Against Breast Cancer walk

In 2019, some of our team members participated in the Making Strides Against Breast Cancer walk in Las Vegas. This was the third year in a row the group, called the HoldRite Heroes, participated in the event.



HoldRite Heroes
Las Vegas, Nevada, USA



6.0

Robust governance

RWC is committed to having a strong corporate governance regime that enables the Group to optimise performance and build sustainable value for shareholders.

Employees collaborating on a project
Atlanta, Georgia, USA



The Board of Directors is responsible for the overall corporate governance of the Group, monitoring operational performance and financial position and overseeing the Group's business strategy, including approving the strategic objectives, plans and budgets.

With these objectives in mind, the Board seeks to ensure that the Group is appropriately managed to protect and enhance shareholder interests and that the Group, its directors, officers and personnel operate in an appropriate environment of corporate governance.

The key aspects of RWC's governance framework and governance practices can be found in the company's Corporate Governance Statement. The Board continually reviews the governance policies and practices to ensure that they remain appropriate, considering changes in corporate governance expectations and developments. Charters and policies were reviewed and updated where appropriate during 2020.

The key group-level charters and policy documents are:

- [Constitution – Reliance Worldwide Corporation Limited](#)
- [Board Charter](#)
- [Audit and Risk Committee Charter](#)
- [Nomination and Remuneration Committee Charter](#)
- [Continuous Disclosure Policy](#)
- [Diversity Policy](#)
- [Privacy Policy](#)
- [Anti-Bribery and Anti-Corruption Policy](#)
- [Whistle-blowing Policy](#)
- [Securities Dealing Policy](#)

Other policies exist at the regional or country level. Examples, which apply in some or all our regions, are Equal Employment Opportunity and Non-Discrimination and local Whistle-blowing, Non-Harassment, Data Protection, Flexible Working and Parental Leave policies. We continue to strive for consistent policies across the group, subject to local legislative requirements.

Through these policies and procedures, we seek to maintain the highest standards of corporate conduct, ethics and governance. Specifically, through our Code of Conduct, we prescribe how business must be conducted honestly, fairly and ethically, applying best skills and judgement, for the benefit of customers, employees, shareholders and the company alike. For instances in which there may be alleged violations of our Code, we provide multiple reporting channels (including an anonymous and confidential ethics hotline), reliable internal investigations protocols, regular monitoring of complaint activity and appropriate disciplinary procedures. We are continuing to evolve our ethics and compliance program to promote a culture built on our core value of *Integrity* and an overall '*Do the right thing*' attitude in our day-to-day operations.

Data privacy and security

RWC continues to recognise the ongoing and growing risk of cyber attacks and have invested significantly in our policies and practices to build secure platforms for business systems, messaging, communications, global networks, cloud computing, backup and business recovery. We also maintain appropriate insurance policies and provide training for our people. We remain vigilant for known threats and track the risk horizon for new challenges, especially with increased remote working across the company.

As a primarily B2B company, RWC does not hold extensive consumer data, but we still seek to protect private information in accordance with local laws and regulations, including the EU General Data Protection Regulation (GDPR).

Government relations

RWC does not make any political contributions in any of our regions and generally does not engage in lobbying or advocacy. Our primary engagement with the government is through compliance with laws and regulations and benefitting from certain available tax incentives, mainly for research and development expenditure. In FY20, these incentives include:

- COVID-19 government wages subsidy support was received in the UK (\$4.1m), New Zealand (\$0.3 m) and Canada (\$0.2 m).
- In the Americas, we have received financial assistance from the state of Alabama through a State Income Tax Credit of \$386,000 USD for a capital project in our Cullman facility.
- RWC in Australia, the USA and the UK benefits from available tax incentives for research and development expenditure.

Taxation compliance

We have a Board-approved Tax Governance Framework. This outlines our approach to tax risk management, governance and strategy and the way we deal with revenue authorities.

At RWC, we are committed to paying the correct amount of tax in jurisdictions in which we operate.

GRI index

GRI	Disclosure (* indicates partially)	Section reference
GRI 102: General Disclosures		
102-01	Name of the organisation	1.0 About RWC
102-02	Activities, brands, products and services	1.0 About RWC
102-03	Location of headquarters	1.0 About RWC
102-04	Location of operations	1.0 About RWC
102-05	Ownership and legal form	1.0 About RWC
102-06	Markets served	1.0 About RWC
102-07	Scale of the organisation*	1.0 About RWC
102-08	Information on employees and other workers*	5.0 Supporting our people
102-09	Supply chain*	4.0 Operational excellence
102-12	External initiatives	2.0 Sustainability
102-13	Membership of associations	3.0 Product leadership
102-14	Statement from senior decision-maker	Introduction
102-15	Key impacts, risks and opportunities	2.0 Sustainability
102-16	Values, principles, standards, and norms of behaviour	1.0 About RWC
102-17	Mechanisms for advice and concerns about ethics*	6.0 Robust governance
102-18	Governance structure	6.0 Robust governance
102-19	Delegating authority*	6.0 Robust governance
102-20	Executive-level responsibility for economic, environmental and social topics*	6.0 Robust governance
102-22	Composition of the highest governance body and its committees*	See Corporate Governance Statement in RWC Annual Report
102-23	Chair of the highest governance body*	See Corporate Governance Statement in RWC Annual Report
102-24	Nominating and selecting the highest governance body*	See Corporate Governance Statement in RWC Annual Report
102-32	Highest governance body's role in sustainability reporting*	6.0 Robust governance
102-35	Remuneration policies*	See Corporate Governance Statement in RWC Annual Report
102-36	Process for determining remuneration*	See Corporate Governance Statement in RWC Annual Report
102-40	List of stakeholder groups	2.0 Sustainability
102-41	Collective bargaining agreements	5.0 Supporting our people

GRI	Disclosure (* indicates partially)	Section reference
102-42	Identifying and selecting stakeholders	2.0 Sustainability
102-43	Approach to stakeholder engagement	2.0 Sustainability
102-44	Key topics and concerns raised*	2.0 Sustainability
102-45	Entities included in the consolidated financial statements	See Annual Report
102-46	Defining report content and topic boundaries	2.0 Sustainability
102-47	List of material topics	2.0 Sustainability
102-48	Restatements of information	None
102-49	Changes in reporting	Introduction
102-50	Reporting period	Introduction
102-51	Date of most recent report	Introduction
102-52	Reporting cycle	Annual (going forward)
102-53	Contact point for questions regarding the report	Introduction
102-54	Claims of reporting in accordance with the GRI Standards	Introduction
102-55	GRI content index	GRI Index
102-56	External assurance	External assurance not obtained
GRI 103: Management Approach		
103-1	Explanation of the material topic and its Boundary	2.0 Sustainability
103-2	The management approach and its components*	Sections 3.0-6.0
103-3	Evaluation of the management approach*	Sections 3.0-6.0
GRI 200: Economic		
201-2	Financial implications and other risks and opportunities due to climate change*	4.0 Operational excellence
201-4	Financial assistance received from government	6.0 Robust governance
GRI 300: Environmental		
301-1	Materials used by weight or volume*	4.0 Operational excellence
301-2	Recycled input materials used*	4.0 Operational excellence
302-1	Energy consumption within the organisation*	4.0 Operational excellence
302-4	Reduction of energy consumption*	4.0 Operational excellence
303-1	Interactions with water as a shared resource*	4.0 Operational excellence
303-2	Management of water discharge-related impacts*	4.0 Operational excellence

GRI	Disclosure (* indicates partially)	Section reference
303-5	Water consumption*	4.0 Operational excellence
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions*	None
306-2	Waste by type and disposal method*	4.0 Operational excellence
307-1	Non-compliance with environmental laws and regulations	None
308-1	New suppliers that were screened using environmental criteria	4.0 Operational excellence
GRI 400: Social		
401-1	New employee hires and employee turnover*	5.0 Supporting our people
401-3	Parental leave	5.0 Supporting our people
403-1	Occupational health and safety management system*	4.0 Operational excellence
403-2	Hazard identification, risk assessment and incident investigation*	4.0 Operational excellence
403-5	Worker training on occupational health and safety	4.0 Operational excellence
403-6	Promotion of worker health*	4.0 Operational excellence
403-9	Work-related injuries*	4.0 Operational excellence
404-3	Percentage of employees receiving regular performance and career development reviews*	5.0 Supporting our people
405-1	Diversity of governance bodies and employees*	5.0 Supporting our people
414-1	New suppliers that were screened using social criteria	4.0 Operational excellence
415-1	Political contributions	6.0 Robust governance
416-1	Assessment of the health and safety impacts of product and service categories*	3.0 Product leadership
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
417-2	Incidents of non-compliance concerning product and service information and labeling	None
417-3	Incidents of non-compliance concerning marketing communications	None
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
419-1	Non-compliance with laws and regulations in the social and economic area	None



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