



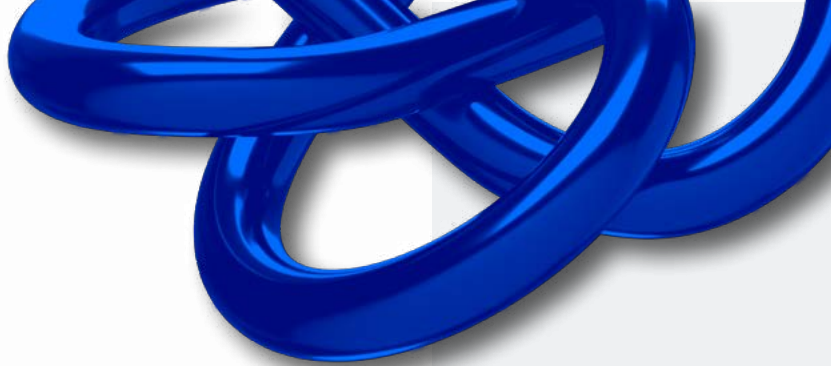
# SUSTAINABILITY REPORT 2023



Empower  
Now



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# A message from our CEO

Our purpose is to be a leader in the transition to a sustainable world and to be a company we are proud of. This is at the heart of everything we do.



**FERGAL LEAMY**, CEO, Glen Dimplex Group

I am delighted to be sharing with you our second annual sustainability report. A second report should indicate progress, and looking back on last year's report, it is a satisfying review of the significant progress we have made, but also a timely reminder of the opportunities and challenges in front of us as we strive towards achieving our purpose. Our sustainability report should hold us accountable as an organisation for our progress towards achieving our ambitions and should act as a report card to monitor change.

Unlike a lot of other organisations, sustainability is absolutely core to what we are about, we see our role as problem solvers, helping our customers and consumers move away from fossil fuels and transition to products that allow us

live more sustainable lives. So, whether it is convincing our Australian customers to move to electric barbeques or our German customers to switch off the gas boiler and move to a heat pump, we are working hard around the world to ensure we have solutions that mean our customers don't need to compromise on quality of life whilst living in a more sustainable way. Our products and services will be at the forefront of this sustainability revolution.

It is for this reason it is crucially important; when we go about our business we are acting sustainably and not simply trying to sell more products in this area. That is why in 2022 we set clear expectations and defined ways of working, and in 2023 we have begun implementation, turning the dial on reducing our impact, and being consistent with supporting our customers and consumers to do the same.

Reviewing our journey so far, it is clear to see we are making progress in implementing changes that will make our Scope 1 and 2 activities more sustainable in the long run, particularly our investments in cleaner technologies and implementing more efficient ways of working. At the same time, it is becoming increasingly obvious that this will not be enough and the next big challenge for us is to focus on measuring and reducing our Scope 3 emissions and beyond. As an organisation we are building stronger muscles in this area that will support us in meeting these new challenges over the next few years. 2023 has seen an alarming increase in global weather events affecting the planet, and I am sure like each of you, I am determined we will play our part in reversing these trends. Each time I see this, I am reminded how we can make a difference by helping customers as they transition to more

sustainable products and services and the importance of each one of us to challenge the way we currently conduct our business, how we travel, how we purchase and so on. In this report you will see examples of more product innovations and new stakeholder models which will be the foundation for a cleaner electric future, one which allows us to move away from our reliance on fossil fuels. However, we are realistic to know we are only just beginning on this journey, and we must do more than we have ever done before.

Our Company has grown over the last 50 years both organically and through acquisition. We will continue to do this in the future. However, now we will view every acquisition through the lens of sustainability, and we will ensure that we focus on acquiring businesses that allow us to speed up the transition to a sustainable world, by bringing new skills, products, services, and markets that can support our targets. Recent acquisitions of Thermofilm and Adax have brought us exciting opportunities in electrifying indoor and outdoor heating and getting rid of gas bottles. We are using this skillset to develop more sustainable products and services, with several incremental investments in this space in the last 12 months. I look forward to sharing more around these innovations and new products and services over the next few years.

The focus on our purpose and sustainability has already helped us make better more impactful decisions and significant changes to our operations and the way we do business, contributing to making a brighter future for everyone. If we continue this focus and drive, I have no doubt that we will be seen as true leader in the transition to a sustainable world and we will most definitely be a company we are proud of.

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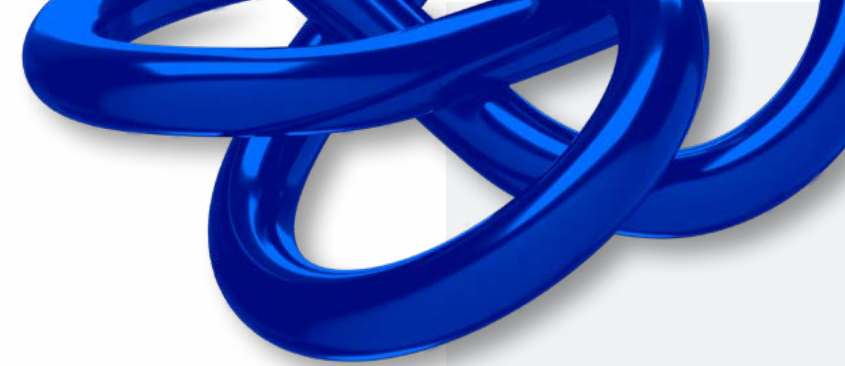
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# Report Highlights



**5 acquisitions**  
since 2020 in sectors which align with our sustainability objectives.  
**Glen Dimplex Group**



**50** 1973-2023  
**GlenDimplex**  
**Celebrating**  
our 50 year  
heritage of  
manufacturing.

**All-Ireland  
Camogie  
Championships**  
Investing in female  
sport.  
**Glen Dimplex Group**



**New  
Products**  
are designed  
to have an  
extended  
lifecycle, with  
ease of repair  
**Roberts  
Radio**

**GLOW**  
**Global Community  
Programme**  
500 employees / 1500 hours / 22 charities

**Solar Panel &  
LED Lighting  
Initiatives**  
Improving  
facilities and  
reducing  
emissions  
**intuis**

**Let's Talk!**  
Our **Employee  
Engagement Survey**  
showed a positive  
increase across 11 of 14  
topics

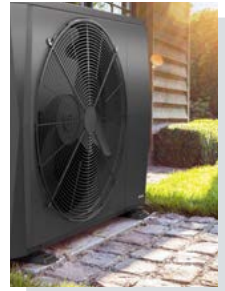
**Responsible  
Financial  
Investment**  
as a core policy  
objective.  
**Glen Dimplex Group**

**Electrification  
of Heat**

**Heat Pump  
Advances**  
Heat Pumps can  
significantly reduce CO<sub>2</sub>  
emissions, with Glen  
Dimplex at the forefront  
of their innovation.  
**Glen Dimplex Heating &  
Ventilation**

**New Energy  
Model**  
Launch of the  
new Dimplex  
Quantum Tariff in  
partnership with  
British Gas.  
**Glen Dimplex  
Heating &  
Ventilation**

Award-Winning System E  
Heat Pump launches using  
**Natural  
Refrigerants.**  
**Glen Dimplex Heating  
& Ventilation**



**Intelligent  
Heating  
Solutions**  
Calidoo Nativ  
radiator designed for  
extra energy-saving  
and sustainability  
**intuis**

**30%**  
energy  
reduction

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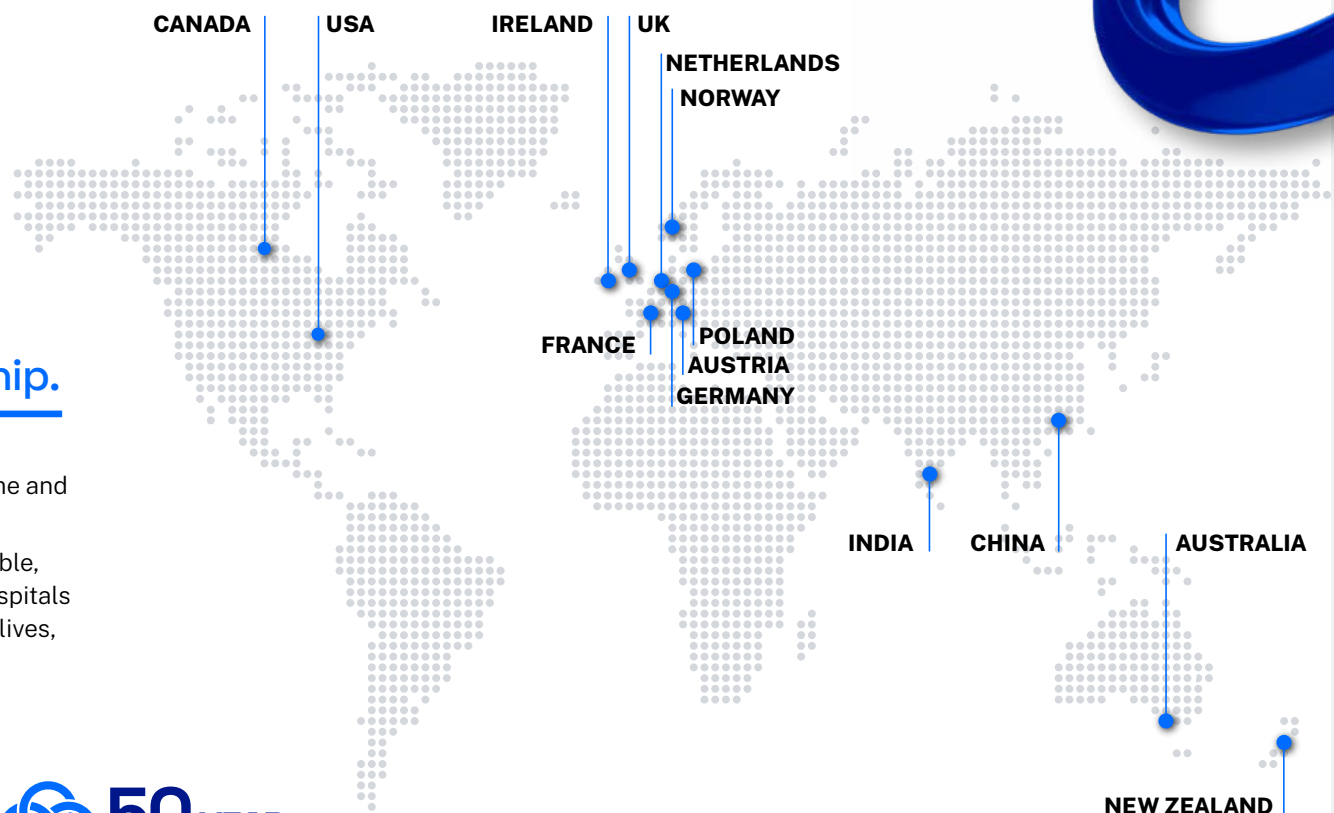


# Our Business

As a privately owned family founded business with a 50-year heritage in manufacturing, Glen Dimplex Group is alive with entrepreneurial spirit driven by a steadfast belief in our people and partnership.

We operate across more than 20 countries, leveraging the talents of over 8,000 people across four key sectors of Heating & Ventilation, Precision Cooling, Flame and Consumer Appliances.

For half a century the world has trusted in our innovation and execution of reliable, expertly engineered solutions. Our products can be found in homes, offices, hospitals and factories, working seamlessly to empower our customers in their everyday lives, making life easier, better and more energy efficient.



 **8,000**  
PEOPLE

**20**   
COUNTRIES

**4**   
SECTORS

 **50** YEAR  
HERITAGE

## Our Values



*We take the time to listen to our customers and understand their needs and ambitions. The more we know about them, the better we serve them.*



*We care about people, our partnerships and our customers. We value long term relationships built on professionalism and trust.*



*We are an international community of solution orientated problem solvers that combine human ingenuity, expertise & technology to deliver products and solutions that empower everyday life.*



*We cut through the complexity to make things easier, finding the insight needed to communicate universal value for a worldwide audience of customers and consumers.*

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# Our Sectors

As a leading manufacturer and trusted professional partner, with decades of experience, we provide **innovative and sustainable heating and ventilation solutions** for residential spaces and light commercial buildings, for both new build and retrofit applications.



Heating & Ventilation



Precision Cooling

We develop, manufacture and support **customised cooling solutions** for medical, industrial and process applications, with global operations and services, offering our customers and partners unrivalled reliability, productivity and economy.

We design and manufacture **quality decorative flame products** for indoor and outdoor use, across various fuels including electric, gas and wood. Backed up by a number of patents we continuously innovate to deliver ambience, comfort and efficiency.



Flame



Consumer Appliances

Renowned for quality and craftsmanship, we offer **appliances which have taken pride of place** in the homes of generations of consumers. Our ongoing development of consumer products is focused on developing sustainable and attractive designs, built to last.

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# Glen Dimplex 50

In our 50th year of business we celebrate a rich heritage of manufacturing, the talented people who make our success possible, and the communities in which we live, work and operate.

## 50 years in business

The formation of Glen Dimplex is the foundation of the entrepreneurial spirit that exists throughout our business today. Established in Newry, Northern Ireland 50 years ago in 1973 by Martin Naughton and four entrepreneurial colleagues and within four short years they negotiated the acquisition of Dimplex a company then eight times the size of Glen. This bold and enterprising business deal was the cornerstone of decades of successful growth, evolving into the company we know today as Glen Dimplex Group.

## Leaving a lasting legacy

We have marked our half a century in business with a series of exciting 'Glen Dimplex 50' colleague events and legacy initiatives delivered throughout the year. The legacy initiatives, designed to mark our 50 years in business in 2023, and then repeat long beyond our anniversary, are designed to contribute to our broader Sustainability agenda.



**Leadership** The **Glen Dimplex Leadership Programme** in conjunction with Trinity Business School, our first legacy initiative, is designed to develop leaders of the future and a sustainable leadership succession plan. [\(see page 18\)](#)



**Community** A group-wide **community volunteering initiative**, connecting us with the communities that we operate in, through a series of aligned divisional volunteering events. [\(see page 20\)](#)



**Recognition** The inaugural **Founder's Awards**, a legacy initiative designed to recognise and engage colleagues from across all our Divisions, hosted by our **Founder and Chairman Martin Naughton**. [\(see page 19\)](#)



**The 'Glen Dimplex 50' Global Celebration Day.**  
A day of celebrations, uniting our international family of employees, giving everyone the opportunity to come together, connect and celebrate our 50 years in business.



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# Empower Now

Strategy

Our group purpose is to be a leader in the transition to a sustainable world and we will achieve this through our Empower Now strategy and continuous innovations in our ways of working.

In an era marked by unprecedented environmental challenges and growing societal expectations, our sustainability strategy will guide us through the transformative changes required to achieve our vision. Our strategy is a road map that empowers the people of our organisation to lead the charge in creating a more sustainable future and to empower our stakeholders to do the same. At the heart of our Empower Now strategy lies clear goals, rigorous KPIs, a robust governance framework and a series of core, group-wide projects.



## Goals and KPIs

To measure our progress we've established rigorous Goals and KPIs quantifying our environmental and social impact. These KPIs ensure that we remain accountable to ourselves and our stakeholders tracking our journey towards a more sustainable future. [\(see page 25\)](#)



## Core Projects

Our Core group-wide projects seek to leverage the best skills and talents of people across our main sectors seeking to find solutions that will benefit the wider organisation in areas such as product circularity, renewable energy, new technologies, global manufacturing networks and more. [\(see page 26\)](#)



## Governance

Crucially our governance structure, ensures transparency and integrity. Our Sustainability Sub-Committee of the Group Supervisory Board composed of diverse, and knowledgeable industry experts, champions our strategy's execution, whilst our Group Executive Board oversees its alignment with our core business activities and values, to turn aspirations into reality. [\(see page 24\)](#)



**NEIL NAUGHTON**, Group President and Sustainability Sponsor

“As a privately-owned, family-founded company, we understand the importance of preserving our planet for future generations. Our commitment to sustainability is not just a responsibility, but the purpose that drives our business.”

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# Empower Now Framework

We strive to put sustainable thinking at the core of our business, ensuring our business activities reduce the negative impacts on society and the planet guided by our values and our people. Our Empower Now Framework will enable us to achieve this.

We have devised a sustainability framework that focuses on five main focus areas: Transforming our Products, Rethinking Resources, Empowering our People, Partnering for Success, and Laying Foundations. This framework and this report sets out our ambitions for the business over the coming years we will report on our progress annually until 2026 and from there we will reset the framework with even higher ambitions. We will consider environmental, social and governance issues focusing our actions on the areas where we know we can have the biggest impact for on customers and consumers. All of this to be underpinned by robust policies and ways of working.



**Transforming our Products**

(see page 13)



**Rethinking Resources**

(see page 15)



**Empowering our People**

(see page 18)



**Partnering for Success**

(see page 21)



**Laying Foundations**

(see page 23)



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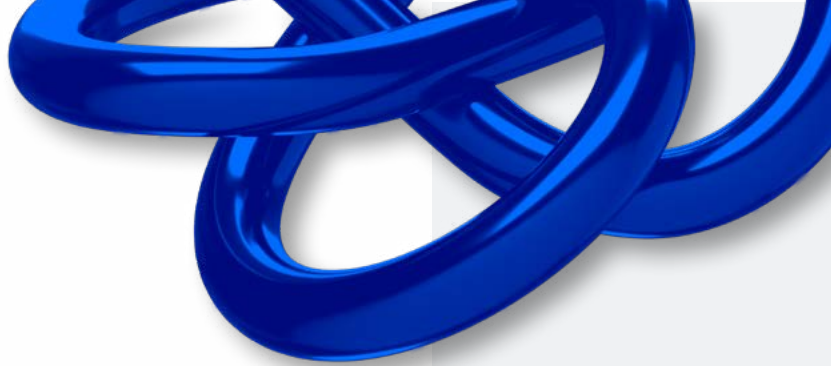
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# SDG Alignment

We have aligned the sustainability focus areas under our Empower Now framework with the **United Nations Sustainability Development Goals** (UN SDGs) and we will be guided by them as our strategy develops. The UN SDGs provide the global community with a common set of targets to tackle major world issues such as poverty, inequality & injustice and climate change by 2030.

## UN Awareness Campaigns

To support our alignment with the UN SDGs, Glen Dimplex Group communicate a campaign of regular posts on our internal social media platform, highlighting UN awareness days linked with the UN SDGs to all colleagues.

In 2023, posts have highlighted International Volunteering Day, World Sustainable Transport Day, World Engineering Day for Sustainable Development, International Day for Tolerance and more.



### Transforming our Products

Responsible Products

Innovation and Technology



### Rethinking Resources

Travel and Transport

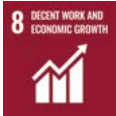
Estate Management



### Empowering our People

Employee Development & Wellbeing

Company Culture



### Partnering for Success

Stakeholder Engagement

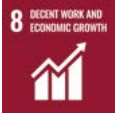
Collaboration and Partnerships



### Laying Foundations

Governance

Transparency and Communications



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# Driving Change

## The Electrification of Heat

As the world and our customers move towards a decarbonised future, we are in a unique position to utilise our **50 years of expertise and innovation** to support and enable this exciting transition.

Europe is a key market and the EU has committed to sourcing over 40% of its energy from renewable sources like wind and solar by 2030, and to cut down its greenhouse gas emissions by 55%. More modern and sustainable heating and ventilation solutions, such as heat pumps, have the potential to reduce global CO<sub>2</sub> emissions by at least 500 million tonnes by 2030, equal to the annual CO<sub>2</sub> emissions of all cars in Europe today.

To achieve global net zero targets, it is essential to increase renewables, deploy low carbon technology, and develop energy storage and system flexibility. Glen Dimplex, guided by its 50 years of experience in developing innovative, flexible, and up-to-date heating solutions that can support the shift to the electrification of heat. We understand our responsibility and see the opportunity to help the world relinquish its reliance on fossil fuels to provide comfort within our buildings and are investing in strategic acquisitions and increased manufacturing capacity to meet the needs of our collective future.

Heat pump advances in the race to electrify heat [\(see page 13\)](#)

Promoting sustainable fireplace innovations [\(see page 13\)](#)

Intelligent energy-saving heating solutions [\(see page 14\)](#)

Partnership leads to new energy model for consumers [\(see page 21\)](#)

Partnering for success through trade associations [\(see page 22\)](#)

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Potential to reduce global CO<sub>2</sub> emissions by at least **500 million tonnes** by 2030.



# Driving Change



MEP visit - Irish MEP Ciaran Cuffe visiting Dunleer and Newry sites. Cuffe is lead negotiator in the European Parliament for the revision of the European Performance of Buildings Directive (EPBD)

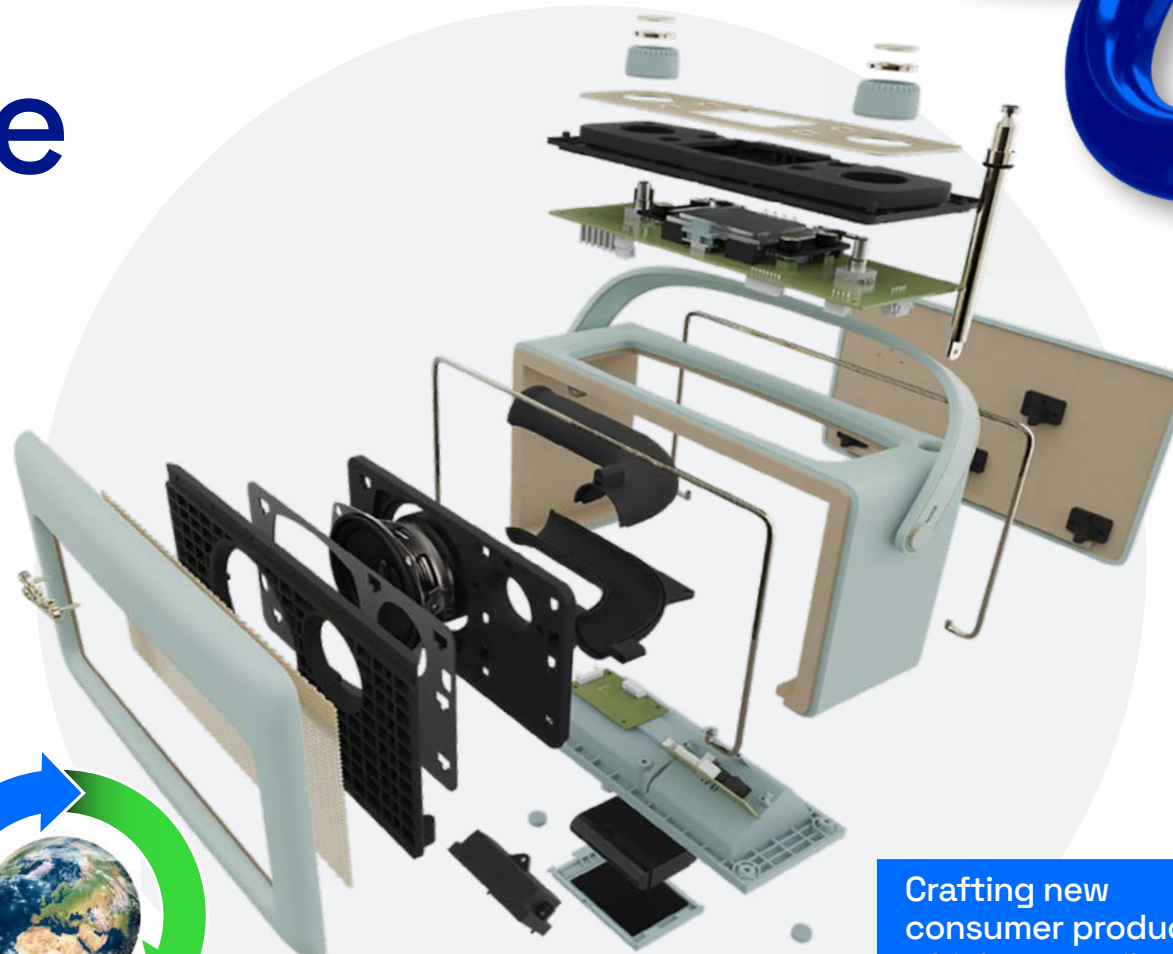
## Changing the conversation on sustainable solutions

To ensure we are at the forefront of the conversation on important global topics such as the Electrification of Heat, Glen Dimplex is an active member of a number of key Brussels-based industry bodies e.g. Eurelectric (Federation of the European Electricity Industry) and the European Heat Pump Association (EHPA). Attending events, conferences and meetings with industry peers and customers, ensures our leadership in the space of sustainable heating contributes to industry-wide thinking. It further ensures our readiness to engage with policy makers and adapt to regulatory developments as we drive the electrification agenda forward. Our collaborative efforts support lobbying activities which influence government policies, regulations and legislation, advancing progress towards a more sustainable future. ([see page 22](#))



## The circular economy

We are making great strides in moving away from the 'take, make, dispose' model and are emphasising a 'reduce, reuse, recycle, recover and rethink' mindset. We are constantly enhancing our R&D approach to extend product lifecycles, for example, crafting new consumer products which are easily disassembled for repair and contain post-consumer recycled plastics. Innovation is a core value of Glen Dimplex and we are putting our behaviours and endless curiosity to work on the circularity challenge.



Crafting new consumer products which are easily disassembled for repair.

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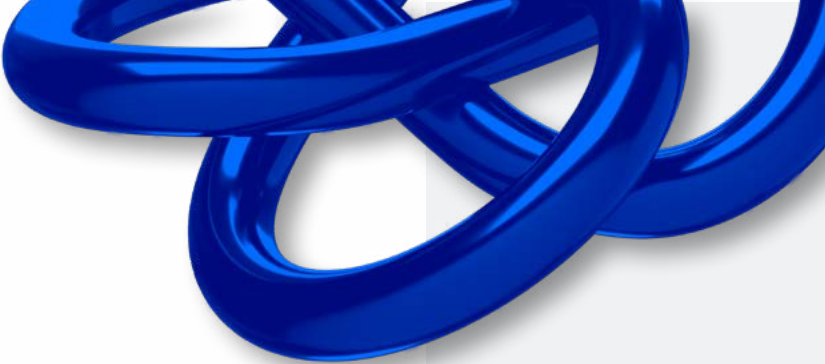
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# Transforming our Products



We aim to do more good for our planet and our society not just less harm. We want to act on the social and environmental issues facing the world whilst empowering our customers in their everyday lives with our products and solutions.

In this section we explore some of the initiatives and developments we are investing in, in line with our sustainability principles. We delve into processes, innovative technologies, and tactical decisions that underscore our commitment to fostering a more responsible future through our product portfolio. Customer preference, environmental legislation and our own values and curiosity help us to adapt and be at the forefront of the changes required to be a leader in the sustainable world.



Modern and sustainable heating and ventilation solutions, such as heat pumps, have the potential to significantly reduce global CO<sub>2</sub> emissions, and Glen Dimplex have been at the forefront of innovation in heat pump technology for over 30 years. Heat pumps use technology that extracts

## Heat Pump advances in the race to electrify heat

heat from a source, such as the surrounding air, then amplify and transfer the heat to where it is needed. Because heat is transferred rather than generated, heat pumps are more efficient than conventional heating technologies such as boilers.

Our latest development comes in the shape of **System E**, which has recently won the prestigious German Innovation Award. The System E Heat Pump is specifically engineered to replace traditional oil and gas heating systems and attains highest energy efficiency ratings A+++, even when integrated with conventional heating radiators. System E is operated with R290 natural refrigerant, with a significantly reduced global warming potential, and is manufactured with the minimum amount of plastic possible to maximise the recycling potential at end of life.

Attains highest energy efficiency ratings **A+++**.



Reaching **350,000** US home owners with sustainable messaging.

## Promoting sustainable fireplace innovations

Our instinct as humans is to gravitate towards the comfort and warmth of a fireplace, however this comes with the carbon and air pollution inherent in burning gas or wood. In efforts to shift mindsets towards the electrification of heat, Dimplex partnered with Designing Spaces, an award-winning TV home-improvement series that reaches an audience of 350,000 in North America. The resulting segment educated homeowners and professionals on the sustainability benefits of electric or vapour fireplace options, while also supporting the home comfort features that consumers look for. In presenting meaningful alternatives to consumers, Dimplex have been able to support a positive move away from the currently prevalent use of gas fireplaces.



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# Transforming our Products



## Intelligent energy-saving heating solutions

In September 2023, our French heating brand Intuis, launched **Calidoo Nativ**, a radiator re-designed for improved sustainability. Calidoo Nativ utilises only 40% of its power most of the time, and makes the most of free energy input, reducing energy consumption by up to 30%. The product also incorporates patented technology for self-cancellation during peak periods, automatically shutting down between 20% and 60% of its power when electricity consumption peaks, without compromising the level of comfort thanks to heat accumulated in its heat reserves. Calidoo Nativ offers a new-generation appliance that is more economical, has less impact on the environment and energy grids, with greater comfort for our customers.

**30% energy reduction.**



## Engineered for sustainability

In 2023 our audio brand Roberts Radio, introduced the **Icon** and **Stream95i**, products that deliver unparalleled consumer experiences that also embody our vision of circular design. Each unit is crafted to extend its lifecycle; easily disassembled for repair and built with post-consumer recycled plastic in internal parts. Our commitment to sustainability also manifests in vegan silicone leather or bamboo exteriors, and a compostable protective case. Roberts also offers refurbished products through its website, further enhancing its circular credentials.

**Built with post-consumer recycled plastic in internal parts.**



## Shift to natural refrigerants in heat pumps

The F-Gas Regulation is a European Union regulation that aims to reduce the emissions of fluorinated greenhouse gases (F-gases) by two-thirds by 2030 compared to the levels in 2014. Glen Dimplex took the decision three years ago to begin switching its entire product range of heat pumps to the natural refrigerant propane (R290). This has been a wide-reaching project that is impacting all areas of the Heating and Ventilation Division, involving the development of new products, qualification of components, changes in production lines and test benches, servicing of devices in the field, training for customers, and more.

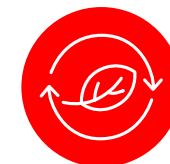
The ban on F-gases will come into force from 2027 and our proactive planning in the area of natural refrigerants will enable us to achieve the set targets. We have already achieved 100% natural refrigerants in all our products in France, and in Germany, the award-winning **System E LA 1118 CP**, was introduced in March 2023.

(see page 12)

**100%**  
of natural  
refrigerants  
in French  
products.

## Electric journey in consumer appliances

Glen Dimplex Home Appliances product roadmap is geared towards the electrification of cooking as consumer needs change, and Glen Dimplex reduce reliance on fossil fuels. GDHA now boasts the widest collection of electric induction range cookers on the market including a world-first zoneless induction range cooker, **FreedomFLEX™**. GDHA's 5-year product roadmap looks to build on, and accelerate the transition to fully electric cooking.



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# Rethinking Resources

We aim to help create a thriving planet while encouraging others to do the same.  
We recognise that a healthy environment is essential to the health of society.

In this section we discuss ways in which we are utilising resources more intelligently and responsibly, from transportation to procurement, and better use of resources and energy management, reducing waste and lowering our carbon footprint. We are dedicated to taking urgent action, focusing first on travel and transport, and the management of our buildings.



## Migrating IT to the Cloud

In recent years, Glen Dimplex has been migrating IT Infrastructure to the Cloud generating benefits through reduction in energy consumption and reducing carbon emissions. From the raw material extraction for equipment manufacturing, through the end-of-life disposal of equipment means cloud adoption has a more positive environmental impact

compared to traditional on-premise IT architecture. Migrating on-premises servers across multiple sites to the Cloud also reduces overall consumption of energy. According to a recent report from Microsoft, migrating to the cloud is up to 90% more energy efficient and between 70 and 90% more carbon efficient.

Cloud migration up to **90%** more efficient.

100% cardboard corner blocks now used in packaging.



## Sustainably Packaged

In our French business **Intuis**, the challenge has been to study and develop the design of 100% cardboard corner blocks in their packaging, so that they offer at least the same quality of protection as polystyrene, without using chemical-based, unrecyclable solutions. Recyclable cardboard is also better for customers and installers in terms of their waste management. Intuis are now using 60% cardboard blocks, with the aim to deliver 100% cardboard blocks by 2025.

**Roberts** have been prioritising sustainable materials such as non-petroleum inks, minimising laminates, and avoiding single use plastics and have made each new product's packaging more sustainable than the last.

In **Glen Dimplex Australia**, the Product Team have spent this year transitioning to sustainable options in packaging which must be able to be recycled or composted. Avoiding use of plastic bags for electronic parts, and polystyrene that protected products in transit. The team have had incredible success with **98% of packaging for wood fires** and **97% of packaging for gas fires** now made of sustainable materials with plans to achieve 100% by 2024.



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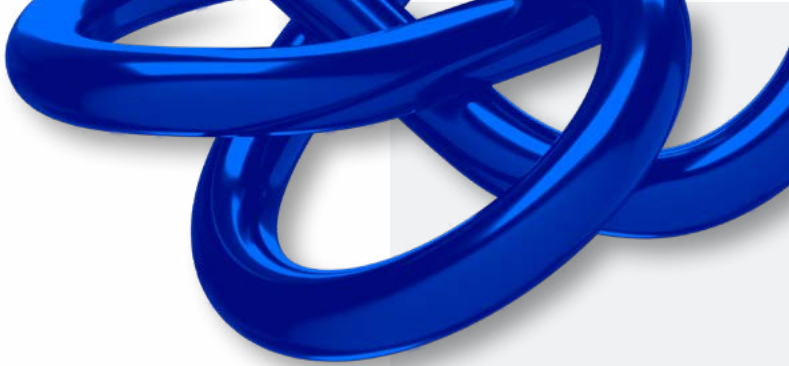
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## Energy Efficiency Examples:

### Sustainable Power in Australia

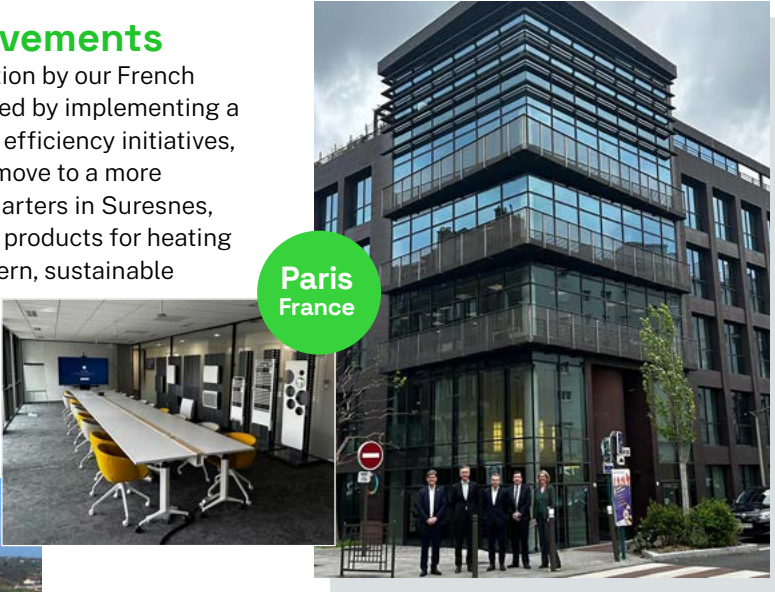
In late 2022 our Cavan warehouse facility was upgraded to house our manufacturing plant and extended warehouse, and from this opportunity, a solar panel and battery solution was implemented which now provides enough power even on low UV days with a significant reduction in total emissions.



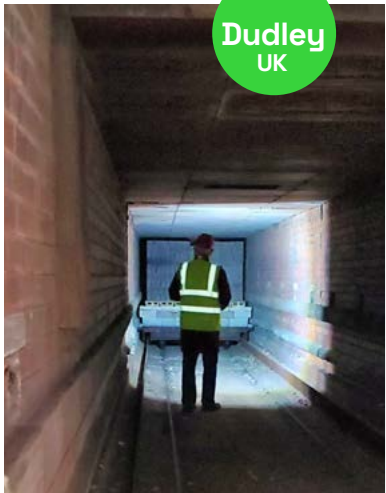
Cavan Australia

### Intuis improvements

A 10% energy reduction by our French business was achieved by implementing a series of operational efficiency initiatives, and supported by a move to a more sustainable Head Quarters in Suresnes, using the best Intuis products for heating and ventilation, modern, sustainable facilities and an integrated building management system.



Paris France



Dudley UK

### Brick Kiln Shutdown in Dudley, UK

A proactive planning approach enabled a brick kiln which makes storage heater bricks to be turned off for 12.5 weeks, saving an average of 22,200 kwh of Gas per day and 3863.8 kwh of Electricity per day, also allowing essential efficiency maintenance to be completed.



Newry N. Ireland

### Newry, Northern Ireland site upgrades

Newry has implemented a whole range of **sustainability related upgrades** in 22/23 including a switch to all LED lighting, heat recovery system implemented using manufacturing process to heat hot water, reducing energy consumption with a move to 4 day working week, and a variety of other energy saving initiatives.



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# Rethinking Resources

**Net Zero by 2050** Last year we announced that Glen Dimplex Group will be a net zero carbon business by 2050 and we have continued to make progress in 2023.

During the period of 01 October 2021 to 30 September 2022, we emitted 31,571.8 tCO<sub>2</sub>e (market based) which equates to 6.2 tCO<sub>2</sub>e per employee; a proportion of this increase is due to measuring more carbon emission sources as we improve our measurement capabilities.

To understand our year on year improvements in areas previously measured, a report was produced with new emission sources

normalised out of the year-on-year comparison, which showed our overall market-based emissions decreased by 11.1% compared to the year ending 2021.

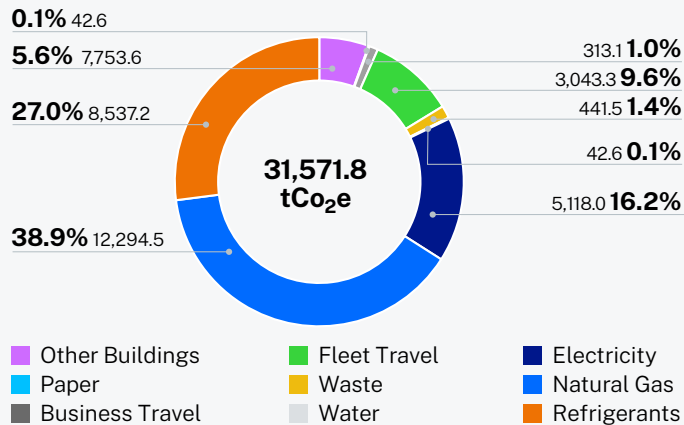
We recognise that measuring our extended Scope 3 emissions will give us a complete baseline from which we can confidently roadmap our journey to Net Zero. Scope 3 pilots begin this year, and we look forward to reporting on progress in 2024.



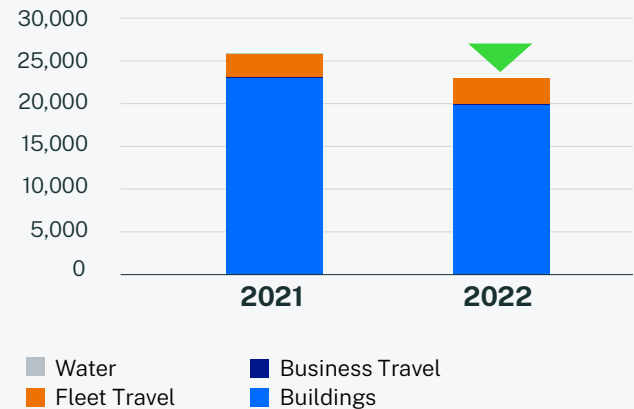
**STEVE MALKIN**, CEO and Founder at Planet Mark

“We are thrilled that Glen Dimplex has achieved its third year of Business Certification with Planet Mark and is continuing to cut its carbon emissions.”

Carbon Footprint by emission source for year ending 2022, tCO<sub>2</sub>e (market based data)



Market-based carbon footprint by emission source for year ending 2021 and 2022, tCO<sub>2</sub>e



**Our Group Carbon Footprint**  
Total: **31,571.8** tCO<sub>2</sub>e | Per employee: **6.2** tCO<sub>2</sub>e

**Our Buildings**  
27,703.3 tCO<sub>2</sub>e (87.7%) - We used enough energy to power **9,912** UK homes for one year.

**Our Travel**  
3,356.4 tCO<sub>2</sub>e - Travelled **506** times around the world.

*Data: Market Based*  
**Reporting year:** 1 October 2021–30 September 2022  
**Emissions measured:**  
**Buildings:** Electricity, Water, Transmission & Distribution Losses, Natural Gas, Other Fuels, Heat & Steam  
**Travel:** Fleet travel, Business Travel



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# Empowering our People

We aim to put our people at the heart of our business by nurturing an inclusive culture and investing in the quality of life of the communities we serve.

Our colleagues are at the heart of everything we do, and we understand the direct link between investment in our people and the pace in which we will deliver on our strategy. In this section we look at ways in which our leaders and HR teams are supporting a healthy, inclusive culture; and how our amazing people are contributing to a great place to work and in the communities in which we operate.

## Leadership Development Programme for a Sustainable Organisation

The **Glen Dimplex Leadership Development Programme, delivered in partnership with Dublin's Trinity Business School** has been created to develop leaders of the future from within the business, contributing to a sustainable leadership pipeline and sustainable organisation.

The 2023 programme included participants from across our global teams at different stages of their leadership journey. The programme was designed to enable participants to:

- Lead with agility and believe in simplicity and innovation
  - Play an active role in shaping of long-term business strategy through cross-organisational collaboration and customer focus
  - Adopt a winning mindset, celebrate differences, foster inclusivity and actively support the transition to a sustainable world
- As part of the programme design, leaders developed projects that were presented to the Group Executive Board for further development and implementation within the business, creating value-adding, real-time strategic contributions.



Developing leaders of the future from within the business.

## A new Centre for Corporate Health Management, Safety and Training

All activities around Glen Dimplex Germany's certified Corporate Health Management recently found a new home, under one roof at our Kulmbach site. A new **Centre for Corporate Health Management, Safety and Training** has been developed in its own, newly renovated building, giving an effective space for occupational health and safety management. This includes a large room for preventive health care classes, as well as training and workshops for all colleagues.



## Diversity, Inclusion and Wellbeing in the workplace

Glen Dimplex Americas partnered with **Lean In** in 2021 as a part of our diversity, equity, and inclusion efforts. Lean In has provided direct support in increasing our awareness and education on the challenges unique to women and diverse groups in the workplace. In 2023, Quarterly education and training sessions open to all employees have included Fighting Bias, Allyship at Work, and Inclusivity in the Workplace.

In Glen Dimplex Group the People & Culture team have hosted a **year-long campaign of wellbeing speakers** and initiatives from talks on Skin Cancer, Exercise, Mental Health and Autism Awareness and medical health checks open to all colleagues.



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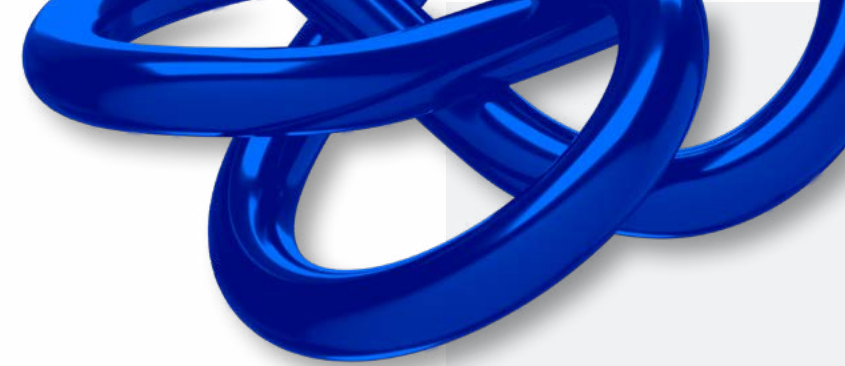
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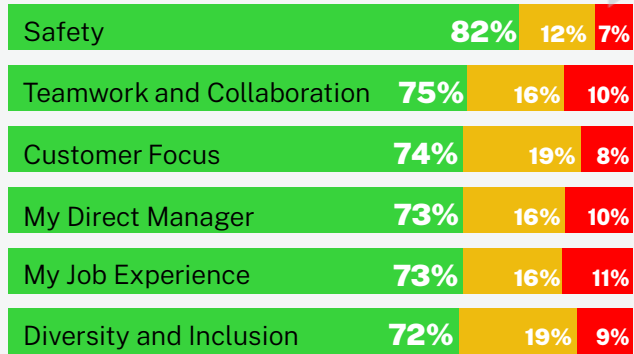
# Empowering our People



## Let's Talk! Employee Engagement Survey

In 2023, Glen Dimplex Group delivered a company wide **Employee Engagement Survey** and action planning process to listen to colleagues on topics as wide-ranging as leadership, wellbeing, teamwork, health and safety, communication and job experience. The results demonstrated a positive increase across 11 of the 14 dimensions or topics since our last survey in 2020. Top of the list was Health & Safety with an 82% positive response, closely followed by Teamwork and Customer Focus. Action plans are now being delivered across all Group divisions to drive improved engagement, making Glen Dimplex an even better place to work.

Positive increase across 11 of the 14 dimensions or topics since our last survey.



Top six dimensions groupwide, employee engagement survey.  
(Percentages may not total 100 in all cases as figures have been rounded for simplicity in presentation)



400 nominations for our Founder's Awards.

## The Glen Dimplex Founder's Awards

In 2023, Glen Dimplex Group launched our inaugural Founder's Awards, as part of our 50th Anniversary Celebrations and to support positive recognition and engagement across all our Group divisions. In October, our **Founder Martin Naughton** presented the awards at a prestigious event held in Dublin, Ireland, following a peer-to-peer nomination process that created 400+ colleague nominations, judged by a series of local judging panels, the Group Executive Team and the Naughton family. The awards included categories such as: the Business Impact Award, the Purpose Award, and the Everyday Hero Award. The Awards were a fantastic opportunity to recognise outstanding, values-led employee contributions that make Glen Dimplex a Company to be proud of.



## International Women's Day



In March we celebrated International Women's Day across our global teams. Sharing insights from female colleagues, and impactful stories and quotes on our global internal social media platform brought colleagues together virtually. In Australia over 35 women and allies came together to discuss this year's theme; Embrace Equity. The event had a series of speakers including an Australian rugby coach who gave an authentic, passionate and relevant speech prompting questions and conversation.

In Glen Dimplex, China female colleagues came together to share experiences and celebrate the unique strengths of women in business.



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# Empowering our People

## Glen Dimplex Global Volunteering Programme

Designed to help celebrate our 50th Anniversary in 2023 we launched three brand new ‘Glen Dimplex 50 - Legacy Initiatives’ under the themes of Leadership, Recognition and Community, designed to leave a lasting legacy as we repeat and run these initiatives long into the future.

Over the summer we launched our Community Initiative ‘GLOW’ across all our international locations and in just 8 weeks we worked across 4 continents, involving over 500 employees, volunteering to help 22 charities and gave in excess of 1500 hours of our time. We created hospice gardens, cleaned up beaches, highways and forests, supported food banks and animal rescue centres, and put our skills to good use repairing air-con in welfare homes, planted trees and even organised a fundraising event involving a whole town! Canada, America, Ireland, Northern Ireland, England, Germany, China and Australia were just some of the countries that got involved to help a lending hand.



Our Community Initiative was launched across all our locations.



4 continents



500 employees



22 charities



1500 hours

### The objectives of GLOW are to:

- **Create a Group-wide community of employees**, connected through the shared experience of volunteering.
- **Contribute to our sustainability agenda** under the goals of ‘Empowering our People’ and ‘Partnering for Success’ focus areas; and
- **Enhance engagement and the employee experience** at Glen Dimplex for years to come.



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# Partnering for Success

We aim to embed sustainable action across our entire business and encourage everyone we work with to do the same. We recognise that the world is more interconnected than ever and how we must collaborate to see success.

## Turning Up the Volume on Circularity - Roberts Radio and Pezy Group Partnership

Our audio brand Roberts Radio have recently partnered with Pezy Group to pioneer an innovative research project aimed at enhancing product recyclability. Pezy's experts are developing an assessment tool that predicts the recyclability rate of electrical consumer products, building on frameworks like the **EU's PolyCE guidelines**. We're contributing new-generation Roberts products to be analysed, shredded, and assessed in Pezy's labs. This collaboration not only advances our understanding of how our products can be responsibly recycled but also influences future designs to be more environmentally conscious.



Recently partnered with Pezy Group to pioneer an innovative research project aimed at enhancing product recyclability.

## Partnership leads to new energy model for consumers



British Gas and Glen Dimplex have partnered to launch the Dimplex Quantum Tariff, the UK's most advanced electric storage heating tariff for use with the Dimplex Quantum Storage Heater. Dimplex heaters are installed into a home alongside a Dimplex Control Hub, a device connecting the heaters and their energy needs via a data cloud to British Gas. Devices are aggregated into virtual power plants using a Demand Side Response platform developed by Centrica, parent company of British Gas. This collaboration has won the **Net Zero** and **Edie Net Zero Awards**, with industry quickly realising the value of this proposition.

It places the consumer at the heart of a new energy model which solves grid problems, reducing the cost of energy whilst decarbonising electricity.

In this section we explain how we are collaborating and partnering with key stakeholders on sustainability issues. We have been engaging with stakeholders, industry groups, suppliers, customers and experts to ensure our combined insights and actions are incorporated into our strategy and decision making.





The British Gas Dimplex Quantum Tariff



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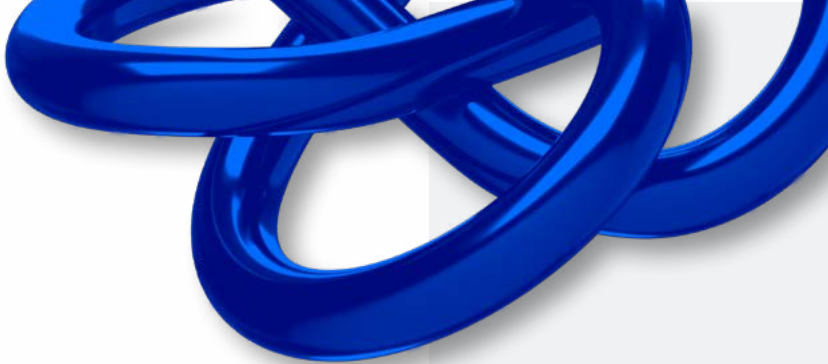
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# Partnering for Success



## Life-saving medical technology

Today, the Precision Cooling Division is doing its part to save lives through screening and reliable early detection of diseases through imaging diagnostics. High-precision cooling solutions in medical technology, from Riedel Kooling, ensure constant cooling of cutting-edge MRI and CT equipment in hospitals that is essential for the early detection of diseases.

Working with our partners and customers, we are also currently **developing customised solutions** to be used in radiation therapy systems and for the targeted treatment of cancer.



## Trade Associations

In UK and Europe we are active members of many industry trade associations, including Germany where we are active in BDH and BWP, associations within the hydronic heating sector, and with ZVEI and BDF, promoting energy-efficient electric heating solutions.

In France (Intuis) we emphasise sustainability through participation in GIFAM, UNICLIMA, AFPAC and many others, advancing the heating and cooling industry, and in the home building through involvement with FFB Pôle Habitat and CAH.

In the UK, Glen Dimplex holds a Board seat and is active in the relevant working groups in BEAMA. BEAMA is the UK trade association for energy infrastructure technologies and systems. We are also executive members of the Heat Pump Association (HPA) and currently hold the position of Chair.



## SEDEX platform

To promote ethical sourcing in our supply chain all Glen Dimplex business units have become members of Sedex. Using the Sedex platform Glen Dimplex has initiated risk mapping of its supply base, is completing self-assessment questionnaires of our own sites, and is engaging with targeted suppliers and customer. By asking targeted suppliers to perform the same activities on the platform, transparency is created from supplier to customer, and beyond.

**Sedex** Member



## Supporting the development of female sport in Ireland - Camogie Championships

In 2022 Glen Dimplex embarked on a 5-year sponsorship of the **Glen Dimplex All Ireland Camogie Championships**. Founded in 1904, Camogie is a fast and exciting team field sport that is part of the Gaelic games' family and is a leading female sport in Ireland today. Our sponsorship and support we provide to the Camogie Association is an exciting next step in our journey to connect with our communities and play a part in supporting the growth and development of female sport in Ireland.



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# Laying Foundations

We aim to put the people, processes, and resources in place to achieve our sustainability goals while being transparent in our progress.

In this section we describe some of the methods, processes and approaches we have developed to help us measure, monitor, and communicate on our Empower Now strategy and framework. We have been bringing our people, customers, and suppliers along on our sustainability journey and our internal social media platform and this annual report have been beneficial in communicating with transparency our vision and goals. In future years, we are committing to publicly report against our long-term sustainability goals and engage further with our stakeholders.

Measuring, monitoring and communicating on our strategy and framework.

## GLG – Leadership Conference

Each year the Global Leadership Group (GLG), a leadership forum of approximately 60 senior executives come together to set the agenda for the 12 months ahead, followed by quarterly on-line update meetings. This year the annual event was held in Dublin with an overarching theme of **‘Delivering our Purpose by taking Responsibility’**, with topics including ‘Developing a High-Performance Culture, and ‘Our Purpose and the Transition to a Sustainable World’. The event included keynote speakers on the energy transition, and workshops to identify core sustainability projects for the future. Following the event, leaders communicated and cascaded key messages to colleagues, to aid transparency and drive strategically aligned activities to towards achieving our Purpose.

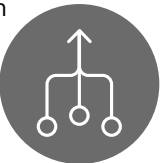


## Group-wide Communications activity and improvements

12 months ago, we launched globally **Viva Engage**, Microsoft’s internal employee social media platform. Company updates, news, celebrations, employee recognition, and more, are shared daily on the platform by leaders and colleagues. In any one month 80% of colleagues interact with the platform, with almost 50% of colleagues interacting every day.

80% of colleagues respond positively to receiving regular updates.

The 2023 Employee Engagement Survey showed that almost 80% of colleagues responded positively to ‘I regularly receive company news and updates’, the second most improved score across the whole survey, demonstrating a marked increase in transparency and communication since the platform was introduced. Improvements across many of our international Operations sites have been implemented in the last 12 months, with updated communications technology, visual boards for news and updates and regular ‘toolbox talks’.



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# Laying Foundations

## Governance

**Empower Now** is an ambitious plan with bold goals for the future.

Making it happen requires us to rethink and strengthen every aspect of our organisational thinking, particularly how we manage and drive the changes this strategy requires. In the long run, our strategy will influence and transform everything we do and must be deeply embedded and integrated into each of our divisions, policies and business functions.

In 2023 we have embedded consistent sustainability goals into our divisional Quarterly Development Reviews with the Group Executive Board: made Sustainability the key theme of our Group-wide Executive Leadership Conference; continued to embed our Group Sustainability Network and created a new Supervisory Board Sub-Committee for Sustainability.

## Responsible Financial Investment

Glen Dimplex Group has embedded responsible investment principles as a core policy objective when evaluating options to invest cash. We partnered with our market leading relationship banks who offer ESG investment options with a transparent use of funds across several currencies.

The Group creates a real-world impact by promoting **onward funding by banks into ESG initiatives**, and as early adopters of best practice, at year-end FY22/23, most of our cash investments were in ESG products. Integrating ESG principles into our investment decision provides a tangible link to our sustainability strategy.



### Supervisory Board & Sustainability Sub-Committee

Sustainability Committee oversee the development and implementation of ESG strategies, initiatives, and policies so that it can make recommendations to the Supervisory Board for approval and also work with the Audit Committee and People Committee on relevant ESG issues.

### Group Executive Board

Reports to the Supervisory Board. Evaluates and approves proposals for the Sustainability Network and Executive Sponsor, having ultimate accountability for the sustainability strategy and reporting requirements. Drives, enables and supports progress on sustainability.

### Group Sustainability Network

Oversight of the sustainability framework across the Group. Made up of the Group Sustainability Team and Divisional Sustainability Champions. Meets to share ideas, knowledge and resources.

### Divisional Sustainability Champions

Responsible for oversight of the framework and sustainability goals for the division. Owner of the implementation plan in the division. Reports on progress at the Quarterly Divisional Reviews.

### Divisional Working Groups

Responsible for the long terms goals for the focus area and co-ordinating actions for each material issue.



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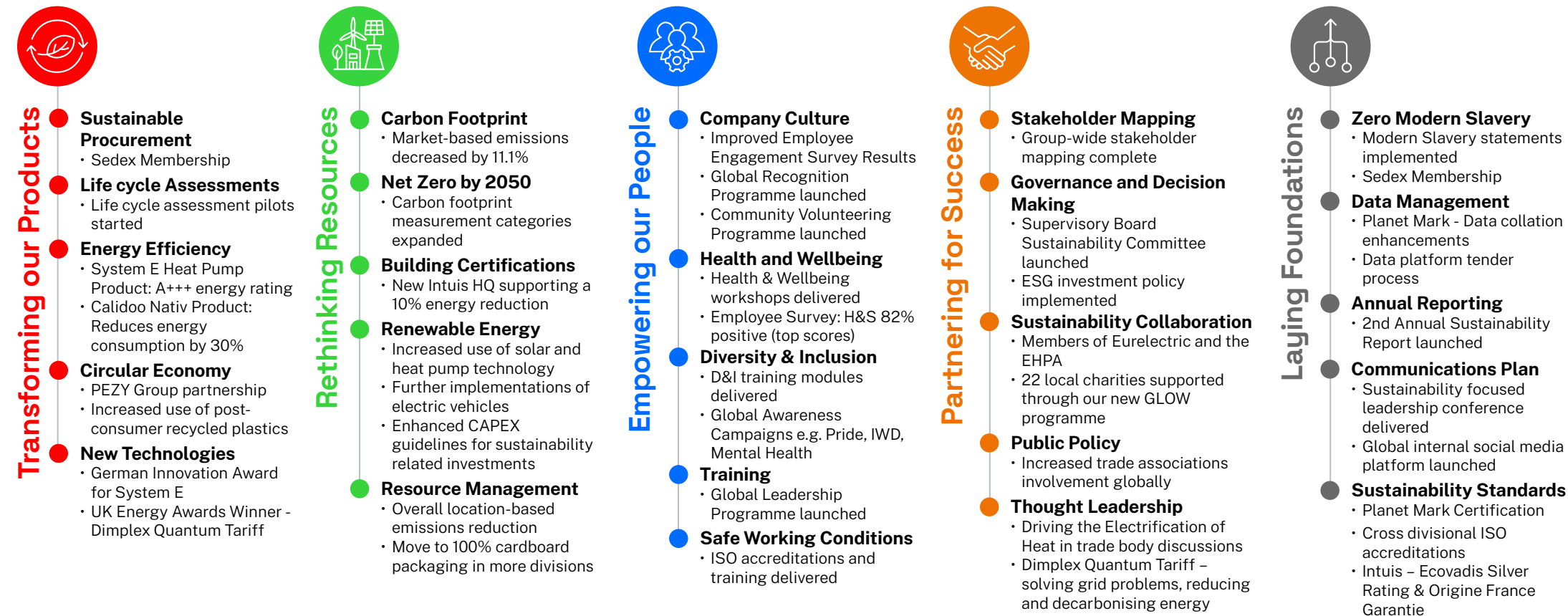
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# Sustainability Goals

We have set sustainability goals under each material issue and are engaging our people, setting yearly targets, and resourcing them to demonstrate our commitment to sustainability.

Since 2022 we have integrated a review of our Division's achievements against these goals into our Quarterly Development Reviews overseen by the Group Executive Board.



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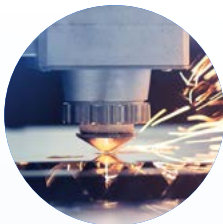
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# Our Commitments

Our Empower Now Strategy, aligned with our core sustainability framework and governance principles also involves the delivery of core projects that cut through geographical or divisional activities to leverage the knowledge, skills and commitments of our people, our stakeholders and our wider networks.

Here are some of our Core Projects and focused activities being delivered in 2024 and beyond.



## Manufacturing Footprint

Glen Dimplex is committed to simplifying and optimising our manufacturing footprint to include the review of optimal production locations and the balance of insourcing and outsourcing to achieve the most sustainable operating model. We are also committed to implementing initiatives such as improved manufacturing processes to minimise waste generation, implementing recycling programs, and adopting energy-efficient technologies, sourcing raw materials responsibly, considering factors such as environmental impact and social responsibility in our supply chain.



## Energy Efficiencies

We recognise the importance of energy efficiency and aim to improve our energy performance across our facilities, building on early investments in solar, heat pump technology and electric vehicles. This commitment will involve conducting energy audits to identify areas for improvement, investing in energy-efficient equipment and technologies, and promoting energy conservation practices among employees. By reducing energy consumption, the company not only reduces its environmental impact but also lowers operational costs which will further fund environmentally focused capital expenditures.



## Scope 3 Carbon Emissions

In addition to addressing Glen Dimplex's own direct emissions and indirect emissions, in 2024 we will begin a pilot scheme focused on a significant area of our business to assess Scope 3 emissions. This will help us learn how we best assess emissions from activities including production of raw materials, transportation and product use and end-of-life. We are committed to working with suppliers, implementing transportation practices, and promoting product lifecycle thinking to minimise carbon-intensive activities.



## Corporate Sustainability Reporting Directive (CSRD)

The company is committed to transparency and accountability in its sustainability reporting and will begin to align to CSRD guidelines in our next Sustainability Annual Report in 2024. This commitment demonstrates the company's dedication to providing stakeholders with transparent information about our sustainability efforts and progress.

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