



# SUSTAINABILITY STRATEGY 2025

Using our business and ecosystem as a  
force for good.



# We want to take better actions today, to create a better world tomorrow.

## Our Manifesto

We bring homes to life. It's what we've done for more than a century.  
And as we've done this over time, we've grown close to our customers.  
Our promise to them, to provide the best customer experience in the world, has also connected our team.  
We've learned the importance of every interaction and every stage of the customer journey.  
To ensure that our customers stay happy customers for life.

And while tastes have changed.  
Technology has changed.  
Our team has changed.  
What's changed the most is our broader view of the home.

Because home isn't just the four walls in which we live.  
It's the bigger space we all share.  
The planet on which we live. The air we breathe.  
The environment that sustains life of all shapes and sizes.

We are custodians of this ultimate home.  
Our actions, and our inactions, create bigger ripple effects not just now, but into the future.  
That's why we want to take better actions today. Explore how we can bring out the best in each other, our customers, our communities, and humankind.

To create a better world tomorrow.  
And deliver a truly Winning ecosystem. For all.

**By using our business and ecosystem as a force for good.**

Our Group Purpose

**We deliver inspiration.**  
For we are on a mission...

And that mission is to create the best experiences in the world, for the world - for our customers, our people, our communities and the planet.

We'll do this one interaction at a time, using our business & ecosystem as a force for good - and reconnecting people to themselves, each other and the bigger home we all share.



# We comprehensively reviewed our impact and opportunities to create change.

## How we researched our impact and informed our commitments

Winning Group has completed a comprehensive review of the material social and environmental issues and opportunities to our business, and to key internal and external stakeholders. Our review has informed our Sustainability Strategy and Commitments, identifying where we can have the most positive impacts on our customers, our people, our communities and the planet.

Our strategy and its commitments have been validated by external experts, as well as internal stakeholders across the whole organisation. Key data sources included:

- 12 deep dive executive and leadership interviews
- Field research
- Legislative review
- Policy review
- Team survey with 325 responses
- Customer survey with 22,687 responses
- 10 cross-functional workshops
- Research collaboration with the University of Sydney focusing on Circularity
- Carbon footprint analysis covering scope 1, 2 and 3
- Industry benchmarking
- Review of consumer sustainability insights
- Two waste audits (one as part of the NSW bin trim program)

### CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs). They are at the heart of the global 2030 Agenda for Sustainable Development. The SDGs provide a blueprint to address some of the most urgent global challenges from a sustainability perspective. Winning Group is committed to the SDGs and makes a contribution to sustainable development through SDGs 7, 8, 9 and 12 in particular.



# Which revealed encouraging insights and priorities from key stakeholders.

## What we learned

The review we undertook not only enabled discussion and engagement on sustainability issues relevant to our business, but also revealed key insights that helped us prioritise our commitments and formulate our strategy.

We uncovered that our teams:

- Are hungry for information and education on sustainability.
- 90% of the Winning Group consider reduction of environmental impact as very important for the Group.
- 80% of our teams even believe sustainability is a must have to ensure the long term success of our business.
- Recycling and waste management was the most prominent issue identified by our teams, closely followed by carbon management, supply chain sustainability and education.
- Care deeply about issues and causes related to homelessness, health, youth, reconciliation and the environment.

We discovered the following about our customers:

- 86% of Appliances Online customers are interested in buying environmentally friendly appliances.
- 71% of customers would be interested in receiving information about how to best care for your household appliances to extend their life.
- Recycling of old appliances (49.8%) and carbon reduced/carbon neutral delivery (33.2%) are the most important environmental issues for customers.

We learned that through our ecosystem:

- 85% of our carbon emissions can be attributed to the use phase of the products we sell.
- We recognise this as a unique opportunity to raise awareness amongst our customers to make conscious decisions about the type of products they buy and educate them on how to use them efficiently.

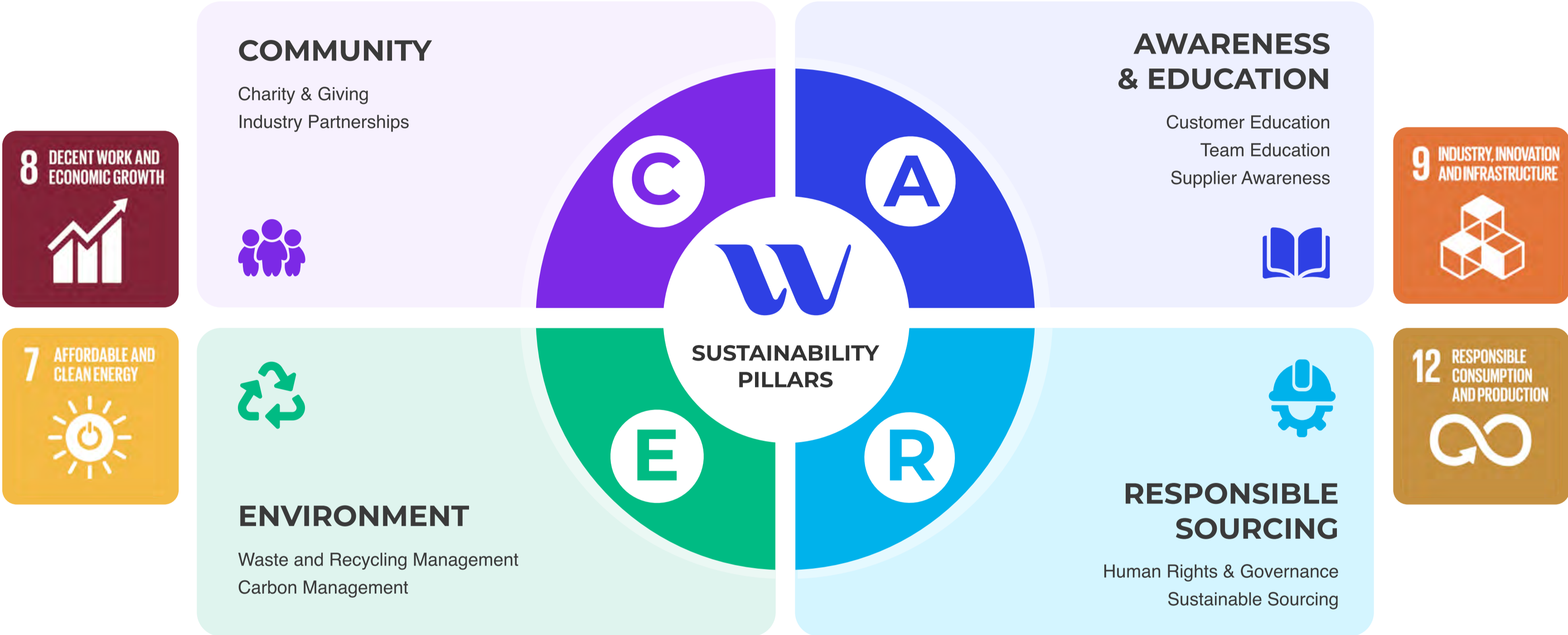
It made us aware that we have many opportunities to influence change at scale, but also highlighted that walking the walk will be a challenging journey of transformation that will trigger further reviews and continuous improvement, which at times will challenge our existing ways of doing business.

*I wish for our team to be happy, motivated and autonomous.  
My desire is to help create a happier society ultimately.  
And I believe we can show that you can build a business that has a positive impact and is commercially successful at the same time.  
John Winning, CEO, Winning Group*

*I am very happy that our Group is embracing the needed change at work and in our way of thinking.  
It is not something we can postpone. And we need to act now, not just at work but in our daily life.  
Product Expert, Winning Appliances*

# Based on this we shaped our sustainability framework for key areas of action.

## 2025 CARE Strategy Framework



Based on our review of the most important issues, these are the areas Winning Group will focus on during this 2025 strategy period.

The strategy has gone through a detailed review against the UN Sustainable Development Goals to an indicator level by a third party. Results showed particularly strong alignment with these four SDGs and specifically indicators: 7.1, 7.3, 12.7.1, 12.5.1, 8.7.1, 8.8.2, 9.4.1, 9.2.1

# Leading us to formulate a comprehensive plan of activity over the next 3 years.

## Goals, Approach & Initiatives

	Community		Awareness & Education			Responsible Sourcing		Environment	
	Charity & Giving	Industry Partnerships	Teams	Customers	Suppliers	Human Rights & Governance	Sustainable Sourcing	Waste & Recycling	Carbon Management
2025 Goals	The social & environmental impact of our philanthropy and community engagement can be clearly articulated, measured and positively impacts people & planet.	Our collaborative efforts with partners are recognised and can be measured to create positive social & environmental impact for our wider ecosystem and society.	Highly connected, performing and motivated teams who feel aligned to our group purpose.	Our customers respond to our sustainability initiatives and we can measure a considerable shift towards more sustainable choices.	Our suppliers collaborate with us on sustainability and we can measure a considerable shift towards suppliers with high ESG credentials.	High supplier engagement, transparency and collaboration on Modern Slavery & ethical supply chain issues.	High supplier engagement, transparency and collaboration on product sustainability credentials.	100% of recyclable packaging, DC and office waste is diverted from landfill.	Working towards operational net zero emissions and decarbonising our supply chain in line with our 2030 goal.
Approach	We give back to build happy and resilient communities and contribute to improve homelessness, health, youth, reconciliation and the environment.	We recognise that sustainability goals cannot be achieved alone. We will collaborate and partner with organisations to improve social & environmental outcomes systemically.	We create a strong culture of social & environmental awareness by providing opportunities for training, engagement, self-knowledge, mastery and recognition.	We provide education and transparency on sustainability attributes across our products, and stimulate demand for more sustainable product choices amongst our customers.	We increase awareness of sustainability and proactively engage & collaborate with our suppliers on sustainability issues and opportunities.	We implement our Responsible Sourcing Roadmap & Modern Slavery Action Plan and hold ourselves accountable, through an effective management and governance system.	We prioritise sourcing from suppliers with high ESG credentials and increase procurement of certified sustainable and efficient products.	We implement effective management systems, processes and governance and invest into machines and source separation to increase our onsite recycling.	We understand, review, manage and mitigate our carbon impact across our operations and supply chain.
Initiatives	<ul style="list-style-type: none"> <li>– Strategy and policy development</li> <li>– Charity partnerships</li> <li>– Community investment</li> <li>– Reconciliation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>– Industry collaboration</li> <li>– Partnerships</li> <li>– Memberships</li> <li>– Knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>– Purpose &amp; culture</li> <li>– Capacity building</li> <li>– Diversity &amp; inclusion</li> <li>– Blue Team</li> <li>– Employer of choice</li> </ul>	<ul style="list-style-type: none"> <li>– Public commitment and positioning</li> <li>– Take back schemes</li> <li>– Sustainability awareness &amp; education</li> <li>– Sustainable product credentials</li> <li>– Reporting</li> </ul>	<ul style="list-style-type: none"> <li>– Collaboration &amp; engagement</li> <li>– Capacity building</li> <li>– Education</li> </ul>	<ul style="list-style-type: none"> <li>– Policy development</li> <li>– Ethical sourcing</li> <li>– Due diligence</li> <li>– Compliance</li> <li>– Governance</li> <li>– Risk mitigation</li> <li>– Collaboration</li> <li>– Reporting</li> </ul>	<ul style="list-style-type: none"> <li>– Sustainable products</li> <li>– Sustainability certifications</li> <li>– Traceability</li> <li>– Product efficiency</li> <li>– Product longevity</li> <li>– Packaging</li> <li>– Low embodied carbon products</li> </ul>	<ul style="list-style-type: none"> <li>– Waste management systems</li> <li>– Landfill diversion</li> <li>– Product recycling (such as appliances, mattresses, furniture)</li> <li>– Infrastructure investments</li> <li>– Policy development</li> <li>– APCO reporting</li> <li>– Product Stewardship</li> <li>– Packaging reduction &amp; recycling</li> </ul>	<ul style="list-style-type: none"> <li>– Emissions tracking &amp; analysis</li> <li>– Energy efficiencies</li> <li>– Emissions reduction &amp; mitigation</li> <li>– Renewable energy and electrification</li> <li>– Supply chain emissions reductions</li> <li>– Offsetting any remaining emissions</li> </ul>

## And ambitious targets we are committed to make happen.

### ENVIRONMENT - CARBON MANAGEMENT



By 2030 we aim to achieve operational net-zero emissions (scope 1 and 2) and 45% overall emissions reduction by implementing up and downstream supply chain initiatives.

### ENVIRONMENT - WASTE AND RECYCLING



100% of recyclable packaging, DC waste and office waste diverted from landfill.

### RESPONSIBLE SOURCING



Offer verified sustainable products to our customers.

Help customers find more sustainable product choices.

### AWARENESS & EDUCATION



Stimulate demand for sustainable product choices.

High engagement & collaboration with suppliers on sustainability issues and opportunities.

### COMMUNITY



Embed Indigenous Reconciliation, inclusion and diversity principles into our business processes and operations.

Implement charitable giving programs and invest into community wellbeing.

### GUIDING PRINCIPLE:

Improving our social & environmental impact across all areas of the business, whilst balancing profit & purpose to achieve B Corp Certification.