



TOGETHER FOR THE FUTURE

THE BRICKABILITY GROUP PLC
ENVIRONMENTAL, SOCIAL AND GOVERNANCE STRATEGY OVERVIEW
2022 - 2032

FOREWORD

Operating our business in a way that cares for the environment and people has never been more important than it is today.

The world is facing significant environmental and social challenges. Climate change, nature decline and the cost of living and energy crises are increasingly hard hitting and the world is still not yet recovered from the pandemic.

As a major supplier into the construction supply chain, we supply bricks, cladding, roofing, plumbing, doors, flooring and future facing solar PV, battery storage and electric vehicle charging technologies. In many cases we install them too.

The construction industry, its supply chain and the buildings and structures it creates, has a significant environmental impact. All of our stakeholders rightly expect us to rise to the challenge and act to transform the 35 businesses in the Brickability Group PLC to help the challenges facing people and planet.

Our “Together for the Future” strategy represents a decisive moment in our environmental, social and governance (ESG) journey. The Board are taking this responsibility seriously and working to create a sustainable business fit for the future, delivering consistent financial returns and long term value to our employees, customers, suppliers, shareholders and other stakeholders. A business which in time is able to operate in balance with the planet, takes diversity and inclusion seriously and creates a healthy and safe workplace in which our people can contribute their unique talents and thrive. A business that connects with and contributes to local communities.

We are made up of 35 businesses supplying the construction industry, having grown through a strategy of acquisition. Most of our businesses are still run by the people that founded them. Whilst operating responsibly has always been at the heart of our businesses, our approach to sustainability is now helping to shape the way we do business.

We also bring huge strengths to tackling the path ahead. Our success so far is built on our entrepreneurial spirit and our characteristic grit and drive. We know how to make things happen.

Our strategy sets out our road map to 2032. It is clear that the only way we will overcome these challenges for the planet and humanity is to work together. We’ve built our businesses on great relationships and service with our suppliers, customers and our people. We’ll do the same to play our part in the transition to a healthy, net zero future for all of us.

Thank you for your continued trust, support and engagement and we look forward to sharing our progress with you over the coming years.

**John Richards, Chairman
Brickability Group PLC**



OUR DEVELOPING STRATEGIC APPROACH TO ESG

We are now into our third year as a PLC, having floated in September 2019. Our initial focus was to transform our approach to our operations, to develop and integrate effective working processes across the 35 companies. We have now turned our focus to our ESG (environmental, social and governance) agenda, to create a sustainable business fit for the future.

UNDERSTANDING
OUR IMPACT:
LEARNING AND
PROCESSES



LEARNING

During 2022 we developed and embedded measurement processes; built our expertise and team; analysed and began to understand our impact on the world.

IDENTIFYING A
FRAMEWORK AND
OUR FIRST ESG
STRATEGY



VISION

Identifying our 'Planet, People, Partners' framework and publishing our 'Together for the Future' sustainability strategy has clarified our aims and provided a blueprint for immediate action for our employee teams.

DEVELOPING A
VALUES-BASED
CULTURE



VALUES

We will develop a set of values in 2023 that reflect our Group's diversity and help create a cohesive culture. Supporting the implementation of our ESG strategy and our ability to take care of planet, partners and each other.

REVIEWING OUR
BASE POSITION
AND REPORTING



REPORTING

We have already begun the integration of ESG into our internal reporting and business strategy. In 2023 we will continue to deepen our understanding through carbon and other data and deeper engagement.

DEVELOPING
METRICS AND
REVISITING
STRATEGY AND
GOALS



MONITORING

Using insight we will be able to refine our strategy and set milestones and targets to help us monitor our progress towards our goals – and integrate this reporting into the Annual Report and Accounts. This will be an ongoing cycle of review.

ROUTE TO NET
ZERO - GROUP
AND SUPPLY
CHAIN



FUTURE

We acknowledge the Government target of net zero by 2050. Our longer-term strategy will need to establish our route to net zero for the entire Group – our freight, products and manufacturing businesses.

WHO WE ARE

Brickability Group PLC are a major supplier into the construction supply chain. We supply bricks, cladding, roofing, plumbing, doors, flooring and future facing solar PV, battery storage and electric vehicle charging technologies. In many cases we install them too. Our 35 businesses are organised into four divisions.



Bricks & Building Materials

Alfiam
Building Supplies

Apex BrickCutters

architectural
FACADES

Brickability

Bricklink

Matching
Brick

BrickMongers
Wessex

Brick Services

cp9 Building Supplies

LBT
Brick & Facades

Plansure

SBS
CLADDING

TAYLOR MAXWELL

VOBSTER
ARCHITECTURAL



Contracting Services

BEACON ROOFING LIMITED

Crest
Roofing

Crown
ROOFING

DSH
Flooring

Excel
ROOFING

Leadcraft Ltd
ROOFING CONTRACTORS

upowa



Importing

Crest

ET
CLAY

Heritage Clay Tiles Ltd
Decorative Clay Tiles Clay Tiles Clay Tiles Clay Tiles

McCANN
LOGISTICS

McCann
ROOFING PRODUCTS

Modular
Clay Products

THE BESPOKE BRICK CO.



Distribution

Frazer Simpson

Forum
Tiles

FSN
Doors

RADIATORS
ONLINE.COM

RadiatorValves

Towelrads

Building
Products

OUR ESG PRIORITIES

To help us play our part in tackling the environmental and social issues the world is currently facing, our strategy is split into three themes: Planet, People and Partners.

People are the foundation of our business and the key to its success. We have a talented and committed employee team of 620, who enable us to innovate and grow in new and exciting ways.

Led by our Board, our team are focused on doing business responsibly and playing our part in the transition to a healthy future for people and planet.



The United Nations set 17 Sustainable Development Goals (SDGs) for 2030, which are an urgent call for action by all countries to work as a global partnership. We've used these to help us align Brickability's actions to global goals and the needs of future generations.

PEOPLE



PARTNERS



PLANET



PLANET

OUR AMBITION

To meet the challenge of the climate and ecological emergencies, we are committed to change the way we do business, both within our own operations and through the supply chain.

Our ambition is to be a group of businesses operating in balance with the planet - not taking more than we can give back. It is our goal to be carbon net zero in our own operations of our sales businesses by 2030. See appendix one for our carbon data.

DECARBONISATION

We will be carbon net zero in our own operations of our sales businesses by 2030 by:

- Procuring and producing renewable energy
- Moving to an electric or other low emission car fleet
- Only offsetting what we can't remove

We will also:

- Work with partners on reducing Scope 3 emissions
- Develop plans to reach carbon net zero in our logistics and manufacturing businesses

RESOURCE USE AND MANAGEMENT

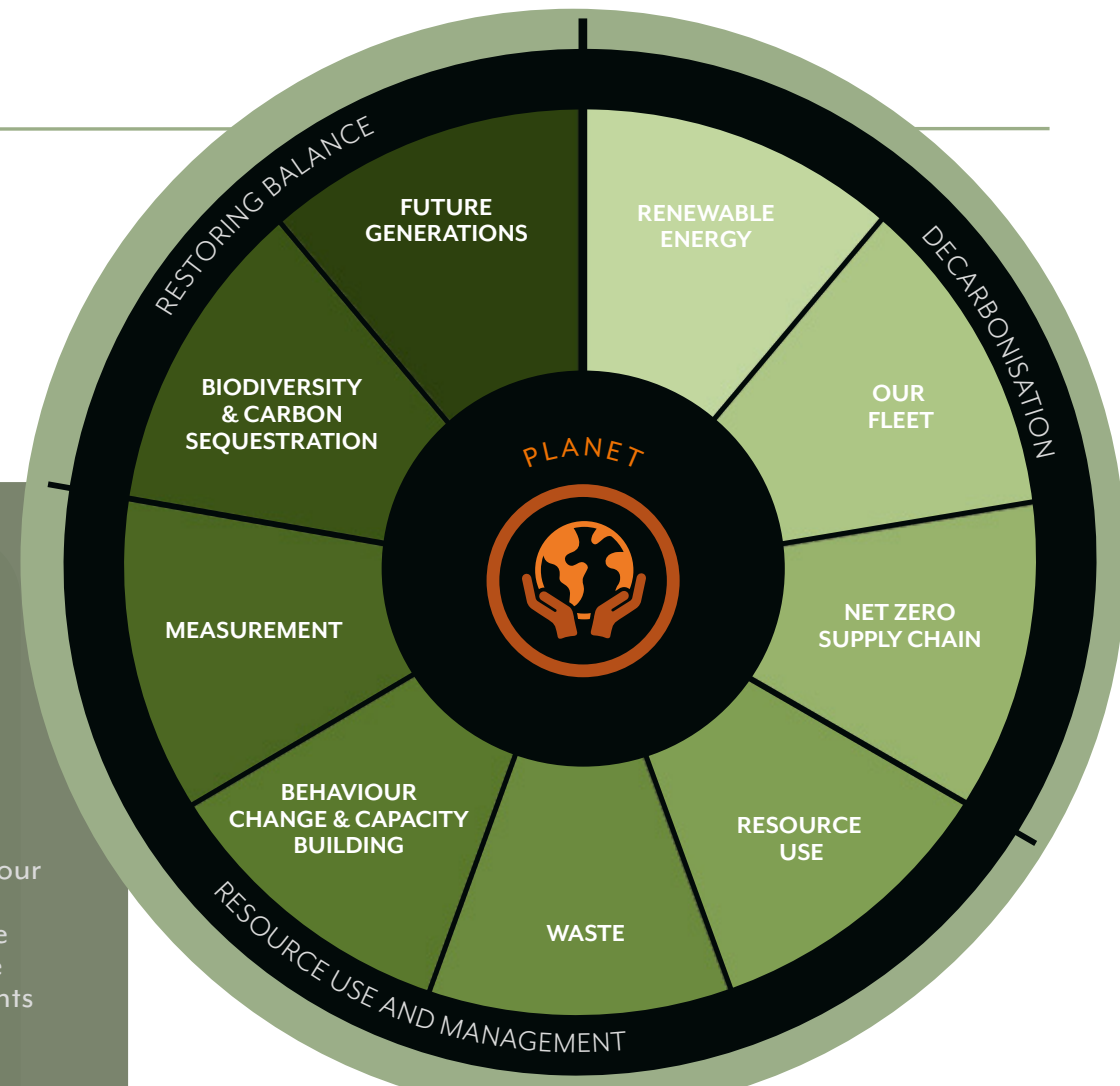
We will effectively manage and reduce resource use by:

- Building our employees sustainability expertise to drive behaviour change
- Measuring and monitoring our resource use
- Eliminating avoidable waste
- Aiming to remove single use plastic from our offices, events and packaging

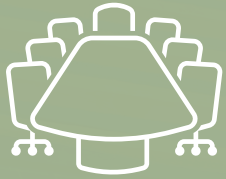
RESTORING BALANCE

We will give back to the planet and contribute to biodiversity by:

- Supporting the Earth Trust charity to enable hundreds of children a year to connect with nature and access environmental education
- Carrying out an 'at scale' tree planting feasibility study



OUR FIRST YEAR OF ESG ACHIEVEMENTS



HELD EMPLOYEE
SUSTAINABILITY
WORKSHOPS
& RECRUITED
OVER 50
'ENVIRONMENTAL
CHAMPIONS'



BEGUN THE
TRANSITION
TO FULLY
RENEWABLE
ENERGY



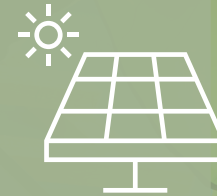
MEASURED
OUR SCOPE 1
& 2 EMISSIONS
AND BEGUN
TO MEASURE
SCOPE 3



LAUNCHED A
NEW ELECTRIC
CAR POLICY



BEGUN REMOVING
SINGLE USE
PLASTIC
FROM OUR
WORKPLACES,
EVENTS AND
PRODUCT
PACKAGING



INSTALLING EV
CHARGERS AND
SOLAR PANELS
ON OUR
BUILDINGS



ACQUIRED
RENEWABLE
ENERGY
SPECIALISTS,
UPOWA



EMBEDDED
ENERGY,
RESOURCE
AND WASTE
MEASUREMENT
PROCESSES



NEW
RECYCLING
FACILITIES IN
ALL OFFICES,
WAREHOUSES
AND FACTORIES

CARBON EMISSIONS DATA 2019/20

To establish a realistic baseline for our decarbonisation plan and broader ESG strategy, we measured our carbon emissions for 2019/20 – the last pre-pandemic financial year when our businesses were fully operational. We worked with Green Element/Compare your Footprint tool using the Greenhouse Gas Protocol Corporate Standard: Location-based methodology.

Scopes 1 and 2

Scope 1 – 2162.304 (tCO₂e)

Scope 2 – 70.380 (tCO₂e)

Total – 2,232.684*

- 95% of our Scope 1 and 2 emissions come from transport
- 56% from the car fleet
- 39% from owned freight e.g. vans*
- The rest is from the lighting and heating and other operations of our offices, warehouses and factories and energy we procure directly, for example running the non-electric fork-lift trucks

Scope 3

- We already have some data on our Scope 3 emissions (freight)
- We are working to remove barriers to securing this data
- We are working across the supply chain to begin to understand the embodied carbon in our products

Notes

Our figures will not be 100% accurate due to missing data and include the 12 month emissions from businesses we acquired during that year. We have now designed and embedded measurement processes in all Group businesses and brief new acquisitions to begin measurement immediately.

* These figures do not include the owned freight of McCanns Logistics due to challenges with historic data. We have now designed and embedded measurement processes into the business. Our latest analysis estimates that the Scope 1 and 2 carbon emissions for 2021 for McCann Logistics haulage business was 1,500tCO₂.

PEOPLE

OUR AMBITION

We are on a journey to create a culture of inclusion, diversity and equity where differences are welcomed, celebrated and appreciated, and everyone is supported to reach their potential.

We aim to connect with the communities in which we live and work and improve our social impact. We will ensure that all people in our supply chains are treated fairly and are free of modern slavery. We will actively support the development of the opportunities and careers for women in construction, recognising and making opportunities available to all.



ENGAGEMENT

We want our employees to enjoy coming to work and feel engaged and motivated so they do their best everyday.

- We will aim for 'excellent' levels of staff engagement, continuously listening and measuring

LEARNING, DEVELOPMENT AND EARLY CAREERS

We will build skills for the future and foster a culture of high performance by:

- Developing and implementing a learning, development and talent succession plan
- Creating opportunity for people in local communities, particularly young people

DIVERSITY AND INCLUSION

- We will embrace and involve all people, irrespective of race, gender, ability and experience, to build a diverse and equal workforce representative of local communities
- See pages 11 and 12 for data and more detail

HEALTH AND SAFETY

We will create a safe and healthy workplace where safety first is a way of life by:

- Training all employees
- Creating safe systems of work and supportive "speak up" environments
- Striving for zero recordable injuries

COMMUNITIES AND GIVING BACK

The Brickability Group Foundation Trust will donate 0.5% profit annually and match fund our employees fundraising efforts.

WELLBEING

We will develop a wellbeing programme with a focus on:

- Physical and mental health; a good working environment; work-life balance; social, relationships; personal growth and financial wellbeing and support

OUR FIRST YEAR OF ESG ACHIEVEMENTS



COMPLETED
DEI (DIVERSITY,
EQUITY,
INCLUSION)
AND GENDER
PAY GAP
ANALYSIS



BEGUN OUR
ROLL OUT
OF MODERN
SLAVERY
TRAINING



BEGUN A
REVIEW OF
ALL GROUP
REWARD AND
RECOGNITION
POLICIES



RELAUNCHED OUR
CYCLE TO WORK
SCHEME AND
BEGUN ROLLING
OUT OFFICE
WEEKLY FRUIT BOX
DELIVERY



LAUNCHED THE
BRICKABILITY
GROUP
FOUNDATION
TRUST (0.5%
PROFIT
DONATION)



INSPIRED OUR
TEAMS TO
TAKE ACTION
PERSONALLY
TO RAISE
MONEY AND
VOLUNTEER

Gender Pay Gap

Percentage of men and women in each hourly pay quartile:

	MEN	WOMEN
TOP QUARTILE	91.0%	9.0%
UPPER MIDDLE QUARTILE	64.7%	35.3%
LOWER MIDDLE QUARTILE	46.8%	53.2%
LOWER QUARTILE	60.3%	39.7%

Gender pay gap:

	MEAN	MEDIAN
HOURLY PAY	42.1%	22.0%
BONUS PAY	79.0%	49.0%

Median pay gap - the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

Mean pay gap - the difference between the average hourly earnings of men and women. Adding up all numbers and dividing the result by how many numbers were in the list.

The main reason for both of these gaps is that we have more men than women in our senior, more well-paid roles.

Percentage of men and women receiving bonus pay:

MEN	64%
WOMEN	65%

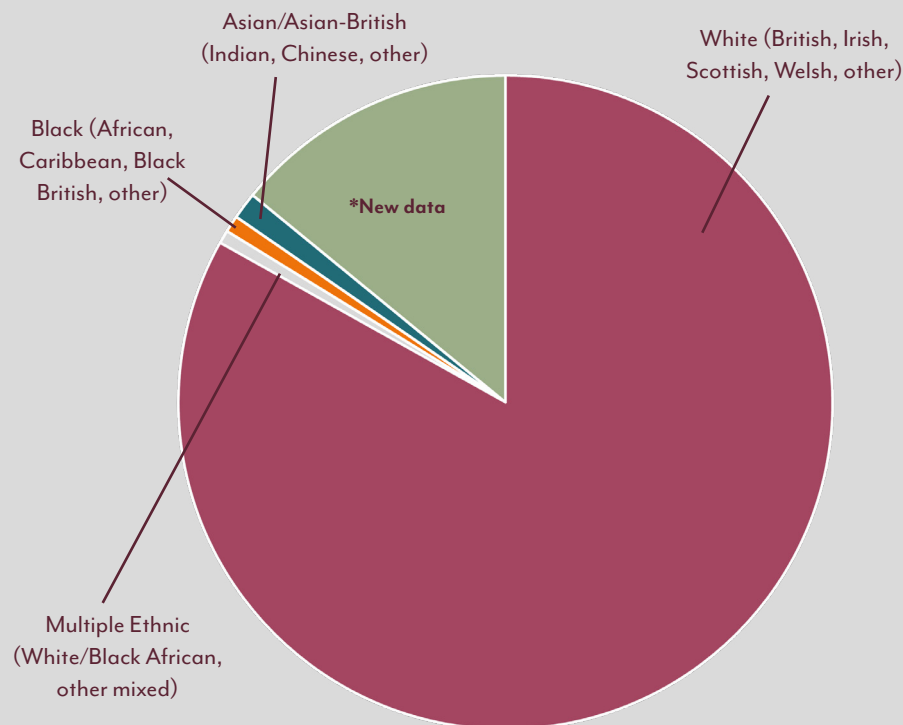
See page 10 for commentary and approach.

Diversity, Equity and Inclusion

Percentage of men and women in the Group:

MEN	65.7%
WOMEN	34.3%

Diversity within the Group:



*This is our first year of diversity data collection as a PLC and not all newer acquisitions had records. Systems are now in place and our 2023 analysis will show all data.

Diversity, Equity and Inclusion

The Brickability 2022 UK Gender Pay Gap Report

Brickability Group is committed to equality for all and are on a journey as a business to redress the gender pay gap. The opportunity across the business to strengthen equal rights, equal pay for equal work, development and upskilling is huge as we work to harmonise and build on the strengths we have as we align all the businesses within the Group.

Insight

Our current workforce is 65.7% male and 34.3% female.

Our growth strategy has been through acquisition within the building materials supply chain and these businesses have historically been very heavily male dominated, with predominantly male founders who have remained as part of the Group as MDs. This then impacts on the vast difference in the mean bonus, as in crude terms, a higher bonus is paid to the senior members of each business.

Priorities

- Increasing female participation and representation at the senior levels of our business
- We have already moved to make NED female appointments to the Board
- We will seek to increase female numbers in the upper quarter, whilst also recognising that change at this level will take time
- Succession planning is vital as senior leaders approach retirement
- We will provide opportunities for women to join an industry that has been male dominated

Initiatives:

- Apprentice schemes across all functions and providing clear development opportunities
- Diversity training for recruiting and line managers to overcome any unintentional bias
- A Group HR function which will provide a better employee journey and experience
- Role banding and job evaluation process to ensure we provide equal reward for equal work
- Working to have a transparent bonus scheme with equity for all, aligned to the role

We acknowledge that we are at the start of the journey and that there are massive opportunities for the business to grow as we redress and improve on the 2022 gender pay data. There is much to be done and we are committed to investing in initiatives.

Gender pay Gap

Insight:

- A high proportion of male to female employees – due to the industry we operate in and growth through business acquisition
- 83% of our workforce is made up from White, British, Scottish, Welsh and other
- 91% of our senior managers are male, of which 98% are of white ethnicity
- 75% of our PLC Board Directors are male

Priorities:

- Widen the ethnic diversity across the business
- To be representative of the locations in which we operate and build better links with the local community to encourage a wide range of applicants from all walks of life
- Make opportunities available to all and actively encourage female and ethnically diverse applicants for senior roles, as well as workforce positions
- We need to review our employer brand to make it an exclusive offering to all and review our routes to market

PARTNERS

OUR AMBITION

Partnership working is at the core of Brickability’s success. We need to work in partnership with everyone in the supply chain to reduce the impact of our products and services on people and the environment. We will work to understand the needs of future customers and create new market opportunities through new sustainable technologies.

PRODUCTS AND SERVICES

- We aim to lower the emissions from our freight business, McCann logistics, through technology, route optimisation planning and training
- We will continue to acquire and develop new businesses, products and services facing into the low carbon economy, building on our 2021 acquisition of renewable energies specialist UPOWA

RESPONSIBLE PROCUREMENT

To support our customers with the right products for their sustainable developments we will:

- Work to understand and manage risk in the supply chain, including zero modern slavery and no deforested timber
- Build our expertise in supply chain management and create partnerships to drive change



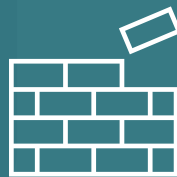
OUR FIRST YEAR OF ESG ACHIEVEMENTS



BEGUN
BUILDING OUR
EXPERTISE TO
WORK ON A NET
ZERO SUPPLY
CHAIN



BUSINESSES
AND
EMPLOYEES
JOINED
SUPPLY CHAIN
SUSTAINABILITY
SCHOOL



DEVELOPING
EPD AND
EMBODIED
CARBON
KNOWLEDGE
FOR
CUSTOMERS

GOVERNANCE - DOING BUSINESS THE RIGHT WAY

Good governance is not only crucial for our financial performance and relationship with shareholders, it is also important for society and the environment.

Our 'Together for the Future' strategy sets out our roadmap to transition to a business that makes a profit for our shareholders, maximises long term value for our employees, suppliers and customers whilst having a positive impact on the environment, people and communities. Our Board and management teams will drive this change. Good Governance will be key to ensuring that we do our jobs correctly – to support our Board members as they oversee issues such as our climate impact, the transition risk and our approach to diversity and inclusion.



John Richards



Alan Simpson



Mike Gant



Clive Norman



David Simpson



Giles Beale



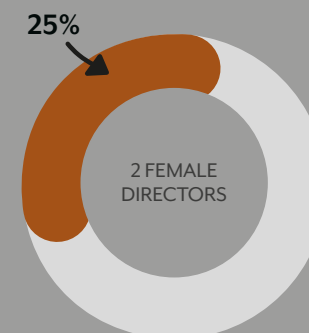
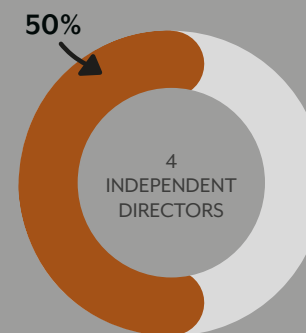
Susan McErlain



Sharon Collins

Board Directors insight:

- 50% independent
- 25% female
- Split Chair and CEO roles
- Audit and Remuneration Committees made up of independent Board Members



OUR APPROACH TO GOVERNANCE

The QCA Corporate Governance Code 2018

The Board believes that sound governance is fundamental to the long-term success of the Company and has chosen to follow the QCA Corporate Governance Code since 2019. This has given us a firm foundation for our governance structure. We regularly review our policies and practices and our latest update can be found in our 2021/22 Annual Report and Accounts [here](#).

Board focus on ESG

- **ESG Leadership** - lead our teams to deliver our ESG strategy to help our business grow with care for people and planet
- **Values** - oversee the development of a set of values which reflect the diversity and individuality of our businesses, whilst helping to create a cohesive culture
- **Investments** - focus on our pension investment funds and their plans to divest from fossil fuels
- **Future-proofing** – develop our approach to the TCFD (Task Force on Climate Related Disclosures) reporting requirements
- We will take action on climate related risks and opportunities; use our insight to inform our acquisition strategy and embed the ESG governance framework through all of processes

APPENDICES



Cambridge Central Mosque

A Taylor Maxwell project

THE BRICKABILITY FOUNDATION TRUST



GIVING BACK TO PEOPLE AND PLANET

The Brickability Group has actively supported many charities over the years through sponsorship and donations and so it was with great pleasure that we launched the Brickability Group Foundation Trust in December 2021. The Foundation is a UK Registered Charity (number 1197182) to support and give back to the communities we operate in and to support environmental projects in the UK which protect and enhance the natural world. Our Foundation supports the aims of our ESG strategy and our drive to have positive social and environmental impact as a business.

Under the Foundation's charter, the Group will donate 0.5% of its net profit in each financial year to the Foundation.

Maggie's – everyone's home of cancer care

Each year the Foundation will choose one major charity to support. For 2022 this has been Maggie's cancer charity, which helps people take back control when cancer turns their lives upside down. The daughter of one of our employees was diagnosed with cancer when pregnant and used Maggie's herself, making this a cause close to our employees hearts.

The Brickability Staff match pot - helping staff to give back

We have designed the foundation to inspire and enable our employees to give back. Each year we're pledging to match the money our employees raise from fundraising activities up to £5,000 per employee.

People and planet focus - supporting our ESG outcomes

Through the Foundation we will explore ways to increase our positive social and environmental impact.

EMPLOYEES LIVING OUR ESG PRINCIPLES

INSPIRING OUR TEAMS TO TAKE ACTION

We've held interactive sustainability workshops for nearly every one of our 620 employees.

Within minutes of attending an ESG workshop, Taylor Maxwell's Chloe Gledhen had removed the bins from under the office desks to encourage recycling. Chloe said:

"Though removing the bins really is only a very small step, Rome was not built in a day. The smallest of steps are still a start in the process of changed behaviour and awareness and it is never too soon to start. The workshop made me feel both proud and inspired to be working alongside a company who have the planet we live in and the people within it, at the forefront of their standards."

REMOVING SINGLE USE PLASTIC

Inspired by the Group's new approach to sustainability, James Gordon, Bespoke Brick Depot Manager took the initiative to make change happen into his own hands.

The company used a lot of bubble wrap to send brick samples to customers. James removed this single use plastic from the business literally overnight by purchasing a cardboard shredder. Now the waste cardboard, from the business and employee's homes, is able to have a second life as wrapping before going for recycling itself. This saved 1,260m² of bubble wrap in the first 4 months.



EMPLOYEES LIVING OUR ESG PRINCIPLES

PARTNERSHIP TO TRANSFORM THE SUPPLY CHAIN

Our Taylor Maxwell team sponsored the London Festival of Architecture (LFA) in June 2022. They invited supply chain partners Morgan Sindall and Higgins Partnerships and brick manufacturers Michelmersh and Wienerberger to join them in delivering events at their London Showroom.

The businesses joined forces to talk about sustainable supply chain transformation and the collective journey to net zero for construction.



GIVING BACK

Inspired to make a difference, our employees have already started giving back in many ways. They've launched monthly food bank collections, run marathons and planned future fundraising events. They're planning allotment clubs, sent hampers to Single Parents Support and Advice Services and are working with London First to support employment of Ukrainian refugees.

Paul Hamilton, the Brickability Group COO ran the London Marathon in October 2021 and raised £25,903. This was matched by the Foundation resulting in a fantastic donation of £51,806 to Hope for Children – a global charity which supports brighter futures for children in poverty through education, community strengthening and healthcare. Paul was awarded the Team Hope Award by the charity in honour of his efforts.



OUR SUSTAINABILITY CHAMPIONS

Changing the way we do business will require everyone at Brickability to be involved in some way.

- We've run sustainability workshops with nearly all our 620 employees
- Fantastic levels of engagement and enthusiasm
- We've established a team of over 50 volunteer 'sustainability champions' who will take a lead in their businesses to help improve Brickability's environmental performance and social impact

We're already seeing amazing change happening.



...WITH MORE TO COME