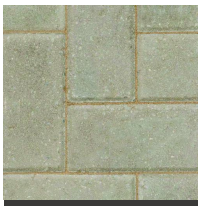
Marshalls
Creating Better Spaces

Landscape House, Premier Way,
Lowfields Business Park,
Elland HX5 9HT
Tel: 03704 11 22 33

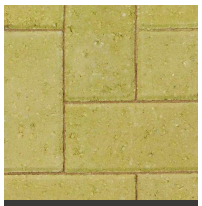
T: 01422 312000
F: 01422 312943
E: grouptechnicalservices@marshalls.co.uk
W: www.marshalls.co.uk/commercial

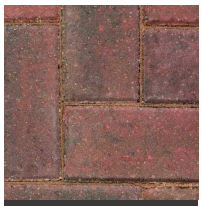
Keyblok 200 x 100 x 60

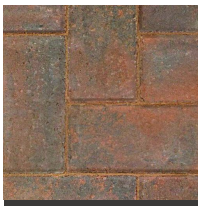
Date Created: 27/05/21

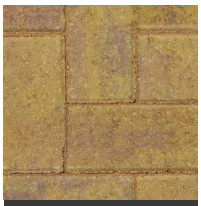

Keyblok - Natural

Keyblok - Charcoal


Keyblok - Buff


Keyblok - Brindle


Keyblok - Burnt Ochre


Keyblok - Bracken

*Natural products are manufactured from aggregates sourced locally to the works and contain no pigmentation, therefore colour variation between products from different works is possible.

A highly popular and attractive option for a wide variety of urban landscapes and residential spaces, Marshalls Keyblok is **the UK's best-selling concrete block paving**.

Manufactured in Mainland Britain, this durable, long-lasting 200 x 100mm rectangular block is available in 60mm and 80mm thicknesses, and is designed to withstand anything up to the heaviest loading applications including airports, service yards and adopted highways.

There are several different surface profiles available, each with its own properties to suit your requirements, these include Standard, Pencil Edge, Vintage and Colourtop. Standard Keyblok has chamfered edges to minimise spalling and create a classical aesthetic. Pencil Edge Keyblok minimises the chamfer to provide a smoother, flatter surface, which is ideal for reducing noise and resistance in trafficked areas. Vintage Keyblok is a pre-weathered, lightly distressed block that is ideal for complementing rural, rustic projects. Colourtop Keyblok is perfect for delineation between parking bays and road lanes, as well as for permanent floor signage.

DESCRIPTION	
Appearance	Solid unit with integral spacers
Manufacturing Process	Semi dry pressed & vibrated concrete
Base Raw Material	Concrete
Governing Manufacturing Standards	All data where relevant to be established in accordance with BS EN 1338 : 2003
Type	Solid unit with integral spacers
CE Marking/DOP	https://www.marshalls.co.uk/dop
NBS Specification	Q24 10,Q24 110,Q24 112,Q24 113

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Keyblok 200 x 100 x 60

Date Created: 27/05/21

PHYSICAL PROPERTIES

Work Dimensions (mm)	200 x 100 x 60
Nominal Dimensions (mm)	200 x 100 x 60
Tolerances on Work Dimensions (mm)	Length ±2mm, width ±2mm, thickness ±3mm
Abrasion Resistance (mm)	≤ 23mm (Wide Wheel Abrasion Test)
Chamfer Dimensions	5 mm
Durability (Freeze-thaw)	≤ 1.0 kg/m² as a mean with no individual value > 1.5 kg/m²
Material Density	2300 kg/m³ (typically)
Slip/Skid Resistance (polished)	Mean polished skid resistance value (PSRV) : > 45
Slip/Skid Resistance (unpolished)	Mean unpolished skid resistance value (USRV) : > 45.
Thermal Conductivity (K value)	Design data as defined to BS EN 13369
Tensile Splitting Strength	Characteristic tensile splitting strength not less than 3.6 MPa. None of the individual results shall be less than 2.9 MPa, nor have a failure load less than 250N/mm of splitting length

SPECIFICATION

Approx unit weight (kg)	3
Emission of Asbestos	No content
External Fire Performance	Deemed to satisfy see Commission Decision 2000/553/EC
Reaction to fire	Class A1 see Commission Decision 96/603/EC

SUSTAINABILITY

Breeam	These units can achieve an "A" rated system when used in conjunction with the correct sub-base components
Carbon Footprint	15 kg CO2 m²

SITE WORKS

Coverage (m2)	50 no per m²

SUPPLY

Pack Size (m2)	8.08
Units Per Pack	404
Av. pack weight (kg)	1040
Packaging	All packs are shrinkwrapped onto pallets for fork off-load or crane off-load if necessary

FURTHER INFORMATION

Cleaning & Maintenance	Available on request
Efflorescence	Any product containing cement during its early life may exhibit a temporary white discolouration known as efflorescence. This is not a product fault and will gradually disappear with exposure to natural weathering and trafficking
Weathering	It should be appreciated that with all products weathering and site conditions can cause shade variation to appear across the surface of individual units. This does not in any way affect the performance of the units and any such variation will diminish over a period of time as the product matures.
Product Evolution	Marshalls reserve the right to amend the technical information as deemed necessary and in accordance with the relevant national and international standards without notice. The evolution of new product design is continuous and information is subject to change without notice. Customers should check with the supplier to ensure that they have the latest details
Contact Us	For technical information on the design, specification and construction when utilising the product, contact Group Technical Services on 0370 411 2233

Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

Marshalls Mono Limited
Landscape House
Premier Way
Lowfields Business Park
Elland
HX5 9HT
United Kingdom

Creating Better Spaces

Holds Certificate Number: EMS 56194

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The design, manufacture and supply of concrete products for the commercial and domestic markets. The winning, sawing, processing and supply of natural stone products. The design, manufacture and supply of Landscape protection and street furniture products. The design and advisory service for specifiers, contractors and end users of Marshalls concrete walling, paving, kerb, drainage and natural stone products. The manufacture and supply of masonry mortar and screed materials. The provision of marketing, marketing support, Sales Management and sales administration. The marketing, sales, supply and management of purchased finished goods. The provision of testing for Group Products. The central management, planning and administration of logistics.

For and on behalf of BSI:

Matt Page, Managing Director Assurance - UK & Ireland

Original Registration Date: 2000-10-04
Latest Revision Date: 2022-02-22

Effective Date: 2019-02-20
Expiry Date: 2025-05-19

...making excellence a habit.™

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Information and Contact: BSI, Kitemark Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: + 44 345 080 9000
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.
A Member of the BSI Group of Companies.

Certificate No: EMS 56194

Location	Registered Activities
Marshalls Mono Limited Landscape House Premier Way Lowfields Business Park Elland HX5 9HT United Kingdom	The management and co-ordination of the group management system. The central management, planning and administration for certified activities. The application of customer design onto various mediums.
Marshalls Mono Limited T/A Marshalls Landscape Products Sandy Works Sunderland Road Sandy SG19 1QY United Kingdom	The manufacture and supply of - Manufactured stone masonry units. Concrete paving blocks and paving flags. Concrete street furniture products un-reinforced and nominally reinforced to a Company specification. Manufactured Stone Masonry Units. Commercial and domestic product sales.
Marshalls Mono Limited T/A Marshalls Landscape Products Ramsbottom Works Ramsbottom BL0 0DD United Kingdom	The manufacture and supply of - Concrete paving blocks, paving flags and kerb units.
Marshalls Mono Limited T/A Marshalls Landscape Products Falkirk Works Dollar Industrial Estate Falkirk FK2 7YQ United Kingdom	The manufacture and supply of Concrete paving blocks, paving flags and kerb units.
Marshalls Mono Limited T/A Marshalls Landscape Products Eaglescliffe Works Durham Lane Stockton-on-Tees TS16 0PS United Kingdom	The manufacture and supply of - Concrete paving blocks, paving flags and kerb units. Commercial and domestic product sales.

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Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Landscape Products Newport Works Eastern Dry Dock Corporation Road Newport NP19 4RE United Kingdom	The manufacture and supply of concrete paving blocks.
Marshalls Mono Limited T/A Marshalls Landscape Products Brookfoot Works Brookfoot Lane Southowram Halifax HX3 9SZ United Kingdom	The manufacture and supply of - Concrete paving flags. Manufactured stone masonry units.
Marshalls Mono Limited T/A Marshalls Landscape Products Sittingbourne Works Castle Road Eurolink Trading Estate Sittingbourne ME10 3NB United Kingdom	The manufacture and supply of - Concrete paving blocks, paving flags and kerb units.
Marshalls Mono Limited T/A Marshalls Landscape Products St. Ives Works Meadow Lane St. Ives PE27 4LG United Kingdom	The manufacture and supply of - Concrete paving blocks, paving flags and kerb units.
Marshalls Mono Limited T/A Marshalls Landscape Products West Lane Works Southowram Halifax HX3 9RG United Kingdom	The manufacture and supply of - Concrete paving flags and kerb units. Wet cast decorative concrete flags and copings to a Company specification. Manufactured stone masonry units. Drainage channels for vehicular and pedestrian areas. The manufacture and supply of traffic management products.

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Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Natural Stone Appleton Quarries Holmfirth Road Shepley Huddersfield HD8 8BB United Kingdom	The winning, processing and crushing of materials. Secondary processing of paving and setts.
Marshalls Mono Limited T/A Marshalls Natural Stone Cromwell Saw Shed Brier Lodge Halifax HX3 9SY United Kingdom	The sawing, processing and supply of Slabs, Setts and Kerbs of natural stone for external paving.
Marshalls Mono Limited T/A Marshalls Aggregates Stainton Quarry Ruddle Mill Lane Stainton Rotherham S66 7RH United Kingdom	The processing and supply of Aggregates for concrete and mortar to customer's specifications. Sales and administration.
Marshalls Mono Limited T/A Marshalls Landscape Products Central Laboratory Brookfoot Works, Brookfoot Lane Southowram Halifax HX3 9SY United Kingdom	The provision of testing for Group manufacturing for Concrete, Natural Stone products, Mortars and Screeds.
Marshalls Mono Limited T/A Marshalls Landscape Protection - North Shields P O Box 6 High Flatworth Tyne Tunnel Trading Estate North Shields NE29 7SJ United Kingdom	The design, manufacture and supply of landscape protection and street furniture products.

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Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Aggregates Scout Moor Quarry Rochdale Road Edenfield Ramsbottom BL0 0RQ United Kingdom	The winning, processing and supply of natural stone products.
Marshalls Mono Limited T/A Marshalls Aggregates Locharbriggs Quarry Locharbriggs DG1 1QS United Kingdom	The winning of Block Stone.
Marshalls Mono Limited T/A Marshalls Aggregates Stoke Hall Quarry Grindleford Hope Valley S32 2HW United Kingdom	The winning of Block Stone
Marshalls Mono Limited T/A Marshalls Landscape Products Marketing Support Lower Brier Lodge Brookfoot Works Southowram Halifax HX3 9SY United Kingdom	The provision and supply of samples and replacements to customers, the processing of concrete and stone products, the manufacture and supply of production items, the provision of customer order select, the provision of building and maintenance to other group facilities, the provision of marketing and exhibition stands and ancillary items for displays. The application of customer design onto various mediums.
Marshalls Mono Limited T/A Marshalls Landscape Products Carluke Works Road Meetings Carluke ML8 4QG United Kingdom	The manufacture and supply of manufactured stone masonry units. The manufacture and supply of concrete products for the commercial and domestic markets. Sales and Administration.

Original Registration Date: 2000-10-04

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Certificate No: EMS 56194

Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Aggregates Howley Park Quarry Quarry Lane Dewsbury WF12 7JJ United Kingdom	The winning, processing and supply of natural stone products.
Marshalls Mono Limited T/A Marshalls Aggregates Pasture House Quarry Southowram Halifax HX3 9SY United Kingdom	The winning and supply of dimensional sandstone and aggregate.
Marshalls Mono Limited T/A Marshalls Mortars and Screeds Durham Lane Eaglescliffe Stockton-on-Tees TS16 0PS United Kingdom	The manufacture and supply of masonry mortar and screed materials and associated products.
Marshalls Mono Limited T/A Marshalls Mortars and Screeds Derwenthaugh Industrial Estate Derwenthaugh Road Swalwell Newcastle upon Tyne NE16 3BQ United Kingdom	The manufacture and supply of masonry mortar and screed materials and associated products.
Marshalls Mono Limited T/A Marshalls Aggregates Dale View Quarry Stanton in Peak Matlock DE4 2LX United Kingdom	The management of remote quarries and winning of block stone.

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Certificate No: EMS 56194

Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Aggregates Moselden Quarry Saddleworth Road Barkisland Halifax HX4 0OX United Kingdom	The winning and supply of dimensional sandstone and aggregate.
Marshalls Mono Limited T/A Marshalls Aggregates Birkham's Quarry St Bees Whitehaven CA28 9UU United Kingdom	The winning of block stone.
Marshalls Mono Limited T/A Marshalls Aggregates Doddington Quarry Wooler NE71 6AN United Kingdom	The winning of block stone.
Marshalls Mono Limited T/A Marshalls Mortars and Screeds Leeds Plant Quarry Lane Dewsbury WF12 7JJ United Kingdom	The manufacture and supply of masonry mortar and screed materials and associated products.
Marshalls Mono Limited T/A Marshalls Mortars and Screeds The Old Brickworks Wilstead Road Elstow MK42 9YU United Kingdom	The manufacture and supply of masonry mortar and screed materials and associated products.

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Location	Registered Activities
Marshalls Mono Limited T/A Marshalls Aggregates Cromwell Crusher Brier Lodge Halifax HX3 9SY United Kingdom	The crushing, screening and supply of aggregates.
Marshalls Mono Limited T/A Marshalls Civils & Drainage Mells Works Mells Frome BA11 3PD United Kingdom	The manufacture of precast concrete products for building, civil and railway engineering sectors
Marshalls Mono Limited T/A Marshalls Civils & Drainage Pollington Works Balk Lane Pollington Goole DN14 0DU United Kingdom	The manufacture of precast concrete products for building, civil and railway engineering sectors
Marshalls Mono Limited T/A Marshalls Mortars & Screeds Manchester Plant Manchester Bury BL0 0DD United Kingdom	The manufacture and supply of masonry mortar and screed materials.

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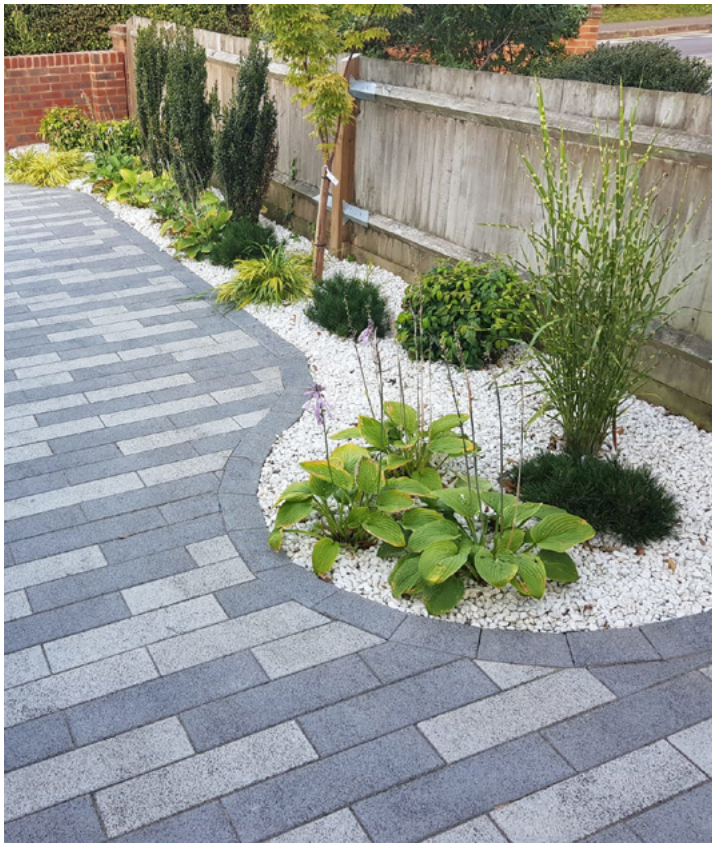
Creating **better places**



Marshalls

Sustainability Report 2023

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Find out more about our solar supply chain due diligence processes

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Find out more about our approach to social value

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Stay up to date with the latest news at **marshalls.co.uk/sustainability**

Find out more about how we save energy at sites

Page 13

> We have a real opportunity and responsibility to continue to build on all the work to date and create a future that aligns with our values and purpose to create better places, by offering world-class sustainable solutions to our customers.

Welcome to our Sustainability Report for 2023. Having just joined Marshalls as Chief Executive, I am excited to share with you our evolved ESG strategy and updates on the great work our teams have been doing in different areas of the business. Though there's no doubt it's been a challenging year, we continue to move forward and make real progress.

2023 was the year we published an additional 16 Environmental Product Declarations (EPDs) to give our customers complete transparency on the environmental credentials of our products. It was also the year we recalculated our carbon reduction targets to include our Marley business – we'll be sharing these next year, once they've been validated by the Science Based Targets initiative.

We made real strides in our learning and development programme and started our recruitment drive for Early Careers engineering apprentices. Along with real leadership in our health and safety performance, we start 2024 in a strong position.

Marshalls is a well-known and trusted brand in the construction industry and beyond, and as such we have a role to play in leading our sector towards being more sustainable. It's clear to me that we have a real opportunity and responsibility to continue to build on all the work to date and create a future that aligns with our values and purpose to create better places, by offering world-class sustainable solutions to our customers.

Matt Pullen
Chief Executive
18 March 2024

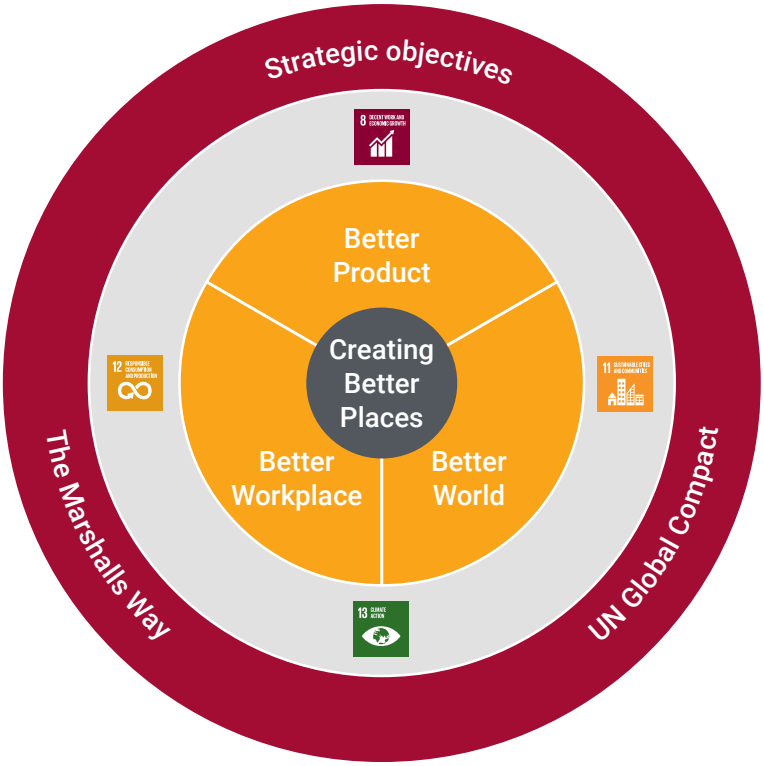
Our ESG strategy

Our ESG strategy is underpinned by the United Nations Global Compact's principles in the key areas of human rights, labour, environment and anti-corruption. These principles, alongside the UN's Sustainable Development Goals (SDGs), continue to guide us.

Our three pillars – Better Workplace, Better World, Better Product – are at the heart of our purpose of creating better places, whilst we maintain The Marshalls Way of doing the right things, for the right reasons, in the right way.

Aligned to our overall goal to be the UK's leading manufacturer of sustainable solutions for the built environment, our ESG strategy focuses on how we interact with the physical environment, our impact on society and communities, and how the Group is governed. Areas of activity in 2024 will broadly fall within these categories:

- Delivering a long-term environmental roadmap aligned with our new science-based target pathways
- Communications with our customers and training our colleagues
- Human rights due diligence
- Readiness for non-financial reporting



Read more about our ESG governance on
Page 16

A leading manufacturer of **sustainable solutions** for the built environment

Our objective is to deliver sustainable growth while maintaining a strong balance sheet with a flexible capital structure and a clear capital allocation policy.

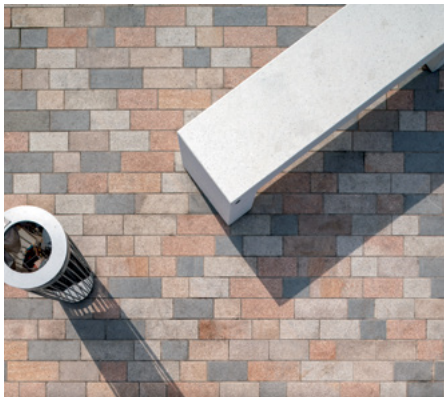
What we do

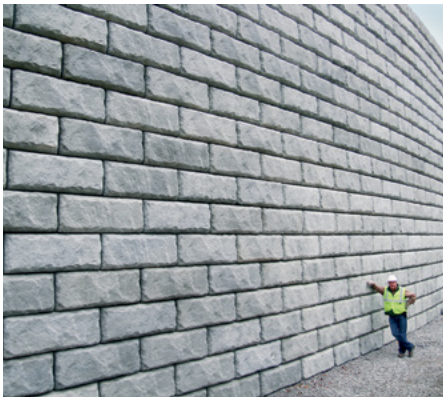
The Group is diversified and operates across three segments in the UK construction market, and offers a broad product range with specialist and innovative products and solutions.

Our markets

The Group's three main end market areas are New Build Housing, Commercial and Infrastructure, and Private Housing RMI (repair, maintenance and improvement).

Our divisions



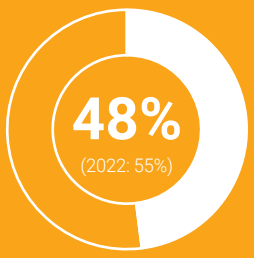


Landscape Products

Comprises the Group's Commercial and Domestic landscaping business, and Landscape Protection.

- Paving
- Kerb
- Edgings
- Walling
- Protective street furniture

Landscape Products revenue

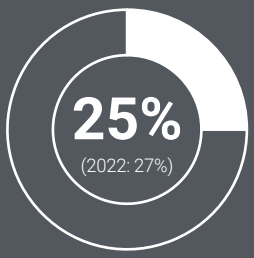


Building Products

Comprises the Group's Civils and Drainage, Bricks and Masonry, Mortars and Screeds, and Aggregates businesses.

- Drainage and water management solutions
- Concrete bricks
- Masonry
- Mortar
- Screeds
- Aggregates

Building Products revenue

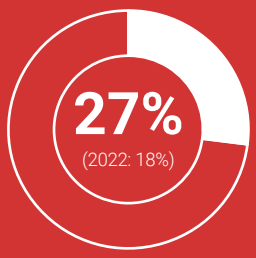


Roofing Products

Comprises the Marley Roofing Products business and Viridian Solar, offering a comprehensive roofing system.

- Concrete tiles
- Clay tiles
- Timber battens
- Roof integrated solar panels

Roofing Products revenue



Materiality assessment

Internal audit

In 2023, an internal audit was conducted to look at how the business manages the quality and accuracy of the environmental data that underpins our core activities, communications and reporting – and this included materiality. The audit concluded that there was a need for a documented and agreed process for determining materiality in relation to environmental reporting, including consultation with relevant internal and external stakeholders.

Review process

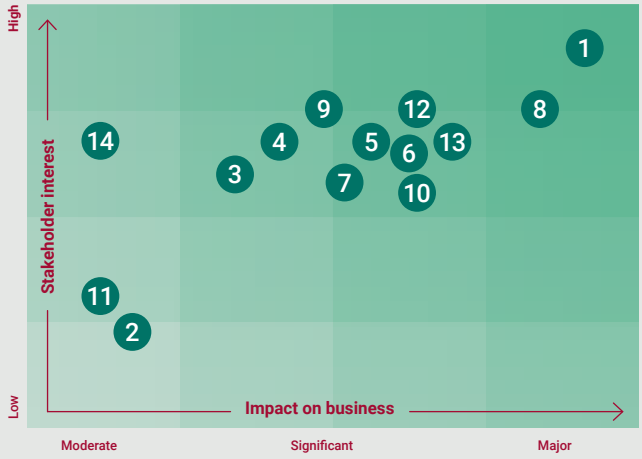
Our 2023 materiality matrix continues to be based on the SASB Standards for Construction and the UN Sustainable Development Goals, and it's aligned to our risk heatmap (see our 2023 Annual Report). This was a comprehensive review process looking at the issues that matter most to our key stakeholders and have an impact on our business, whilst linking back to our strategic objectives. Using a combination of stakeholder analysis, desktop research, analysis of industry issues and stakeholder interviews, the matrix was analysed by the ESG Delivery Team and reviewed by the ESG Steering Committee.

2023 review

As highlighted in last year's Sustainability Report, Marley has now been incorporated into the materiality review. The matrix we present here is a mitigated position and is aligned with our Risk Register. Since our last review, many topics have been reclassified and/or repositioned, including the following:

- impact of climate change has now become climate adaptation, and carbon reduction and energy management have been combined;
- circular economy is now circularity and waste management;
- health and safety is now health, safety and wellbeing, and community relations has become social value; and
- sustainable procurement and supply chain resilience have become sustainable supply chain.

These changes reflect findings from our stakeholder research and the evolution of frameworks and reporting, along with changes in what we consider material to the business.



1. Carbon reduction and energy management
2. Water management
3. Circularity and waste management
4. Biodiversity management
5. Health, safety and wellbeing
6. Product innovation
7. Climate adaption
8. Sustainable supply chain
9. Social value
10. Human rights and environmental due diligence
11. Anti-corruption and ethics
12. Diversity and inclusion
13. Talent and development
14. Regulatory environment and reporting

Next review

We are conscious that some of the materiality topics will change over time, so having taken on board feedback from our internal audit, we have now put in place a documented materiality review process so that a full review takes place every three years, with a light touch review in the years in between.

Materiality review process

1

- Desktop research
- SASB Standards for Construction
- Analysis of ESG and sustainability reporting standards
- Analysis of industry issues
- Analysis of ESG issues

2

- Stakeholder analysis
- Analysis based on feedback from:
  - Customers
  - Colleagues
  - Suppliers
  - Trade associations
  - NGOs and regulatory bodies

3

- Final review and presentation to ESG Steering Committee
- Approval from ESG Board Committee
- Publication in Sustainability Report

Measuring our progress in ESG performance

The majority of the ESG metrics reported here relate to the Marshalls Group, including Marley. Those metrics which are still reported separately are in bold. Unless otherwise stated, this report covers the reporting period from 1 January to 31 December 2023. The data covers our UK operations only as we ceased operating in Belgium in April 2023.

Corporate	2023
Revenue (£m)	671.2
Fair Tax Mark accreditation	Yes
Number of employees	2,726
Charitable donations and product donations (£)	82,054
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	0
Political donations and political lobbying expenses (excluding trade association memberships)	0
Average days to pay a supplier*	42
BRE BES 6001 Responsible Sourcing	Yes
FTSE4Good constituent	Yes

Environmental	2023
Absolute Scope 1 and 2 CO_2e emissions (tonnes) (market based)	32,625
Relative Scope 1 and 2 CO_2e emissions (kg per tonne of production) (market based)	7.53
Water consumption (m^3)	200,695
Waste generated (tonnes)	155,881
Waste to landfill	0.27%
Energy consumption (mkWh)	171.177
UK sites with solar panels	5
Percentage of manufacturing sites with ISO 9001 for Quality Management	82%
Percentage of manufacturing sites with ISO 14001 for Environmental Management	92%
Percentage of manufacturing sites with ISO 45001 for Health and Safety Management	82%
Percentage of manufacturing sites with ISO 50001 for Energy Management	88%
CDP (Carbon Disclosure Project) score for climate change	B

People & Communities	2023
Women on the Board	50%
Women in senior management****	39%
Women in workforce	16%
Living Wage employer	Yes
Employee engagement score	6.7
Lost time injury frequency rate (per million hours worked)	0.78
Work related employee/contractor fatalities	0
Mental Health First Aiders	62
Colleagues in apprenticeship programmes	184
BRE BES 6002 Ethical Labour Sourcing	Yes

* Average based on July-December figures for all years
** Location based
*** Restatement of information due to review
**** Executive Committee –1 (as at 31October 2023)

2022	2021	2020	2019
719.4	589.3	469.5	541.8
Yes	Yes	Yes	Yes
3,112	2,700	2,659	2,580
33,901	103,500	183,000	168,000
0	0	0	0
0	0	0	0
42	41	40	44
Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes

0.78
Lost time injury frequency rate

2022	2021	2020	2019
36,295	37,572	37,969	52,577**
6.65	6.46	7.70	9.21**
265,745	273,507	252,964	320,314
202,544	214,960	132,269	148,700
0.13%	0.4%	0.8%	0.8%
190.578	199.016	178.682	215.836
2	2	1	1
82%***	81%	100%	100%
82%***	81%	100%	100%
82%***	81%	100%	100%
100%	97%	97%	97%
B	B	B	D

10%
reduction in absolute Scope 1 and 2 carbon emissions

2022	2021	2020	2019
43%	43%	43%	43%
31%	35%	29%	22%
16%	18%	16%	13%
Yes	Yes	Yes	Yes
7.6	7.6	7.6	n/a
1.72	2.68	1.73	2.29
0	0	0	0
62	53	42	60
142	102	99	50
Yes	Yes	Yes	Yes

184
colleagues in apprenticeship programmes

Sustainable Development Goals material to Marshalls

Our approach to the UN Sustainable Development Goals (SDGs) that are material to Marshalls is set out in the diagram.

Having already completed Step 1 for Marshalls by understanding each SDG and its associated targets, prioritising and relating to our strategic objectives and business activities, and analysing our contribution at target level, we reviewed our approach in 2023 in order to incorporate our Marley acquisition.

The review found that the material SDGs we have reported remain the same and we are now looking to move on to Step 2 to measure and analyse relevant data.

Find out more about how we're contributing to SDG 13 for Climate Action in the case study below.

Case study

Climate adaptation

Goal 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

In 2023, we have continued to analyse physical risk of climate change to our sites, with a focus on key operational sites. Using Verisk Maplecroft data, we are able to assess climate risk at site level for a range of data points including flooding, heat stress, water stress and impact of climate change. This enables us to see which of our sites might be more at risk, with added scenario analysis over the next 10-30 years.

Our product development also focuses on climate adaptation and the sustainable solutions our customers need. This includes our permeable paving range and raingarden kerbs, as well as drainage management and flood mitigation solutions, and roof integrated solar PV products.

Our suite of Environmental Product Declarations (EPDs), covering the majority of our product range, document the environmental performance of a product or range of products. They are independently verified and enable our customers to draw comparisons between like products, systems and methodologies, in order to make sustainable choices.

Read more about our sustainability news on our website:
www.marshalls.co.uk/media/latest-news

2023 highlights

- Evolved ESG strategy and governance framework
- Full materiality review to include Marley
- Charity partnerships and product donations to community projects
- Gold membership of Supply Chain Sustainability School

2024 priorities

- Delivery on ESG strategy KPIs
- Formalised social value programme
- Maintaining Living Wage employer and Fair Tax Mark accreditation
- Programme of colleague energy and modern slavery awareness raising

Trussell Trust food bank donations

ESG strategy and governance

Our ESG strategy has been created to contribute to our overall goal to be the UK's leading manufacturer of sustainable solutions for the built environment. With leadership from our Chief Operating Officer (COO), the ESG strategy will be delivered by the ESG Delivery Team and will cover our environmental roadmap, approach to human rights risk, communications, ESG-related reporting, and training.

The ESG Delivery Team will feed into the ESG Steering Committee which will scrutinise and ensure ESG strategy implementation is on track. Led by outputs and actions from the ESG Steering Committee, our COO will report directly to the ESG Board Committee which has oversight of ESG strategy and performance for the Marshalls Group.

Fair Tax Mark

Committed to paying our fair share of tax and Fair Tax accredited since 2015

Living Wage employer

100% of employees receive the real Living Wage (as defined by the Living Wage Foundation)

Payment of suppliers

Marshalls has continued its drive to support small businesses, as was defined by the Department for Business, Energy & Industrial Strategy (BEIS). We now have over 1,100 businesses paid via accelerated payment terms, which was first introduced in 2021.

In 2023, payments to small businesses were maintained at an average of 25 days, with 83% (up 4% on 2022) paid within 30 days - this represents 16 days being removed from the average payment cycle.

Across all suppliers, payments made within 60 days have improved to 94%, which is an average of 42 days.

Supply Chain Sustainability School

Marshalls is a founding partner of the Supply Chain Sustainability School and as part of our Gold membership, we actively engage by curating sustainability training content for our colleagues and participating in Leadership and Special Interest Groups.

In 2023, we were among a number of companies in the housebuilding sector who took part in the Packaging Optimisation Showcase virtual conference and contributed to the 'Packaging Optimisation in the Housebuilding Sector' Project Report.

Social value

Our national charity partner for 2023 is the Trussell Trust, which was chosen by our people. The Trussell Trust provides emergency food and support to people locked in poverty, and campaigns for change to end the need for food banks in the UK. We have so far raised over £70,000 for the Trussell Trust and other charities, and made donations to food banks.

During the year, we made over £10,000 of product donations to projects like the Grimaldi Building for the Royal National Institute for the Blind in London, The Old Library in West Yorkshire and Second Chance Children's Charity in Hampshire.

Our approach to social value includes engaging with young people in the construction sector. As well as recruiting 12 Early Careers engineering apprentices, we also created the Marshalls Academy at Rotherham College in South Yorkshire where we engage with brickwork students through curriculum planning, mock interview and employability skills workshops, industry-focused workshops and site visits.

View our latest Annual Report here: **www.marshalls.co.uk/investor/results-reports-and-presentations**

Our **people**

2023 highlights

- Launch of Early Careers and recruitment of 12 engineering apprentices
- Living Wage employer
- Accreditation to BES 6002 for Ethical Labour Sourcing

2024 priorities

- Focus on management development to foster an engaged high performance culture
- Apprenticeship programme
- Employee resource group programme
- Launch of Group-wide Your Voice employee survey

Employee Voice

Marshalls employees have the right to form trade unions of their own choosing and to bargain collectively, as we formally recognise Unite and GMB unions. In the non-unionised areas of the business, we have our elected Employee Voice Group (EVG). In 2023, five meetings were held with discussions ranging from executive pay and Environmental Product Declarations (EPDs), through to learning and development consultations. The EVG also helped us with the collective consultation side of our change programmes. Members of the EVG contribute to decision-making processes and are encouraged to cascade meeting minutes to their teams.

Leadership and development

We have a Learning and Development Policy to support all colleagues' development, so that they can be at their best. We ensure all colleagues receive induction and regular refresher training on critical compliance subjects. Colleagues in Production and Customer Services use skills-based competency frameworks, which offer structured development opportunities and progression. In 2023, we focused on launching the Early Careers provision in addition to providing development in identified strategic areas and creating career opportunities. The programmes were open to all employees and provided for a range of qualifications to deliver skills strategically required by the business.

Diversity and inclusion

We have built the Marshalls DERI (Diversity, Equity, Respect, Inclusion) strategy with the aim of influencing the culture, behaviour and awareness of our employees and leaders. Although we didn't make as much progress in DERI in 2023 as we would have liked, we have re-launched the Women's Network which will play an important role in supporting further employee resource groups to establish themselves. Our planned line manager training programme will include topics and skills that are highly relevant to fostering inclusion across the organisation.

Data reporting

Our integration of Marley into the Marshalls Group continues and, in terms of data reporting, we are clearly stating where Marley is included in our ESG disclosures. For data relating to our people, all figures reported relate to the enlarged Marshalls Group, unless otherwise stated by *. Where Marley is not included in reporting, it is because data is not yet collected at granular level.

2,726
employees (2022: 3,112)

9 years
as a Living Wage employer

184
colleagues in apprenticeship programmes (2022: 142)

93%
of colleagues disclosing diversity data (2022: 95%)*

39%
of women in leadership roles (2022: 31%)

£82,054
charitable and product donations (2022: £33,901)

16%
women colleagues (2022: 16%)

6.7
engagement score (2022: 7.6)

Gender split

	2023	2022
Male	**84%**	84%
Female	**16%**	16%

Disability*

	2023	2022
No disability	**50%**	52%
Disability	**3%**	3%
No disclosure	**47%**	45%

Ethnicity*

	2023	2022
White British/White other	**80%**	80%
No disclosure	**18%**	17%
Minority ethnic group (Asian, Black, mixed/ multiple heritage or other minority ethnic groups)	**2%**	3%

Generational representation

	2023	2022
Aged under 30	**13%**	16%
Aged 31-40	**27%**	23%
Aged 41-50	**22%**	24%
Aged 51-60	**27%**	28%
Aged 61+	**11%**	9%

Health, safety and **wellbeing**

2023 highlights

- Reduction in lost time injury frequency rate
- Introduction of digital compliance system
- Integration of Marshalls and Marley health and safety functions
- Award wins for ArcBox, our innovative solar panel fire prevention product
- 62 Mental Health First Aiders

2024 priorities

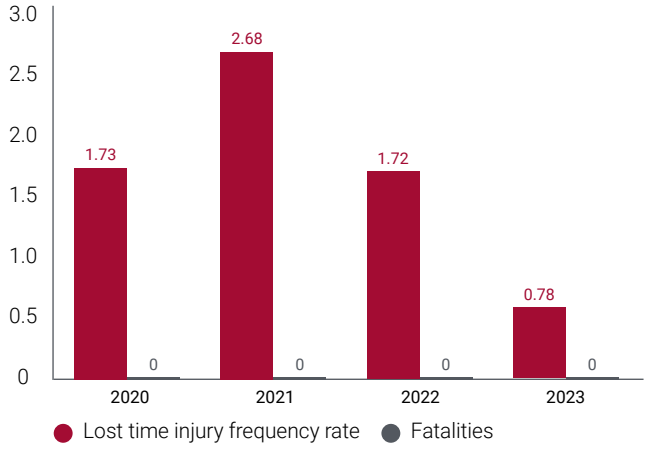
- Continued rollout of digital compliance system, with focus on audit and inspections
- Integration of health, safety and wellbeing policies with Marley
- Development of approach to climate-related risk at sites
- Development of our network of Mental Health First Aiders

Our health and safety policies apply to anyone who works for Marshalls, or is working on our premises. Our objectives and targets apply to both Marshalls employees and contractors working on Marshalls premises.

Marshalls continues to operate in an environment where safety and people are a key priority, through the use of strong governance and procedures. Our health and safety strategy is aligned with the business strategy with set objectives, and clearly demonstrates our commitment to the continuous improvement of the safety and wellbeing of our people. 82% of our manufacturing sites have ISO 45001:2018 for Health and Safety Management Systems in place.

In 2023, no health and safety incidents led to work-related employee or contractor fatalities. Those incidents that led to injuries were reported to the HSE under RIDDOR and were investigated, firstly by site and then by the SHE (safety, health and environment) Team.

Lost time injury frequency rate (per million hours worked)



Note: covers employees and contractors

Note: Marshalls only as our targets exclude the impact of acquisitions within a period of three years from purchase

Employee engagement

Marshalls is committed to employee involvement in health and safety improvements. All operational sites operate SHEQ meetings, and the SHE Team has a quarterly review. The Board receives updates on health and safety via the COO at every meeting. Trade Unions are also involved in the development of health and safety, with the Group SHE Director meeting with unions every six months as well as monthly discussions with the union convenor.

Find out more about our new digital compliance system for health, safety and environment in our Annual Report:
www.marshalls.co.uk/investor/results-reports-and-presentations

Road safety

Community engagement

In support of Road Safety Week, some of our Logistics Team visited a primary school in Worcestershire to speak to over 100 children about how to be safe when walking to and from school, and how the speeds of vehicles and lorries can affect braking distances.

Employee best practice

At our Sittingbourne site, we run road safety campaigns to encourage our drivers to think about road users and encourage best practice. This year, our drivers' children got creative and we ran a colouring competition to promote our safety messages.

Technological improvements

All our vehicles have camera systems which give a full 360° view. New AI cameras also acting as sensors have been installed in some of our vehicles to give visual and audible warnings to our drivers.

Human rights

2023 highlights

- Award for Innovation at the Unseen Business Awards 2023
- Trialled an app in China to help colleagues conduct informal due diligence during supplier visits
- Developed a traceability initiative for photovoltaic panels
- Rolled out 'Decent Work in Supply Chains' specialist training for procurement teams

2024 priorities

- Development of KPI and data collection strategy for modern slavery reporting
- Refined audit strategy for high-risk supply chains
- Review of supplier engagement processes
- New internal modern slavery awareness programme

Commitment to human rights

Marshalls is committed to protecting and promoting human rights globally. Marshalls does not tolerate child labour, forced labour, including prison labour, or any use of force or other forms of coercion, fraud, deception, abuse of power or other means to achieve control over another person for the purpose of exploitation.

We respect international principles of human rights including those expressed in the UN Declaration of Human Rights, the UN Guiding Principles on Business & Human Rights, United Nations Global Compact Principles, Children's Rights and Business Principles, Women's Empowerment Principles and those principles contained within the UK's Modern Slavery Act 2015.

Marshalls has been a signatory of the UN Global Compact since 2009. We take a multi-strand approach to aligning with the objectives of the UNGC framework, working in-house and with external partners to better understand the human rights risks in our operations and supply chains at home and abroad. We also work with UK and overseas governments, NGOs and industry groups to promote sustainable and ethical working practices across our own and other industries.

Our Chief Executive, Matt Pullen, signs our annual Modern Slavery Statement and has overall Board responsibility for Human Rights.

Every year, Marshalls takes part in modern slavery statement peer review. This enables us to engage with other companies and share best practice.

Embedding anti-modern slavery processes

In 2023, Marshalls reorganised its internal reporting structures to place human rights at the heart of daily operations. The Group Business and Human Rights Lead now reports directly to the Chief Operating Officer (COO), and is part of the wider ESG Delivery Team, which is responsible for developing and rolling out the ESG strategy across the Group.

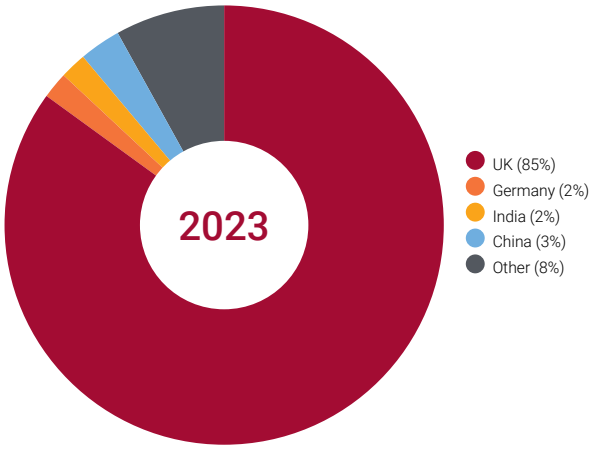
The ESG Delivery Team's activities are overseen by the ESG Steering Committee, which meets six times a year to ensure that all activities link directly to the objectives, goals, strategies and measures of the wider business. It is attended by the Chief Executive, COO, Chief Financial Officer, General Counsel and Company Secretary, and Group Trading Director. Our overall strategy is overseen by the ESG Board Committee, which meets three times a year. Our annual Modern Slavery Statement is reviewed and approved by the Board.

Assessing and monitoring risk

Even though 85% of our supply chain spend is in the UK, our largest areas of focus are the regions where human rights risks are highest, particularly China and India. We are clear that assessing and monitoring human rights risks is a multi-dimensional process, which we approach from a number of directions:

- The global context in which our operations and supply chains sit and emerging human rights trends
- Country and sectoral context and risks
- Our internal procurement human rights due diligence processes, which include periodic supplier site visits
- The monitoring and assessment of high-risk suppliers
- Insights and feedback from auditors, NGO observers, bespoke programmes with UN agencies and other actors

Breakdown of annual spend across Marshalls Group by country



Find out more about how we work with others on **page 18**

Training and **audit**

Case study

Stakeholder engagement on international buying practices

2023 saw the completion of a multi-year collaboration between Marshalls and the International Organization for Migration (IOM) in Vietnam. The final phase of the project looked at the impact of COVID-19 on labour conditions in the Vietnamese natural stone sector. The findings, which underlined the importance of a more rigorous ethical approach from international clients, were shared at meetings with the Home Office, Foreign Commonwealth and Development Office, and industry groups in the UK.

Case study

Modern slavery training in the UK and overseas

We understand that targeted, relevant and timely education is an important part in winning hearts and minds. New starters are given anti-slavery induction training on joining Marshalls, and we have refresher modern slavery awareness courses for all connected colleagues in our offices. A new modern slavery awareness programme for manufacturing sites will be rolled out in 2024.

In 2023, we introduced a specialist training module for our procurement teams. Developed by the UN Global Compact Academy, this course focused on the influence that corporate buyers can have on their commercial partners, and their important role in maintaining decent work and conditions across supply chains.

We also started the rollout of short educational videos introducing the Ethical Trading Initiative (ETI) Base Code to our commercial partners. These were sent out in conjunction with our new Code of Conduct, which is aimed at both employees and suppliers.

Specialist training was undertaken by the Business and Human Rights (BHR) Team, who completed an introductory course on SA 8000 auditing. The BHR team also successfully completed the Business and Human Rights Accelerator, a six-month programme for member companies of the UN Global Compact. The objective of the training is to help businesses swiftly move from commitment to action on human rights and labour rights, honing their due diligence processes.

Case study

Audit programme in China

Our solar panel division, Viridian Solar, has been carrying out enhanced due diligence work on its supply chains this year. Regular visits to tier one and two manufacturers in China were expanded to include upstream manufacturing processes, including component production.

Having established that all suppliers in the first five tiers of its supply chain, from panel assembly to polysilicon purification, are outside of the Xinjiang Uyghur Autonomous Region (XUAR), Viridian has reached agreements with suppliers that they can only source through these nominated factories.

At the end of 2023, Viridian also started a comprehensive programme of independent third-party audits in the first two tiers of its supply chain. The programme will run until 2025, with a timescale for improvement and follow up audits implemented where necessary. Viridian employees will continue to make visits independent of auditors to reinforce the relationships.

Read our Modern Slavery Statement at:
https://www.marshalls.co.uk/sustainability/document-library

Climate change and **carbon emissions**

2023 highlights

- Recalculation of carbon footprint to include Marley
- Installation of solar array at dual block plant site
- Supplier engagement approach to reduce Scope 3 emissions
- Participant in the Ceramics UK Hydrogen Project to look into the use of hydrogen in the ceramics sector

2024 priorities

- Validation of revised science-based targets
- Review of environmental roadmap to include Marley
- Review of KPIs for waste and water
- Biodiversity strategy to 2025

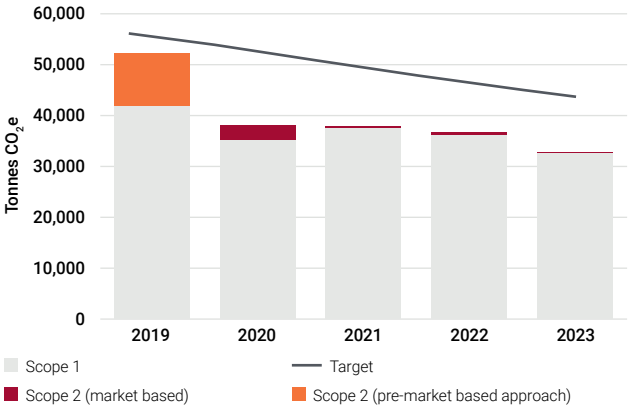
Measuring carbon emissions

As we reported last year, 2023 was the year we recalculated our entire Group carbon footprint following the acquisition of Marley. Our teams worked closely with the Carbon Trust and, further to completing this comprehensive exercise, we are now awaiting validation of our targets from the Science Based Targets initiative (SBTi). Later in 2024, we hope to communicate our revised and approved science-based targets for Scope 1, 2 and 3, along with a net zero target. As Marley is not yet included in our current approved science-based targets, we have separated Marshalls and Marley in this year's reporting.

We measure carbon emissions by monitoring Scopes 1, 2 and 3. For Marshalls, Scope 1 refers to our fuel usage, including diesel, petrol, liquefied petroleum gas, kerosene and natural gas. Scope 2 refers to our indirect emissions and for us, it's the electricity that we've purchased. We continue to report our Scope 2 emissions as location based (using Government emissions factors) and market based (using supplier emissions factors). We stopped operating our Belgium facility in April 2023, so although Belgium is included in historical data and target lines, it is excluded in 2023. To reflect the size and negligible impact of the Belgium operation, 2022 absolute Scope 1 and 2 emissions were 431 tonnes CO_2e and energy consumption was 1.975 mkWh.

Group absolute Scope 1 and 2 emissions (excluding Marley)

The below chart shows absolute Scope 1 and 2 emissions (market based) for Marshalls, excluding Marley.

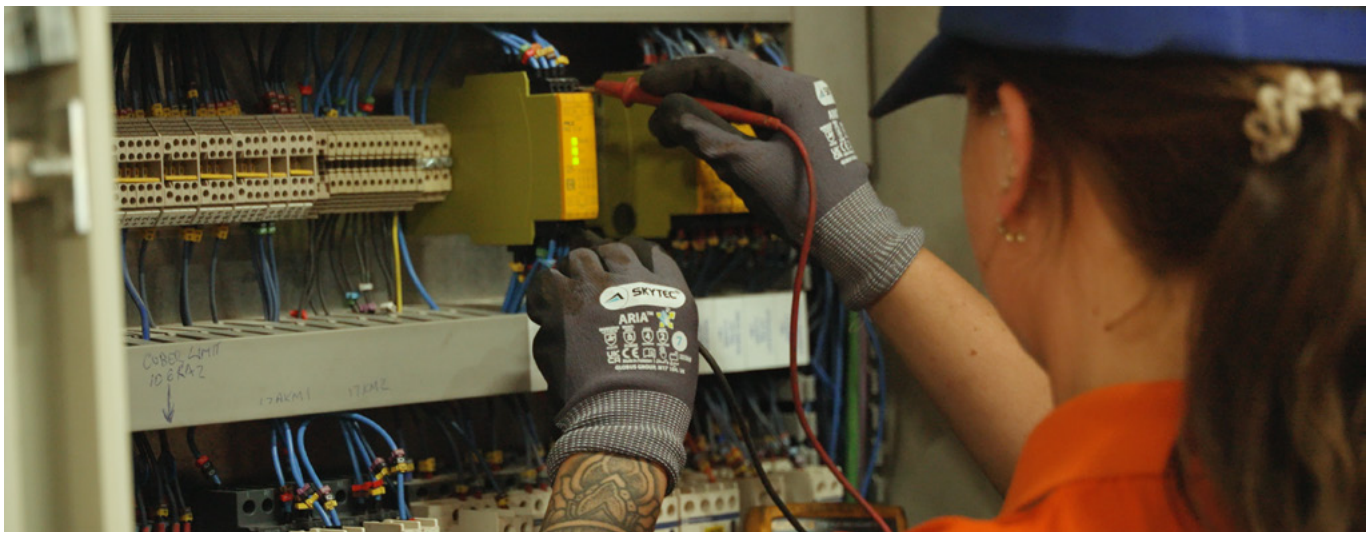


Absolute Scope 1 and Scope 2 market based emissions for 2023 for Marley were 21,783 tonnes CO_2e (2022: 22,610).

For transparency, we outline here our progress against our approved science-based targets since 2019. In 2024, these targets will be reviewed as part of the integration of Marley into our environmental roadmap and the validation by the SBTi of our revised carbon reduction targets.

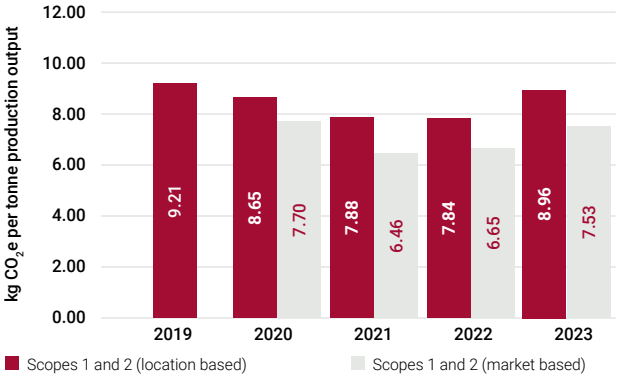
	2019	2020	2021	2022	2023
Target (Scope 1 and 2)	55,442	53,011	50,580	48,150	**45,719**
Scope 1	42,147	35,072	37,540	36,232	**32,590**
Scope 2 (market based)	—	2,897	32	63	**35**
Total	—	37,969	37,572	36,295	**32,625**
Reduction against target	n/a	15,042	13,008	11,855	**13,094**
Scope 2 (location based)	*10,430*	*7,565*	*8,232*	*6,664*	***6,243***

For more information on our environmental targets, view our latest Annual Report: **https://www.marshalls.co.uk/investor/results-reports-and-presentations**



Group relative Scope 1 and 2 emissions (excluding Marley)

We use an intensity ratio in order to define emissions data in relation to our business – for Marshalls, this is kg CO_2e per tonne of production and for Marley, it is tonnes of CO_2e per £m of turnover.

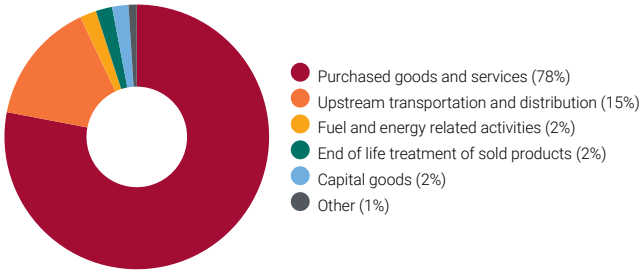


Marley's relative Scope 1 and Scope 2 market based emissions for 2023 were 0.12 tonnes CO_2e per £m of turnover (2022: 0.11).

The relationship between the energy used and volume of product manufactured is not exactly linear. Whilst reduction in production activity does lead to a broadly commensurate drop in energy consumption, a combination of individual fuel type mixes and fixed baseloads may skew this slightly. 2023 data is in line with our expectations and both absolute and relative emissions remain well within the approved 1.5°C science-based target pathway for Marshalls (excluding Marley until we have revised and approved science-based carbon reduction targets).

Scope 3

Further to our overall footprint recalculation, we have outlined here the make up of our Group Scope 3 footprint.



Our carbon reduction programme has been approved by the Science Based Targets initiative and our targets are aligned with 1.5°C.

We commit to reduce Scope 1 and 2 greenhouse gas emissions 59.4% per tonne of production by 2030. For Scope 3, we also commit that 73% of suppliers by emissions, covering purchased goods and services and upstream transport and distribution, will have science-based targets by 2024.

Our Environmental Policy and Energy & Climate Change Policy are approved by the Board and reviewed annually.

Energy reduction

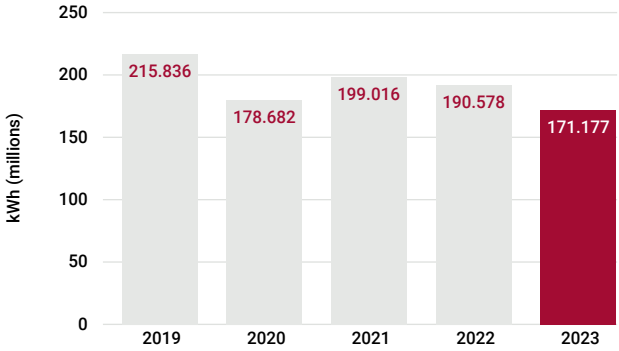
Throughout 2023, we have been continuing in our efforts to reduce the energy we use as a business wherever we can. We have identified and begun the installation of an innovative technology that is looking to reduce our use of compressed air across our sites. Whilst compressed air is vital to many aspects of our production processes, we also know that it impacts greatly on our overall consumption, so targeting this area for energy saving is a priority.

At our St Ives site in Cambridgeshire, we have recently completed the installation of a 740KW solar array on the factory roof and we estimate this will reduce our mains grid electricity consumption by approximately 17% per year.

We have also undertaken an extensive exercise throughout our Marley sites in 2023, focusing specifically on optimisation of operational control which resulted in identifying energy saving opportunities of nearly 20,000 kWh per week.

Our plans for 2024 are focused on revising our environmental roadmap following the recalculation of our carbon footprint. We are also going to introduce an energy reduction training programme for our colleagues.

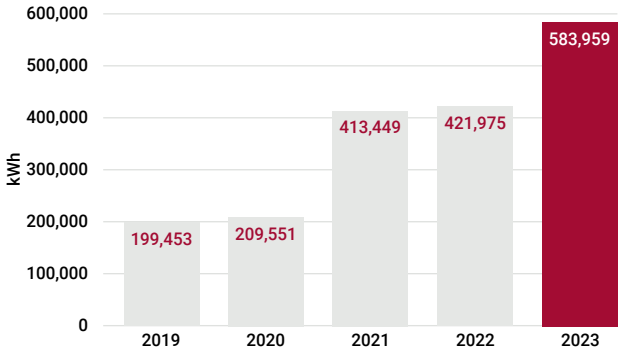
Energy consumption



Marley's energy consumption in 2023 was 116.60mkWh (2022: 135.05mkWh).

Self-generated energy from renewables

This chart shows self-generated energy from the solar arrays at our Sandy, Sittingbourne and St Ives sites. We have an additional two small Marley sites with solar arrays which we aim to include in our reporting next year.



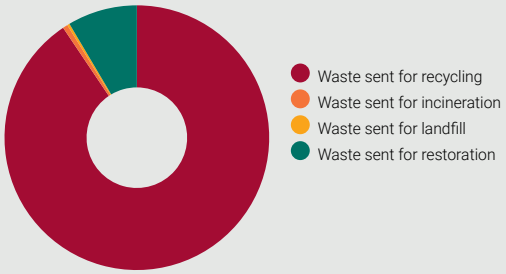
Waste and **water**

Waste and recycling

In 2023, we introduced a new waste reporting system in order to better identify end destinations of waste and conducted waste audits of selected target sites to help improve waste management, recycling and prevention activities. At our Mells and Pollington sites, we have installed new waste processing equipment to assist with enabling our polystyrene waste to be redirected to a circular economy-related opportunity.

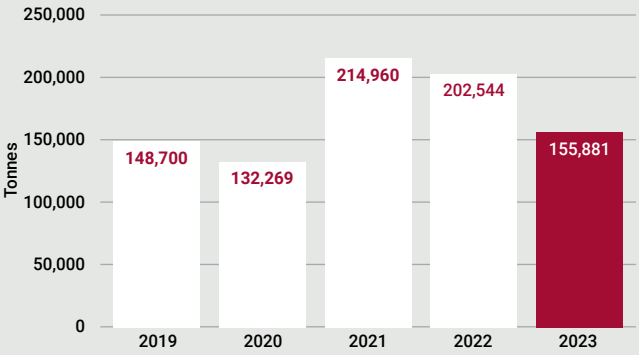
Marshalls' total waste produced in 2023 was 155,881 tonnes, which comprises 311 tonnes of hazardous waste (2022: 606 tonnes) and 155,570 tonnes of non-hazardous waste. For Marley, total waste in 2023 was 12,989 tonnes; 12,959 tonnes of which was non-hazardous and 30 tonnes of which was hazardous.

Total waste produced



The generation of hazardous waste across the Group generally includes plant maintenance items such as used oils and filters. Restoration waste, such as waste concrete and stone rejects, fulfils our obligations within planning consents to restore our quarries.

Absolute UK waste



In 2023, the absolute waste total decreased but the percentage sent to landfill increased from 0.13% in 2022 to 0.27% in 2023. The calculation for the percentage of waste going off-site does not currently include hazardous waste or waste used for restoration on Marshalls sites.

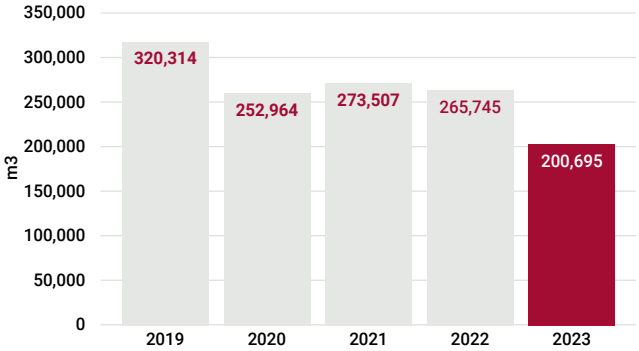
Packaging

Our products use a variety of different packaging including pallets, straps and film. The majority of our plastic packaging uses 30% recycled content and most of the strapping is 100% recycled plastic. We continue to work on reducing our reliance on plastic, especially in packaging. Plastic packaging reduction trials have now taken place at three sites: Falkirk in Scotland, St Ives in Cambridgeshire and Sittingbourne in Kent. The project is continuing and we are currently exploring banding solutions which provide better security and safety of product, as well as the use of spray-on logos. We work with Scott Group, our provider of new and used pallets, to recover our used pallets from ours and our customers' sites, and direct these for reuse or recycling. We report packaging used which aligns with our duty to report under the Producer Responsibility Obligations (Packaging Waste) Regulations.

Water

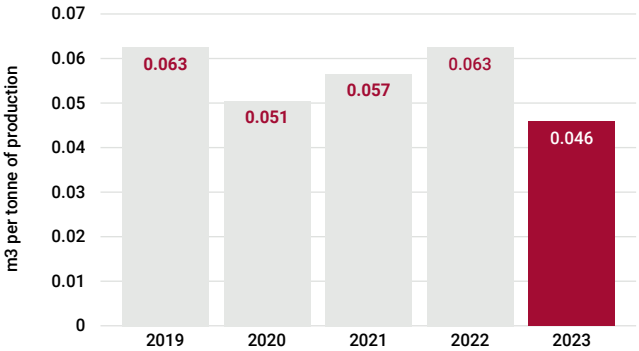
We use water at our sites for hygiene, for washing our site vehicles and in some of our manufacturing processes. Many of our sites harvest and recycle water, and we use quarry water and boreholes to minimise mains water use, where appropriate in our operations. In 2023, we decided to look at our water stress classification in order to better define areas of water stress. We chose to use WRI (World Resources Institute) data as it is based on current status and not future predictions. Based on this data, we have assessed that we have three sites in areas of high water stress: our Design Space in central London (office location), Weald Hall (this site closed in 2023) and Beenham (manufacturing site).

Water consumption



Marley's water consumption in 2023 was 50,375m³.

Water use per tonne of production



Marley's relative water use for 2023 was 0.109m³ per tonne of production.

Biodiversity

Biodiversity

Now that we have classified our quarry sites using a tier system in order to prioritise activity, our focus in 2023 was to develop a roadmap for these activities.

We are currently working on an approach to biodiversity and using a five step process to assess, prioritise, measure, act and track progress, linking into the Taskforce on Nature-related Financial Disclosures (TNFD) framework to guide our thinking on risks and opportunities.

As part of our support for the Royal Society for the Protection of Birds (RSPB), we have started a programme of work to update our Biodiversity Action Plan framework. We now have a revised biodiversity action plan for Birkhams quarry on the Cumbrian coast, which details activities, including the avoidance of quarrying during sensitive bird nesting periods, habitat management and creation, as well as provision of nesting boxes.

Case study

Quarry restoration

We continue to monitor and manage restoration at Birkhams quarry in St Bees as part of a geological trial. Progressive restoration also continues at our Appleton quarry near Huddersfield which includes landform creation, grass seeding and tree planting.

As part of our approved restoration plans, we planted 2,500 saplings at three more West Yorkshire quarries during 2023. Our initiative aims to restore biodiversity, improve air quality and minimise soil erosion. The assortment includes a mix of oak, alder, mountain ash, poplar and silver birch, with 1,500 taking root at Cromwell quarry, 800 at Appleton quarry and 200 at Sovereign quarry – and we plan to introduce around 300 more saplings too.

Case study

Twite project with the RSPB

In 2023, we worked with our tenant farmers near Moselden quarry in West Yorkshire and the RSPB to continue to manage land for the benefit of Twite.

Twite are hardy seed-eating finches that live in remote upland and coastal areas. They were once a common site in the Pennines but have dramatically declined.

As part of the work of the England Twite Recovery Project, some of our colleagues volunteered to implement a programme of autumn hawk-bit planting, the seeds of which are a key Twite food source. Other activities at Moselden included the creation of a number of wader scrapes to help improve and increase biodiversity.

Anti-corruption and ethics

2023 highlights

- New governance structure for ESG
- Rollout of Code of Conduct training to colleagues and suppliers
- Training of Marketing team in anti-greenwash

2024 priorities

- Continued rollout of Code of Conduct to suppliers
- Focus on modern slavery and environmental awareness raising
- Introduction of Safecall whistleblowing service to Marley

Code of Conduct

In 2023, we launched our refreshed Code of Conduct. To make the Code more straightforward, we separated it into three sections – looking after our people, looking after our business, looking after our world. We introduced 'did you know' sections and a decision making tool, as well as a Code on a Page which gives a good overview of the key points.

Aimed at colleagues, suppliers and other stakeholders, the Code sets out our expectations and makes it clear that we do business The Marshalls Way. Our refreshed code was rolled out to our people via the Marshalls Learning Zone and roadshows to our sites, and to suppliers through our supplier engagement platform.

As the rollout started partway through the year, 60% of targeted suppliers have so far engaged. In 2024, we will continue our rollout to remaining suppliers as well as integrating our Code of Conduct and Safecall, our independent whistleblowing service, into Marley as part of our overall integration programme.

Code of Conduct training completed by 92% of Marshalls colleagues in 2023

ESG governance

Our revised ESG strategy is led by our COO, delivered by the ESG Delivery Team and has oversight from the ESG Board Committee.

Compliance and training

In 2023, we revised our training and development offering in our online learning platform, Marshalls Learning Zone. Designed to meet the needs of everyone at every level, our new content has been put together to help colleagues develop their skills through a carefully curated catalogue.

Compliance training modules comprehensively cover modern slavery, anti-bribery and corruption, GDPR and non-facilitation of tax evasion. These modules are delivered annually. We continue to integrate our compliance programme with Marley colleagues, with refresher training planned in 2024.

Anti-greenwash

With more scrutiny from stakeholders on environmental claims, we have put in place a programme of anti-greenwash training for our Marketing team.

Covering the Competition and Markets Authority's Green Claims Code and how to ensure we don't greenwash, the training was attended by 96% of our Marketing team. In 2024, we will be rolling out our training to more teams within the Group.

Accreditations and certifications

The majority of the Group's manufacturing sites are certified to ISO 9001 (quality management), ISO 14001 (environmental management), ISO 45001 (health and safety management) and ISO 50001 (energy management). For more details, see our ESG data sheet on pages 4-5. For reporting purposes, Marley sites are not currently included in our reported figures as we have precedent of reporting three years from acquisition - this allows our management systems to be fully embedded and operational.

In 2023, we were again awarded Charter Member status as part of the Precast Sector Sustainability Charter from MPA Precast, for passing the requirements of the annual sustainability audit.

Marshalls has retained its Constructionline Gold Membership in 2023. We have achieved certification for Achilles BuildingConfidence and we are Avetta accredited. We are members of CLOCS (Construction Logistics and Community Safety) and have FORS (Fleet Operator Recognition Scheme) silver accreditation.

We have maintained certification and received Excellent and Very Good ratings for Marley and Marshalls products from the Building Research Establishment (BRE) Responsible Sourcing Standard BES 6001. We also maintained our accreditation to BRE ELS 6002 for Ethical Labour Sourcing for the sixth consecutive year.

We are gold members of the Supply Chain Sustainability School and we continue to submit our data to the Workforce Disclosure Initiative (WDI). Marshalls is a Living Wage employer, holds the Fair Tax Mark and is a member of Made in Britain.

We are a FTSE4Good constituent and continue to voluntarily disclose data to CDP (Carbon Disclosure Project) for Climate Change and Water. These disclosures incorporate our wider environmental management performance over time and also provide an insight for stakeholders regarding our energy, carbon, water, biodiversity and climate change impact management programme. Our 2023 submission for 2022 data scored a B for Climate Change and C for Water.

Our carbon emissions targets, which are aligned to a 1.5°C pathway, have been recalculated for the enlarged Group including Marley and have been submitted to the Science Based Targets initiative for validation.

In 2023, we published an additional 16 Environmental Product Declarations (EPDs), covering the majority of our product range. EPDs document the environmental performance of a product or range of products. They identify a product's carbon footprint through its lifecycle (from cradle to grave) and include information such as energy consumption, greenhouse gas emissions and water usage. Having a suite of independently verified EPDs enables our customers to draw fair comparisons between like products and systems. EPDs covering our natural stone and roof tile product ranges will be launched in 2024.

The quantification and reporting of Marshalls' environmental data (carbon, energy, waste and water) has been independently verified by the internationally recognised BSI against Marshalls' criteria of 5% accuracy. The verification activity has been carried out in accordance with ISO 14016:2020 and applied a limited level of assurance. Marley's carbon and energy data has been third party verified by Stuart Jackson Associates. Full verification reports can be found on our website.

All data in this report is correct at time of publication.

To access our Environmental Product Declarations, visit our EPD library:
https://www.marshalls.co.uk/commercial/epd-library

How we engage with others

Who we work with	Their position on sustainability	How we engage
Ceramics UK	Ceramics UK (formerly known as the British Ceramics Confederation) acts as a hub for knowledge and technical insights, actively contributes to governmental consultations and collaborates with key stakeholders. Their vision is to promote and represent a modern and sustainable UK ceramics sector.	Active membership of appropriate groups, including Energy and Emissions Group, Health and Safety Committee and Environmental Committee.
Construction Products Association (CPA)	Leading organisation representing and championing construction product manufacturers and suppliers with objectives including advising government and manufacturers on solutions for lowering emissions and increasing resource efficiency.	Representation on Sustainability Policy Group and chairing of the CPA Forecast Panel.
Logistics UK	Logistics UK launched its Route to Net Zero campaign and member commitment in 2021. The aim is to highlight good practice already happening across the sector and engage with policymakers on the support that can help the industry to decarbonise as quickly as possible.	Membership of Logistics UK.
Mineral Products Association (MPA) and MPA Precast	MPA Precast (formerly British Precast) manufacturing members are required to sign up to the Charter Membership Scheme. The MPA Charter aims to encourage member companies of MPA Precast to go beyond legislation and take voluntary actions to make their products and operations more sustainable. Further to the integration of the Sustainability Charter with the MPA Charter, it is now a mandatory MPA Precast membership requirement to report on Sustainability Charter performance and be audited annually under the scheme.	Our Chief Operating Officer, Simon Bourne, chairs MPA Precast Committee and co-creates the agenda. Active membership of appropriate committees, including attendance at MPA UK Concrete Sustainability Committee, Public Policy Working Group, Social Outcome Task Group, Low Carbon Concrete Task Group and Carbon Measurement and EPD Task Group.
Royal Society for the Protection of Birds (RSPB)	The RSPB's purpose is to advance the conservation of birds, other wildlife and the natural world, by protecting and restoring habitats and landscapes, saving species and connecting people to nature.	We support the England Twite Recovery Project as corporate supporters and work with the RSPB on developing biodiversity action plans for our sites.
Solar Stewardship Initiative (SSI)	A pan-European industry initiative collaborating on the responsible production, sourcing and stewardship of photovoltaic (PV) products and materials.	Viridian Solar joined the initiative and sit on the Steering Committee.
Supply Chain Sustainability School	The school provides a free to use online training portal for the construction industry with the objective of raising the awareness and understanding of sustainability issues.	Gold membership status, sharing best practice in CPD sessions and contributed to the 'Packaging Optimisation in the Housebuilding Sector' industry report.
UN Global Compact Network UK	The network promotes practical sustainability leadership, shares knowledge across sectors, and actively shapes the responsible business environment.	Marshalls sits on the Modern Slavery, Child Labour, and Climate Disclosures Working Groups to share information, learning and best practice.

GRI content index

Statement of use: Marshalls has reported the information cited in this GRI content index for the period January to December 2023 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

GRI 2 General disclosures 2021

Disclosure		Location	Omissions
2-1	**Organisational details**	At a glance: AR pages 2-5 Where we operate: SR page 2	
2-2	**Entities included in the organisation's sustainability reporting**	ESG data sheet: SR pages 4-5	
2-3	**Reporting period, frequency and contact point**	ESG data sheet: SR pages 4-5 Contact details: SR page 26	
2-4	**Restatements of information**	ESG data sheet – restatements of information relate to registrations to ISO 45001 for health and safety management data for 2022: AR page 40	
2-5	**External assurance**	BSI Verification Report 2023: https://www.marshalls.co.uk/sustainability/document-library Verifications: SR page 17	
2-6	**Activities, value chain and other business relationships**	At a glance: AR pages 2-7 Where we operate: SR page 2	
2-7	**Employees**	People data: AR page 38 ESG data sheet: SR pages 4-5	
2-8	**Workers who are not employees**	See omissions	Information not available. Marshalls uses contractors, but does not report total number. We track contractor health and safety data (AR page 40).
2-9	**Governance structure and composition**	Corporate Governance Statement: AR pages 66-79 Board composition: AR pages 64-65 Employee Voice Group: AR page 38	

GRI 2 General disclosures 2021 continued		
Disclosure	Location	Omissions
2-10 Nomination and selection of the highest governance body	Corporate Governance Statement: AR pages 66-79 Board composition: AR pages 64-65	
2-11 Chair of the highest governance body	Board composition: AR pages 64-65	
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Statement: AR pages 66-79 Board composition: AR pages 64-65	
2-13 Delegation of responsibility for managing impacts	Corporate Governance Statement: AR pages 66-79	
2-14 Role of the highest governance body in sustainability reporting	ESG oversight: AR page 34	
2-15 Conflicts of interest	Conflicts and concerns: AR page 74 Board composition: AR pages 64-65	
2-16 Communication of critical concerns	Whistleblowing and bribery: AR page 87	
2-17 Collective knowledge of the highest governance body	ESG oversight: AR page 34	
2-18 Evaluation of the performance of the highest governance body	Board evaluation: AR pages 77, 82	
2-19 Remuneration policies	Remuneration Report: AR pages 88-102	
2-20 Process to determine remuneration	Remuneration Report: AR pages 88-102	
2-21 Annual total compensation ratio	Pay comparisons: AR page 96	
2-22 Statement on sustainable development strategy	Sustainability: AR pages 34-47 Risk management: AR pages 52-61, 69, 79 Sustainability: https://www.marshalls.co.uk/sustainability	
2-23 Policy commitments	Policies: https://www.marshalls.co.uk/about-us/policies Human rights: SR page 10 Business and human rights: AR page 41	
2-24 Embedding policy commitments	Audit, risk and internal control: AR page 79	
2-25 Processes to remediate negative impacts	Whistleblowing and bribery: AR page 87	
2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct: https://www.marshalls.co.uk/about-us/policies Whistleblowing and bribery: AR page 87	
2-27 Compliance with laws and regulations	See omissions	Information not available. Marshalls currently does not report this information.
2-28 Membership associations	How we engage with others: SR page 18	
2-29 Approach to stakeholder engagement	How we engage with others: SR page 18 Stakeholder engagement: AR pages 28-33	
2-30 Collective bargaining agreements	Employee voice: SR page 8	

GRI 3 Material topics 2021

Disclosure		Location	Omissions
3-1	Process to determine material topics	Materiality matrix: SR page 3	
3-2	List of material topics	Materiality matrix: SR page 3	

Standard	Disclosure		Location	Omissions
GRI 201: Economic performance 2016	3-3	Management of material topics	Risk management: AR pages 52-61	
	201-1	Direct economic value generated and distributed	Consolidated income statement, balance sheet and cash flow statement: AR pages 115-117	
	201-2	Financial implications and other risks and opportunities due to climate change	Risk management: AR page 57 Risks and opportunities: AR pages 44-47	
	201-3	Defined benefit plan obligations and other retirement plans	Defined benefit schemes: AR pages 142-145, 155	
	201-4	Financial assistance received from government	See omissions	Marshalls received no financial assistance from government.
GRI 205: Anti-corruption 2016	3-3	Management of material topics	Anti-bribery Code: https://www.marshalls.co.uk/about-us/policies Code of Conduct: https://www.marshalls.co.uk/about-us/policies Anti-corruption: SR page 16	
	205-1	Operations assessed for risks related to corruption	See omissions	Information not available. Marshalls currently does not report this information.
	205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption: SR page 16	
	205-3	Confirmed incidents of corruption and actions taken	Anti-corruption: SR page 16	
GRI 206: Anti-competitive Behaviour 2016	3-3	Management of material topics	Code of Conduct: https://www.marshalls.co.uk/about-us/policies	
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Anti-corruption: SR page 16	
GRI 207: Tax 2019	3-3	Management of material topics	Tax Policy: https://www.marshalls.co.uk/about-us/policies	
	207-1	Approach to tax	Tax Policy: https://www.marshalls.co.uk/about-us/policies Fair Tax Mark: SR page 7	
	207-2	Tax governance, control, and risk management	Taxation: AR page 50 Income tax expense: AR page 115	
	207-3	Stakeholder engagement and management of concerns related to tax	Tax: AR page 50	
	207-4	Country-by-country reporting	Income tax expense: AR page 115	

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 302: Energy 2016	**3-3**	**Management of material topics**	Energy & Climate Change Policy: https://www.marshalls.co.uk/about-us/policies	
	302-1	**Energy consumption within the organisation**	SECR: AR page 43 Energy reduction: AR page 43	
	302-2	**Energy consumption outside of the organisation**	SECR: AR page 43 Energy reduction: AR page 43	
	302-3	**Energy intensity**	SECR: AR page 43 Energy reduction: AR page 43	
	302-4	**Reduction of energy consumption**	SECR: AR page 43 Energy reduction: AR page 43	
	302-5	**Reductions in energy requirements of products and services**	EPDs: AR pages 36-37	
GRI 303: Water and effluents 2018	**3-3**	**Management of material topics**	Environmental Policy: https://www.marshalls.co.uk/about-us/policies	
	303-1	**Interactions with water as a shared resource**	Water stress: SR page 14	
	303-2	**Management of water discharge-related impacts**	See omissions	Information currently unavailable
	303-3	**Water withdrawal**	Water: SR page 14	
	303-4	**Water discharge**	See omissions	Data currently unavailable
	303-5	**Water consumption**	Water: SR page 14	
GRI 304: Biodiversity 2016	**3-3**	**Management of material topics**	Environmental Policy: https://www.marshalls.co.uk/about-us/policies	
	304-1	**Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas**	See omissions	Information currently not available
	304-2	**Significant impacts of activities, products and services on biodiversity**	Biodiversity: SR page 15	
	304-3	**Habitats protected or restored**	Quarry restoration: SR page 15	
	304-4	**IUCN Red List species and national conservation list species with habitats in areas affected by operations**	See omissions	Information currently not reported
GRI 305: Emissions 2016	**3-3**	**Management of material topics**	Energy & Climate Change Policy: https://www.marshalls.co.uk/about-us/policies TCFD disclosure: AR pages 44-47 Governance and risk: AR pages 44-47	
	305-1/ 305-2	**Direct (Scope 1) and indirect (Scope 2) GHG emissions**	TCFD disclosure: AR pages 44-47 Carbon reporting: AR pages 42-43	
	305-3	**Other indirect (Scope 3) GHG emissions**	Supplier emissions: AR page 42 Science-based targets: AR page 42	
	305-4	**GHG emissions intensity**	Carbon reporting: AR pages 42-43	
	305-5	**Reduction of GHG emissions**	Carbon reduction: AR pages 42-43 TCFD disclosure: AR pages 44-47 Carbon reporting: AR pages 42-43	
	305-6	**Emissions of ozone-depleting substances**	See omissions	Information currently not reported
	305-7	**Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions**	See omissions	Information currently not reported

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 403: Occupational health and safety 2018	**3-3**	**Management of material topics**	Health & Safety Policy: https://www.marshalls.co.uk/about-us/policies Health and safety: AR page 40 Health and safety: SR page 9	
	403-1	**Occupational health and safety management system**	ESG data sheet: SR pages 4-5 Sites with ISO 45001: SR pages 4-5	
	403-2	**Hazard identification, risk assessment and incident investigation**	Health & Safety Policy: https://www.marshalls.co.uk/about-us/policies	
	403-3	**Occupational health services**	Health and safety: AR page 40 Health and safety: SR page 9	
	403-4	**Worker participation, consultation, and communication on occupational health and safety**	Health and safety: AR page 40 Health and safety: SR page 9	
	403-5	**Worker training on occupational health and safety**	Health and safety: AR page 40 Training hours: AR page 40	
	403-6	**Promotion of worker health**	Health and safety: AR pages 40 Health and wellbeing: SR page 9	
	403-7	**Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**	Health and safety: AR page 40 Award win: AR page 36	
	403-8	**Workers covered by an occupational health and safety management system**	Sites with ISO 45001: SR pages 4-5	
	403-9	**Work-related injuries**	Health and safety: AR page 40	
	403-10	**Work-related ill health**	Health and safety: AR page 40	
GRI 405: Diversity and equal opportunity 2016	**3-3**	**Management of material topics**	Diversity & Inclusion Policy: https://www.marshalls.co.uk/about-us/policies DERI: AR page 38-39 Diversity and inclusion: SR page 8	
	405-1	**Diversity of governance bodies and employees**	DERI: AR page 38 Diversity and inclusion: SR page 8	
	405-2	**Ratio of basic salary and remuneration of women to men**	Gender Pay Gap Statement: https://www.marshalls.co.uk/about-us/corporate-governance	
GRI 408: Child labour 2016	**3-3**	**Management of material topics**	Children's Rights Policy: https://www.marshalls.co.uk/about-us/policies Areas of activity: MSS pages 2-3 Due diligence processes: MSS page 12 Assessing risk: MSS page 14	
	408-1	**Operations and suppliers at significant risk for incidents of child labour**	Areas of activity: MSS pages 2-3 Due diligence processes: MSS page 12 Assessing risk: MSS page 14	

GRI 3 Material topics 2021 continued				
Standard	Disclosure		Location	Omissions
GRI 409: Forced or compulsory labour 2016	**3-3**	**Management of material topics**	Human Rights Policy: https://www.marshalls.co.uk/about-us/policies Areas of activity: MSS pages 2-3 Due diligence processes: MSS page 12 Assessing risk: MSS page 14	
	409-1	**Operations and suppliers at significant risk for incidents of forced or compulsory labour**	Areas of activity: MSS pages 2-3 Due diligence processes: MSS page 12 Assessing risk: MSS page 14	
GRI 415: Public policy 2016	**3-3**	**Management of material topics**	Stakeholder engagement: AR pages 28-33 How we engage with others: SR page 18	
	415-1	**Political contributions**	Political donations: AR page 103	
GRI 417: Marketing and labelling 2016	**3-3**	**Management of material topics**	Compliance: SR page 16	
	417-1	**Requirements for product and service information and labelling**	Environmental Product Declarations: AR page 37 Compliance: SR page 24	
	417-2	**Incidents of non-compliance concerning product and service information and labelling**	See omissions	Information currently not reported
	417-3	**Incidents of non-compliance concerning marketing communications**	See omissions	Information currently not reported

Key:
AR = Annual Report 2023
SR = Sustainability Report 2023
MSS = Modern Slavery Statement 2022
COC = Code of Conduct

Stakeholder Engagement

Marshalls would like to thank all of the internal and external stakeholders who had input into this report.

If you would like any information on where to find specific information or to give us some feedback, please email Jo Holmes, Group Head of ESG Reporting, at esg@marshalls.co.uk.

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visit marshalls.co.uk/sustainability

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