Building Tomorrow's World

Marshalls

Sustainability Report 2024

Introduction and contents

Marshalls has been in business for over 130 years. Our approach to sustainability is guided by the United Nations Global Compact's principles, our Code of Conduct and our purpose of Building Tomorrow's World.

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

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

Keeping our people safe

Our Cromwell Saws site team won the Safer Production award at the 2024 MPA Health & Safety Awards. The winning entry was based on the site team's implementation of a new process for identifying cracks in stone prior to cutting it, in order to ensure it is handled safely.

Find out more about our progress in health, safety and wellbeing for our people **Page 13**

Net-zero by 2050

We're committed to minimising our impact on the environment, and key to this is our plan to reduce our carbon emissions to net-zero. Having incorporated Marley and Viridian Solar into our plan, we now have near and long-term targets to reach net-zero across our value chain by 2050 which have been approved by the Science Based Targets initiative.

Find out more about the work we're doing to reduce our carbon footprint **Page 19**

10 years of the Fair Tax Mark

We are proud holders of the Fair Tax Mark and 2024 saw us celebrating 10 years of paying the right amount of tax at the right time. The accreditation highlights our dedication to transparency and responsible business practices.

Find out more about our approach to being a responsible business **Page 23**

We have an attractive diversified portfolio of businesses

What we do

The Group is diversified and operates across three divisions in the UK construction market, offering a broad range of specialist and innovative products and solutions.

Our segment areas

Our three main segment areas are Landscaping products, Building products, and Roofing products.

- Landscaping products 43%
- Building products 27%
- Roofing products 30%

Landscaping products

Through Marshalls Landscaping we manufacture and sell products to commercial and domestic markets, including:

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

Building products

Our Building products division is made up of our Water Management, Bricks & Masonry, Mortars & Screeds, and Aggregates businesses.

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

Roofing products

Through Marley Roofing and Viridian Solar we offer a comprehensive roofing system including:

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

Our 2024 ESG highlights

- Clear SBTi-approved Group net-zero target across all emission scopes by 2050
- Recognised as one of Europe's Climate Leaders for the third time
- MPA Health and Safety Award for Safer Production
- Environmental Product Declarations covering the majority of our product range
- Less than 1% of our waste goes to landfill
- Celebrating 10 years of having the Fair Tax Mark and being a Living Wage employer
- Social value and apprenticeships programme focusing on the next generation of construction industry professionals
- Comprehensive human rights due diligence programme

Read more about our ESG governance on **Page 23**

Our approach to sustainability

Our journey so far...

2004
Carbon reporting started

2005
Joined the FTSE4Good index of sustainable shares

2006
Joined the Ethical Trading Initiative (2006-2023) and we continue to align with the ETI Base Code

2008
Product carbon footprinting started

2009
Became UN Global Compact signatories

2010
First disclosure to Carbon Disclosure Project (now CDP)

2011
First time achievement of BES 6001 for Responsible Sourcing

2014
First time Living Wage employer

2015
First Fair Tax Mark accreditation and have maintained it ever since

2016
Won Corporate Social Responsibility Award at the PLC Awards

2017
First company to achieve Ethical Labour Standard BES 6002 for Ethical Labour Sourcing

2019
Launched Power of Logistics programme to tackle modern slavery

2020
Reported a 50% decrease in carbon emissions between 2008 and 2020

2020
Carbon reduction targets aligned to 1.5°C approved by the Science Based Targets initiative (SBTi)

2021
Launched first Environmental Product Declaration (EPD) and continue to expand EPD offering over the coming years

2022
First in the industry in the UK to launch a dual block plant that can double the output of a single plant

2023
First UK precast concrete manufacturer to adopt CarbonCure Technologies, locking waste carbon into concrete facing bricks

2024
100 years of Marley and first roofing manufacturer with concrete and clay tile EPDs

2025
Our journey to net-zero continues further to SBTi validation of new Group carbon reduction targets across all emissions scopes

2024 sustainability snapshot

Environment

We're committed to minimising our impact on the environment and key to this is our plan to reduce our greenhouse gas emissions to net-zero by 2050.

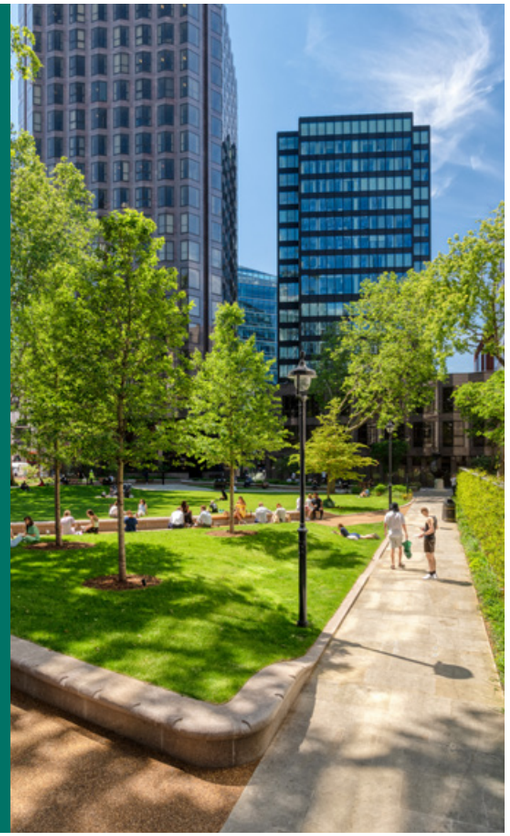
We have now set near-term and long-term targets which have been approved by the Science Based Targets initiative and are aligned with the Paris Agreement.

3 times
named one of Europe's Climate Leaders by Financial Times and Statista

100%
manufacturing sites with ISO 14001 for environmental management

0.13%
waste goes to landfill

Read more on **Page 17**



Labour

Our people are at the heart of our business. Our key priorities are to ensure their safety and wellbeing, along with providing opportunities for growth and development.

168
colleagues in apprenticeship programmes

Read more on **Page 10**

Human rights

We respect international principles of human rights, and protecting and promoting human rights globally.

30+
countries in our ethical risk matrix

15 years
as a UN Global Compact participant

Read more on **Page 14**

Anti-corruption

Our independent whistleblowing service, Safecall, has now been rolled out across the entire organisation and our compliance training programme covers modern slavery, anti-bribery and corruption, and data protection.

Read more on **Page 23**

Welcome from our Chief Executive

Building on strong foundations with a focus on lower carbon solutions

Pride and passion

Welcome to our 2024 Sustainability Report. Over the past year, my journey with Marshalls Group has been both challenging and rewarding, filled with opportunities for growth and transformation.

Since stepping into the role of Chief Executive in early 2024, I've had the privilege of joining a well-known and trusted business, in the construction industry and beyond, and our commitment to sustainability is a cornerstone of our identity. What continues to shine through, every time I visit one of our sites or speak to a colleague, is the pride and the passion for this business.

With the recent launch of our 'Transform & Grow' strategy, I share this pride and passion. Our strategy is built on the solid foundations of a business with a 130-year history of manufacturing excellence. Remarkably, 20 years ago, Marshalls began reporting on its carbon emissions, not because it was mandated, but because it was the right thing to do. As we look ahead to 2025, I am excited to share our plans and reflect on the progress we have made over the past year.

Carbon leadership

Marshalls is evolving, from its heritage in landscaping to an increasingly diversified group of businesses. As a group, we have gained a reputation in leading our sector in environmental, social and governance (ESG). It's a reputation I am very proud of and one that is at the heart of our new 'Transform & Grow' strategy, with carbon leadership as one of our strategic pillars.

It's fair to say the journey has not always been an easy one. When we started carbon footprinting our concrete products back in 2008, we were the only ones in our sector. Fast forward 15 years and we now have Environmental Product Declarations (EPDs) being generated by manufacturers and used by customers to understand and compare the environmental footprint of the products they're buying. It is this leadership that drives us forward to keep challenging ourselves.

That's why we've set a net-zero target to 2050 – we know we can't stand still and having approved science-based targets keeps us accountable. So whether it's reducing the cement content of our concrete products, innovating with water management solutions or reviewing our own manufacturing processes to reduce energy use, we're clear about our focus on carbon leadership.

Building Tomorrow's World

Our carbon reduction programme is just one aspect of our ESG strategy. As we look to the future, and guided by our new purpose of Building Tomorrow's World, we know that we need to invest in and nurture our people to enable a thriving future for the industry. We prioritise health and safety and provide our colleagues with opportunities to grow and advance their careers.

I'm especially proud of our learning and development programmes, from the Early Careers engineering apprenticeships and 'Momentum' leadership team to our Continuous Improvement Ambassadors and Data Academy participants – all of these programmes helping our colleagues to excel and achieve their full potential.

I hope you find our progress and plans for 2025 inspiring. At Marshalls, we will continue to champion sustainability, not only for our benefit but also for our customers and the entire industry.

Matt Pullen
Chief Executive
17 March 2025

> "At Marshalls, we will continue to champion sustainability, not just for our benefit but also for our customers and the entire industry.

Net-zero target by 2050 approved by Science Based Targets initiative

MPA Health & Safety Award for Safer Production

First roofing manufacturer with concrete and clay tile EPDs

Celebrating 10 years of Fair Tax Mark

Recognised as one of Europe's Climate Leaders

Less than 1% of our waste goes to landfill

Materiality assessment

Managing the quality and accuracy of our environmental data

Review process

Our 2024 materiality matrix is based on the SASB Standards for Construction and the UN Sustainable Development Goals, and it's aligned to our risk heatmap (see our Annual Report 2024). We have put in place a documented materiality review process which outlines that a full review takes place every three years, with a light touch review in the years in between.

Having conducted a full review last year, this matrix has been compiled further to a light touch review in 2024 which looked at the issues that matter most to our key stakeholders and have an impact on our business. Using a combination of desktop research and analysis of industry issues, the matrix was analysed by the ESG Delivery Team and reviewed by the ESG Steering Committee.

2024 review

The matrix we present here is a mitigated position and is aligned with our Risk Register. Since our last review in 2023, a small number of changes have been made to reflect our 'Transform & Grow' strategy, as follows:

- More focus from customers on circularity so a slight shift for **circularity and waste management**
- Internal activity on **biodiversity** means that our mitigated position has changed, even though it remains material to the business
- A big shift in **product innovation** as our strategy outlines in detail the significance of product innovation to our priorities

Our materiality matrix is primarily based on financial impact on the business but has also taken into consideration stakeholder interest.

Materiality light touch review process

1

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

2

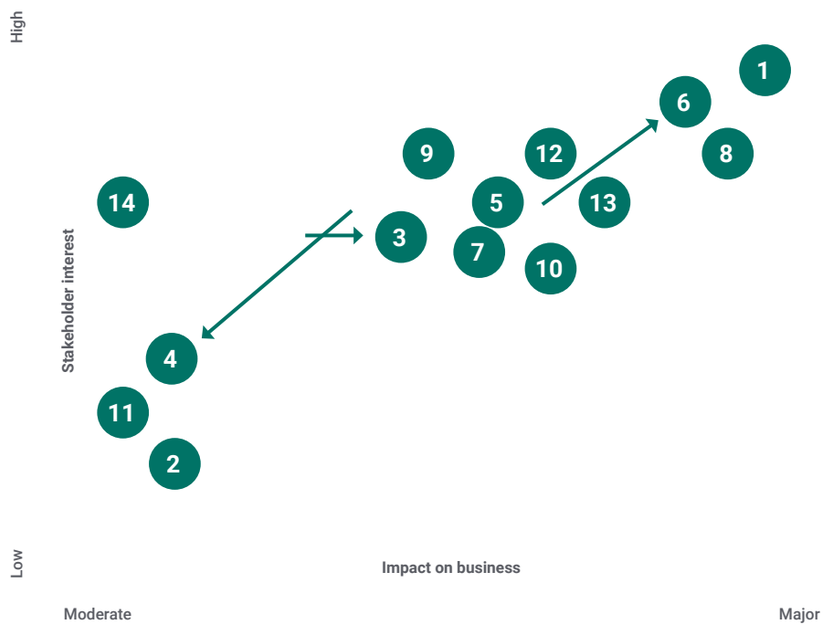
- Stakeholder analysis
- Analysis of industry issues
- Analysis of broader ESG issues

3

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

Double materiality

Even though Marshalls isn't in scope for the EU's Corporate Sustainability Reporting Directive (CSRD), we are keen to explore a double materiality approach. It's key for us to understand our impact on the external world and its stakeholders, but equally to understand their impact on our business. Our next review in 2025 is due to be light touch, as per our review process. We will continue to explore how a double materiality approach might benefit how we see our ESG priorities.



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 adaptation
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

Our participation in the UN Global Compact

Marshalls has been a participant of the United Nations Global Compact (UNGC) since 2009. This is a call to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of the Sustainable Development Goals (SDGs).

We continue to support the work of the UN Global Compact and, in 2024, we were members of the UNGC Network UK modern slavery, climate disclosures and sustainability reporting working groups.

This Sustainability Report forms part of our Communication on Progress to the UNGC to inform our stakeholders of the progress we have made in implementing the ten principles.

WE SUPPORT THE GLOBAL COMPACT

Human Rights

Principle 1
Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2
Make sure that they are not complicit in human rights abuses

Environment

Principle 7
Businesses should support a precautionary approach to environmental challenges

Principle 8
Undertake initiatives to promote greater environmental responsibility

Principle 9
Encourage the development and diffusion of environmentally friendly technologies

Labour

Principle 3
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4
The elimination of all forms of forced and compulsory labour

Principle 5
The effective abolition of child labour

Principle 6
The elimination of discrimination in respect of employment and occupation

Anti-Corruption

Principle 10
Businesses should work against all forms of corruption, including extortion and bribery

Case study

As we celebrate 15 years of support for the UN Global Compact, we continue to engage and participate in a variety of ways.

In 2024, we were active members of the UN Global Compact Network UK working groups covering sustainability reporting, modern slavery and climate disclosures. We supported the SDG Roadshow in Manchester to provide a deep dive into the SDGs by leading an interactive workshop and roundtable discussions. Marshalls was also featured in the UN Global Compact SDG Showcase *'How companies are contributing to achieving Agenda 2030'* for the work we have done in our supply chain on child labour, and specifically contributing to SDG targets 8.7 and 8.8.

See more about our work on the SDGs on **page 8**

UN Sustainable Development Goals

Our approach to the UN Sustainable Development Goals (SDGs)

Sustainable Development Goals relevant to Marshalls

Through our engagement with the UN Global Compact, we aim to make a rich contribution to the United Nations' Sustainable Development Goals (SDGs) by engaging and collaborating with stakeholders, developing innovative products which respond to environmental challenges, addressing modern slavery and transparency in our global supply chain, and ensuring sustainability remains at the heart of what we do.

Our approach to those SDGs we feel we can contribute to is set out in the diagram. We have completed Step 1 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. In 2024, we moved to Step 2 to measure and analyse.

Step 2 requires us to set objectives and define metrics, select appropriate disclosures, and collect and analyse data. The objectives we have set relate mostly to SDG 8 and SDG 13, and we will continue to work on setting objectives for SDG 11 and SDG 12. We have selected appropriate disclosures and our approach to ESG reporting continues to evolve. With the potential adoption by the UK Government of the ISSB SDS (Sustainability Disclosure Standards) as part of the UK SRS (Sustainability Reporting Standards), we are moving towards a more uniform set of standards.

Our current reporting suite incorporates mandatory disclosures relating to SECR (Streamlined Energy and Carbon Reporting), TCFD (Task Force on Climate-related Financial Disclosures), CFD (Climate-related Financial Disclosures), Gender Pay Gap and Modern Slavery Act, alongside voluntary disclosures with reference to GRI Standards and SASB (Sustainability Accounting Standards Board). These disclosures directly relate to reporting of objectives and metrics supporting the SDGs.

Throughout this Sustainability Report, we highlight the relevant SDGs for each section.

Case study

Carbon reduction through science-based targets

Goal 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Decarbonisation is a commitment that we take seriously. In 2019, we became one of the first businesses in our sector in the UK to commit to setting science-based targets for carbon reduction. Following our acquisition of Marley in 2022 and the requirement as part of the updated Net-Zero Standard to include the reduction of Scope 3 emissions, we submitted revised targets to the Science Based Targets initiative. Our new targets were validated in September 2024 and we look forward to making progress towards our commitment to achieving net-zero across the value chain by 2050 – this will include a programme of internal training and awareness-raising on climate change mitigation and adaptation.

Read more about our science-based targets on our website:
www.marshalls.co.uk/sustainability/science-based-targets

Social value

2024 highlights

- Charity partnerships and product donations to colleges and community projects
- More than 600,000 trees planted since the start of the Fusion Forest initiative
- 10 years of Fair Tax Mark accreditation
- Gold membership of Supply Chain Sustainability School

2025 priorities

- Revised corporate social value approach to align with strategy and purpose
- Community and stakeholder engagement
- Maintaining Living Wage employer and Fair Tax Mark accreditation
- Team volunteering activity

Food bank donations to The Trussell Trust

Working with charity partners

Our national charity partner for 2024 was The Trussell Trust, 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. Along with making donations to food banks throughout the year, Marshalls donated to The Trussell Trust and other charities including Cash for Kids.

During the year, we made over £60,000 of charitable, community and product donations which are supporting local community projects including schools, an animal sanctuary, grassroots sports clubs, and a homeless shelter construction project.

We also continued our support for tree planting charities Eden: People + Planet, Trees for All and Trees for Life through Viridian Solar's Fusion Forest initiative. Since the start of the initiative, over 600,000 trees have been planted.

Fair Tax Mark

Committed to paying our fair share of tax and celebrating 10 years of Fair Tax Mark accreditation.

Living Wage employer

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

Working in the community

Our approach to social value is focused on engaging with community and education projects. From our Early Careers engineering apprenticeships to the work we do with further education colleges, we engage directly with young people in the construction industry.

We have an engagement programme with Leeds College of Building, which includes donation of building materials for their construction courses and running mock interviews with bricklaying students to promote employability skills. We work with other colleges including North Lindsey College in Scunthorpe whose Construction T Level students visited our Pollington site to learn about our business, and we continue to support the National Housebuilding Council (NHBC) Tamworth Training Hub with donations of concrete bricks for their groundworker apprenticeship programme.

Along with supporting our national charity partner, The Trussell Trust, our teams also give their time to local charity and community projects. In West Yorkshire, one of our teams volunteered their time to help a local charity, Project Colt, rejuvenate their garden area. Thanks to their hard work, the transformed space can now support wellbeing sessions and the Project Colt gardening project. Plans are already in place for more volunteering in 2025, with teams lined up to plant trees and work with environmental charities on outdoor spaces.

For more information on how we work with others, see **Page 27**

Labour

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Our people

2024 highlights

- Increase in number of women colleagues
- Apprenticeship and academy programmes
- Living Wage employer status
- Launch of Momentum leadership group

2025 priorities

- Group-wide employee survey
- Colleague engagement programme
- Continued rollout of Insights Discovery training
- Continued focus on creating high performance teams

2,435
employees (2023: 2,726)

10 years
as a Living Wage employer

168
colleagues in apprenticeship programmes (2023: 184)

34%
of women in leadership roles (2023: 39%)

£62,829
charitable, community and product donations (2023: £82,054)

17%
women colleagues (2023: 16%)

Our people are at the heart of our business and it is important to us to ensure their safety and wellbeing, along with providing opportunities for growth and development.

Learning and development

We know our people drive our success, and we are committed to supporting the growth of our business, people and teams to achieve shared success. Our colleagues receive induction and refresher training on critical compliance topics, while Production and Customer Services teams benefit from skills-based competency frameworks for structured growth and career progression.

By the end of 2024, we had 168 active apprentices, as well as a cohort of trained Insights Discovery facilitators who are empowering colleagues to connect and work together better. More highlights from 2024:

- Leadership Academy: Supporting leaders at all levels to strengthen their leadership approach. 47 leaders developed their skills, while 17 graduated, enhancing their decision making, agility, inclusivity, project management, and finance capabilities
- Data Academy: 12 colleagues graduated, with seven more starting the programme to enhance their data skills for their roles
- Production Academy: six colleagues began the Mineral Products Technician apprenticeship, focusing on concrete production and offering colleagues pathways for progression and technical expertise development

Our people continued

Diversity and inclusion

We continue to focus on diversity at the point of hiring and look to ways in which we can broaden our selection pools and target different cohorts of recruits. Our Early Careers cohort is a great example of this, with a total of 21 engineering apprentices now recruited so we're well on our way to achieving our target of 50 new Early Careers recruits by 2026. We are also proud to note that the proportion of women colleagues has increased in 2024, from 16% to 17%, and the number of colleagues under the age of 30 has increased from 11% to 13%.

Leadership talent

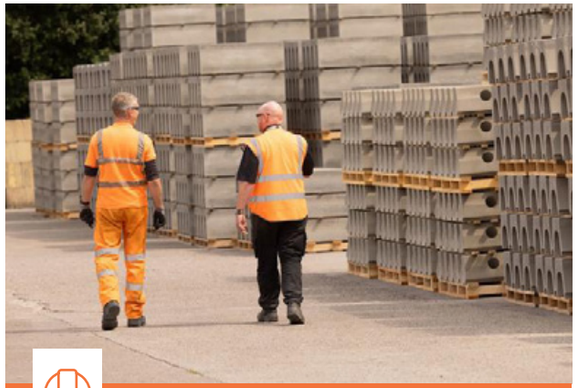
Momentum is a new leadership group formed in 2024 to align with the creation of our strategy. The group has a clear purpose of developing and role modelling a high-performance culture, building and delivering the strategy and being the change agents of the overall transformation. Made up of around 60 leaders representing the whole organisation, the group is non-hierarchical but merit based, with an ambition to accelerate talent development.

Employee Voice

The Employee Voice Group (EVG) meets every two months and is made up of 20 elected colleagues from different parts of the business, along with the Unite National Convenor.

In 2024, we evolved the way we run the EVG process by setting up site-based and divisional groups. Site-based groups are local forums which elect members into Divisional EVGs, chaired by our Heads of Manufacturing. These Divisional EVGs delegate representatives into the Group-wide EVG so that it is representative of the whole Marshalls Group. New members joined us in January 2024 and have become core contributors to the discussions throughout the year, bringing the operational perspective.

In 2024, six meetings were held with discussions ranging from CEO updates to input into the strategy, vision and purpose development, pay, and health and safety consultations. Members of the EVG contribute to decision making processes and are encouraged to cascade meeting minutes to their teams.



Case study

Site engagement

In 2024, our site management teams have embraced the opportunity to engage with their development. From the Site Operating Manager to managers on the frontline, everyone has worked towards making their site a better place to work through empowerment, development and engagement.

In Eaglescliffe, County Durham, an increased level of staff engagement has seen a 68% increase in SHEQ (safety, health, environment, quality) reports from frontline staff, making the workplace a safer place to be. Team engagement in Pollington, East Riding of Yorkshire, has resulted in a reduction in defective products as well as cost savings.

Health, safety and wellbeing

2024 highlights

- Met lost time injury frequency rate target
- Rollout of digital compliance system
- Award win at MPA Health and Safety Awards
- Integration of health, safety and wellbeing reporting

2025 priorities

- Continued rollout of High Risk Activity Programme
- IOSH occupational safety training programme
- Launch of Benchmark live data
- Health, safety and wellbeing colleague awareness programme

Marshalls is committed to meeting the highest standards of health and safety to ensure the safety, health and wellbeing of our colleagues, visitors and contractors.

Anyone who works for or with Marshalls must ensure and promote a safe and proactive working environment at all times. Our Health & Safety Policy applies to anyone who works for Marshalls, or is working on our premises.

We continue to operate in an environment where safety and people are a key priority, through the use of strong governance and procedures. 85% of our manufacturing sites have ISO 45001:2018 for Health and Safety Management Systems in place. This year we are reporting health and safety data for the entire Marshalls Group, including Marley and Viridian Solar, therefore, this is no comparison available for previous years.

In 2024, 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.

Digital compliance

The launch of Benchmark, our digital compliance management tool, has enabled us to use a centralised system to better manage health, safety and environmental reporting. Now fully integrated throughout all Marshalls sites, we have started training Marley colleagues in preparation for a full rollout to Marley sites in 2025.

In 2025, we are launching the system with live data and enabling dynamic decision making with real time information. This will not only bring a consistent approach to managing the health and safety of our colleagues, it will also allow us to better monitor trends, become more agile and trigger improvement campaigns in a more timely manner.

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 Chief Commercial Officer at every meeting as well as an annual update. Trade Unions are also involved in the development of health and safety practices, with the Group SHE Director presenting at the union and Employee Voice Group meetings every 12 months.

Health & Safety Award win for Safer Production

Our Cromwell Saws site team, based in Halifax, won the Safer Production award at the 2024 MPA Health & Safety Awards. The winning entry was based on the site team's implementation of a new process for identifying cracks in stone prior to cutting it, in order to ensure it is handled safely.

Prior to the introduction of this process, there had been a number of near misses and minor injuries. The site team identified and implemented a solution which they translated into videos for colleagues, with supporting written SOPs (safety operating procedures). There have been no further incidents since the implementation of the process.

Case study

Safety for roofing installers

Marley's Safe in the Sun campaign has now been running for over 20 years, raising awareness of the dangers of working in the sun for roofing installers by providing advice and tips from the Health and Safety Executive.

The Winter Safety campaign helps to raise awareness of the dangers of ice, snow and wind and how roofers can keep themselves safe and warm. Marley also provides practical help and advice on which materials to use in cold weather, particularly focusing on choosing dry fix methods, as well as how to store products during construction and protecting unfinished roofs.

Human rights

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Human rights

2024 highlights

- First UK member of XertifiX
- Supply chain audit programme in China
- Focus on UK supply chain
- Featured in UN Global Compact SDG Showcase

2025 priorities

- Continued development of supplier engagement programme, with focus on stone and solar
- UK-based SME supply chain training
- Continued transparency initiatives and supply chain mapping for solar

Read our Modern Slavery Statement at:
www.marshalls.co.uk/modern-slavery-statement

Commitment to human rights

Marshalls is committed to protecting and promoting human rights. We don't 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, UN 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.

We have been a signatory of the UN Global Compact since 2009. We take a multi-stranded 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 annual Modern Slavery Statement is Board-approved and our Chief Executive has overall Board responsibility for Human Rights.

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

Human rights due diligence

We understand the role of business in creating a safe and fair environment for workers in our operations and supply chains. We also know that modern slavery and labour exploitation are affected by a complex set of social, economic, legislative and geopolitical drivers. A tailored approach is required to address challenges across different regions and jurisdictions. As a UK-based manufacturer, with 88% of Group spend going to UK suppliers, we know that decent and fair work principles start at home.

Our use of temporary labour, which is typically considered to be an ethical risk factor, is comparatively low in our locations. This is owing to the nature of the business; we do not have seasonal fluctuations, prefer direct employment, and convert temporary labour to permanent jobs wherever possible. The majority of labour agencies we use are managed by a third-party platform, which carries out supplier due diligence checks. In 2024, we reduced the number of agencies on the platform by 68%.

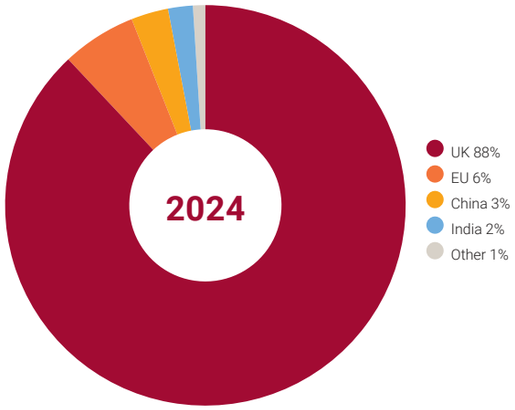
We monitor living wage across our UK supply chain and are increasing our engagement with UK-based SME suppliers, to help strengthen their understanding of due diligence and compliance requirements.

Risk assessment

In 2024, we completed our annual assessment of human rights risk across our overseas supply chain. Our risk matrix covers direct and indirect procurement in more than 30 countries. Regions of higher human rights concerns accounted for around 6% of Group spend and fell broadly into three product lines: solar panels, ceramics and natural stone. As the majority of activity in these high-risk categories was in China and India, they continued to be the focus of our due diligence activities.

Having worked on anti-slavery and anti-child labour initiatives since 2005, we are evolving from in-house assessments towards external verification of supply chain transparency and the ethical credentials of our products.

Breakdown of annual spend across Marshalls Group



Find out more about how we work with others on **page 27**

Working in the supply chain

Case study

Chinese natural stone

In 2024, Marshalls became the first UK member of European membership group XertifiX, starting a pilot for factories and quarries in our Chinese natural stone supply chain. We chose XertifiX because it works with every level of the supply chain, from raw materials extraction to finished product; uses local human rights experts, with deep knowledge of the sector to carry out audits; and aligns with EU legislation on human rights due diligence.

Since starting our pilot in late 2024, seven audits have been completed, covering four quarries and three factories. Recommendations and follow up visits will be made, and XertifiX will visit to check progress of each site at least annually. Participating locations will be part of a five-year improvement programme.

We will continue our audit programme in 2025 with the aim of covering all our major stone lines by the end of the year. We also plan to engage with suppliers to educate them on the mutual benefits of XertifiX and support them on their improvement journey.

Case study

Transparency and ethics in solar

Viridian Solar's supply chain is almost wholly reliant on China and the company has been taking a multifaceted approach which includes regular visits and audits, sourcing agreements and transparency initiatives.

In 2024, we visited five suppliers to ascertain the supply chain's readiness for international ESG and transparency standards. Accompanied by an independent ethical supply chain expert, the visit included manufacturing facilities at tiers one, two, five, six and seven. Ethical interviews were also conducted as part of the visit.

Through continuing supplier engagement, Viridian Solar has now fully mapped its polysilicon supply chain (the main component of solar panels) to tier seven stage, where raw materials are processed. Viridian Solar is now extending its supplier sourcing agreements to ensure that sourcing can only come from agreed locations in the first six tiers of the supply chain. Transparency initiatives and supply chain mapping will continue in 2025.

Case study

Training for UK supply chain

In July 2024 Marshalls commissioned an external audit of a UK-based SME contractor that supplies to several UK manufacturing locations. Our goal was to assess the contractor's understanding of ethical and modern slavery risks and its capability for meeting them. Checks included right to work, recruitment and onboarding processes, record keeping and policies.

While the audit did not find any major areas of concern, it highlighted the challenges that smaller businesses face in meeting compliance.

We used the learning from this audit as part of a training session for the Marshalls procurement team in 2024. The ethical consultant who carried out the audit was invited back as a guest speaker. He gave a practical presentation on how to assess and manage risk, through checking wage slips and other records. Our Business and Human Rights Lead also presented on global supply chain risks.

In 2025, we will be continuing our work with our UK supply chain, using audit findings to develop training and engagement for UK-based SME suppliers.

Read our Modern Slavery Statement at:
www.marshalls.co.uk/modern-slavery-statement

Environment

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19 Energy reduction
20 Waste
21 Water and biodiversity

Climate change and carbon emissions

2024 highlights

- Approved science-based targets aligned with 1.5°C and commitment to net-zero by 2050
- First time reporting of Scope 3 emissions
- Implementation of new energy management system
- Increase in pallets collected from sites

2025 priorities

- Further development of our net-zero roadmap and transition planning
- Site solar programme
- Biodiversity action plans for all extractive sites
- Implementation of carbon reporting software

Measuring carbon emissions

We're committed to minimising our impact on the environment, and key to this is our plan to reduce our greenhouse gas (GHG) emissions to net-zero.

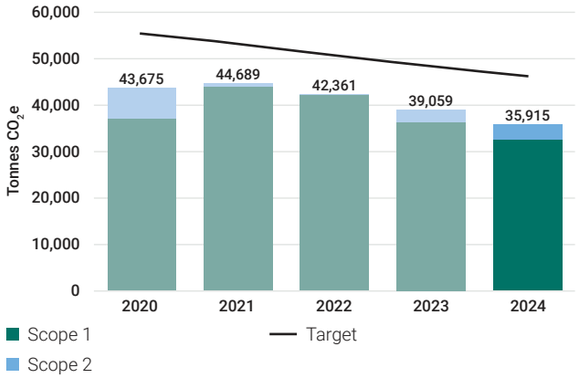
As we reported last year, we began the process of incorporating Marley and Viridian Solar into our carbon reduction targets in 2023. We have now set near and long-term targets for the Group which have been approved by the SBTi and we've committed to reach net-zero across our entire value chain by 2050.

This is an important step for us – we know the role we play as a manufacturer in reducing our carbon footprint. We want our targets to be meaningful and for our progress against these targets to stand up to scrutiny.

We are reporting carbon and energy consumption and performance for the entire Group for the first time. In order to ensure we are able to give a meaningful year on year comparison, the data we are reporting has been adjusted to take into consideration the move of our logistics from Scope 1 to Scope 3 and Marley and Viridian Solar joining the Group.

Group absolute Scope 1 and 2 emissions

The below chart shows absolute Scope 1 and 2 emissions against our SBTi validated net-zero target line.



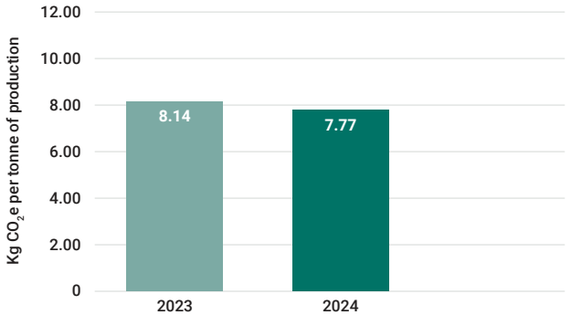
- Scope 1 refers to our direct fuel usage, including diesel, petrol, liquefied petroleum gas (LPG), heating oil, kerosene and natural gas. We measure this through invoices and site tank meter readings
- Scope 2 refers to our indirect emissions which is the electricity we have purchased. We report our Scope 2 emissions as market based (using supplier emission factors). 66% of the electricity we use comes from renewable sources
- Scope 3 refers to supplier emissions

Our relative Scope 1 and 2 emissions data relates to the Marshalls Group. We have only reported two years due to Marshalls and Marley businesses having previously used different intensity ratios. These are now aligned.

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

Group relative Scope 1 and 2 emissions

We use an intensity ratio in order to define emissions data in relation to our business.



The relationship between 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 does mean this is not always linear. Our 2024 data is in line with expectations and our absolute emissions remain well within the approved 1.5°C science-based target pathway.

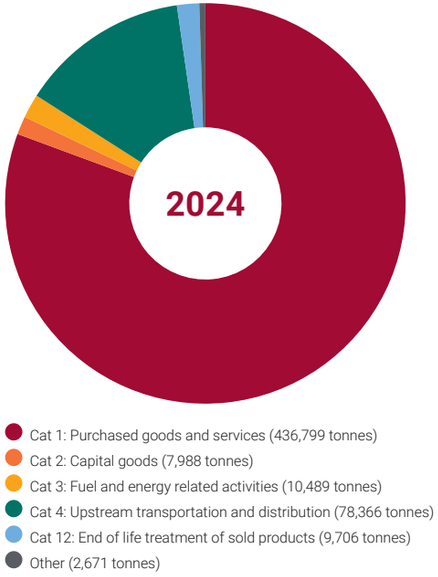
Overall Net-Zero Target: Marshalls plc commits to reach net-zero GHG emissions across the value chain by 2050

Near-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 50.5% by 2030 from a 2018 base year and to reduce absolute Scope 3 GHG emissions 37.5% by 2033 from a 2018 base year

Long-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2018 base year and to reduce absolute Scope 3 GHG emissions 90% by 2050 from a 2018 base year

Scope 3 emissions

In our first year of reporting of Scope 3 emissions, we include all appropriate and relevant categories. Our total Scope 3 footprint in 2024 was 546,019 tonnes.



Our Scope 3 emissions are now included in our approved carbon reduction targets. Having undertaken the re-baselining activity in 2023, we have used 2023 actuals to estimate 2024 totals for relevant categories and taken into consideration changes in production volumes and the move of our logistics from Scope 1 to Scope 3.

Energy reduction

Carbon and energy reduction

Our carbon reduction journey focuses on the goals of mitigation and adaptation – the actions needed to reduce emissions that cause climate change and the ways in which we need to manage the risks of climate change impacts. For Marshalls, this is about working towards achieving our science-based targets – through manufacturing efficiencies, energy reduction and our product mix design – and it's about demonstrating our carbon leadership across our portfolio of products.

Our revised science-based targets and commitment to net-zero by 2050 have put real emphasis on our carbon reduction roadmap. We continue to develop our plans to achieve our goals and throughout 2024, made efforts to reduce the energy we use as a business through adherence to our formal in-house energy management system.

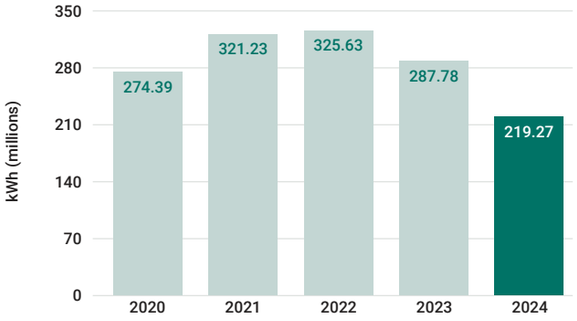
Part of this process has also been to apply the knowledge we have built up over many years in carbon reduction to other parts of the Group. In 2024, we began a programme of carbon reduction activity across our product ranges, along with our cement substitution and cement reduction programmes. Moving forward, we have clear plans to implement measures around our products, our sites and processes, and our supply chain. They include:

- Continue to develop innovative products that support climate change mitigation and adaptation
- Continue to investigate renewable energy projects, specifically solar and wind
- Continue to engineer high emissions fuels out of the business and replace with lower emission fuels
- Increase collaboration and innovation with key supply chain partners to identify areas where we can reduce carbon impacts along the value chain
- Work with our group of internal Energy Champions who drive energy efficiency and improvement at our manufacturing sites

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

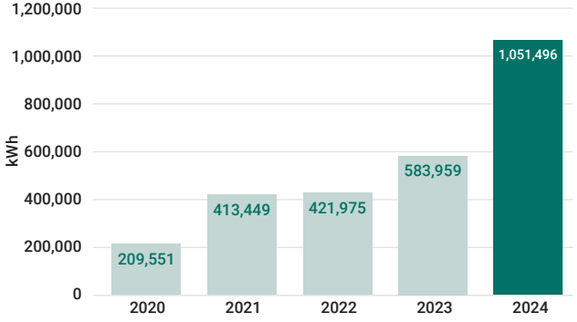
Group energy consumption

This chart shows energy consumption in kWh (millions).



Self-generated energy from renewables

This chart shows self-generated energy from the solar arrays at our Sandy, Sittingbourne and St Ives production sites and our Papworth non-production site.



Case study

Product spotlight – climate mitigation

We continue to work on our cement replacement and cement reduction programmes. We have up to 60% cement replacement in Marshalls concrete paving and we are now applying our technology and know-how to other parts of the Group in order to reduce our product carbon footprint. We also work with suppliers and partners to innovate in our sector and find better ways to minimise the impact of construction products and materials.

Case study

Product spotlight – climate adaptation

In 2024, we were proud to launch the first complete solution in the UK for integrating rain garden kerbs seamlessly into outdoor designs. EDENKERB® is an innovative Sustainable Drainage System (SuDS) which ensures effective stormwater management while contributing to increased biodiversity. EDENKERB® is part of the efforts we're making to integrate 'green' and 'grey' spaces by incorporating solutions that mimic nature, in the design and engineering of projects.

Waste

Waste and circularity

We're committed to driving circular approaches. We measure and monitor waste performance and have a set target to achieve zero waste to landfill by 2030. We work with our sites and suppliers to identify and implement circular economy initiatives and we undertake regular waste audits at our sites to help improve waste management.

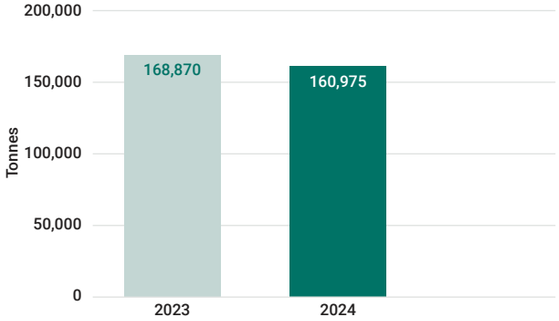
Total waste produced in 2024 was 160,975 tonnes, which comprises 262 tonnes of hazardous waste (2023: 611 tonnes) and 160,713 tonnes of non-hazardous waste.

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.

In 2024, the absolute waste total decreased and the percentage sent to landfill also decreased from 0.27% in 2023 to 0.13% in 2024. The calculation for the percentage of waste going off-site does not currently include hazardous waste or waste used for restoration on Marshalls sites.

Group absolute UK waste

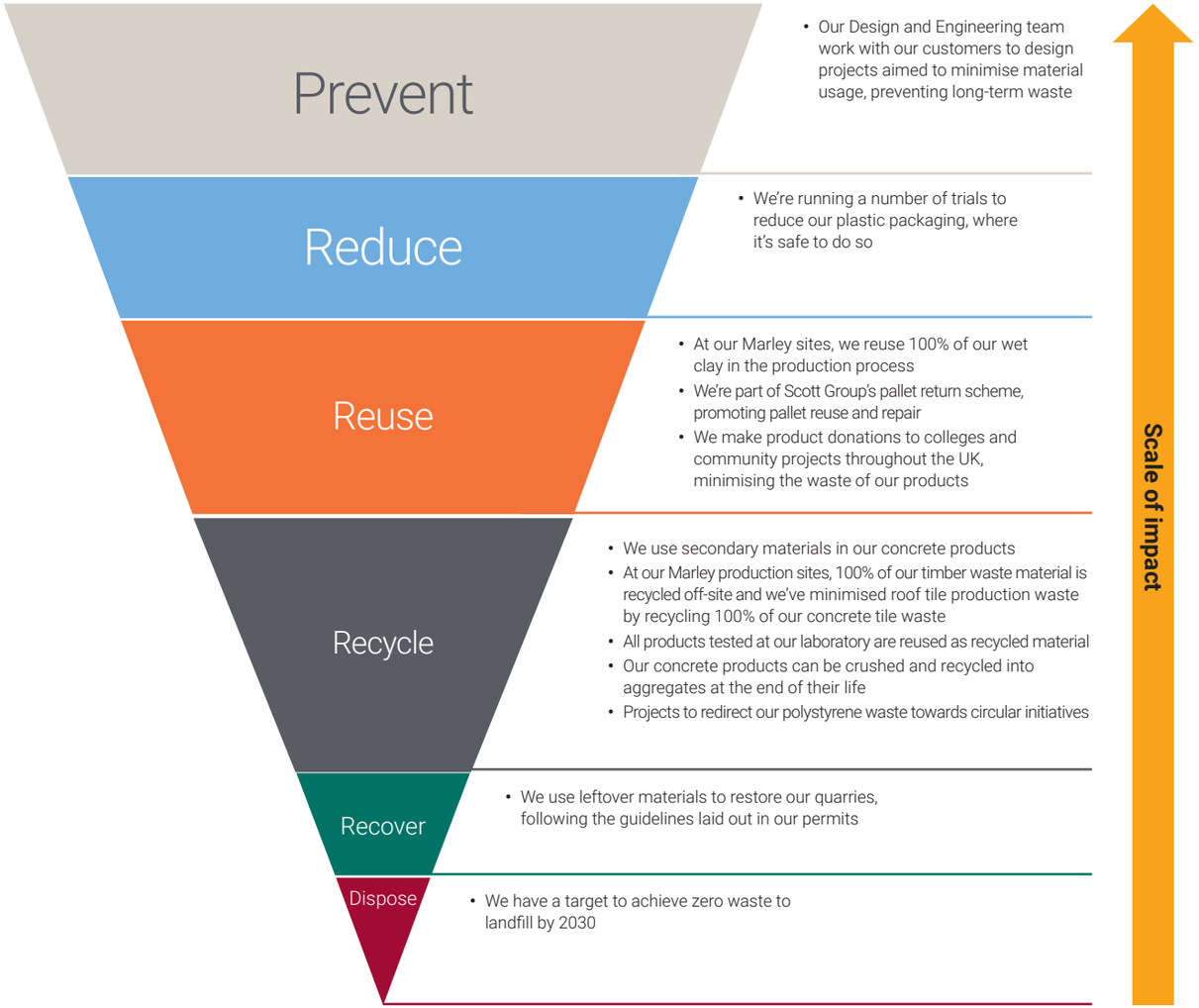


Packaging

Over many years, we have conducted trials to remove plastic from our packaging where we can, whilst maintaining safety and integrity of the product for our customers. We've also looked to reduce the thickness of the plastic we use in our packaging where it can't be removed safely.

One example of our approach to circularity is our wooden pallets. We work with different recovery services who collect any Marshalls or Marley branded pallets free of charge. Those pallets go to a repair hub which allows it to be repaired, repatriated and then delivered back into our manufacturing plants. In 2024, we collected more pallets through our pallet partners than ever before - 26% more than in 2019. These pallets were collected from a mixture of our sites and our customer sites. This helped both us and our customers to avoid disposing of the pallets.

With a target of zero waste to landfill, we're working hard to ensure we manage our waste effectively. Having already achieved significant progress in this area, we know that the remaining percentage of waste removal is not easy. We're currently working with our waste management company to help us as well as conducting site audits to ensure we can identify hotspots, while challenging ourselves to prevent waste from being created in the first place.



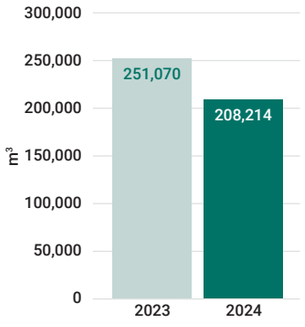
Water and biodiversity

Water

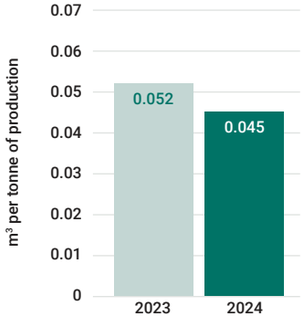
We use water at our sites for hygiene, for washing our site vehicles and in some of our manufacturing processes. Many of our sites harvest and recycle water, and we use quarry water and boreholes to minimise mains water use, where appropriate in our operations.

Our water consumption data relates to the Marshalls Group. We have only reported two years due to availability of data.

Water consumption



Water use per tonne of production



We use WRI (World Resources Institute) data to identify areas of water stress. Based on this data, we have assessed that we have two sites in areas of high water stress: our Design Space in central London (office location) and our manufacturing site in Beenham.

Biodiversity

Our approach to biodiversity uses 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 dependencies, impacts, risks and opportunities.

We have classified all our sites using a tier system in order to prioritise activity and developed a roadmap for these activities. 2024 focus has been on starting a Biodiversity Action Plan programme for extractive sites.

Working in partnership with the Royal Society for the Protection of Birds (RSPB), we have an ongoing programme of work to update our Biodiversity Action Plan framework. Our focus for 2025 is to have all extractive sites with biodiversity action plans in place.

We started a tree planting programme at our Howley Park quarry in West Yorkshire in 2024 and this will continue into 2025 as we plant 3,000 trees as part of our quarry restoration work.

Operating responsibly

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Being a responsible business

2024 highlights

- 20 years as a FTSE4Good constituent
- Rollout of Safecall whistleblowing service to Marley
- Anti-greenwash training for additional marketing teams

2025 priorities

- Fraud prevention training programme
- Creation of Conflict of Interest Policy
- Publication of additional Environmental Product Declarations (EPDs) for natural stone

Compliance, anti-greenwash and training

Our compliance training modules are delivered annually and they cover modern slavery, anti-bribery and corruption, GDPR, non-facilitation of tax evasion, and our Code of Conduct.

In preparation for the Economic Crime and Corporate Transparency Act, we are developing and refining internal procedures and creating training in order to prevent fraud and false accounting which will be rolled out in 2025.

Our anti-greenwash training programme continued in 2024, with training sessions for teams in our Marley and Viridian Solar businesses covering the Competition and Markets Authority's Green Claims Code and how to ensure we avoid greenwash. This was complemented by the creation of our internal Ethical Claims Guide for sales and marketing teams.

Celebrating 20 years as a FTSE4Good constituent and 10 years of the Fair Tax Mark.

ESG governance

As a responsible business, we are guided by the United Nations Global Compact's principles in the key areas of human rights, labour, environment and anti-corruption, along with the UN's Sustainable Development Goals (SDGs).

Our approach to ESG is underpinned by our 'Transform & Grow' strategy, science-based targets framework and our three key pillars – Better Product, Better Workplace, Better World.

Our ESG strategy is led by our Chief Legal Officer, delivered by the ESG Delivery Team with support from the ESG Steering Committee and oversight from the ESG Committee at Board level.

ESG Board Committee
Oversight of ESG strategy for the Marshalls Group

ESG Steering Committee
Scrutinises ESG strategy implementation

ESG Delivery Team
Delivery of ESG strategy

ESG Strategy
Overtly tied to overall business objectives and informs internal updates/reporting

Anti-bribery and corruption

Our Anti-Bribery Code sets out our definition of bribes and the different ways bribes can be evident in business. We have a Serious Concerns Policy which is based on our commitment to creating a working environment where everybody feels able to raise legitimate concerns about any wrong-doing without fear of criticism, discrimination or reprisal.

Since 2019, we have operated Safecall in our UK operations. Safecall is our independent whistleblowing service which enables any of our people, contractors, suppliers and other stakeholders to raise their concerns. Safecall is in place to enhance a culture of openness and to demonstrate that malpractice is taken seriously and dealt with at the highest level.

Paying our fair share of tax

Since 2015, Marshalls has proudly displayed the Fair Tax Mark, which signifies that we pay the right amount of tax at the right time. This accreditation highlights our dedication to transparency and responsible business practices, reassuring stakeholders of our integrity.

Fair Tax is integral to Marshalls because we're committed to being a responsible business. This commitment aligns with our participation of the UN Global Compact and our efforts to contribute to the UN's Sustainable Development Goals.

Fair Tax® accredited

Accreditations

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26 Accreditations and certifications
27 How we engage with others
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ESG data sheet

Measuring our progress in ESG performance

All ESG metrics reported here relate to the entire Marshalls Group, now including Marley and Viridian Solar. This means that some metrics are not directly comparable to previous years, as highlighted by *. Unless otherwise stated, this report covers the reporting period from 1 January to 31 December 2024.

Over £60,000
charitable, community and product donations

100%
manufacturing sites with ISO 14001 for environmental management

168
colleagues in apprenticeship programmes

Corporate	2024	2023	2022	2021	2020
Revenue (£m)	**619.2**	671.2	719.4	589.3	469.5
Fair Tax Mark accreditation	**Yes**	Yes	Yes	Yes	Yes
Number of employees	**2,435**	2,726	3,112	2,700	2,659
Charitable, community and product donations (£)	**62,829**	82,054	33,901	103,500	183,000
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	**0**	0	0	0	0
Political donations and political lobbying expenses (excluding trade association memberships)	**0**	0	0	0	0
BRE BES 6001 Responsible Sourcing	**Yes**	Yes	Yes	Yes	Yes
FTSE4Good constituent	**Yes**	Yes	Yes	Yes	Yes

Environmental	2024	2023	2022	2021	2020
Group absolute (market-based) Scope 1 and 2 CO_2e emissions (tonnes CO_2e) (adjusted)	**35,915**	39,059	42,361	44,689	43,675
Group relative (market-based) Scope 1 and 2 CO_2e emissions (kg CO_2e per tonne of production)	**7.77**	8.14	n/a	n/a	n/a
Group Scope 3 CO_2e emissions **	**546,019**	–	–	–	–
Group water consumption (m^3)	**208,214**	200,695	n/a	n/a	n/a
Group waste generated (tonnes)	**160,975**	155,881	n/a	n/a	n/a
Group waste to landfill	**0.13%**	0.27%	n/a	n/a	n/a
Group energy consumption (mkWh)	**219.27**	287.78	325.63	321.23	274.39
UK sites with solar panels	**5**	5	2	2	1
Percentage of manufacturing sites with ISO 9001 for Quality Management *	**85%**	82%	82%	81%	100%
Percentage of manufacturing sites with ISO 14001 for Environmental Management *	**100%**	92%	82%	81%	100%
Percentage of manufacturing sites with ISO 45001 for Health and Safety Management *	**85%**	82%	82%	81%	100%
CDP score for climate change	**B**	B	B	B	B

People & Communities	2024	2023	2022	2021	2020
Women on the Board	**50%**	50%	43%	43%	43%
Women in senior leadership positions ***	**34%**	39%	31%	35%	29%
Women in workforce *	**17%**	16%	16%	18%	16%
Living Wage employer	**Yes**	Yes	Yes	Yes	Yes
Employee engagement score	**n/a**	6.7	7.6	7.6	7.6
Group lost time injury frequency rate (per million hours worked)	**2.34**	n/a	n/a	n/a	n/a
Marshalls only lost time injury frequency rate (per million hours worked)	**n/a**	0.78	1.72	2.68	1.73
Work related employee/contractor fatalities	**0**	0	0	0	0
Mental Health First Aiders *	**57**	62	62	53	42
Colleagues in apprenticeship programmes *	**168**	184	142	102	99

* 2024 data is now for entire Group and not directly comparable to previous years.

** No data published prior to 2024.

*** Executive Committee –1 (as at 31 December 2024).

Accreditations and certifications

The Group operates to management systems which cover the majority of manufacturing sites, with 85% certified to ISO 9001 for quality management, 85% certified to ISO 45001 for health and safety management, and 100% certified to ISO 14001 for environmental management. Figures represent the entire Marshalls Group including Marley and Viridian Solar.

In 2024, 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 2024. We have achieved certification for Achilles BuildingConfidence and SSIP (Safety Schemes in Procurement), and we have FORS (Fleet Operator Recognition Scheme) silver accreditation.

We are a Living Wage employer and gold members of the Supply Chain Sustainability School. We have held the Fair Tax Mark for 10 years and we are a member of Made in Britain.

A constituent of the FTSE4Good for 20 years, we also continue to voluntarily disclose data to CDP 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 2024 submission for 2023 data scored B for Climate and C for Water.

Our carbon emissions targets are aligned to a 1.5°C pathway, and have been approved by the Science Based Targets initiative:

- Overall Net-Zero Target: Marshalls plc commits to reach net-zero GHG emissions across the value chain by 2050
- Near-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 50.5% by 2030 from a 2018 base year and to reduce absolute Scope 3 GHG emissions 37.5% by 2033 from a 2018 base year
- Long-Term Targets: We commit to reduce absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2018 base year and to reduce absolute Scope 3 GHG emissions 90% by 2050 from a 2018 base year

The quantification and reporting of Marshalls' environmental data (carbon, energy, waste and water) has been independently verified by the internationally recognised BSI. The verification activity has been carried out in accordance with ISO 14016:2020 and applied a limited level of assurance. BSI's full verification report can be found on our website.

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, although this standard has now been closed and is no longer being accredited by BRE.

In 2024, Marley became the first roofing manufacturer to publish Environmental Product Declarations (EPDs) for concrete and clay tiles. Marshalls now has EPDs for the majority of our product range. EPDs document the environmental performance of a product or range of products. Our published EPDs 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.

Our solar panels and timber battens have been accredited under the Code for Construction Product Information (CCPI) scheme. CCPI accreditation evaluates products across 11 key areas, ensuring clarity in product descriptions, verified claims, and ongoing staff training.

Marshalls is fully committed to meeting chain of custody requirements and as such implements and maintains a management system that conforms to PEFC's standards for timber battens and FSC requirements for landscape protection products.

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

To access our Environmental Product Declarations, visit our EPD library: **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. Part of the CPA group of members involved in the formation of the Code for Construction Product Information (CCPI).
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 manufacturing members are required to sign up to the Charter Membership Scheme, which aims to encourage member companies to go beyond legislation and take voluntary actions to make their products and operations more sustainable. It is a mandatory MPA Precast membership requirement to report on sustainability performance and be audited annually under the scheme.	Our Chief Commercial Officer sits on the MPA Board. 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.
Solar Stewardship Initiative (SSI)	A joint initiative by Solar Power Europe and SolarEnergy UK to establish internationally recognised sustainability standards for the solar sector.	Viridian Solar sit on the Steering Committee and on the working group for the SSI transparency standard.

Who we work with	Their position on sustainability	How we engage
XertifiX	European-based NGO (non-governmental organisation) which runs an international audit and certification scheme to raise standards in the Asian stone sector.	First UK member to join, with audit pilots running in our Chinese natural stone supply chain.
Chartered Institution of Water and Environmental Management (CIWEM)	Royal chartered professional body dedicated to sustainable management of the environment, globally. It aims to build a global community of water and environmental professionals dedicated to working for the public benefit.	Partnership with CIWEM in their digital series, #TheRippleEffect, to demonstrate the work we are doing with our customers to support the integration of nature and green spaces through innovative water management solutions.
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 are corporate supporters and work with the RSPB on developing biodiversity action plans for our extractive sites.
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 training for our sales teams.
UN Global Compact Network UK	The network promotes practical sustainability leadership, shares knowledge across sectors, and actively shapes the responsible business environment.	Marshalls attends the Modern Slavery, Climate Disclosures, and Sustainability Reporting working groups to share information, learning and best practice.

Community engagement

We engage with our local communities as part of our stakeholder engagement activity, whether it's sponsoring a local grassroots football team or tree planting as part of our quarry restoration programme. Each Marshalls site has a community liaison contact and we ensure we engage with our neighbours.

Sites have meetings with local residents/community meetings as well as having a community liaison contact, and each site has a communications log. If an issue or complaint is raised, it is investigated and dealt with at site level in the first instance. If appropriate, the site team escalates to their SHE (safety, health and environment) Adviser and any external agencies as required. We continue to strengthen internal procedures and the complaints escalation process is now part of our management systems.

For more information on our community engagement and social value programme, see **Page 9**

GRI and SASB content index

Statement of use: Marshalls has reported the information cited in this GRI content index for the period January to December 2024 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: ARA pages 2–3 Where we operate: SR page 2	
2-2 Entities included in the organisation's sustainability reporting	ESG data sheet: SR page 25	
2-3 Reporting period, frequency and contact point	ESG data sheet: SR page 25 Contact details: SR page 33	
2-4 Restatements of information	ESG data sheet: SR page 25	
2-5 External assurance	BSI Verification Report 2024: www.marshalls.co.uk/sustainability/document-library Verifications: SR page 26	
2-6 Activities, value chain and other business relationships	At a glance: ARA pages 2–3 Where we operate: ARA page 3	
2-7 Employees	People data: ARA page 35 ESG data sheet: SR page 25	
2-8 Workers who are not employees	See omissions	Information not available. Marshalls uses contractors, but does not report total number.
2-9 Governance structure and composition	Corporate Governance Statement: ARA pages 68–82 Board composition: ARA pages 66–67 Employee Voice Group: ARA page 34	
2-10 Nomination and selection of the highest governance body	Corporate Governance Statement: ARA pages 68–82 Board composition: ARA pages 66–67	

GRI 2 General disclosures 2021 continued

Disclosure	Location	Omissions
2-11 Chair of the highest governance body	Board composition: ARA pages 66–67	
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Statement: ARA pages 68–82 Board composition: ARA pages 66–67	
2-13 Delegation of responsibility for managing impacts	Corporate Governance Statement: ARA pages 68–82	
2-14 Role of the highest governance body in sustainability reporting	ESG oversight: ARA page 72	
2-15 Conflicts of interest	Conflicts and concerns: ARA page 77 Board composition: ARA pages 66–67	
2-16 Communication of critical concerns	Whistleblowing and bribery: ARA page 77	
2-17 Collective knowledge of the highest governance body	ESG oversight: ARA page 72	
2-18 Evaluation of the performance of the highest governance body	Board evaluation: ARA pages 80–81	
2-19 Remuneration policies	Remuneration Report: ARA pages 93–108	
2-20 Process to determine remuneration	Remuneration Report: ARA pages 93–108	
2-21 Annual total compensation ratio	Pay comparisons: ARA page 103	
2-22 Statement on sustainable development strategy	Sustainability: ARA pages 32–42 Risk management: ARA pages 54–64 Sustainability: www.marshalls.co.uk/sustainability	
2-23 Policy commitments	Policies: www.marshalls.co.uk/about-us/policies Human rights: SR page 15–16 Business and human rights: ARA pages 38–39	
2-24 Embedding policy commitments	Audit, risk and internal control: ARA page 74	
2-25 Processes to remediate negative impacts	Whistleblowing and bribery: ARA page 77	

GRI and SASB content index continued

GRI 2 General disclosures 2021 continued

Disclosure	Location	Omissions
2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct: www.marshalls.co.uk/about-us/policies Whistleblowing and bribery: ARA page 77	
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 27	
2-29 Approach to stakeholder engagement	How we engage with others: SR page 27 Stakeholder engagement: ARA pages 27–31	
2-30 Collective bargaining agreements	Employee voice: SR page 12	

GRI 3 Material topics 2021

Disclosure	Location	Omissions
3-1 Process to determine material topics	Materiality matrix: SR page 6	
3-2 List of material topics	Materiality matrix: SR page 6	

Standard	Disclosure	Location	Omissions
GRI 201: Economic performance 2016	**3-3 Management of material topics**	Risk management: ARA pages 54–64	
	201-1 Direct economic value generated and distributed	Consolidated Income Statement, Balance Sheet and Cash Flow Statement: ARA pages 121–123	
	201-2 Financial implications and other risks and opportunities due to climate change	Risk management: ARA pages 54–64 Risks and opportunities: ARA pages 47–48	
	201-3 Defined benefit plan obligations and other retirement plans	Defined benefit schemes: ARA page 98	
	201-4 Financial assistance received from government	See omissions	Marshalls received no financial assistance from government.

GRI 3 Material topics 2021 continued

Standard	Disclosure	Location	Omissions
GRI 205: Anti-corruption 2016	**3-3 Management of material topics**	Anti-bribery Code: www.marshalls.co.uk/about-us/policies Code of Conduct: www.marshalls.co.uk/about-us/policies Anti-corruption: SR page 23	
	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 23	
	205-3 Confirmed incidents of corruption and actions taken	Anti-corruption: SR page 23	
GRI 206: Anti-competitive behaviour 2016	**3-3 Management of material topics**	Code of Conduct: www.marshalls.co.uk/about-us/policies	
	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Anti-corruption: SR page 23	
GRI 207: Tax 2019	**3-3 Management of material topics**	Tax Policy: www.marshalls.co.uk/about-us/policies	
	207-1 Approach to tax	Tax Policy: www.marshalls.co.uk/about-us/policies Fair Tax Mark: SR page 9	
	207-2 Tax governance, control, and risk management	Taxation: ARA page 51 Income tax expense: ARA page 121	

GRI and SASB content index continued

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 207: Tax 2019 continued	**207-3**	**Stakeholder engagement and management of concerns related to tax**	Tax: ARA page 51	
	207-4	**Country-by-country reporting**	Income tax expense: ARA page 121	
GRI 302: Energy 2016	**3-3**	**Management of material topics**	Energy & Climate Change Policy: www.marshalls.co.uk/about-us/policies	
	302-1	**Energy consumption within the organisation**	SECR: ARA pages 40–42 Energy reduction: ARA page 42	
	302-2	**Energy consumption outside of the organisation**	SECR: ARA pages 40–42 Energy reduction: ARA page 42	
	302-3	**Energy intensity**	SECR: ARA pages 40–42 Energy reduction: ARA page 42	
	302-4	**Reduction of energy consumption**	SECR: ARA pages 40–42 Energy reduction: ARA page 42	
	302-5	**Reductions in energy requirements of products and services**	EPDs: ARA pages 37	

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 303: Water and effluents 2018	**3-3**	**Management of material topics**	Environmental Policy: www.marshalls.co.uk/about-us/policies	
	303-1	**Interactions with water as a shared resource**	Water stress: SR page 21	
	303-2	**Management of water discharge-related impacts**	See omissions	Information currently unavailable
	303-3	**Water withdrawal**	Water: SR page 21	
	303-4	**Water discharge**	See omissions	Data currently unavailable
	303-5	**Water consumption**	Water: SR page 21	
GRI 304: Biodiversity 2016	**3-3**	**Management of material topics**	Environmental Policy: 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 reported
	304-2	**Significant impacts of activities, products and services on biodiversity**	Biodiversity: SR page 21	
	304-3	**Habitats protected or restored**	Quarry restoration: SR page 21	
	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 and SASB content index continued

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 305: Emissions 2016	**3-3**	**Management of material topics**	Energy & Climate Change Policy: www.marshalls.co.uk/about-us/policies TCFD disclosure: ARA pages 43–49 Materiality matrix: ARA page 33	
	305-1/ 305-2	**Direct (Scope 1) and indirect (Scope 2) GHG emissions**	TCFD disclosure: ARA pages 43–49 Carbon reporting: ARA pages 40–41 Science-based targets: ARA page 40	
	305-3	**Other indirect (Scope 3) GHG emissions**	Supplier emissions: AR page 41 Carbon reporting: ARA pages 40–41 Science-based targets: ARA page 40	
	305-4	**GHG emissions intensity**	Carbon reporting: ARA pages 40–41	
	305-5	**Reduction of GHG emissions**	Carbon reduction: ARA pages 40–41 TCFD disclosure: ARA pages 43–49 Carbon reporting: ARA pages 40–41	
	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: www.marshalls.co.uk/about-us/policies Health and safety: ARA page 36 Health and safety: SR page 13	
	403-1	**Occupational health and safety management system**	ESG data sheet: SR page 25 Sites with ISO 45001: SR page 25	
	403-2	**Hazard identification, risk assessment and incident investigation**	Health & Safety Policy: www.marshalls.co.uk/about-us/policies	
	403-3	**Occupational health services**	Health and safety: ARA page 36 Health and safety: SR page 13	
	403-4	**Worker participation, consultation, and communication on occupational health and safety**	Health and safety: ARA page 36 Health and safety: SR page 13	
	403-5	**Worker training on occupational health and safety**	Health and safety: ARA page 36 Training hours: ARA page 36	
	403-6	**Promotion of worker health**	Health and safety: ARA page 36 Health and wellbeing: SR page 13	
	403-7	**Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**	Health and safety: ARA page 36 Award win: ARA page 36	
	403-8	**Workers covered by an occupational health and safety management system**	Sites with ISO 45001: SR page 25	

GRI and SASB content index continued

GRI 3 Material topics 2021 continued

Standard	Disclosure		Location	Omissions
GRI 403: Occupational health and safety 2018 continued	**403-9**	**Work-related injuries**	Health and safety: ARA page 36	
	403-10	**Work-related ill health**	Health and safety: ARA page 36	
GRI 405: Diversity and equal opportunity 2016	**3-3**	**Management of material topics**	Diversity & Inclusion Policy: www.marshalls.co.uk/about-us/policies Diversity and inclusion: ARA page 34 Diversity and inclusion: SR page 11	
	405-1	**Diversity of governance bodies and employees**	Diversity and inclusion: SR page 11	
	405-2	**Ratio of basic salary and remuneration of women to men**	Gender Pay Gap Statement: www.marshalls.co.uk/about-us/corporate-governance	
GRI 408: Child labour 2016	**3-3**	**Management of material topics**	Children's Rights Policy: www.marshalls.co.uk/about-us/policies Areas of activity: MSS pages 2 and 6 Due diligence processes: MSS pages 17–18	
	408-1	**Operations and suppliers at significant risk for incidents of child labour**	Areas of activity: MSS pages 2 and 6 Due diligence processes: MSS pages 17–18 Assessing risk: MSS pages 11–15	

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: www.marshalls.co.uk/about-us/policies Areas of activity: MSS pages 2 and 6 Due diligence processes: MSS pages 17–18	
	409-1	**Operations and suppliers at significant risk for incidents of forced or compulsory labour**	Areas of activity: MSS pages 2 and 6 Due diligence processes: MSS pages 17–18 Assessing risk: MSS pages 11–15	
GRI 415: Public policy 2016	**3-3**	**Management of material topics**	Stakeholder engagement: ARA pages 27–31 How we engage with others: SR page 27	
	415-1	**Political contributions**	Political donations: ARA page 109	
GRI 417: Marketing and labelling 2016	**3-3**	**Management of material topics**	Compliance: SR page 23	
	417-1	**Requirements for product and service information and labelling**	Environmental Product Declarations: ARA page 37 Compliance: SR page 23	
	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:

ARA = Annual Report & Accounts 2024
MSS = Modern Slavery Statement 2024
SR = Sustainability Report 2024
COC = Code of Conduct

Marshalls

Stakeholder Engagement

Marshalls would like to thank all of the 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, Head of ESG Engagement, at esg@marshalls.co.uk.

For more information on Marshalls, visit **marshalls.co.uk/sustainability**

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