



# **BUILDING A LASTING LEGACY:** IKO PLC (UK) ESG REPORT 2024

**Setting the foundation for a more sustainable future**



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

# A WORD FROM IKO PLC (UK)'S MD

**I'm proud to reflect on the strides we've taken since developing our environmental, social and governance (ESG) strategy over the past 12 months.**

The blueprint for becoming a more sustainable, purpose-driven enterprise, our ESG strategy sets out our ambitious targets and tangible intentions for the coming decade.

This report is a testament to the progress we've been making and the milestones we've hit in line with our vision. But it's also a humble acknowledgment that we're on a learning curve, adapting to an ever-changing environmental, regulatory and market landscape.

We know that there will be roadblocks on our journey to more responsible operations. But we see it as an opportunity for IKO PLC (UK) to establish a benchmark in industry standards and act as a beacon for sustainable manufacturing.

We're not just building roofs and roads; we're constructing legacy — one where innovation, inclusion and accountability are as foundational as the materials we produce. As a group, we're forging the way for a more sustainable and sympathetic future, with each initiative, policy and data point signifying a step in the right direction. IKO PLC (UK) is renowned for being a pioneer and I am excited to see it lead the charge towards lasting, impactful change.



**ANTHONY CARLYLE**  
Group Managing Director, IKO PLC (UK)

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# REPORTING SCOPE, BOUNDARY AND PURPOSE: ALIGNING WITH GLOBAL STANDARDS

**IKO PLC (UK)'s ESG reporting underlines our ongoing commitment to championing transparency, accountability and continuous improvement.**

Striving to align with international reporting frameworks, our aim is to present a clear, comprehensive view of our sustainability performance to ensure our stakeholders are kept up-to-date with IKO PLC (UK)'s progress and challenges covering all ESG material topics.

This ESG report, the first of its kind, encompasses the full spectrum of our operations, projects and products, with a particular focus on our UK manufacturing sites. It provides insights into our efforts to reduce our environmental footprint, foster a safe and inclusive workplace, support our communities and maintain the highest standards of ethical conduct and corporate governance.

It is important to note that IKO PLC (UK) has operational control over three of our four UK manufacturing sites, the remaining factory is under the remit of our sister company, IKO Insulations. This distinction is crucial for understanding the boundary of this report and ensures clarity regarding the scope of our direct influence and responsibility.

The primary purpose of this report is to demonstrate our progress in implementing sustainable practices, achieving our ESG goals and contributing to the global sustainability dialogue and agenda. It serves as an important tool for engaging with our stakeholders, including employees, customers, suppliers, investors and the communities in which we operate.



Our reporting endeavors to be consistent, comparable and relevant. Through this careful and considered approach to ESG reporting, we reaffirm our commitment to not only achieving operational excellence but also to driving positive change in the built environment sector and beyond. We are dedicated to advancing sustainable development and ensuring that our legacy is one of stewardship, responsibility, lasting impact and protecting what matters to our people and the planet.

# OUTLINING OUR VISION AND VALUES

## OUR VISION OF PRESERVATION AND POSITIVE CHANGE

IKO PLC (UK) is proud to be a trusted and transparent supply partner to the UK's built environment. With 140 years' experience of UK manufacturing, we are the market leader in the design and manufacture of roofing, insulation, and waterproofing systems, and we also produce an ever-expanding highway maintenance range.

We as a company maintain our independence, champion UK manufacturing and adhere to the belief in self-reliance by controlling the raw materials used in our manufacturing processes

Our three strategically-located manufacturing plants, extensive support network of technical experts, and status as a single, full system manufacturer make us a reliable, responsive, and environmentally-responsible partner. Furthermore, our focus on local sourcing and operations, combined with a commitment to continuous improvement and innovation, means we can offer smart, more sustainable solutions that stand the test of time.

## ENDURING FOCUS ON VALUES

Building on our long-established heritage and family-owned ethos, our core IKO values are embedded in every business decision we make. Our aim is to always operate with integrity and honesty and to remain agile to meet the evolving market demands. This has earned us a reputation for producing high-quality, high-performing solutions with minimal environmental impact and helped us forge trusted relationships and valuable partnerships in the sectors we work with.

We strive to always offer exemplary customer service and work in close collaboration with our partners and customers to fulfil their goals, whether that is optimising performance or prioritising sustainability. Ultimately, we are united in our pledge to protect what matters and understand that to successfully drive sustainable change, we need to be intentional with our actions and honest about our progress.

From using locally sourced raw materials (currently, approx. 80%) to reducing transportation emissions and supporting the communities around us, we've taken significant steps forward in our ESG journey and remain committed to safeguarding a better future for people and the planet.

### AT IKO, WE BELIEVE THAT:



#### SHARING KNOWLEDGE

helps us find ways to improve our business for the benefit of all.



#### PERFORMANCE

ensures that we will never stop trying to improve ourselves.



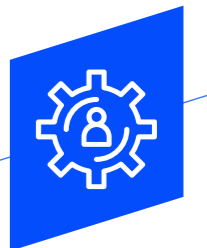
#### INTEGRITY

defines how we do what we say.



#### HUMILITY

creates honest, open, and respectful relationships among all.



#### LONG-TERM THINKING

frames our decision-making to help secure a brighter future.



#### AGILITY

combined with knowledge, helps us deliver sound decisions quickly.

# UNDERSTANDING OUR PLEDGE TO **PROTECT WHAT MATTERS**

**IKO PLC (UK) understands that real and lasting change requires collective effort on a global scale. That's why we fully embrace the principles of UN's Sustainable Development Goals (SDG) and all that they aim to achieve.**

Whilst not all goals align with IKO PLC (UK)'s capacity for impact, we prioritise those targets where our influence is most pronounced and beneficial.



Take **Sustainable Development Goal (SDG) 12**, for example, which focuses on sustainable consumption and production patterns. These objectives are integral to IKO's product development, including the:

- Innovation of products to meet current needs without compromising the ability of future generations to meet their own.
- Reduction of material usage to minimise the environmental footprint.
- Operation of a circular economy to extract maximum value from resources and recover and regenerate products and materials at the end of life.



Similarly, **SDG 13's** call for urgent action to combat climate change is reflected in IKO's carbon reduction commitments, characterised by our efforts to:

- Reduce carbon emissions across operations.
- Implement robust supply chain management strategies that prioritise carbon footprint reduction, including partnering with suppliers who share in our sustainability vision.
- Optimising logistics for efficiency and encouraging the adoption of renewable energy sources within the supply chain.
- Pioneering the research and development of new low-carbon materials and products and creating product lines that contribute to energy conservation in the end-use application
- Investment in breakthrough technologies that reduce the carbon intensity of manufacturing processes.

As a company that operates within the energy-intensive manufacturing sector and supplies to the carbon-heavy built environment, IKO PLC (UK) plays a pivotal role in leading the transition to sustainable practices that address critical environmental challenges.



## STRATEGISING FOR SUCCESS IN SUSTAINABILITY

In 2023, we started the development of IKO PLC (UK) 's ESG strategy with alignment to SDGs in mind, enhancing our commitment to responsible business practices.

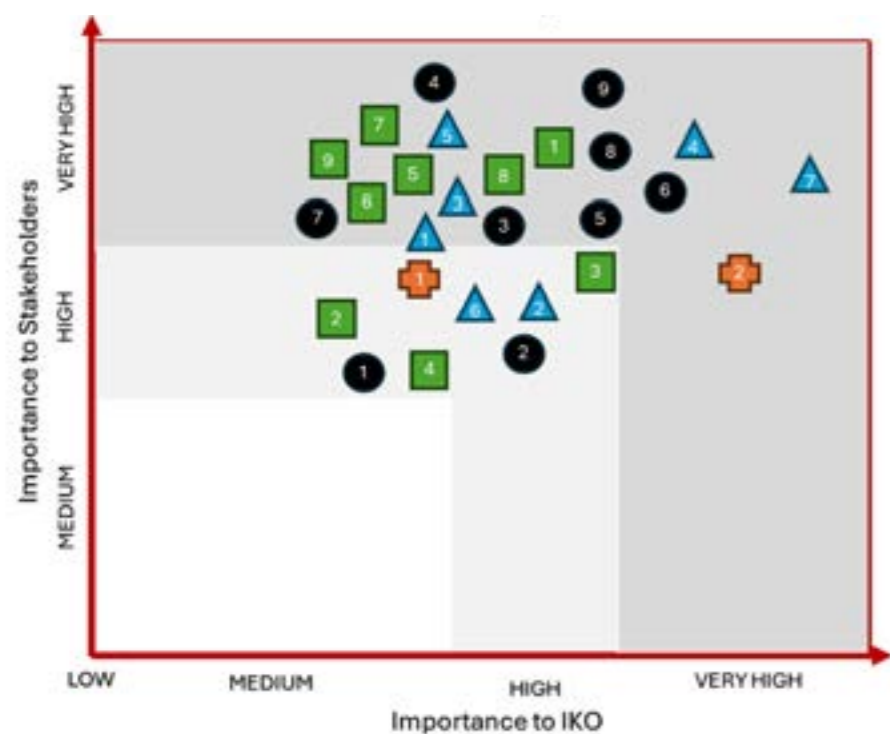
We acknowledge that beyond our primary focus, there exists a suite of additional SDGs that retain their relevance to our overarching ESG strategy. While these SDGs may not stand at the forefront of our agenda, they intersect with various facets of our business operations and resonate with our corporate values. We are committed to maintaining an awareness of these broader goals, ensuring that our business activities support a wide spectrum of sustainability objectives. Our approach is to integrate these secondary yet significant SDGs into our strategic planning, allowing us to contribute to a holistic vision of global sustainability through our ESG commitments.

# OUR MATERIALITY ASSESSMENT METHODOLOGY

When establishing our ESG framework, we undertook a comprehensive materiality assessment to align our strategic focus with the most impactful areas. Our process began with engaging our board of directors to evaluate and prioritise each ESG aspect, employing a scoring system that ranged from low to high based on its significance to our business operations and long-term objectives.

To enhance our assessment, we expanded our analysis to include the ESG priorities of our industry peers, suppliers and customers. This was achieved by reviewing their published ESG reports, allowing us to integrate a broader perspective into our ESG framework. This rigorous approach ensures that our ESG efforts are not only aligned with our corporate values and strategies but also resonate with our stakeholders' expectations and the wider industry trends.

## IKO MATERIALITY MATRIX



- SOCIAL** ▲
  - 1 Customer Relations
  - 2 Stakeholder Engagement
  - 3 Labour Management
  - 4 Human Rights
  - 5 Diversity and Inclusion
  - 6 Talent Acquisition and Development
  - 7 Health and Safety
- ENVIRONMENTAL** ■
  - 1 Energy management
  - 2 Biodiversity & Water Management
  - 3 Green/Low Carbon Products
  - 4 Climate Change
  - 5 Air Emissions
  - 6 Waste Management
  - 7 Sustainable Sourcing
  - 8 Innovation Management
  - 9 Circular Economy
- GOVERNANCE** ●
  - 1 Tax Strategy
  - 2 Corporate Governance
  - 3 Responsible procurement
  - 4 Responsible Marketing
  - 5 Customer Relation Management
  - 6 Compliance
  - 7 Risk and Crisis Management
  - 8 Business Ethics and Integrity
  - 9 Resilience and Adaption
- ECONOMIC** +
  - 1 Digitilisation
  - 2 Economic Performance



# ENVIRONMENTAL (E)

LEADING CHANGE IN UK  
ROOFING MANUFACTURING:  
YOUR PARTNER IN THE  
TRANSITION TO SUSTAINABLE  
CONSTRUCTION



# CONTRIBUTING TO A MORE CLIMATE-SECURE WORLD

At IKO PLC (UK), we recognise the profound impact of climate change and with global temperatures continuing to rise, the urgency to act has never been greater. As a leader in our industry, we acknowledge our responsibility to not only mitigate our environmental footprint but to be a force for positive change in the face of the ensuing climate crisis.

We are steadfast in our efforts to decrease carbon emissions and improve efficiency throughout our operations to better manage climate-related risks. In line with the Paris Agreement, we have established ambitious science-based targets (SBTs) to:

## ACHIEVE NET-ZERO

with a 90% reduction in Scope 1, 2 and 3 carbon emissions by 2050.

## ACHIEVE A 42% REDUCTION

in Scope 1 and 2 by 2030 from our 2022 baseline.

To ensure complete clarity, we plan to regularly report on our progress towards these goals, including any challenges encountered or lessons learned.

As we continue our transition to a low-carbon economy, we intend to invest further funds and resources into research and partnerships that enhance our adaptive capacity and resilience against climate impacts, ensuring long-term sustainability for our company, our customers and our communities.



## WHAT ARE SBTs?

Science-based targets (SBTs) are specific, measurable goals set by companies to reduce greenhouse gas emissions in line with the Paris Agreement. The overarching objective is to limit global warming to 1.5°C.

For IKO PLC (UK), setting SBTs was a crucial step in reinforcing our commitment to sustainability and environmental stewardship. Adopting SBTs allows us to demonstrate leadership in sustainability, meet the increasing environmental expectations of our stakeholders and position IKO at the forefront of exemplary industry practices.

## WE'VE HAD OUR SCIENCE-BASED TARGET APPROVED





# BREAKING DOWN OUR CARBON REPORTING

In 2023, we embarked on an in-depth journey towards environmental sustainability, beginning with the comprehensive development of our carbon inventory.

This critical initiative involved conducting thorough audits across all our operational sites to understand the environmental impact stemming from our energy consumption. This proactive step not only highlighted areas for improvement but also opened avenues for innovative environmental solutions.

Setting a robust and actionable strategy, we established our baseline carbon footprint using data gathered from 2022, which serves as a critical reference point from which we can measure our progress.

KEY INDICATOR	2023	2022 BASELINE YEAR	2022
<b>INDICATORS</b>			
Number of Facilities in the UK	3	3	
Number of Facilities in the Reporting Scope	3	3	
<b>ENERGY</b>			
Total Energy Consumption (kWh)	34,730,357		32,866,455
Total Energy Consumption intensity (kWh / MT of Production)	457,297		446,615
Total Fuel Energy Consumption intensity (kWh / MT of Production)	329,264		333,625
Total Electricity Consumption intensity (kWh / MT of Production)	101,614		85,785
<b>AIR EMISSIONS (LOCATION BASED)</b>			
Direct GHG emissions - Scope 1 (tCO <sub>2</sub> e)	5,590		5,436
Indirect GHG emissions - Scope 2 (tCO <sub>2</sub> e)	1,598		1,221
Total GHG emissions – Scope 1 & 2 (tCO <sub>2</sub> e)	7,188		6,657
GHG emissions intensity – Scope 1 & 2 (tCO <sub>2</sub> e / MT of production)	94.63		90.46
GHG emissions intensity – Stationary fuel combustion (tCO <sub>2</sub> e / MT of production)	71.23		71.44
Other indirect GHG emissions – Scope 3 (tCO <sub>2</sub> e)	28,767		29,037
<b>WATER</b>			
Total Water Consumption	13,257	18,936	
Total Water consumption intensity (m <sup>3</sup> / MT of production)	174.52	257.32	

For IKO PLC (UK), 2023 was a pivotal year as we set our ambitious 2030 targets. Despite being in the early stages of measurable change, we have already made progress, including a fall in Scope 3 emissions, which is an increasing focus for IKO. We also made significant strides in lowering our water consumption and marginal yet positive changes in fuel energy consumption.

## Our carbon data in detail

**OUR GREENHOUSE GAS (GHG) INVENTORY METHODOLOGY CAN BE FOUND ON OUR WEBSITE.**

Our goal to reduce our carbon emissions by 42% by 2030 is a bold step towards a more sustainable future. The focus on Scope 1 and Scope 2 emissions is strategic as this is where the most immediate and impactful changes can be made. Scope 1 emissions, originating directly from our owned or controlled sources, and Scope 2 emissions, associated with the purchase of electricity, are areas where we have significant control and influence.

An audit conducted in 2023 emphasised initial steps in our decarbonisation efforts, centering on the renewal of our facilities and the modernisation of outdated machinery. Throughout 2024, our production team is set to examine various decarbonisation strategies and complete our comprehensive plan to achieve our bold carbon commitments.

We are also on a journey to fully understand and reduce our Scope 3 emissions, as they form the most complex aspect of our carbon footprint, encompassing all indirect emissions across our entire value chain. The majority of our emissions fall under Scope 3 so it is noteworthy that we are already seeing positive results in areas such as transportation and waste generation.

We are in the process of expanding our scope 3 inventory data and developing methodologies to calculate the remaining emission categories accurately. This involves engaging with our suppliers, partners and third-party experts to obtain the necessary data and refine our calculation approaches.

Through these concerted efforts, we are optimistic about achieving our decarbonisation targets and setting a benchmark in the industry for environmental responsibility and operational excellence.

SCOPE EMISSIONS	2023 RESULTS (tCO <sub>2</sub> e)	2022 BASELINE YEAR (tCO <sub>2</sub> e)
<b>SCOPE 1</b>		
Stationary Combustion	5,411.52	5,257.35
Mobile Combustion	178.65	163.85
<b>SCOPE 2</b>		
Purchased electricity	1,598.33	1,220.80
<b>SCOPE 3</b>		
Purchased electricity transmission & distribution losses	138.32	111.68
Grey Fleet Transport	309.73	314.07
Employee Commuting	291.20	290.26
Waste Generate in Operation	43.34	108.45
Upstream Transportation	1,826.71	1,865.59
Downstream Transportation	1,313.30	1,341.25
Purchased Goods and Services (Raw Materials)	25,292.44	25,431.40



## SPOTLIGHT ON SUSTAINABILITY AT OUR SITES

We've put an action plan in place to further drive our sustainability strategy across our sites. We will be continually conducting site audits and have formulated a carbon zero action plan, both of which will be spearheaded and monitored by our sustainability officer. Here's a glimpse of what we have achieved so far through our on-site initiatives.

# MANUFACTURED IN THE UK. MADE FOR THE FUTURE.

**We've invested heavily in reducing the environmental impact of our manufacturing processes. As part of our continued commitment to making ongoing improvements to ways of working, manufacturing technologies and initiatives to reduce, reuse and recycle materials we've made huge strides across our sites.**

All of our sites now run on renewable electricity and we strive to divert as much waste as possible away from landfill.

Where possible, we source our raw materials locally and because our manufacturing is UK based, CO2 emissions from transportation sites and distribution depots remain low for the roofing manufacturing sector. In fact, a traceability study revealed our localised production processes incurs average mileage of 263 miles – a fraction of the distance it would take to procure products from Europe or further afield.

We recognise the opportunities to get smarter about packaging and our longer-term goal is to go packaging free. Today, our packaging uses 30% recycled content and we've invested in new packaging equipment to dramatically reduce the amount of film used to wrap pallets.

Other on-site measures we have taken to become a more responsible, sustainable business include the installation of recycling bins, LED and motion sensor lights, EV points, provision of hybrid fleet cars, electric vehicles, implementing one click LCA software to manage our EPDs and adopting the 5S system.



### APPLEY BRIDGE

REINFORCED BITUMINOUS  
MEMBRANES & PLUVEX

- Investment in new mineral waste recycling equipment
- Achieved year-on-year reduction of total waste
- Testing currently taking place to launch recycled roofing materials



### GRANGEMILL

HOT MELT  
& MASTIC ASPHALT

- 100% zero to landfill site
- Investment in more sustainable packaging
- Investment in facility to enable the recycling of asphalt site waste and hot charge waste
- IKO Permaphalt is 100% recyclable



### CLAY CROSS

IKO POLYMERIC  
& HYLOAD

- Zero package trial taking place in 2023
- Use of own granulated compound facility
- IKO Hyload contains a minimum of 75% recycled content from IKO's own supply

Looking to the future, we have a number of short and long-term commitments already in motion. By 2030, our aim is that 70% of IKO PLC (UK) suppliers will have published carbon emissions reduction targets, 50% of all packaging will be made up of recycled material and 100% of our raw material suppliers will have a decarbonisation plan in place



# CHAMPIONING SUSTAINABILITY AT IKO PLC (UK) & IN INDUSTRY

At IKO PLC (UK), we recognise that the heart of our decarbonisation strategy lies in the engagement and contributions of our staff. Every team member is a crucial player in this mission, bringing unique perspectives and innovative ideas that can drive our sustainability goals forward. As we navigate the path towards reduced carbon emissions, we encourage all employees to become sustainability champions and actively participate in shaping our energy-efficient future.

What's more, as an official partner of the Supply Chain Sustainability School, IKO PLC (UK) works closely with industry leaders and stakeholders to inspire and advise on more environmentally-conscious operations in the sector.

Building on our own efforts to be a responsible manufacturer, we're dedicated to raising the bar in sustainable industry practices, through increasing awareness, educating our people, promoting best practice and sharing knowledge.



# ADHERING TO THE ANTI-GREENWASH CHARTER

We're proud to have signed the Anti Green Wash Charter. This commitment underpins our determination to not only pursue environmental initiatives but to communicate our efforts honestly and accurately to our stakeholders.

The Anti Green Wash Charter represents a collective movement towards eliminating the practice of greenwashing – whereby companies mislead consumers regarding environmental practices or credentials of their products or services. Greenwashing can erode consumer trust and undermine the collective efforts towards genuine sustainability.

By aligning with the charter, we join a progressive alliance advocating for integrity and clarity in environmental reporting and marketing. We have pledged to uphold the principles set out by the charter, such as to:



## ENSURE ACCURACY

All environmental claims will be supported by evidence, avoiding vague or broad statements.

## BE TRANSPARENT

Provide stakeholders with a clear understanding of our ESG goals, progress, and the methodologies behind our environmental claims.

## FOSTER TRUST

Aim to fortify stakeholder confidence in our brand and our sustainability initiatives

## PROMOTE EDUCATION

Spread awareness on the importance of discerning genuine sustainability practices from greenwashed ones.

# MANUFACTURING MATERIALS FOR THE FUTURE

To support our customers in meeting their sustainability targets, our R&D and product development teams are continuing to build our innovation pipeline of environmentally friendly, sustainably sourced products.

There's a lot more we can and want to achieve, but we're making good progress.

For example:

- Hot Melt, a fully bonded, tough, flexible waterproof roofing membrane contains >45% recycled materials
- IKO Permaphalt, a polymer modified mastic asphalt solution, is 100% recyclable
- IKO Hyload, a compliant and sustainable DPC system, is made up of a minimum of 75% recycled content from the manufacture of our PVC membranes
- The Environmental Product Declarations we have for certain products give customers visibility of the environmental impact of a product over its expected lifetime.



# MAKING MEASURABLE SUCCESS A PRIORITY

The predominant contributor to IKO PLC (UK)'s Scope 3 emissions is the embodied carbon present in the raw materials we utilise in our production processes. Embodied carbon, by definition, encompasses the greenhouse gas emissions produced during the extraction, manufacturing and transportation of these materials before they even arrive at our production facilities.

Our R&D teams are diligently advancing our decarbonisation efforts by incorporating biogenic materials and applying the principles of dematerialisation. This approach is critical in addressing a significant segment of our products' carbon footprint, encompassing their entire lifecycle. At IKO PLC (UK), we are keenly aware of the environmental implications of conventional materials in our products.

Our objective extends beyond merely documenting the environmental performance of our products with environmental product declarations; we view these as a foundational reference to chart the intended decarbonisation routes for our roofing systems.

Our commitment involves the strategic integration of biogenic substitutes that inherently have a lower carbon footprint. In addition, we are focused on dematerialising our products, which entails reducing material usage without compromising product efficacy and extending the lifespan of our applications. By doing so, we not only diminish the amount of material used but also the emissions tied to them, paving the way for a more sustainable production model.

We are also working on extending the amount of products assessed via a life cycle assessment (LCA) to identify and mitigate emissions across all stages of a product's life.



# SOCIAL (S)

SAFEGUARDING OUR MOST VALUABLE ASSET - OUR PEOPLE





# ELEVATING HEALTH AND SAFETY STANDARDS

## CULTIVATING A CULTURE OF SAFETY, WELLBEING AND GROWTH

At IKO PLC (UK), we are focused on fostering an environment where the health, safety and wellbeing of our employees is always the priority, enabling every member of the IKO family to thrive. Through comprehensive mental health initiatives and substantial investment in training and development programs, we go the extra mile to support the personal and professional growth of our team.

Driving organisational resilience is at the forefront of our mission, achieved through proactive risk management, embracing innovation and a commitment to continuous enhancement. Our efforts aim to establish a secure and sustainable workplace, not only for our employees but also for the communities we serve.

Initiatives such as our Noise Plan and our annual goal of achieving an injury-free workplace exemplify our dedication to environmental stewardship and safety excellence.

In our continuous quest for improvement, we have implemented a new COSHH (Control of Substances Hazardous to Health) Risk Assessment, revitalised our First Aid Training program, and introduced the I.C.E. (In Case of Emergency) worker identification tag system. These measures are indicative of our unwavering commitment to creating a safe, healthy and sustainable environment for all members of the IKO family.

People are our greatest asset, so their safety is integral to our success and long term sustainability. As such, we have implemented robust systems for risk assessment, emergency preparedness and incident management, ensuring a resilient and responsive safety culture.

We meticulously track and analyse metrics, setting ambitious targets to reduce incidents and injuries towards our ultimate goal of zero harm. Health and safety is where we have some of the biggest progressions and ESG gains in 2023. The number of total injuries and lost time injuries is significantly lower than last year, and this achievement is even greater when viewed in context of the 2021 figures.

Initiatives such as mental health support, ergonomic assessments, and health promotion activities further demonstrate our commitment to not just the physical but holistic wellbeing of our employees.

Our mental health strategy is centred around three core pillars - promote, prevent and protect – to ensure we’re providing our team with the support and psychologically safe environment to talk about their mental health. We also have eight dedicated Mental Health First Aiders across our three sites to encourage more open conversations about our mental health and provide support for those who may be struggling.

KEY INDICATOR	2023 RESULT	2022	2021
<b>HEALTH AND SAFETY</b>			
Total Injuries	17	27	31
Lost Time Incident	2	5	13
Days Lost Due To LTI	3	110	286
Occurrence of Fatal Accidents	0	0	0

# LEVERAGING LEARNING AND DEVELOPMENT OPPORTUNITIES

Nurturing the next generation of talent within the manufacturing sector is a critical objective for IKO PLC (UK) and we believe in investing in continuous learning, leadership and career progression opportunities.

Central to our strategy is our apprenticeship scheme, designed to welcome newcomers to the industry and provide them with the skills, knowledge and experiences necessary to carve out a career in the sector.

In addition, we have established the Enterprise Group, a forward-thinking assembly of individuals from diverse backgrounds and disciplines across our organisation. This group's mission is to harness a range of perspectives and insights, guiding our strategic direction and ensuring that our growth is both inclusive and aligned with the values and needs of our people. Furthermore, the Enterprise Group acts as a crucible for leadership development, identifying and mentoring the leaders who will drive our company forward. A total of 10 members of staff are currently participating in the IKO management programme, which is almost twice as many personnel than in 2022.

Our investment in our people extends across all levels and functions of the organisation. This is evidenced by our high number of professional development hours undertaken in 2023. We are dedicated to ensuring that every member of our team has the opportunity to reach their full potential, fostering a work environment where everyone can feel valued, supported and fulfilled.

KEY INDICATOR	2023	2022	2021
<b>LEARNING AND DEVELOPMENT</b>			
Number People Attending IKO Management Programme	10	6	9
Number of Learning and Development Hours	13,880	11,748	7,785



# ADVANCING GENDER DIVERSITY AND EQUALITY

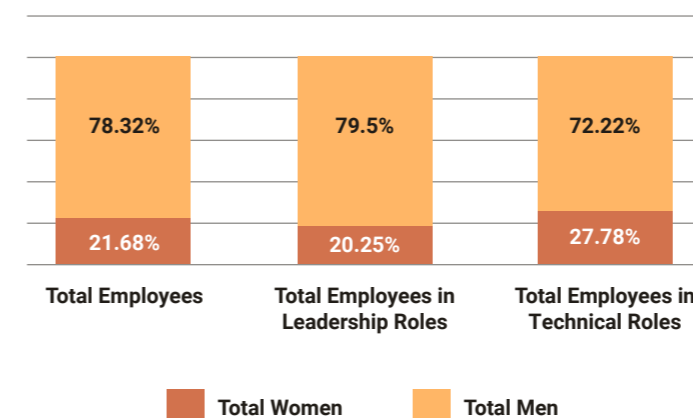
We strongly believe in equal opportunity in the workforce and evaluating gender representation to help inform our ongoing diversity and inclusion strategies. In 2023, women accounted for 21.68% of our total workforce, with their representation at leadership level slightly lower, standing at 20.25%.

We recognise the need to continually champion representation at more senior levels and are actively implementing initiatives to support women's advancement into leadership positions. In technical roles, we see an increase in gender diversity, with women holding 27.78% of these positions, indicating a positive trend in what has traditionally been a male-dominated field.

These figures not only provide a benchmark for our current gender diversity but also serve as a directive for IKO's strategic efforts to promote an inclusive work environment.

We are dedicated to creating opportunities for all, aiming for a more balanced representation that reflects our values and the communities we serve. Through targeted recruitment, professional development programmes and a culture that champions equality, we are progressing towards a future where gender parity is not an objective but a reality.

## BREAKDOWN OF EMPLOYEES PER GENDER PER CATEGORY



In addition to our focus on gender diversity, we are committed to expanding our reporting to cover ethnicity diversification in 2024. This initiative underscores our dedication to equal opportunity and inclusion across all dimensions of diversity. By collecting and analysing data on ethnic representation, we aim to develop more comprehensive strategies that foster a diverse and inclusive workforce. We believe that reflecting the ethnic diversity of our communities within our organisation is crucial to driving innovation and understanding the needs of our diverse customer base.



## CREATING **SOCIAL VALUE** BEYOND OUR SITES

**Having a positive impact on people is not limited to those who work for or with IKO PLC (UK).**

We take our impact on local communities seriously. Whether that's the people who live in the communities around our manufacturing sites, or those who work, live or play in the buildings that our roofing and waterproofing solutions protect, we aim to create a positive legacy for the long term.

One of the initiatives we're most proud of is our **Fix That Hut** scheme. Launched in 2006, the scheme repairs roofs of local community buildings using free waterproofing materials, all of which are donated by IKO. The aim is to preserve and restore these special meeting places, offering residents and community members a space to come together.

IKO is also the headline sponsor of the **England Amputee Football Association (EAFA)** National Football League (EAFL) and will support the EAFA throughout 2024, from providing new kit and equipment to live streaming matches. The EAFA provides amputees, people with congenital limb deficiencies and those with limb-affecting disabilities, with the opportunity to play football at grassroots and international level.

As part of our commitment to supporting young people starting careers in construction, we regularly donate products and materials to **training colleges** across the UK to aid practical, informative roofing training.

IKO is proud to sponsor **Wigan Youth Zone**, which is one of the largest youth zones in Europe. Our staff also regularly attend open days and events at the centre, educating young members about the manufacturing and construction industries.





# GOVERNANCE (G)

KEEPING OUR PROFESSIONALISM  
AND PROGRESS IN CHECK





# OPTIMISING OPERATIONAL GOVERNANCE

IKO PLC (UK) is committed to a policy of sustainable development, which our Board of Directors have ultimate responsibility for. Each director and site manager is accountable for implementing the policy and upholding standards, ensuring that their site has effective arrangements for identifying and exploiting opportunities and for meeting the site sustainability objectives.

Further to our robust sustainability policy, we have a number of other important policies and committees that underpin our dedication to continuous assessment and improvement.

# REMIT AND RESPONSIBILITIES OF OUR BOARD

Effective governance and strong management skills are crucial to the enduring success of our business. Our board of directors are tasked with guiding IKO towards achieving its objectives whilst maintaining our core values and reputation.

Our board has the ultimate responsibility for the oversight, evaluation and direction of both strategic and operational facets of the business. This involves ensuring the company's management aligns with legal and regulatory standards and adheres to principles of ethical conduct and social responsibility.

To facilitate detailed scrutiny and strategic discussions, our full board convenes on a quarterly basis, focusing on reviewing performance outcomes and deliberating on matters of operational importance.

## POLICIES TO ENSURE TRANSPARENCY & ACCOUNTABILITY INCLUDE:

- ✓ Code of business conduct and ethics
- ✓ Adherence to the anti-slavery act
- ✓ Responsible sourcing policy
- ✓ Whistle blower policy
- ✓ Environmental policy
- ✓ Health & safety policy

In 2024, IKO PLC (UK) is reinforcing its commitment to transparency by prioritising the Code for Construction Product Information (CCPI). By rigorously applying the CCPI standards to our product range, we aim to ensure that all product information is clear, accurate and easily accessible.

Embracing the collaborative spirit of the CCPI, we are working closely with industry bodies, regulatory authorities and partners to champion a standardised approach to construction product information. IKO is focused on empowering the construction sector to make more sustainable and informed choices, further building trust with our clients and stakeholders and cementing our role as a leading advocate for change and innovation within the industry.

# A CRITICAL EYE ON CONTINUOUS IMPROVEMENT



We strive to maintain the highest of standards by complying with and exceeding the requirements of industry-recognised and respected accreditations.



We're proud to have achieved **BES 6001 Standard** which demonstrates that our products have been manufactured using responsibly sourced materials. It allows our customers to make more informed decisions around the social and environmental performance of their chosen products.

## OTHER ISO CERTIFICATIONS INCLUDE:



**9001 (Quality Management)** which reassures customers that by choosing IKO as their supplier their products and support services meet the required quality standards.



**14001 (Environment Management)**, which highlights IKO's commitment to monitoring and striving to improve where possible, its environmental impact through efficient use of resources, manufacturing processes and waste reduction.



**45001 (Occupational Health)** which demonstrates to customers that they can trust they are partnering with a company that cares about, monitors and maintains excellent standards for its staff.

**It is IKO PLC (UK) policy to consistently review the suitability and effectiveness of our management systems and work processes, in conjunction with all departmental managers and personnel, whose contribution and input is seen as vital in the improvement and development of the company.**

# ENHANCING OUR ENVIRONMENTAL EFFORTS

As part of our pledge to build a more sustainable and responsible future, we are proud to announce that we are in the process of implementing **PAS 2080**, a pioneering standard that provides a framework for managing and reducing carbon in the infrastructure sector.

PAS 2080, "Carbon Management in Infrastructure," addresses the need for a consistent and transparent approach to tracking emissions reducing the carbon footprint associated with the development, construction, maintenance and disposal of infrastructure assets. It underscores the importance of considering the entire lifecycle of infrastructure projects to mitigate environmental impact effectively.

The adoption of PAS 2080 is a strategic move that aligns with our broader ESG goals, enabling us to more effectively manage and minimise embodied carbon – from sourcing and production to finished product and project. This standard will serve as a cornerstone in our efforts to combat climate change, reduce our environmental impact and promote sustainable development.

We have also embraced the **BES 6001** Framework for Responsible Sourcing, a comprehensive standard that allows us to demonstrate our commitment to sourcing materials and products in an ethical, sustainable and socially responsible manner.

By adhering to this framework, we are able to provide our clients and stakeholders with the assurance that our products are sourced with a conscientious approach to environmental protection, social equity, and economic viability. Through rigorous assessment and continuous improvement measures required by BES 6001, we are held to a standard that promotes not just compliance but leadership in responsible sourcing across the supply chain.

# CHARTING THE PATH FORWARD: IKO PLC (UK)'S COMMITMENT TO SUSTAINABLE TRANSFORMATION

At IKO PLC (UK), we firmly believe that the journey towards a sustainable future is not just a responsibility but a shared commitment. Our ESG pledge underscores our dedication to protecting what matters most to our people and our planet. Through intentional actions, transparent practices and policies and collaboration with key stakeholders, we are determined to make a meaningful impact and leave a long-lasting legacy.

As you can see from this report, sustainability isn't just a goal of ours; it's ingrained in our identity, guiding every decision we make. As we continue on this journey, we are steadfast in our belief that that even the smallest changes can lead to significant outcomes. Whether it is measured steps or surpassing milestones, we're excited for the road ahead and the opportunities it presents to create a brighter, better and bountiful future for generations to come.

[Learn more about our ESG journey](#) →





# PARTNER WITH **IKO**

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If you are interested in learning more about IKO PLC (UK) or would like to become part of our dynamic community of contractors, distributors and employees, get in touch today.

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**FIND OUT MORE**



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