



MAKING IT MATTER:

IKO PLC (UK)

ESG REPORT 2025

Advancing sustainability through action,
accountability and ambition



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

A WORD FROM IKO PLC (UK)'s GROUP MD

Reflecting on 2024, it's clear we've continued to make steady progress toward meeting our Environmental, Social and Governance (ESG) objectives through an evolving economic landscape, changing industry expectations and the increasing urgency of the climate challenge.

What stands out most is how deeply embedded ESG and social value have become across IKO PLC (UK). This has always been a core part of who we are, but we've strengthened our alignment with both national and local initiatives that drive meaningful, lasting change – not only within the built environment but within the communities and legacies we help create.

As more projects are now being weighted and awarded based on their social value contribution, we're proud that IKO has long recognised the importance of supporting people, places and opportunities that extend far beyond the construction phase. From skills development and local employment to community reinvestment and sustainable manufacturing, our commitment to social value is embedded in every stage of what we do.

From the boardroom to the factory floor, colleagues are helping us shape a business that is more responsible, resilient and responsive to client, climate and community needs.

In the past year, we've made meaningful steps forward. We've expanded our carbon reporting, strengthened our approach to responsible sourcing and taken action across our manufacturing sites to reduce environmental impact. A powerful example of our progress is the launch of IKO Permasec LI, a next-generation hot melt waterproofing system. With up to 50% lower upfront embodied carbon and zero-waste packaging, it represents the kind of innovation that will define our future product portfolio. It also reflects the direction we are moving in as a company - practical, measurable change that delivers long-term value.

What continues to inspire me is how our people are embracing ESG and social value, asking the right questions, exploring new approaches and keeping our wider impact in focus. That mindset is creating momentum across the business and gives me real confidence in the road ahead.

This report charts our journey so far, highlighting both the measurable reductions we've achieved and the meaningful shifts in thinking. The pace of change will continue to accelerate, but we are focused, prepared and ready to respond – not only for the benefit of our industry, but for the long-term betterment of society and the legacy we leave behind.



ANTHONY CARLYLE
Group Managing Director, IKO PLC (UK)

CONTENTS

A word from IKO PLC (UK)'s Group MD	2
Reporting scope, boundary and purpose	4
Our vision: preservation through purpose, progress through values	6
Our pledge to protect what matters	8
Our materiality assessment methodology	10
ENVIRONMENTAL (E)	12
Tracking carbon, driving progress	14
Breaking down our carbon reporting	16
Sustainability spotlight	19
Manufactured in the UK. Made for the future.	20
Championing sustainability at IKO PLC (UK) and across the industry	22
Materialising our vision: low-impact innovation in action	26
SOCIAL (S)	28
Cultivating a culture of safety, wellbeing and growth	30
Learning and development	32
Gender representation in technical and leadership roles	34
Creating social value beyond our sites	36
GOVERNANCE (G)	38
Clear standards, credible systems, consistent leadership	40
Certified standards and operational excellence	42
Charting the path forward: real progress, shared responsibility	44

REPORTING SCOPE, BOUNDARY AND PURPOSE

At IKO PLC (UK), sustainability reporting is a reflection of our commitment to transparency, accountability and continuous improvement. Now in its second edition, this report provides a structured and comprehensive overview of our ESG performance, progress and impact across the business.

Our disclosure is guided by recognised global frameworks, including the IFRS Sustainability Disclosure Standards (S1 and S2) and the Global Reporting Initiative (GRI). These standards help ensure our reporting is relevant, consistent and useful for decision-making – supporting a clearer understanding of the risks, opportunities and value drivers linked to sustainability across our operations.

SCOPE AND BOUNDARIES

This report focuses on ESG-related impacts, risks and performance indicators across IKO PLC (UK)'s core operations, with specific emphasis on our three UK manufacturing sites, over which we maintain full operational control. Our fourth UK manufacturing site, operated by our sister company IKO Insulations, is excluded from the direct scope of this report but may be referenced where collaboration with or shared environmental or social impact has occurred.

In alignment with GRI 1: Foundation and GRI 2: General Disclosures, our reporting boundary is defined by the locations and activities where we have significant control or influence, providing a clear view of our direct responsibilities.



PURPOSE AND AUDIENCE

The purpose of this report is to communicate our progress toward ESG targets, highlight actions taken to integrate sustainable practices across the business and demonstrate how we are managing key ESG topics that matter to our stakeholders.

It is also intended as an engagement tool – to support open dialogue with employees, customers, suppliers, investors, policymakers and community partners. By adhering to international standards and setting transparent reporting boundaries, this report helps establish a solid foundation for more consistent, robust and accountable ESG disclosure in the years to come.



But what truly sets IKO PLC (UK) apart is **our values**. **Integrity** shapes our actions. **Agility** and **performance** drive innovation and continuous improvement. **Long-term thinking** helps us make smarter decisions for tomorrow. **Humility** and **knowledge-sharing** encourage industry collaboration and lasting relationships.

These values guide every aspect of how we work — from the materials we select to the partnerships we build. Our focus remains on delivering smart, specification-ready solutions while actively reducing our environmental footprint and contributing to the communities we operate in. From cutting upfront embodied carbon and sourcing closer to home, to investing in the next generation of industry talent, our actions are grounded in responsibility. This is how we uphold our commitment to protect what matters — for our customers, our people and the planet.

OUR VISION: PRESERVATION THROUGH PURPOSE, PROGRESS THROUGH VALUES

IKO PLC (UK) is proud to be a trusted, transparent partner to the UK's built environment. Backed by over 140 years of manufacturing experience, we continue to lead in the design and production of roofing, insulation and waterproofing systems — as well as a growing portfolio of highway maintenance solutions.

Our strength lies in the way we work. We champion UK manufacturing, maintain our independence and uphold the principle of self-reliance by managing the raw materials that go into our systems. With three strategically located plants, a full-system offering and the support of a nationwide technical network, we bring stability, responsiveness and environmental accountability to every project.

AT IKO, WE BELIEVE THAT:



SHARING KNOWLEDGE

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



INTEGRITY

defines how we do what we say.



LONG-TERM THINKING

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



PERFORMANCE

ensures that we will never stop trying to improve ourselves.



HUMILITY

creates honest, open, and respectful relationships among all.



AGILITY

combined with knowledge, helps us deliver sound decisions quickly.

OUR PLEDGE TO PROTECT WHAT MATTERS

At IKO PLC (UK), we recognise that real and lasting progress demands collective effort — across sectors, supply chains and borders. This shared responsibility aligns closely with the aims of the UN Sustainable Development Goals (SDGs), which call for coordinated global action to tackle the world's most pressing challenges. That's why we actively support the principles of the SDGs and focus our efforts where we can make the most meaningful impact.

While not every SDG aligns directly with our operational footprint, we prioritise those where our actions can deliver the greatest value — particularly in responsible production and climate action.



SDG 12: Responsible Consumption and Production

We are advancing more sustainable ways of working by:

- Innovating products that meet current needs without compromising future generations
- Reducing material use to minimise environmental impact
- Driving circular economy initiatives, supported by internal working groups focused on developing practical roofing solutions
- Creating systems to recover and regenerate materials at end-of-life



SDG 13: Climate Action

Our carbon reduction strategy supports urgent climate action through:

- Emission reductions across our operations
- Stronger engagement with suppliers to meet carbon goals
- Increased product-level carbon data to support transparent decision-making
- Investment in low-carbon materials and more efficient manufacturing processes
- Ongoing energy reduction through technology upgrades and behavioural change
- Continued R&D into solutions that reduce carbon intensity across the value chain

Operating within an energy-intensive sector, we understand the scale of the challenge — as well as the opportunity. We are proud to play a pivotal role in supporting the sectors we serve to transition to a more sustainable future, guided by innovation and integrity.



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

As part of shaping our ESG framework, we conducted a comprehensive materiality assessment to ensure our strategic focus is fixed on the areas where we can create the greatest impact. First undertaken in 2023, this assessment remains a key tool in guiding our ESG priorities today.

The process began with engagement at board level, where each ESG factor was evaluated and scored for its relevance to IKO PLC (UK)'s operations and its significance to our stakeholders.

To bring in a broader perspective, we extended our analysis to reflect the ESG priorities of our customers, suppliers and industry peers. By reviewing published reports and benchmarking across our value chain, we ensured that our strategy remains commercially relevant and stakeholder-focused.

The resulting IKO Materiality Matrix provides a clear view of the ESG topics that matter most – helping us target our efforts effectively while staying agile in response to the evolving expectations of the construction and manufacturing industries.

LOOKING AHEAD

Our existing materiality assessment continues to shape our strategy and decision-making. But as the ESG landscape progresses, so must we. We are building on this foundation by undertaking a Double Materiality Assessment, which will provide deeper insight into how sustainability issues affect our business and reflect our impact on society and the environment.

This next step will help strengthen our approach, inform future reporting and ensure continued adherence to global standards such as the ISSB IFRS frameworks – keeping us firmly on the path to responsible, transparent growth.



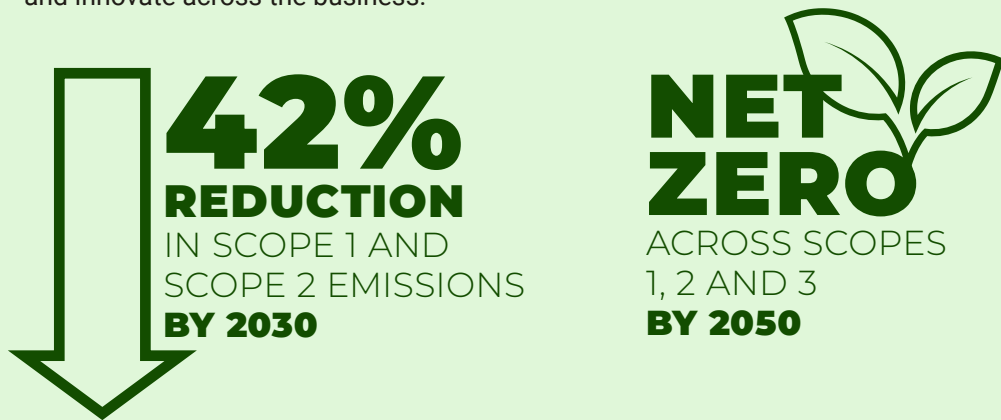
ENVIRONMENTAL (E)

POWERING THE TRANSITION
TO LOW-IMPACT
MANUFACTURING &
CONSTRUCTION



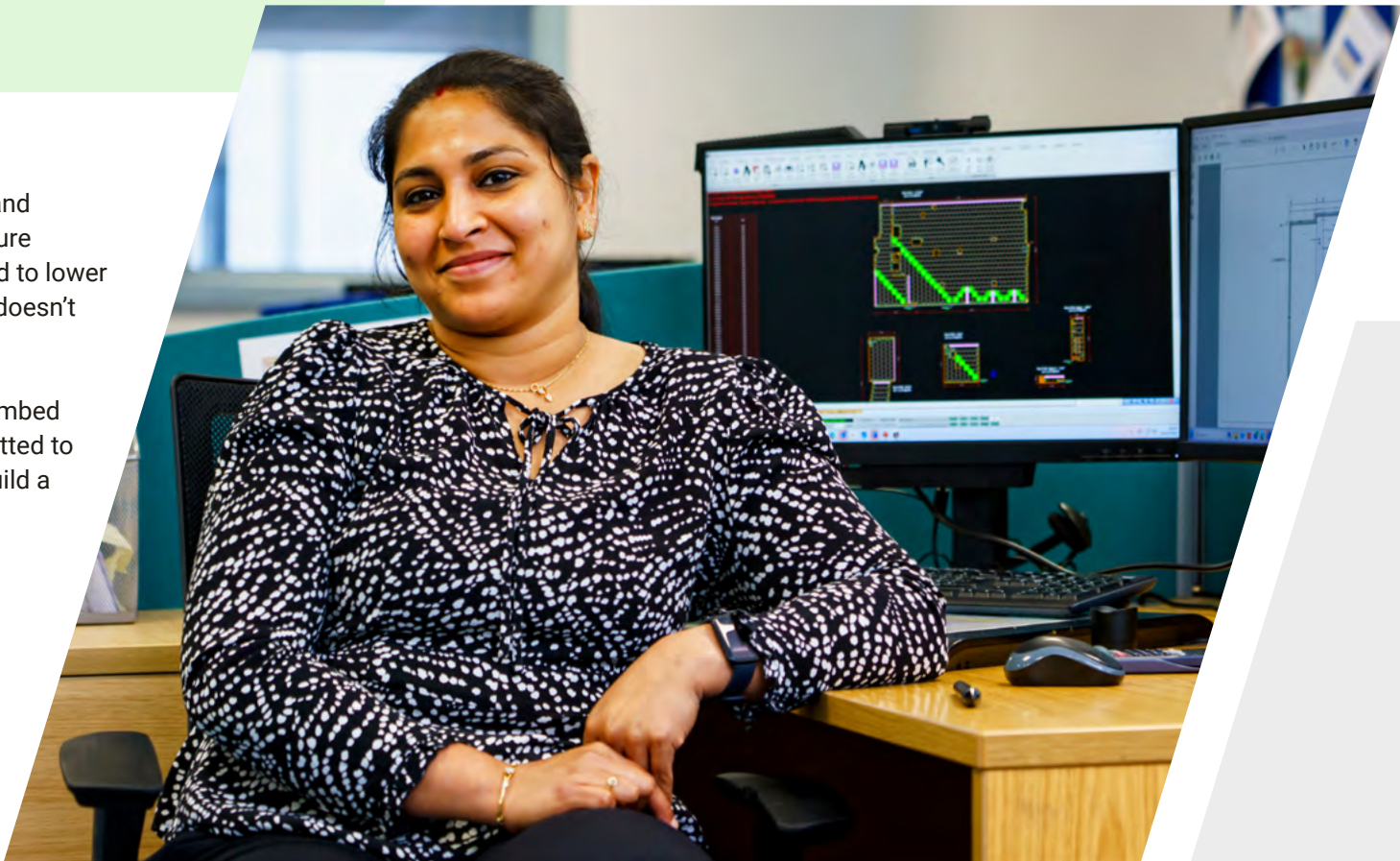
TRACKING CARBON, DRIVING PROGRESS

At IKO PLC (UK), our carbon reporting is not simply a data exercise but rather a tool to track progress, guide decision-making and hold ourselves accountable to the commitments we've made. In 2023, we formally adopted science-based targets (SBTs), setting out a clear path to a 42% reduction in Scope 1 and 2 emissions by 2030 and net-zero across Scopes 1, 2 and 3 by 2050. Aligned with the Paris Agreement's 1.5°C goal, these targets guide how we invest, operate and innovate across the business.



This section outlines the steps we've taken in 2024 to advance our decarbonisation journey — from reductions in transport emissions and the advancement of zero waste, to landfill initiatives, key infrastructure upgrades and improved emissions data. While market conditions led to lower production output — and therefore reduced emissions — this alone doesn't reflect the scale of operational change underway.

As we enhance our Scope 3 data, improve reporting accuracy and embed sustainability more deeply across our operations, we remain committed to turning ambition into action — reducing emissions and helping to build a more climate-resilient future.



BREAKING DOWN OUR CARBON REPORTING

As we release our 2024 carbon inventory, we continue to track progress against our 2022 baseline and 2023 results. While this year’s data provides valuable insight, it’s important to consider it within the wider context of market conditions.

The construction sector experienced a significant downturn in 2024, which led to a reduction in production output across our sites. As a result, overall emissions have decreased – though this decline does not fully represent the depth of the carbon reduction measures implemented across the business.

What stands out in 2024 is the continued effort from teams across IKO PLC (UK), who have helped drive meaningful operational improvements. These changes, while not always immediately visible in headline figures, reflect a deeper shift in how we manage energy, waste and emissions.

ELECTRICITY USE AND DATA ACCURACY

An apparent increase in electricity consumption in 2024 is currently under review. A metering discrepancy – identified and resolved during the year – suggests under-reporting across 2022, 2023 and 2024. A re-baselining exercise will follow once the data is fully verified. This process reflects our continued commitment to transparency and ensures our inventory aligns with best practice standards.

TRANSPORT EMISSIONS: MEASURABLE GAINS

We recorded a **59% reduction in CO₂** emissions from our company-owned transport fleet. This was driven by both a decrease in mileage and an increase in electric vehicle adoption – demonstrating the combined impact of investment and behavioural change.

ZERO WASTE TO LANDFILL: FIRST FULL YEAR

2024 marked the first full year of operating a zero waste to landfill policy across all IKO PLC (UK) sites. This shift has contributed to a measurable reduction in waste-related emissions and plays a key role in our Scope 3 reduction strategy. It also strengthens our commitment to circularity and resource efficiency.

KEY INDICATOR	2024	2023	2022 BASELINE YEAR
INDICATORS			
Number of Facilities in the UK	4	4	4
Number of Facilities in the Reporting Scope	3	3	3
ENERGY			
Total Energy Consumption (kWh)	29,666,725	34,730,357	32,866,455
Total Energy Consumption intensity (kWh / MT of Production)	417,019	457,297	446,615
Total Fuel Energy Consumption intensity (kWh / MT of Production)	300,480	329,264	333,625
Total Electricity Consumption intensity (kWh / MT of Production)	116,539	101,614	85,758
AIR EMISSIONS (LOCATION BASED)			
Direct GHG emissions - Scope 1 (tCO ₂ e)	4,577.2	5,590	5,436
Indirect GHG emissions - Scope 2 (tCO ₂ e)	1,716.6	1,598	1,221
Total GHG emissions – Scope 1 & 2 (tCO ₂ e)	6,294	7,188	6,657
GHG emissions intensity – Scope 1 & 2 (tCO ₂ e / MT of production)	88.47	94.63	90.46
GHG emissions intensity – Stationary fuel combustion (tCO ₂ e / MT of production)	63.25	71.23	71.44
Other Indirect - Scope 3 (tCO ₂ e)	27,411.79	29,216.12*	29,462.70
WATER			
Total Water Consumption m³	11,262	13,257	18,936
Total Water consumption intensity (m³ / MT of production)	158.3075626	257.32	174.52

LOOKING BACK

While some of the changes observed in 2024 reflect broader industry trends, the underlying improvements to our operations point to lasting progress. Our strategy remains focused on reducing absolute emissions through modern infrastructure, increased process efficiency and the expansion of our Scope 3 inventory.

Our target of a 42% emissions reduction by 2030 is ambitious but achievable. Between continued investment, better data and the dedication of our teams, we are confident in our ability to meet this goal — and to lead by example in driving positive environmental change across our industry.

SCOPE EMISSIONS	2024 (TCO ₂ E)	2023 (TCO ₂ E)	2022 BASELINE YEAR (TCO ₂ E)
SCOPE 1			
Stationary Combustion	4,499.93	5,411.52	5,257.35
Mobile Combustion	77.22	178.65	163.85
SCOPE 2			
Purchased electricity	1,716.57	1,598.33	1,220.8
SCOPE 3			
Purchased electricity transmission and distribution losses	151.72	*139.4	111.68
Grey Fleet Transport	207.42	309.73	314.07
Employee Commuting	277.07	291.20	290.26
Waste Generated in Operation	4.60	43.34	108.45
Upstream Transportation	1,732.33	1,826.71	1,865.59
Downstream Transportation	1,245.66	1,313.30	1,341.25
Purchased Goods and Services (Raw Materials & Packaging)	23,793.00	25,292.44	25,431.40

SUSTAINABILITY SPOTLIGHT

DECARBONISING PROCESS HEAT AT APPLEBY BRIDGE

In 2024, IKO PLC (UK) advanced its decarbonisation journey by upgrading one of its most carbon-intensive assets — the fluid oil boiler at our Appley Bridge site. The new high-efficiency model is expected to deliver a **22% annual improvement** in energy performance, significantly reducing emissions at one of our highest energy-use locations.

To maintain operations during installation, a temporary diesel-fed boiler was deployed. Given the complexity and lead time associated with the permanent unit, this interim solution was essential.

This transition resulted in a short-term increase in diesel consumption and a corresponding shift in our Scope 1 emissions profile. However, it enabled the installation of a system designed for long-term energy and carbon savings — a critical investment in our net-zero pathway.

Looking ahead, we are assessing further strategies to reduce natural gas reliance across our sites. This includes evaluating alternative fuels, process improvements and energy recovery technologies that can support deeper decarbonisation in line with our 2030 emissions reduction targets.





MANUFACTURED IN THE UK. MADE FOR THE FUTURE.

At IKO PLC (UK), we are on a continuous journey to embed sustainability into every stage of our manufacturing operations. From investing in advanced technologies to adopting circular material flows, we are focused on reducing environmental impact while enhancing efficiency across the board.

Our UK-based manufacturing plays a critical role in both strengthening supply chain resilience and cutting carbon emissions linked to transportation. A traceability study revealed that IKO PLC (UK) products travel an average of just 263 miles from production to end use — significantly less than many imported alternatives.

All of our UK sites are powered by REGO backed electricity, and we continue to prioritise waste reduction, material recovery and carbon savings. Our approach centres on designing out waste, reducing dependence on virgin materials and maximising the use of recycled and recyclable content in both our products and packaging.

From improved recycling and waste sorting to the integration of digital tools for real-time carbon tracking, innovation is taking place across our manufacturing network. These site-level actions are helping shape a more responsible, resilient business — ready to meet the evolving demands of sustainable construction.

SUSTAINABILITY SPOTLIGHT

CIRCULAR THINKING IN ACTION — SINGLE PLY TAKE-BACK PILOT

In 2024, we took a major step forward in circular manufacturing with the launch of a pilot single ply membrane take-back scheme. Trialled in partnership with a large national supermarket chain, the scheme involved collecting clean offcuts from live installation sites and returning them to our Clay Cross facility for reprocessing.

Once returned, the offcuts were recycled using in-house technology and repurposed into high-performance Damp Proof Course (DPC) membranes — extending the life of the material and reducing the need for new raw inputs.

PILOT OUTCOMES:



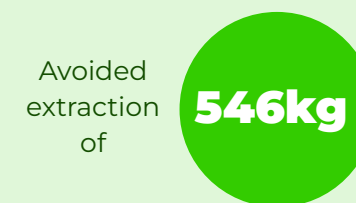
of PVC waste
diverted from
landfill



of collected
offcuts successfully
reprocessed



in net
emissions
savings



of
non-renewable
and



This closed-loop process shows what's possible when innovation and industry collaboration come together. Following the pilot's success, we are now exploring how to scale the scheme across more projects and product lines — supporting our wider ambition to reduce Scope 3 emissions and adopt circularity into IKO's core operations.

CHAMPIONING SUSTAINABILITY

AT IKO PLC (UK) AND ACROSS THE INDUSTRY

At IKO PLC (UK), sustainability is driven by our people. From operational improvements to concept generation, our teams play an essential role in progressing our decarbonisation goals and realising a more energy-efficient future. We actively encourage all employees to be sustainability advocates, contributing ideas and solutions that support meaningful change.



IKO SUSTAINABILITY CHAMPIONS



Collette Burton, Supply Chain Manager

At the heart of our commitment to responsible sourcing is Collette Burton, our dedicated Supply Chain Manager, whose leadership has been instrumental in securing our BES 6001 Responsible Sourcing Certification. Collette has played a pivotal role in embedding sustainability principles across our procurement practices, ensuring transparency, traceability, and ethical standards throughout our supply chain.



Ben Parker, Key Accounts Divisional Manager
Bringing a Sustainability Mindset to Commercial Innovation

At IKO, sustainability is no longer the responsibility of a single department – it's a lens through which we all operate. Few embody this cultural shift better than Ben Parker, our Divisional Manager – Key Accounts, whose commercial insight is now shaping our path to deeper decarbonisation.

While Ben's role isn't directly tied to carbon reduction, his curiosity and drive to explore advanced materials and alternative product pathways have opened up opportunities to significantly reduce the heat demand across our manufacturing processes. His ideas have sparked internal collaboration between R&D, operations, and sustainability teams – proving that impactful solutions often come from unexpected places.



Jon Jennings - UK Manufacturing Manager
Leading the Charge on Industrial Heating Efficiency

As UK Manufacturing Manager, Jon Jennings plays a pivotal role in the day-to-day operations of our production site Appley Bridge – our largest production site. Jon is leading the charge on improving heating efficiency, tackling what is currently the largest single contributor to IKO's carbon footprint.

Beyond our own operations, we work collaboratively with industry partners to raise standards across the sector. As a gold member of the **Supply Chain Sustainability School**, we engage in knowledge-sharing, promote best practice and support wider environmental awareness throughout the supply chain.

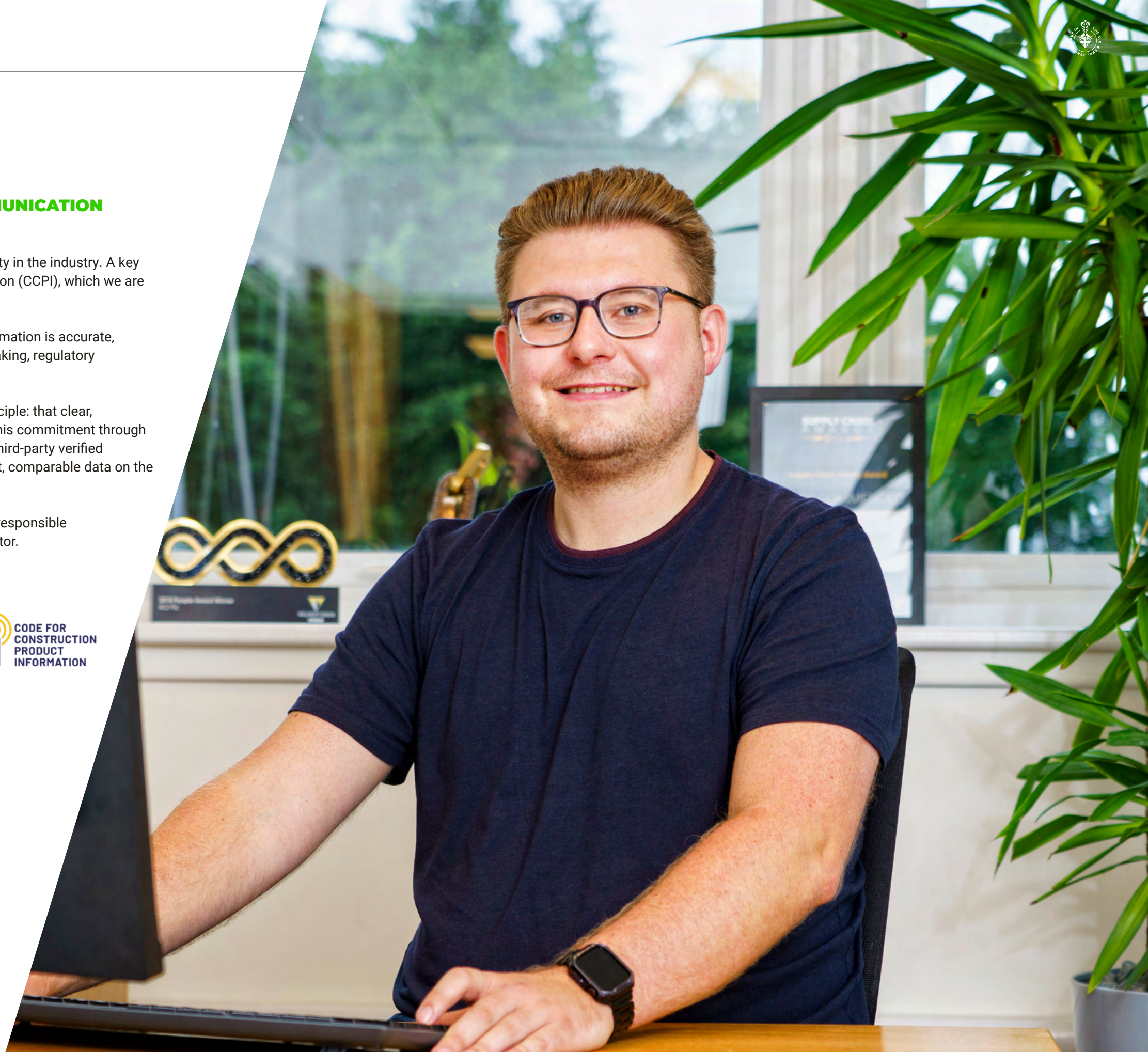
BUILDING TRUST THROUGH TRANSPARENT COMMUNICATION

We are continuing to advocate for greater transparency and accountability in the industry. A key focus is our commitment to the Code for Construction Product Information (CCPI), which we are incorporating across our marketing and technical literature.

By applying CCPI's clear, verifiable standards, we ensure all product information is accurate, evidence-based and easy to understand – supporting better decision-making, regulatory compliance and raising the bar for communication across the industry.

Our alignment with the Anti-Greenwash Charter reinforces the same principle: that clear, representative communication is essential to building trust. We further this commitment through our BES 6001 Responsible Sourcing certification and the publication of third-party verified Environmental Product Declarations (EPDs), offering stakeholders robust, comparable data on the environmental impacts of our products.

Together, these frameworks reflect our ongoing commitment to honest, responsible communication that advances transparency across the construction sector.



MATERIALISING OUR VISION: LOW-IMPACT INNOVATION IN ACTION

As a business, we believe sustainability starts with leadership — with individuals who challenge convention and pioneer smarter solutions. One such example is IKO PLC (UK) R&D expert Steve Dalton, who demonstrated this leadership through the development of **IKO Permateg LI**, a next-generation low-carbon hot melt membrane.

Steve's work on the proprietary technology behind IKO Permateg LI marks a significant step forward for sustainable roofing. By integrating biogenic content into the formulation, the hot melt waterproofing layer achieves over a 50% reduction in upfront embodied carbon compared to the standard alternative — and introduces a new approach to locking carbon into the built environment. Unlike many biogenic materials that release carbon over time, IKO Permateg LI's bituminous base acts as a stable carbon store.

Performance at a glance:

- Up to 55% lower upfront embodied carbon than standard IKO Permateg
- Up to 150 kg of sequestered CO₂e savings per tonne (third-party EPD verified)
- Zero-waste primary packaging that blends into the membrane during installation
- Fully **BBA**-certified and compatible with green and biodiverse roofs

This breakthrough supports customers in reducing Scope 3 emissions, improving **BREEAM** ratings and meeting ambitious low-carbon targets — without compromising quality or performance.

One such example is the Dakota Hotel in Newcastle, where IKO Permateg LI was specified as part of a full roofing regeneration. The project combined our low-carbon membrane with an **IKO Elements** sedum green roof to deliver a durable, visually striking solution with significantly reduced embodied carbon — setting a new standard for sustainable hospitality design.



[VIEW FOOTAGE OF THE FINISHED ROOF HERE](#) →

SCALING IMPACT: EXPANDING OUR LOW-CARBON PRODUCT INNOVATION

Our success in pioneering IKO Permateg LI has motivated us to lead the industry in developing a new generation of low-carbon roofing and construction solutions. Building on that momentum, we've expanded our **low-impact product range** with:

- IKO Permascreed LI — a next-generation screeding solution with up to 38% lower upfront embodied carbon.

These developments mark an important step in our wider ambition: to reformulate our tried-and-trusted products to ensure the industry has the tools it needs to drastically cut carbon emissions while maintaining the highest quality standards.

As we advance our ESG programme, we are investing in lifecycle assessment (LCA) tools, expanding cross-functional training and developing internal sustainability champions. These initiatives are helping to promote carbon literacy and innovation across all areas of the business — ensuring sustainability is not a separate initiative but a core part of how we operate, develop and deliver long-term value.

SOCIAL (S)

INVESTING IN PEOPLE —
INSIDE AND BEYOND
OUR BUSINESS





CULTIVATING A CULTURE OF SAFETY, WELLBEING AND GROWTH

We believe our people are the foundation of our progress. From cultivating a culture of safety and wellbeing to investing in lifelong learning and inclusive opportunities, we are committed to supporting every individual in IKO. Our social impact extends beyond the workplace – through community partnerships, vocational training and youth development initiatives that help build stronger communities. This section outlines how we are investing in people today to help shape a more inclusive, skilled and sustainable tomorrow.

PUTTING HEALTH AND SAFETY FIRST

At IKO, 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 PLC (UK) 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.

In 2024, we recorded 20 workplace injuries, a modest increase from 17 in 2023. While the overall number of Lost Time Incidents (LTIs) remained low at three, in line with our performance trajectory over the past three years, the total days lost due to LTIs increased to 220, reflecting the nature and recovery requirements of a small number of more impactful cases.

UNDERSTANDING AND RESPONDING TO INCIDENTS

A detailed review of the year's LTIs identified that one incident, involving a fall from a short flight of stairs, accounted for the majority of days lost. In accordance with our safety-first approach, an immediate investigation was undertaken. Although the stairs met relevant standards, we took the precautionary step of modifying handrail design to further reduce the likelihood of recurrence. The second LTI of note involved a hand injury (trapped thumb), which also contributed to the increased total days lost.

Our commitment to providing a safe and healthy working environment remains paramount. In response to this year's data, we are enhancing our focus on proactive risk identification, employee engagement, and early intervention strategies. These measures include the ongoing refinement of our incident reporting processes and investment in preventive infrastructure improvements.

We remain committed to continuous improvement and will continue to embed health and safety best practices across all levels of the organisation in 2025.

KEY INDICATOR	2024	2023	2022	2021
HEALTH AND SAFETY				
Total Injuries	20	17	27	31
Lost Time Incident	3	2	5	13
Days Lost Due To LTI	220	3	110	286
Occurence of Fatal Accidents	0	0	0	0



LEARNING AND DEVELOPMENT

We recognise that continuous learning is key to adapting and thriving as an organisation. That's why we're focused on creating an environment where people are supported in developing their skills, exploring new opportunities and taking ownership of their career progression.

Our apprenticeship programme continues to play a vital role in attracting and developing new talent within manufacturing. Through practical experience, targeted skills training and real-world confidence-building, it reflects our commitment to learning as a cornerstone of both personal growth and organisational success.

We also have an established Enterprise Group — a cross-functional, inclusive team that brings together diverse perspectives from across the organisation. This group plays a key role in shaping strategic direction and strengthening collaboration and innovation, while helping to ensure that ideas and insights from all areas of the business inform our decision-making.

Our commitment to talent development is reflected in the substantial investment we've made in training across the business. In 2024, employees have engaged in extensive learning hours, supported by initiatives like the IKO Management Programme and ongoing, day-to-day development opportunities—each designed to help individuals grow, perform and realise their full potential.

Across the business, we continue to champion a culture of listening and learning, where every individual feels empowered to grow, contribute and succeed in reaching their personal and professional goals.

KEY INDICATOR	2024	2023	2022	2021
Number of people attending the IKO Management Programme	6	10	6	9
Number of Learning and Development Hours	13,609	13,880	11,748	7,785



BUILDING SKILLS FOR A SUSTAINABLE FUTURE

For us, sustainability is as much about people as it is about products. We're focused on developing future-ready talent and enabling meaningful careers across the construction and manufacturing landscape.

As part of our commitment to supporting the next generation of construction professionals, we regularly donate products and materials to training colleges across the UK. These contributions help deliver hands-on, practical roofing education that prepares learners for the realities of modern site work — from installation techniques to understanding sustainable systems.

In 2024, we expanded our commitment to vocational training through a new partnership with **SIMIAN**, one of the UK's leading construction training providers. As part of the collaboration, we supply IKO PLC (UK) flat roofing systems to support hands-on learning — giving trainees the opportunity to develop practical skills in a safe, controlled environment.

Our wider work in the community reflects this same commitment. IKO PLC (UK) is a proud sponsor of **Wigan Youth Zone**, one of Europe's largest youth facilities, where our team regularly supports open days and career events — helping young people explore opportunities in manufacturing and construction.

As the top-ranked supplier for traditional flat roof systems on the **LHC Procurement Group** Framework, we are also helping deliver real-world impact across the public sector. Through our position on this sustainability-led framework, we support schools and public buildings with roofing solutions that meet high standards of environmental, social and economic performance — creating better spaces for learning and living.

From training rooms to rooftops, we are focused on developing skills and building futures — supporting the construction industry of tomorrow, today.

GENDER REPRESENTATION IN TECHNICAL AND LEADERSHIP ROLES

It is our belief that a diverse and inclusive workforce is essential to building a stronger, more forward-looking industry. That’s why we continue to review our gender representation and benchmark our progress against national manufacturing data, ensuring we are moving in the right direction.

In 2023, women made up 18.7% of our total workforce — slightly below the UK manufacturing average of around 23% (Make UK, 2023). We acknowledge the need to bridge this gap and are actively working to expand access to opportunities across IKO PLC (UK) through inclusive recruitment practices, targeted outreach and early-career initiatives.

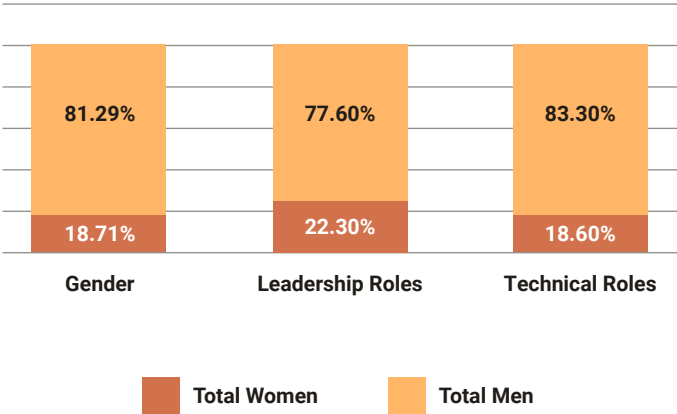


Encouragingly, 22.3% of our leadership roles are held by women, exceeding the industry norm of 15–20%. This is a direct result of our ongoing investment in leadership development and our commitment to supporting career growth for underrepresented groups. In technical roles, women represent 18.6% of our team, surpassing the UK engineering and technology average of 16.9% ([EngineeringUK, 2025](#)). This outcome reflects the strength of our apprenticeship programmes, skills development routes and the inclusive culture we’ve built across the organisation.

These outcomes reflect our view that diversity drives resilience, creativity and long-term success. We remain firmly committed to improving representation across all areas of our business and will continue to invest in the people, practices and culture that enable everyone at IKO PLC (UK) to contribute fully and grow with confidence.



BREAKDOWN OF 295 EMPLOYEES PER GENDER PER CATEGORY



CREATING SOCIAL VALUE BEYOND OUR SITES



Our commitment to creating positive social impact extends far beyond our manufacturing sites. Through our charitable giving programme, we actively support grassroots organisations and community initiatives that make a meaningful difference to young people and families across the UK.

In 2024, we partnered with eight charitable organisations, each addressing specific community needs.

YOUTH SPORTS DEVELOPMENT

We supported **Bromborough & Eastham Junior Football Club's** Under-8s team, helping to cover essential costs including new kits and training equipment. This funding ensures that young players from all backgrounds can participate without financial barriers. Similarly, our partnership with **North Midlands Knights RFLC** enabled the purchase of training shirts for their expanding youth programme, which now includes boys' teams across multiple age groups and a new girls' squad.

BUILDING COMMUNITY RESILIENCE

Our support for Cranbrook Rugby Club contributes to their ambitious clubhouse replacement project, creating a more energy-efficient facility that serves not only club members but the wider community through year-round events and activities. The club's commitment to developing young players through rugby's core values of teamwork, respect, enjoyment, discipline and sportsmanship aligns closely with our own values.

INCLUSIVE PLAY AND DEVELOPMENT

We partnered with **ABUK Soft Play** to help transform their outdoor space into a sensory and sports movement area. This project creates a safe, secure environment where children with special educational needs and those from the broader community can play, learn and develop together.

CRICKET DEVELOPMENT

Our funding supported **Kimberley Institute Cricket Club's** Under-13s with new playing kit as they expanded into additional leagues, demonstrating how targeted support can help young teams reach new levels of participation and competition.

COMMUNITY ACCESSIBILITY

Through Kingsbridge Rugby Football Club's Under-7s programme, we helped bring rugby to more children in an area where sporting opportunities can be limited by distance and accessibility. This investment focuses on establishing strong foundations for future team development and community engagement.

HOLIDAY PROVISION FOR VULNERABLE FAMILIES

Our partnership with **Fishing for Fun at Applecast Farm** supported four weeks of angling and young farming activities, providing structured holiday activities for 20 young people on a daily basis, while offering respite for their carers.

GRASSROOTS FOOTBALL SUPPORT

We contributed to Shevington Royals Football Club, a family-run organisation on the outskirts of Wigan, helping to fund new away strips and training equipment for their Under-10s team.

These partnerships reflect our understanding that thriving communities are built through collective effort and shared investment. By supporting organisations that champion inclusion, development and opportunity, we help create stronger communities where everyone has the opportunity to flourish.

GOVERNANCE (G)

INTEGRITY AND OVERSIGHT
AT EVERY LEVEL





CLEAR STANDARDS, CREDIBLE SYSTEMS, CONSISTENT LEADERSHIP

Robust governance is the foundation of how we operate — ensuring we stay aligned with our purpose, values and sustainability ambitions while maintaining the trust of our customers, communities and partners. Strong leadership, transparent systems and a culture of accountability enable us to respond effectively to risk and make decisions that support long-term, responsible growth.

BOARD OVERSIGHT AND STRATEGIC DIRECTION

Our Board of Directors retains overall responsibility for the direction, oversight and ethical stewardship of the business. Meeting quarterly, the Board reviews company performance, monitors strategic risks and opportunities and oversees operational initiatives that contribute to the delivery of our ESG priorities.

Each Director, alongside local leadership teams and site managers, is accountable for implementing our Sustainability Policy. This includes monitoring progress against environmental and social targets, identifying new areas for action and ensuring that every site upholds our core principles of safety, compliance and continuous improvement.

POLICY FRAMEWORK AND ETHICAL STANDARDS

Our approach to governance is guided by a comprehensive set of **internal policies** that reflect our values and ensure responsible business conduct across all operations. These include:

- Code of Business Conduct and Ethics
- Anti-Slavery and Human Trafficking Policy
- Responsible Sourcing Policy
- Whistleblower Protection Policy
- Environmental Policy
- Health & Safety Policy

These policies are reviewed regularly and form the foundation for training, reporting and compliance across all functions. Every employee is expected to uphold these principles, contributing to a culture where integrity and ethical behaviour are standard.



CERTIFIED STANDARDS AND OPERATIONAL EXCELLENCE

IKO PLC (UK) holds a number of recognised certifications that independently validate our performance and ensure our systems meet – and exceed – industry standards.

These include:

- ISO 9001 – Quality Management
- ISO 14001 – Environmental Management
- ISO 45001 – Occupational Health & Safety
- BES 6001 – Responsible Sourcing
- Cyber Essentials

BES 6001 is particularly important as it demonstrates our ability to deliver responsibly sourced products and gives customers confidence in the environmental and ethical credentials of our materials.

We engage in regular audits and reviews of our management systems and departmental and site-level leaders are empowered to assess and refine operational processes, embedding good governance into the day-to-day running of the business.



ADVANCING CARBON GOVERNANCE AND ENVIRONMENTAL ACCOUNTABILITY

As part of our long-term decarbonisation strategy, we are now implementing **PAS 2080 – Carbon Management in Infrastructure** across our operations. This standard provides a consistent and transparent framework for identifying, managing and reducing carbon across the full lifecycle of our products – from raw material sourcing to end-of-life.

Adopting PAS 2080 strengthens our carbon governance by enhancing visibility of embodied emissions, supporting more informed design and procurement decisions and reinforcing the integrity of our Scope 3 reporting.

In combination with **BES 6001**, this standard also strengthens our approach to supply chain sustainability – promoting accountability beyond our direct operations and helping our customers meet their own environmental and social procurement goals.

It is critical that our approach to governance is not static and evolves in line with emerging risks, regulatory expectations and stakeholder priorities. By prioritising transparency, accountability and high standards at every level of the organisation, we continue to build a resilient, responsible business – fit for the future and committed to lasting, positive impact.

CHARTING THE PATH FORWARD: REAL PROGRESS, SHARED RESPONSIBILITY

At IKO PLC (UK), we know that building a sustainable future isn't a destination but an ongoing journey, driven by purpose, partnership and progress.

Throughout this report, we've outlined how we are translating that strategy into action. Whether it's lowering embodied carbon through product innovation, reducing transport emissions via localised manufacturing or fostering future talent through skills partnerships — every initiative is part of a wider ambition to protect what matters most.

Sustainability is well and truly woven into the fabric of our company. It influences how we operate, how we lead and how decisions are made across every part of the business. With science-based targets guiding our decarbonisation efforts and robust governance frameworks in place, we remain focused on driving meaningful change that extends far beyond our factory gates.

Looking ahead, our 2026 goals reflect this commitment: carrying out a double materiality assessment to better align with evolving disclosure standards, pushing ourselves further in End of Life membrane recovery through a pilot study and successfully delivering key decarbonisation projects focused on waste heat recovery.

We know that lasting change relies on more than individual effort — it depends on shared commitment and consistent action. As we continue to evolve, we'll keep listening, learning and collaborating with those around us to improve how we work and the impact we have.

Progress isn't always immediate but it is always possible. And we are confident in the direction we're heading. Why not join us on the journey?

Learn more about our ESG strategy





SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PARTNER WITH PURPOSE

Whether you're a contractor, distributor, specifier or future team member, we're always looking to collaborate with those who share our commitment to quality, sustainability and long-term thinking.

If you're ready to build something better — together — we'd love to hear from you.

01257 255771 [ikogroup.co.uk](https://www.ikogroup.co.uk)

Headquarters: Appley Lane North, Appley Bridge, Wigan, WN6 9AB

FIND OUT MORE 