



Sustainability Report 2025

Building Tomorrow's World



Sustainability

Built for the Future

Turning ambition into practical action that helps our customers reduce carbon, build resilient spaces and make responsible choices.



Vanda Murray OBE
Chair



On our road to net-zero by 2050, we continue to reduce our carbon footprint and I'm proud to say Marshalls has been named a European Climate Leader for the fourth time."

Dear stakeholder

As I reflect on our ESG journey, it is clear that having a solid foundation, proven track record and clear action plans has been key to our progress in this area. While there have been changes and challenges, we remain focused on our intentions and the action required to deliver on our priorities.

Last year, I said our focus in 2025 was on ensuring the safety and wellbeing of our colleagues, reducing our environmental footprint and making a real impact to our communities – and that's exactly what we've done.

Looking after our colleagues is a commitment that comes from the very top of the organisation, filtering down to every team member so we all take responsibility for each other. A great example of this is our new competency training framework to verify health and safety aspects for high-risk activities for which we're finalists in the 2026 Mineral Products Association (MPA) Health & Safety Awards.

Early in 2026, we launched our new ESG framework, 'Built for the Future', strengthening our commitment to supporting skills in our industry and providing our customers with the product sustainability information they need. On our road to net-zero by 2050, we continue to reduce our carbon footprint and I'm proud to say Marshalls has been named a European Climate Leader for the fourth time.

Our journey continues and I look forward to sharing our progress with you.

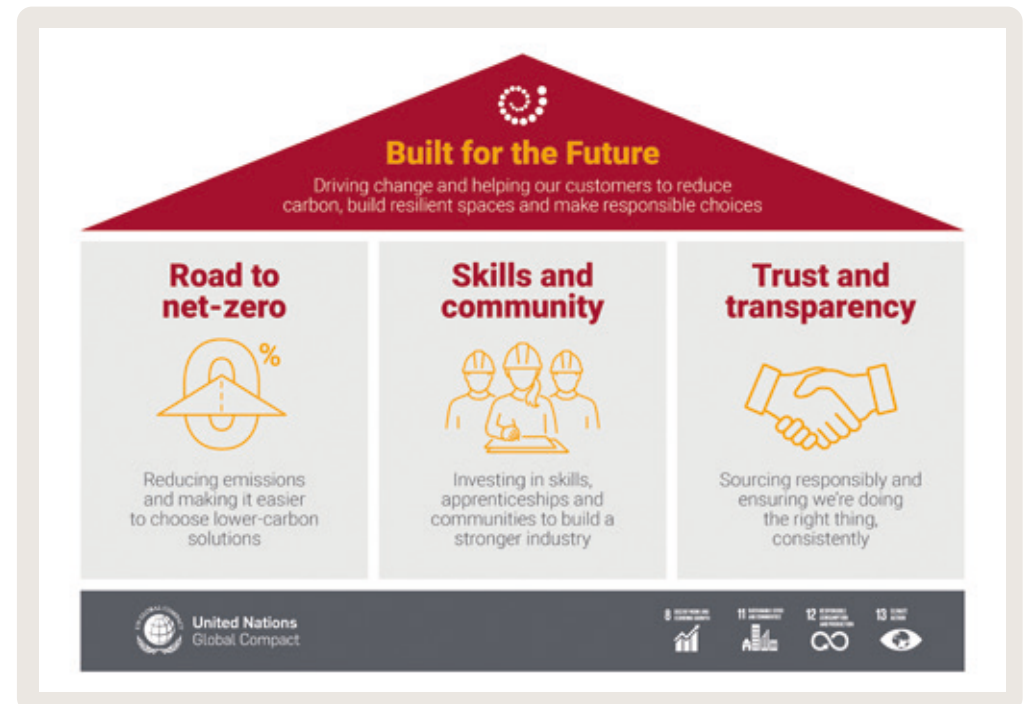
ESG governance

We're committed to making a material difference to the built environment. Built for the Future is our approach to sustainability, turning ambition into practical action that helps our customers reduce carbon, build resilient spaces and make responsible choices.

Underpinned by our 'Transform & Grow' strategy and 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), we drive our ESG strategy through 'road to net-zero', 'skills and community', and 'trust and transparency' pillars. Throughout this section, we will highlight where we are making a contribution to individual SDGs.

Our ESG strategy is led by our Chief Legal Officer and Company Secretary and delivered by the ESG delivery team with support from the ESG Steering Committee and oversight from the ESG Committee at Board level.

► [ESG Committee Report page 90 of our Annual Report & Accounts 2025](#)



Sustainability continued

Materiality assessment

Review process

Our 2025 ESG materiality matrix is based on the SASB Standards for Construction Materials and the UN SDGs, and it's aligned to our risk heatmap. We have put in place a documented materiality review process, with a full review every three years and a light touch review in the years in between.

2025 is the last year in the cycle for a light touch review, with a view to conducting a full review in 2026. The 2025 review 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.

Materiality light touch review process

1

- Desktop research
- SASB Standards for Construction Materials
- 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
- Sign-off from the Board as part of Annual Report & Accounts approval
- Publication in Annual Report & Accounts

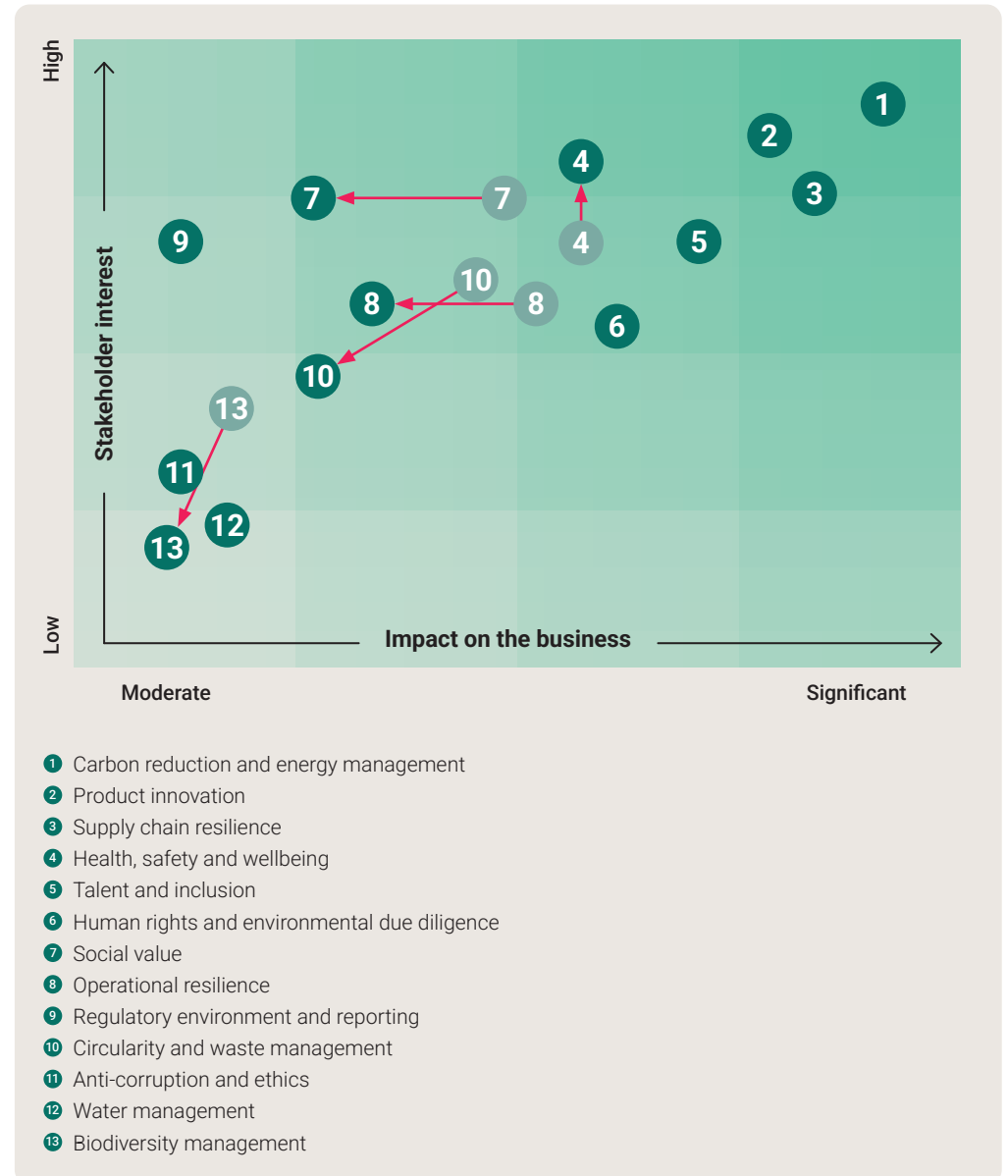
2025 review

The matrix we present here is a mitigated position and is aligned with our Risk Register.

Since our last review, a small number of changes have been made to continue to align with our 'Transform & Grow' strategy, as follows:

- Activity on 'diversity and inclusion' and 'talent and development' is part of our wider people strategy so they have been combined as 'talent and inclusion'
- 'Sustainable supply chain' has been renamed 'supply chain resilience', as this better reflects our updated work on climate-related risks
- In the same light, 'climate adaptation' has been renamed as 'operational resilience'
- Further internal activity on 'biodiversity management' means that our mitigated position has changed, even though it remains relevant to our business
- There has been no change in position for 'regulatory environment and reporting', as this continues to be a mitigated position based on short-term impact

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



Sustainability continued



SKILLS AND COMMUNITY

2025 highlights

- Two Group-wide employee surveys
- IOSH Managing Safely training programme
- Launch of Buzz intranet platform
- Increased percentage of female colleagues

2026 priorities

- Focus on positive safety culture through colleague engagement
- ILM accreditation of Ignite manager development programme
- Continued recruitment and development of early careers apprentices
- Social value programme

Sustainability isn't just environmental; it's also about people. Despite a challenging year, we continue to invest in skills, apprenticeships and communities to help us build a stronger industry. Through partnerships with training providers and charities, we aim to support the next generation and those entering the sector. This upholds the same commitment we have to our colleagues to make Marshall's a great place to work – a key enabling underpin of our 'Transform & Grow' strategy. This includes Buzz, our first Group-wide intranet platform introduced in 2025. Buzz brings the whole Marshall's Group together in one platform and enables us to be consistent with our messaging and reach everyone at the same time.

Leadership, talent and succession

- Leadership Academy
- Manager development programme
- Coaching and mentoring



Developing our colleagues to be the best they can be is a priority for us and we know that managers and leaders play a key role in building a culture where colleagues can thrive. As we move forward with our 'Transform & Grow' strategy, we continue to evolve our approach to leadership, talent and succession.

We are proud to be working with the Institute of Leadership and Management (ILM) to achieve accreditation for our Ignite manager development programme, which has been developed and delivered by our dedicated learning and development team to provide our managers with the skills and tools they need to perform at their best. In 2025, we complemented our approach with the delivery of 33 development sessions across the business, facilitated by our internal accredited Insights Discovery practitioners. With a focus on people managers, the sessions were rolled out to embrace a culture where we appreciate differences and diversity of thought, and work better together as a result.

Learning and development

- Apprenticeships
- Health and safety training
- Data Academy



We aim to build a learning culture that drives high performance, making Marshall's an even better place to work for our existing colleagues and in attracting future talent. This commitment is supported by our Learning and Development Policy, which ensures our colleague development principles and processes are consistent, fair and efficient.

In 2025, our Marshall's Learning Zone was introduced into Marley and Viridian Solar. This has enabled us to have a consistent and modern approach to delivery of learning. We continue to support our colleagues through our apprenticeship programme, by addressing key business needs and supporting early careers. By the end of 2025, we had 145 apprentices, including twelve new early careers engineering apprentices and a number of operations, commercial, IT and HR colleagues graduating from our Leadership Academy, Data Academy and Production Academy.

Colleague engagement

- Employee survey
- Employee Voice Group
- Toolbox talks and roadshows



Listening to what our colleagues think about working at Marshall's is important to us. In 2025, we ran two Group-wide Your Voice employee surveys to measure the key drivers of colleague engagement. Feedback from our colleagues enables us to build a picture of what's going well and what we should work on to make positive change so we can make Marshall's a great place to work.

The colleague voice is further supported by the Employee Voice Group (EVG), which meets quarterly and is made up of elected colleagues from different parts of the business, along with the Unite National Convenor. Meetings are chaired by our Chief People Officer and attended by members of the Board and Executive Team who rotate throughout the year. In 2025, four meetings were held with discussions ranging from strategy, health and safety, and corporate charity partnership to intranet implementation and Your Voice survey results and action.

Sustainability continued

SKILLS AND COMMUNITY CONTINUED

Social value and developing skills

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 people who are building careers in the construction industry.

We have several engagement programmes in place with education providers, including 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 also continue to support the National Housebuilding Council (NHBC) Tamworth Training Hub with donations of concrete bricks for their groundworker apprenticeship programme, and Marley has partnered with the School of Architecture, Design and the Built Environment at Nottingham Trent University to support and encourage the next generation of undergraduate architectural technologists.

Social value partnership with Morgan Sindall Construction

In 2025, Marshalls was chosen to join the Morgan Sindall Construction Responsible Business Charter. As a member of Morgan Sindall's North West supply chain family, we have joined the social value pilot initiative aimed at delivering measurable impact that benefits local communities, businesses and the North West region. This includes employee volunteering and partnerships with construction training providers.



Each day at Marshalls I'm feeling a bit more confident in every aspect of work. I'm shadowing experienced engineers and being taught key principles. I like working here and feel confident my knowledge of engineering will improve due to the continued support from Marshalls. I couldn't be more pleased with my decision to apply for an apprenticeship at Marshalls and am certain this was the best choice for me."

Max Pickles
Engineering Apprentice

During the year, we made over £80,000 of charitable, community and product donations, which are supporting local community projects including a primary school in Lancashire, a children's charity in Glasgow and a further education college in Gwent.

Our colleagues also engage in volunteering and in 2025 activities ranged from tree planting at our Howley Park quarry and conservation work with the City of Trees charity to supporting a number of different charities, including our charity partner for the last three years, The Trussell Trust. We extend our thanks to The Trussell Trust and wish them well in the great work they do to tackle food poverty in the UK. In 2026, we look forward to working with our new corporate charity partner, Building Heroes.

2,348
employees
(2024: 2,435)

11
years
as a Living Wage employer

145
colleagues in apprenticeship programmes (2024: 168)

18%
women colleagues (2024: 17%)

28%
of women in leadership roles (2024: 34%)

£80,134
charitable, community and product donations (2024: £62,829)

Data reporting

The data we report represents the whole Group for the majority of metrics shown. Due to data collection limitations, disability and ethnicity data apply to the Marshalls business only. Women in leadership roles are senior leaders reporting directly into the Executive Team.

Gender split*

	2025	2024	2023
Male	82%	83%	84%
Female	18%	17%	16%

* 2025: male (1,934), female (414).

Disability

	2025	2024	2023
No disability	49%	50%	50%
Disability	2%	3%	3%
No disclosure	49%	47%	47%

Ethnicity

	2025	2024	2023
White British/White other	76%	78%	80%
Minority ethnic group (Asian, Black, mixed/multiple heritage or other minority ethnic groups)	6%	2%	2%
No disclosure	18%	20%	18%

Age

	2025	2024	2023
Aged under 30	13%	13%	11%
Aged 30–39	25%	25%	25%
Aged 40–49	23%	23%	22%
Aged 50–59	27%	27%	29%
Aged 60+	12%	12%	13%



Sustainability continued

SKILLS AND COMMUNITY CONTINUED

Health, safety and wellbeing

Marshalls continues to operate in an environment where the health, safety and wellbeing of our people are key priorities, through the use of strong governance and procedures. This is further supported by having clear objectives in place to demonstrate the progress we are making.

Our Health and Safety Policy is approved by the Board and reviewed annually. Our CEO is the Board Director responsible for the health and safety performance of the Group.

	2025	2024	2023
LTIFR (per million hours worked)	1.54	2.34	—
Group manufacturing/quarry sites with ISO 45001 for health and safety management	85%	85%	82%
Employee/contractor fatalities	—	—	—

Note: 2023 LTIFR not available due to full Group reporting starting in 2024.

Note: 2024 and 2025 ISO 45001 data is for the Group and not directly comparable to 2023.



The safety of our people matters



Nothing we do is worth getting hurt for and that starts with the right behaviours – but those won't happen if we don't care enough to look after ourselves and our colleagues. This is why health and safety are everyone's responsibility. We can put in place rules and processes, and these are absolutely necessary, but they won't work if we don't take accountability by looking after ourselves and each other. Our focus is on empowering our colleagues to stop and think, by embracing a positive safety culture."

Simon Bourne
Chief Executive Officer

Strong performance

In 2025, we met our Group combined lost time injury frequency rate (LTIFR) target of 2.99, with an LTIFR of 1.54. The achievement of annual health and safety improvement targets is directly linked to the remuneration of the Executive Directors and senior management, as explained in the Remuneration Report on pages 92 to 112 of our Annual Report & Accounts 2025.

The focus in 2025 has been to strengthen our positive safety culture by empowering our colleagues to look out for themselves and their colleagues.

This has been further supported by the rollout of IOSH Managing Safely training and further progress on our high-risk activity programme. The concern reporting, safety conversations and incident modules in our Benchmark digital compliance management tool have been rolled out across the business. This provides us with live data, enabling us to manage the health and safety of our colleagues in a consistent way.

Priorities for 2026 include strengthening our controls around high-risk activities, improving our health and safety training and continued focus on safety culture through employee engagement.

Good catch – Small actions make a big difference

In 2025, we launched "Good catch: Small actions make a big difference" across our operations. This campaign was aimed at spotting risks early and stepping in before something goes wrong. The premise is that everyone at Marshalls is a safety champion and no matter your role, your actions count. This campaign is built on three ideas:

- We're all responsible for safety
- Small actions can prevent big accidents
- Sharing real stories helps us all learn and care

The campaign was supported by posters, toolbox talk guides and videos of colleagues relating their personal accounts of why it is vital to make safety part of what we do every day.



Sustainability continued



TRUST AND TRANSPARENCY

- ### 2025 highlights

 - Creation of AI strategy and launch of Ethical Use of AI Policy and training
 - Continued Fair Tax Mark accreditation and Living Wage employer
 - Fraud prevention training programme

2026 priorities

 - Code of Conduct refresh
 - AI awareness and training programme
 - Supplier engagement programmes for solar and stone

We believe how we do business matters as much as what we make. When it comes to responsible sourcing, we map suppliers, assess ethical risks, set expectations, support factory training programmes and share practical guidance so customers can make informed, trusted decisions.

Internally, we train teams to spot signs of modern slavery, and listen and act on their feedback through our EVG and colleague surveys. As a Living Wage employer since 2014 and holder of the Fair Tax Mark since 2015, we're committed to doing the right thing – consistently.

	2025	2024	2023
Group manufacturing/quarry sites with ISO 9001 for quality management	85%	85%	82%
Group manufacturing/quarry sites with ISO 14001 for environmental management	100%	100%	92%

Note: 2024 and 2025 data is for the entire Group and not directly comparable to 2023.

Compliance and training

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

In preparation for the Economic Crime and Corporate Transparency Act, we developed and refined our internal procedures. We also rolled out training to help our colleagues feel more confident about spotting and stopping suspicious activity. In 2026, we will be further refining our Fraud Prevention Plan, which includes a review programme every two years or as and when needed.

Ethical use of AI

In 2025, we launched our AI strategy that balances managing risk and driving opportunity through responsible AI use. We followed up our Cyber Awareness Month with training on AI, which was rolled out to all digitally connected colleagues to communicate our new Ethical Use of AI Policy and to engage people on the risks and opportunities presented by using AI in the workplace.

2026 will see a programme of activity led by our CIO and AI Steering Committee focusing on strengthening internal controls and harnessing the value that AI can bring to our business.

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 in the UN Global Compact and our efforts to contribute to the UN SDGs.

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 wrongdoing without fear of criticism, discrimination or reprisal.

Since 2019, we have operated Safecall, 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.

Sustainability continued

TRUST AND TRANSPARENCY CONTINUED

Supply chain due diligence

Having been a signatory to the United Nations Global Compact since 2009, we understand the importance of promoting and upholding ILO principles of fair and decent work, both in our operations and with our suppliers. We also understand the local factors behind labour exploitation, and that our approach needs to be adapted to the cultural, economic and social norms of the regions in which we do business.

We manage our supply chains through a detailed onboarding process, with an enhanced focus on higher-risk regions and sectors. Our Business and Human Rights Lead works closely with procurement teams across the Group to promote responsible sourcing and to understand risk for new and existing suppliers. This is achieved through a variety of activities, including desk research, independent ethical audits and supply chain mapping, as well as visits, interventions and supplier training. Where improvements need to be made, we issue corrective action plans. In the cases where suppliers fail to work to the required ethical standards, we explore alternative sourcing strategies.

Solar supply chain mapping

In 2025, Viridian Solar continued to map its polysilicon supply chain, visiting silica mines and quarries for the first time, as well as purification and processing plants. This marked a significant milestone as we've now visited manufacturers in all eight layers of our polysilicon supply chain.

At each location, we've carried out ethical interviews and site tours, with the support of our direct suppliers. This has helped us start to build relationships and understand the local challenges. We plan to continue our visits to ultimately cover every polysilicon related supplier and will be promoting our standards as we go.

As a founding member of the Solar Stewardship Initiative (SSI), a pan-European industry collaboration promoting responsible sourcing for the solar sector, we continue to work towards SSI certification standards. In 2025, we started a joint collaboration with a direct supplier towards ESG certification with SSI.



As a UK manufacturer, the majority of our spend is with direct suppliers in the UK. As part of our accreditation as a Living Wage employer, we monitor the living wage across our UK locations, although our use of temporary labour is relatively low. In 2025, only 14% of our spend was with suppliers based overseas, and eight out of our top ten suppliers by spend were based in Europe.

We have identified three sectors as presenting a higher risk of human rights concerns: solar panels, natural stone and ceramics. In 2025, we made progress in all three categories, increasing the number of independent audits commissioned on the previous year. China, which accounted for our largest overseas spend, remained the focus of our ethical initiatives. We also continued to develop new strategies for India, our second largest overseas spending region, and audited a supplier in the Gulf region.

► **Modern Slavery Statement on marshalls.co.uk/modern-slavery-statement**

Modern slavery awareness training in UK operations

In 2025, we rolled out modern slavery awareness training in online sessions for digitally connected colleagues, as well as new toolbox talks for those working in our manufacturing facilities. We also delivered tailored in-person sessions for site managers and senior leaders in our UK operations.

The training explored the workplace factors that contribute to worker exploitation. It also analysed case studies of events leading up to two major modern slavery prosecutions in the UK, where criminal gangs had infiltrated the supply chains in construction and food production. Discussion centred around signs and red flags to look out for in day-to-day operations as well as onboarding procedures. A similar presentation was made to our people team.



Sustainability continued



ROAD TO NET-ZERO

2025 highlights

- Scope 1 and 2 emissions under SBTi trajectory line for near-term goals
- Implementation of ESG reporting software
- Publication of our Carbon Reduction Plan
- Biodiversity action plan programme in place for all our extractive sites

2026 priorities

- Development of analytical capability of ESG reporting software
- EPD development programme
- Re-accreditation to ISO 14001 for Environmental Management

We're reducing emissions across our operations, products and supply chain, guided by SBTi-approved targets. From renewable energy and captured-carbon bricks to our lower-carbon concrete technology and widespread EPD coverage, we're making it easier for customers to specify lower-carbon solutions with confidence.

Net-zero by 2050

Our carbon reduction targets have been approved by the Science Based Targets initiative (SBTi). These targets are driving our activity and this is particularly important for us because 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 to stand up to scrutiny. With approved science-based targets, we are clear that our near and long-term targets will enable us to reach net-zero by 2050.

Marshall's has a mandatory duty to report annual greenhouse gas (GHG) emissions under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013. We use The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (revised edition) and the Department for Energy Security and Net Zero published conversion factors (June 2025) to measure GHG emissions.

Our work is underpinned by our Carbon and Climate Change Policy and two-thirds of the electricity we consume as a Group is sourced from renewable sources. We disclose information according to mandatory reporting requirements from Streamlined Energy and Carbon Reporting (SECR), Task Force on Climate-related Financial Disclosures (TCFD) and Climate-related Financial Disclosures (CFD).

Overall net-zero target

Marshall's plc commits to reach net-zero GHG 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 target boundary includes land related emissions and removals from bioenergy feedstocks.

Measuring our carbon footprint

We measure our emissions according to the criteria of the Greenhouse Gas Protocol and we outline here what the different scopes mean to us:

- 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 statements, invoices, meter readings and third-party supplier data
- Scope 2 refers to our indirect emissions, which is the electricity we have purchased
- Scope 3 refers to all other emissions across our entire value chain

► [Carbon Reduction Plan on marshalls.co.uk/sustainability](https://marshalls.co.uk/sustainability)

Progress against targets

Progress against our targets over a five-year period is reflected in the bar charts overleaf. The target line shown here is based on our science-based targets for the Group.

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 means this is not always linear. Our 2025 data is in line with expectations and our absolute emissions remain well within the approved 1.5°C science-based target pathway.

We use an intensity ratio in order to define emissions data in relation to our business and we report this as kg CO₂e per tonne of production. We report three years of intensity (relative) Scope 1 and 2 market based emissions data as Marshall's and Marley previously used different intensity ratios. These are now aligned.

IBM Envizi software

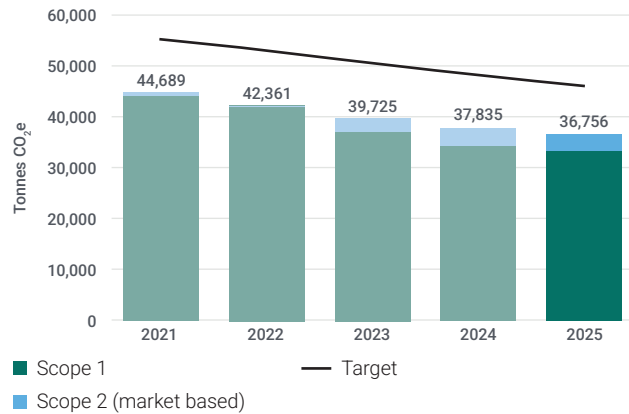
With SBTi-approved targets firmly in place for the Group, we wanted to enhance our capability for measuring our emissions and improve the accuracy of our data. To help us stay on track with our net-zero by 2050 target, we started working with IBM in 2025 to integrate their ESG reporting platform, Envizi, into our systems. Moving from manual data capture to a more automated system was a natural step for us.

The Envizi platform will enable us to get a clear, real-time view of our carbon impacts at Group and site level. We will be able to track our progress, spot improvement opportunities and make faster, better-informed decisions. With more accurate data, we'll be in a stronger position to further reduce our environmental impact and ensure transparency for customers and stakeholders.

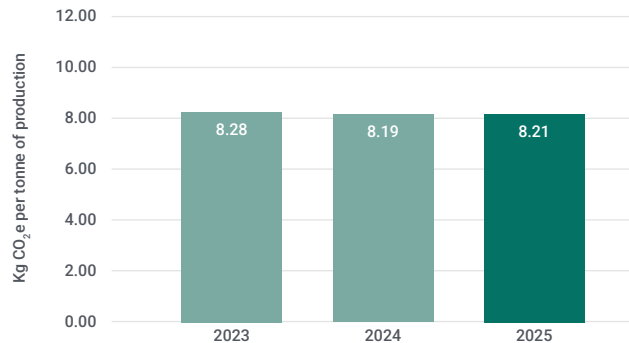
Sustainability continued

ROAD TO NET-ZERO CONTINUED

Marshall's Group absolute Scope 1 and 2 emissions



Marshall's Group relative Scope 1 and 2 emissions



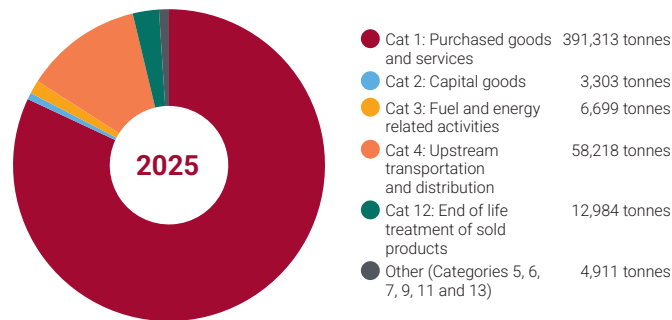
Restatement of information

We have historically reported our Scope 2 emissions as market based (using supplier emissions factors) and location based (using Government emissions factors). We are restating information for Scope 2 market-based emissions (2023 and 2024) due to a change in our source of electricity on commencement of Marley's new contract in 2023, which did not include green electricity. This resulted in an increase in our market-based emissions compared to the previously reported figures. As we report Scope 2 as a separate line item, we are restating this information for both absolute and relative emissions. We are also restating Scope 3 emissions for 2024 due to the improved accuracy of third-party supplier data (see page 47 of our Annual Report & Accounts 2025 for further details).

Further information on our reporting parameters and methodology can be found in our Basis for Reporting Guide, available on our website.

Group absolute Scope 3 emissions

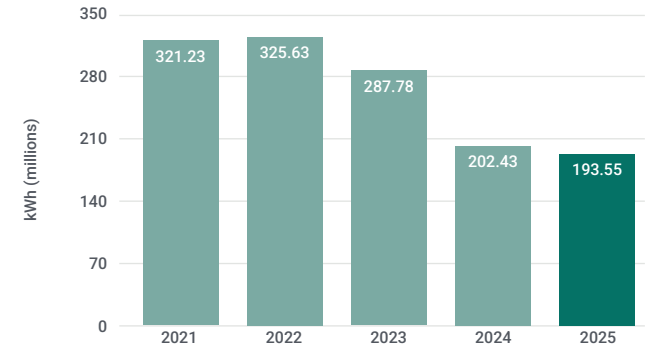
We continue to measure emissions for eleven out of the 15 Scope 3 categories – the remaining four categories are considered; however, they are not relevant for our business. Our emissions profile is shown in the pie chart below, with a clear majority of Scope 3 emissions coming from purchased goods and services. Our total Scope 3 footprint in 2025 was 477,428 tonnes – a 14% reduction on 2024 (2024 restatement: 554,118 tonnes).



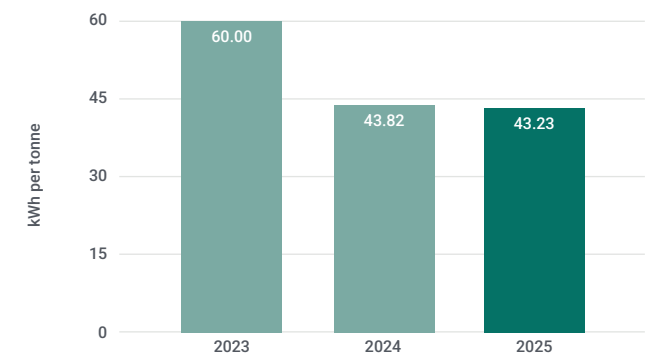
Streamlined Energy and Carbon Reporting (SECR)

In accordance with the SECR framework, we are reporting annual Scope 1 and 2 GHG emissions, energy use, five-year trend disclosure of data, intensity ratios for both emissions and energy, details of methodology used and energy reduction activities.

Group energy consumption



Relative energy consumption



Sustainability continued

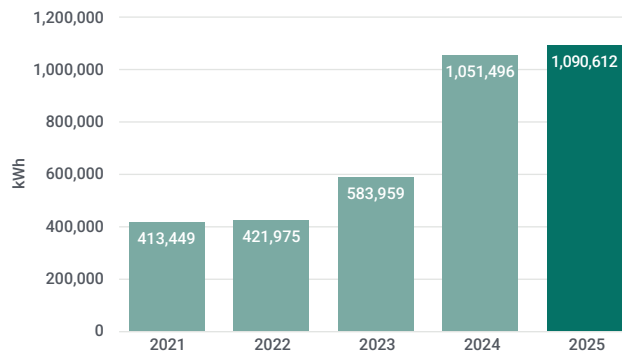
ROAD TO NET-ZERO CONTINUED

Approach to ESOS

Marshalls complies with the mandated Energy Savings Opportunity Scheme (ESOS) legislation which requires us to submit an assessment every four years, reviewing energy consumption across a representative selection of our buildings, processes and transport.

Under ESOS, organisations must carry out comprehensive energy audits in order to identify cost-effective, energy-saving measures. Through a combination of direct site observations and supplier-based data, we identify and categorise opportunities to save energy, carbon and cost. As part of our compliance with ESOS, we track our identified and completed opportunities and submit these as action plans and progress reports to the Environment Agency at the end of every year. Our ESOS assessments are carried out and verified by a certified, external ESOS lead assessor prior to submission. Our last assessment was submitted in 2023 and our next assessment will take place in 2027.

Group self-generated energy from renewables



This chart shows self-generated energy from the solar arrays at five locations.

Energy reduction

Our net-zero target to 2050 is driving our carbon reduction journey. While we continue to focus on the actions needed to reduce emissions that cause climate change, we also work towards managing the risks of climate change impacts. We do this by continuing to work towards our science-based targets through energy reduction, manufacturing efficiencies, product mix design and better use of technology to drive efficient decision making.

The main focus for 2025 has been the implementation of our IBM Envizi ESG reporting software. This has involved a number of internal and external stakeholders, working together to enable us to be more automated and better informed about our energy consumption. Data quality is key and we work with our Energy Champions who drive energy efficiency and improvement at our manufacturing sites.

As we continue on our journey, we're rolling out several projects to reduce our environmental impact, including continuing to engineer high-emissions fuels out of the business, increasing collaboration and innovation with key supply chain partners, and moving from diesel forklifts to electric and LPG-powered models.

► [Carbon Reduction Plan marshalls.co.uk/sustainability/document-library](https://marshalls.co.uk/sustainability/document-library)

Waste

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 undertake regular waste audits to help improve waste management. In 2025, the absolute waste total decreased and the percentage sent to landfill slightly increased from 0.13% in 2024 to 0.19% in 2025. The calculation for the percentage of waste going off-site does not currently include hazardous waste or waste used for restoration on Marshalls sites. Restoration waste, such as waste concrete and stone rejects, fulfils our obligations within planning consents to restore our quarries.

Packaging

Over many years, we have conducted trials to remove plastic from our packaging where we can, whilst maintaining the 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 that collect any Marshalls or Marley branded pallets free of charge. Those pallets go to a repair hub, which allows them to be repaired, repatriated and then delivered back into our manufacturing plants.

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. We use World Resources Institute (WRI) data to identify areas of water stress. Based on this data, we have assessed that we have one manufacturing site in an area of high water stress in Beenham, Berkshire.

Biodiversity

Our approach to biodiversity is to use a 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. Working with the Royal Society for the Protection of Birds (RSPB), we continued to work on our target to have biodiversity action plans in place for all extractive sites, with a limited number of sites to be completed in 2026. We were proud to be awarded a Special Commendation by the MPA Quarries and Nature Awards 2025 for the imaginative integration of geology, nature conservation and interpretation at our Birkhams quarry.

► [ESG data sheet marshalls.co.uk/sustainability/document-library](https://marshalls.co.uk/sustainability/document-library)



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