

SUSTAINABILITY

REPORT 2023



HUWS  **GRAY**
GROUP

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Introduction About Huws Gray Group

Huws Gray is the UK's largest independent builders' merchant, supplying building materials to trade and DIY customers from over 335 locations across England, Scotland and Wales.

Founded in 1990 from a single branch in Gaerwen, Anglesey, Huws Gray has rapidly expanded over the past 30 years through organic growth and acquisitions. Today we are a group of brands dedicated to offering extraordinary service delivered by friendly and knowledgeable staff.

Our branches are stocked with thousands of products, from bricks and timber to paint, ironmongery, plumbing and heating and much more – everything our customers need to complete jobs efficiently.

Our construction brands ensure that, across the UK, the sector always has access to the building materials it needs.



4,600+
colleagues



335
Sites UK-wide

One Huws Gray

13 distinct operating businesses; one family group which works together to provide an exceptional service to its customers. We value the individual strengths of the businesses that comprise the Huws Gray family. But we know that together, when we share the same values and goals, we are even stronger. We are One Huws Gray.

HUWS GRAY

Huws Gray - The UK's largest independent builders' merchant, supplying trade and DIY customers from 250+ locations across Britain.



Civils & Lintels - National supplier of building materials to housebuilders, groundworkers, civil engineers and commercial contractors.



NDI - Specialises in the supply of drywall, insulation, partitions, renders and ceiling materials to the construction industry.



Electricbase - Electrical wholesaler supplying contractors, installers, commercial and industrial users with locations nationwide.



Bathroom Distribution Group - One of the UK's leading bathroom distributors with over 7,500 product lines.



Huws Gray Supply Chain Solutions - A specialist team partnering with public sector clients to offer bespoke, one-stop-shop solutions for social housing.



PDM - Scotland's leading supplier of civils, multi-utilities and above ground drainage products.



Lloyd Worrall - Premier architectural solutions provider to the health, education, commercial, retail and leisure sectors.



Anglia Tool Centre - Specialist retailer of power tools to public sector organisations, private companies and independent tradespeople.



Huws Gray Timber Engineering - Specialist design and manufacture of engineered timber products from specialist sites in the UK.



The Timber Group - Premier timber merchant and timber importer, dedicated to supplying high-quality timber products and solutions to a wide range of customers.

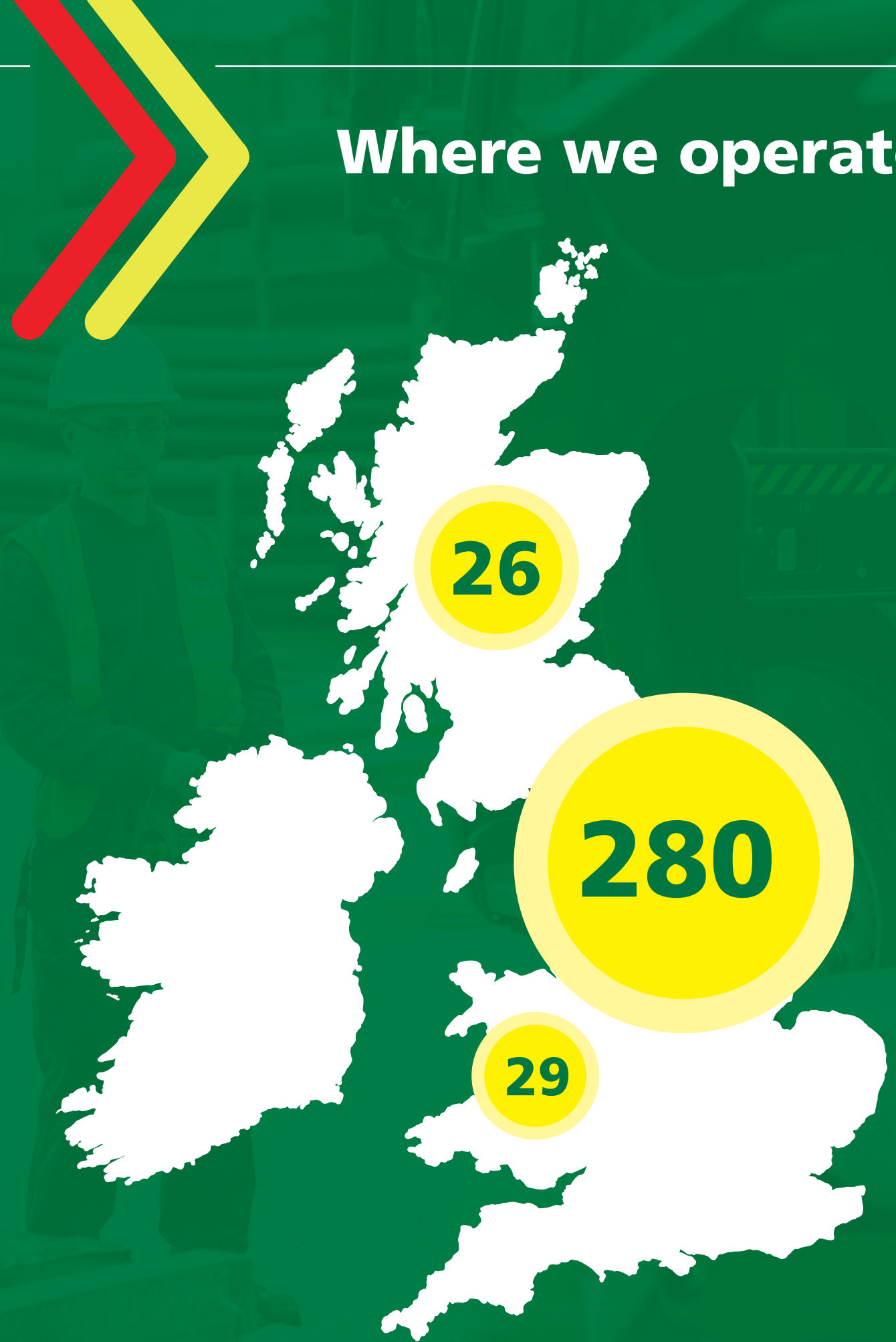


Hirebase - 130 branches offering plant and tool hire service to the trade.



Home Kitchens & Bathrooms - Design and supply specialist with showrooms in Huws Gray branches.

Where we operate



A message from the CEO

A renewed focus on sustainability was one of my immediate priorities for Huws Gray Group when I became CEO of the business earlier this year. No organisation operates in a vacuum. It relies on people and the resources our planet generates and, given our particular reliance on natural materials, it is especially important that we operate responsibly.

Our strategy is built on our four strategic pillars of People, Planet, Products and Principles. This, our first ESG report, lays out the company goals to which we commit and our actions in respect of each, using the Sustainable Development Goals as our guide.

Like many businesses, we have much to do, but I am extremely heartened by the steps we have already taken. From continuing our journey towards making Huws Gray Group a great place to work to delivering social value, reducing waste, transitioning to a greener fleet, supporting our suppliers in their drive towards sustainability and so much more, we are creating a Huws Gray Group that reflects the best of our principles, and a business that is strategically designed to grow sustainably.

Thanks for reading.

Daksh Gupta
Group CEO



Key points

- › 2022/2023 was a year of consolidation and integration for the Huws Gray Group.
- › This is our inaugural ESG report and the launch of our ESG strategy.
- › Instigated One Huws Gray, bringing an organisation of **13 businesses** together as one.
- › Stakeholder engagement has been well received.



2023 highlights

Launch of ESG strategy

We've been working to develop an ESG strategy that reflects the whole of Huws Gray Group. This joined-up strategy, based on the UN Sustainability Development Goals, is built on 4 pillars: People, Planet, Products, Principles. It is underpinned by our new ESG Working Group and overseen by our ESG Steerco and the Board.



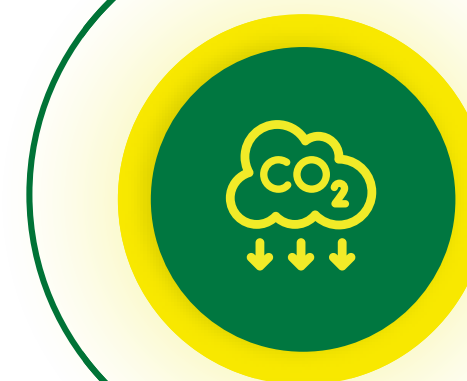
Sustainability Showrooms

We want to be our customers' first choice for support in building sustainably. That's why we've launched our first sustainability showroom at our Lincoln site. Stocking the latest generation of air source heat pumps, solar panels and other sustainability-related construction products, this is a template for further showrooms planned across the UK.



Scope 1&2 reduction

Between FY22 and FY23, we reduced our Scope 1 & 2 emissions by 9%, or **3,248 tco2e**.



Governance

Our organisational structure ensures Huws Gray Group has the board-level scrutiny required to give our ESG strategy rigour and direction.



The Group CEO has recently formed an Exco Group comprising the Group CEO, CFO, Chairman, Strategic Director, Director of Central Ops, Chief People Officer, Chief Commercial Officer, and General Counsel. They meet every week. There is also a senior leadership group comprising of individuals from various businesses and departments within the Huws Gray Group.

The newly formed Exco has already implemented various governance measures and controls around recruitment, remuneration, gifts and hospitality and competition law compliance to ensure we are consistent and fair across the group.

Climate Related Financial Disclosures

We're working to understand, manage and mitigate the physical risks posed by climate change by reducing our overall carbon footprint.

We've put the results into our first Climate-Related Financial Disclosures Report. You can find more on this later in this report.

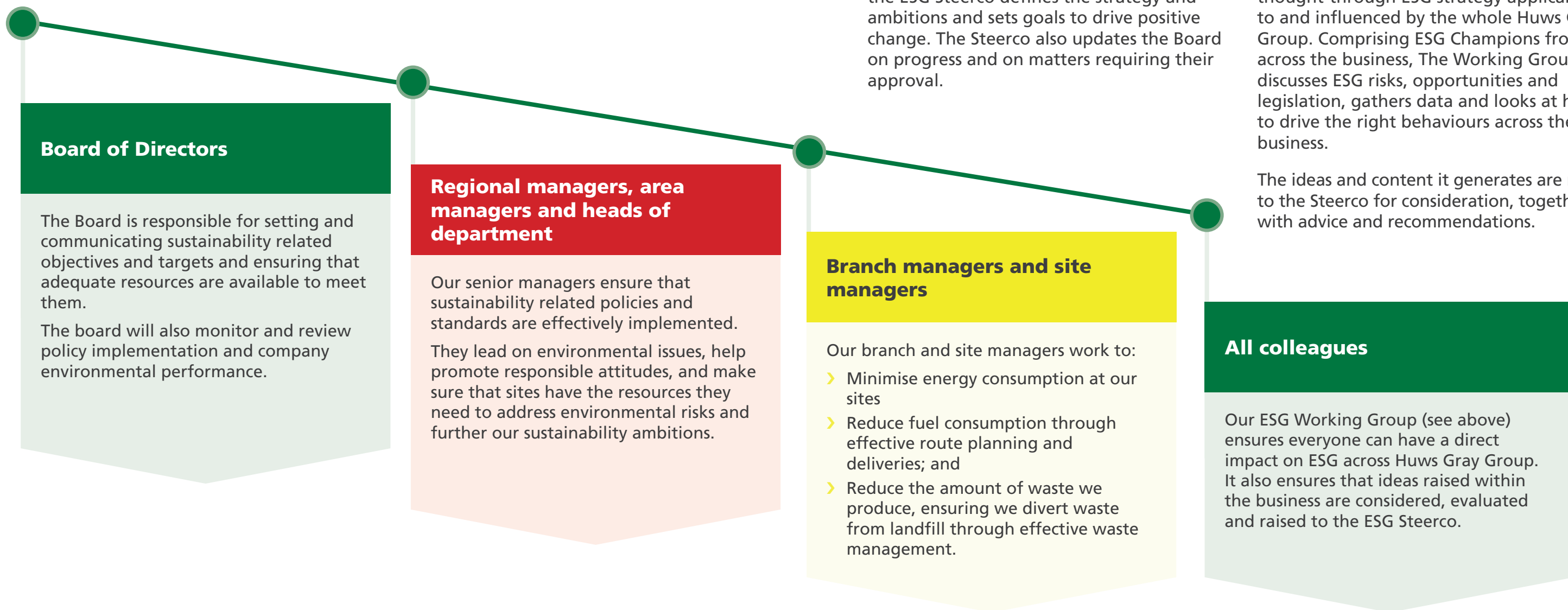
ESG Steerco

Using the data, information and advice presented to it by the ESG Working Group, the ESG Steerco defines the strategy and ambitions and sets goals to drive positive change. The Steerco also updates the Board on progress and on matters requiring their approval.

The ESG Working Group

Our ESG Working Group was established to ensure we develop a comprehensive, well-thought-through ESG strategy applicable to and influenced by the whole Huws Gray Group. Comprising ESG Champions from across the business, The Working Group discusses ESG risks, opportunities and legislation, gathers data and looks at how to drive the right behaviours across the business.

The ideas and content it generates are raised to the Steerco for consideration, together with advice and recommendations.



Board of Directors

The Board is responsible for setting and communicating sustainability related objectives and targets and ensuring that adequate resources are available to meet them.

The board will also monitor and review policy implementation and company environmental performance.

Regional managers, area managers and heads of department

Our senior managers ensure that sustainability related policies and standards are effectively implemented.

They lead on environmental issues, help promote responsible attitudes, and make sure that sites have the resources they need to address environmental risks and further our sustainability ambitions.

Branch managers and site managers

Our branch and site managers work to:

- > Minimise energy consumption at our sites
- > Reduce fuel consumption through effective route planning and deliveries; and
- > Reduce the amount of waste we produce, ensuring we divert waste from landfill through effective waste management.

All colleagues

Our ESG Working Group (see above) ensures everyone can have a direct impact on ESG across Huws Gray Group. It also ensures that ideas raised within the business are considered, evaluated and raised to the ESG Steerco.

Determining priorities

Every company needs to understand the big issues that affect its operations and the factors those operations affect. A materiality assessment is how companies understand what's most important, usually from a financial and/or operational perspective.

In order to determine our sustainability priorities, we have carefully considered both the impact that a range of environmental and social factors have on our business as well as the impact that our activities as a business have on the environment and society generally.

We have also sought to better understand our various stakeholders' views on these topics to ensure we're not just doing the right thing from our perspective, but also from all our stakeholders' perspectives.

In 2023, we hosted workshops and created surveys to gain diverse opinions from people across the business and capture crucial quantitative and qualitative information from our other key stakeholders: customers, suppliers, and industry bodies.



Material topics

Environmental

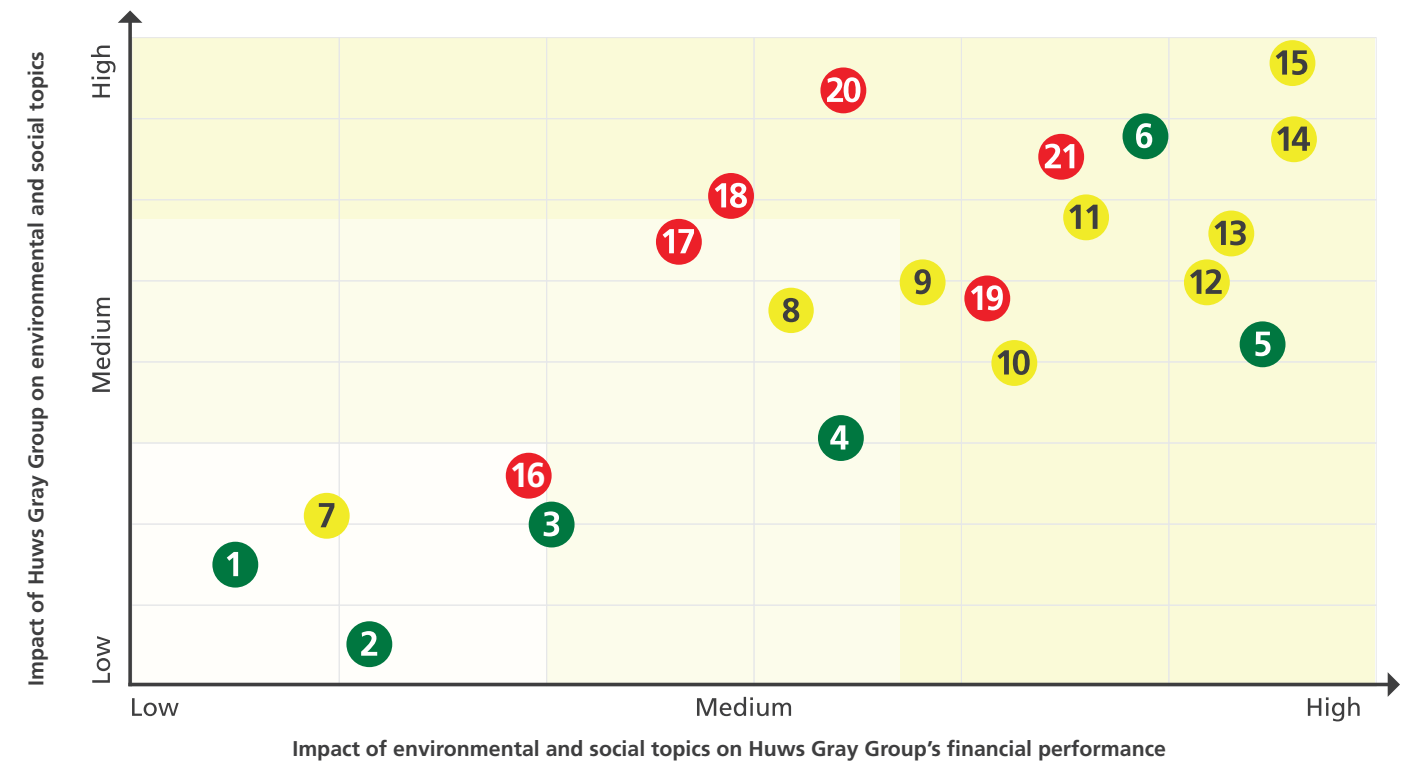
- 1 Biodiversity
- 2 Water
- 3 Air quality
- 4 Climate change
- 5 Energy type & consumption
- 6 Waste

Social

- 16 Modern slavery
- 17 Local community
- 18 DE&I
- 19 Fair working conditions
- 20 Talent acquisition
- 21 Training and development

Governance

- 7 Political engagement and lobbying
- 8 Disclosures and reporting
- 9 Data privacy
- 10 Protection of whistleblowers
- 11 Corporate culture
- 12 Workplace corruption
- 13 Cyber security
- 14 Regulatory compliance
- 15 Supplier relationship management



Our strategy

Each company goal is also aligned with our four key strategic pillars of People, Planet, Product, and Principles.



The UN Sustainable Development Goals

In 2015, the UN announced the 2030 Agenda for Sustainable Development, which introduced seventeen Sustainable Development Goals (SDGs or Global Goals).

These goals aim to address global challenges such as poverty, inequality, and climate change, while providing clear targets against which individuals, businesses, and governments can measure their progress.

All the goals are important...
 ...and we aim to contribute to each where we can. However, we're focusing efforts on the goals where we feel we can make the greatest difference.

People



Huws Gray Group is committed to creating a safe, inclusive, diverse, and growth-focused workplace.

We aim to provide fair working conditions and provide attractive and worthwhile employment opportunities in our local communities.

Planet



Huws Gray Group is dedicated to a sustainable future that supports net zero.

We aim to reduce greenhouse gas emissions, increase renewable energy usage, and reduce waste.

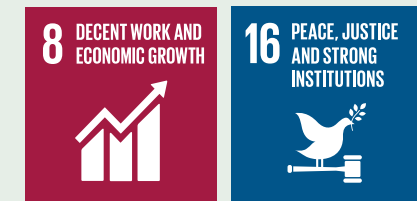
Products



Huws Gray Group is committed to promoting responsible production and consumption practices.

We aim to protect natural resources, minimise impact on nature, and help our customers to protect the environment.

Principles



Huws Gray Group is committed to being a principled and ethical business.

We aim to ensure high standards of business conduct always acting with integrity and transparency.

People

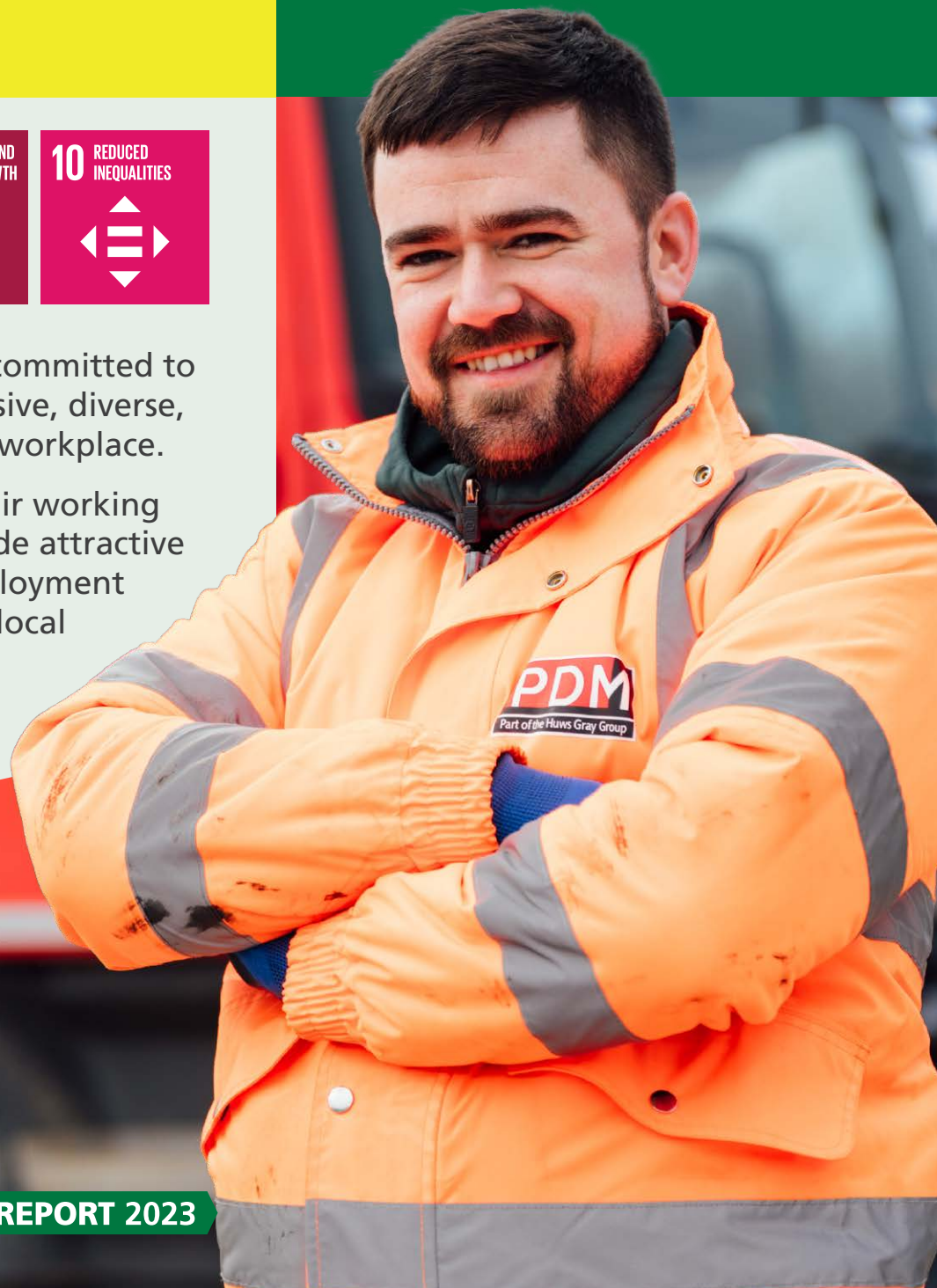
People make our world go round. Every day, 4,600 colleagues across the UK support our success. We want to do the right thing by them. That's why we commit to making Huws Gray Group a place where everyone can feel at home, feel safe, and give their best. We want to be a place where everyone can build a rewarding career. And we want to support our communities, which is why, across the UK, we're giving back to over 400 local charities, causes and clubs.

Our Goals



Huws Gray Group is committed to creating a safe, inclusive, diverse, and growth-focused workplace.

We aim to provide fair working conditions and provide attractive and worthwhile employment opportunities in our local communities.



Diversity, Equity & Inclusion (DE&I) at Huws Gray

We believe DE&I is a bedrock of our continued success. That's why we're dedicated to creating a positive, welcoming work environment and to providing equal opportunities to all, free from discrimination and prejudice. We don't only recognise, respect and appreciate the differences of our colleagues; we celebrate them.

Our commitments to DE&I are:

- › To create a working environment in which individual differences and the contributions of all our colleagues are recognised and valued.
- › To create a working environment free from bullying, harassment, victimisation, and unlawful discrimination, promoting dignity, respect and belonging for all.
- › To make opportunities for training, development, and progress available to all colleagues. We want to create a workspace where colleagues are helped and encouraged to develop their full potential, so we can harness their talents and maximise the efficiency of the organisation.
- › To regularly review employment practices and procedures to ensure fairness, and to update them to take account of changes in the law.
- › To take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by colleagues, customers, suppliers, visitors, the public and any others in the course of the organisation's work activities.
- › To make decisions concerning colleagues based on merit.

Every colleague is personally responsible for their behaviour in the workplace and for bringing to life our commitment to DE&I in the workplace. They are also responsible for delivering a service to our customers consistent with our DE&I policy.

We will ensure that our commitment to DE&I is reflected in any decisions around:

- › Pay and benefits
- › Terms and conditions of employment
- › Dealing with grievances and disciplinary matters including dismissals
- › Redundancy processes
- › Leave for parents
- › Requests for flexible working
- › Selection for recruitment, promotion, training, or development opportunities





Creating a DE&I Culture Through Training

In 2023, we developed our diversity training strategy. 2024 has seen us roll out mandatory DE&I training for managers.

The employment law team at Irwin Mitchell Solicitors have written two eLearning courses for us. One is aimed at all colleagues across the business and one is for managers. By the end of each course, we want all participants to have a much greater understanding of:

- › How to recognise discriminatory behaviour and practices
- › When and how to intervene to tackle discriminatory behaviour as a senior leader
- › The implications of not having an inclusive workforce
- › The impact that practices can have on certain groups
- › How each individual can make a difference

In September 2023, 59 senior leaders completed DE&I training – a combination of eLearning pre-course work and a face-to-face workshop. We’ve since rolled out the eLearning to a second tier of 104 senior managers.

Further phases of rollout will include colleagues from across the rest of the business.

Adrian Rowley
Head of Learning and Development



“Creating a culture where everyone feels that they belong and are valued will underpin the key drivers of engagement (trust, pride and enjoyment). Training plays a big part in this.”

Certifying Huws Gray as a Great Place to Work

We believe Huws Gray is a great place to work. Now, we want to show it. That’s why we’re partnering with Great Place to Work, the organisation that certifies companies that create great employee experiences.

The certification process involves surveying our colleagues, a critical step in obtaining data that gives us a benchmark for making further improvements.

The exercise is currently underway and we’ll reveal the results and actions in our next sustainability report.

There are lots of benefits to the process and certification:

- › It builds colleague engagement
- › It supports our open, honest culture
- › Certification acts as a powerful tool for recruitment and retention



Championing the Women of Huws Gray

The construction industry has a problem. It contributes 9% of GDP to UK Plc each year. 2.9 million people in the UK are part of the sector. But just 15% of them are women. Just 6% are from ethnic minorities. Yet 46% of people say they would be more likely to look for jobs in construction if the sector demonstrated a commitment to diversity and inclusion.

That's why we're a strategic partner of the Construction Inclusion Coalition, an organisation dedicated to building a construction industry that reflects the communities it builds for.

Here, as a small part of our commitment to championing inclusion in the industry, we share the experiences of some of the women working at Huws Gray Group.



Beverley Williams
Merchandising Area
Director



"I've been with Huws Gray for around 6 years, most recently looking after six branches in the North East.

I joined the construction sector straight from school, working my way up to Branch Manager level. Being a manager made me work even harder to prove myself and show that I could be successful, and that enabled me to reach the level of Area Director.

"Now my motivation is to see others do well. I am keen to welcome everyone into the construction sector – we just need to think outside of the box when recruiting. We've shown that when we are flexible we can find brilliant people. It's not just women – it's working dads, carers, retirees and more. Flexibility helps everyone."

Kirsty Miller
Training Project
Manager



"I was the first female branch manager in Buildbase, which was bought by Huws Gray in 2022. I currently lead a team of trainers who support the Business Improvement Team, which I am also a member of. We support the business with acquisitions, training, troubleshooting, business improvement etc.

"It's a lot more positive than it used to be, working as a woman in a male-dominated workplace. I remember the days when all my male colleagues would go off on their golf days and I wasn't invited as they assumed I couldn't play golf and didn't want to go. It was the same for meetings. These days that would never happen.

"There are some great inclusion initiatives in the industry such as Yes She Can and Women In Construction. Connecting with peers across businesses and roles is so useful. You can let your guard down a bit and sharing experiences is really empowering."

Cally Toseland
Merchandising Area
Sales Manager



"I've been with Huws Gray for about three years. I started in branch on a trade counter. I really enjoy working in the sector. It runs in my family so has always felt a comfortable space, but that's not to say I haven't had my fair share of challenges being female in a male-dominated industry.

"I've found – particularly when I was working on the trade counter – that men looked a bit differently at me. They're not sure if I know my stuff and may try to speak to a male colleague rather than me. That soon changes once I show I have product knowledge and know what I'm talking about!"

Leigh Tholet
Fleet Asset Manager



"I've been in this very male-dominated industry for 29 years. My role now is to look after 89 of our Hirebase branches.

"I think you have to be a certain type of character to do well in the construction industry. Being straightforward and no nonsense is useful but I find it's product knowledge and experience which helps me to stand out from the crowd.

"Informal networks and mentoring are really important in the industry. Women offer a different perspective and think outside the box so we really should be trying to get more women through the doors."



Closing the Gender Pay Gap

We want all our colleagues to come to work feeling valued and rewarded for their contribution to the success of the business because we believe everyone is instrumental in our success.

Our remuneration packages are based on role, not gender and we are confident that we do not pay men and women differently for the same or equivalent work. In 2023, for example, 93.7% of our female colleagues received a bonus. So did 93.7% of our men.

We do have a gender pay gap (in 2023, for example, our mean hourly pay gap remained at 0.7% although the median reduced by over 1.5%) but this is a result of men and women working in different roles which attract different salaries.

To sustain continuous improvement, in 2024 we will develop and promote a compelling employer brand to help us close that gap further while also building greater inclusivity into our workforce.

The new employer brand will enable the group to recruit from a more diverse range of talent pools.

We've already completed several workshops with colleagues to get their perspective on what Huws Gray is about, and to try and bottle the essence of Huws Gray Group. Once complete, we'll collate and analyse the results and use the findings to form and articulate our employer brand.

We anticipate work on this to be completed in 2024 and we will update progress in the next sustainability report.

View the Gender Pay Gap report [here](#).



Development

Celebrating Our Merchant Apprenticeship Programme (MAP) Successes

Our success has been built on expansion and an expanding organisation will always need good people to take it further. We launched the MAP in 2021 to unearth and develop people with the potential, attitude and eagerness to enable us (and them) to be the best we can be.

Our general apprenticeship training gives apprentices broad exposure to a range of technical and personal development. It helps them build experience across several group branches.

Since launch, we've had 68 colleagues complete their apprenticeships across the group from an initial pool of over 200 applicants.

Jac Guest is a branch supervisor at our Rhuddlan Branch. He joined us in 2018, and later went on the MAP apprentice scheme. On completing his apprenticeship, Jac joined the Colwyn Bay branch, before moving to head office and then to Rhuddlan.

His experience is a perfect example of the career development possible through MAP.

Every merchanting apprenticeship at Huws Gray is a combination of:

- Technical skills, such as learning how to use a saw or forklift
- Sales and service techniques
- Construction knowledge such as learning how a house is built; and
- Compliance training on elements such as fire safety, manual handling and working at height



Lucy Warburton, Sales Team, Civils and Lintels Bolton

"The apprenticeship has improved my IT skills and time management. I have gained a lot more knowledge of the business and a better understanding of the financial side. My confidence has grown massively too (I was quite nervous to doing my final presentation but, with practice, I wasn't nervous at all). I gained a distinction as my overall grade and my learning helped me secure a promotion."



Developing Aspiring Managers in Scotland

A dozen colleagues from Huws Gray Merchanding and group company PDM completed a training programme designed to support them on their paths to future leadership roles.

The Aspiring Managers course, part of the Huws Gray Academy, encourages participants to examine principles of leadership, effective communication, and managing workplace conflict, as well as successfully developing their own individual management style.

The latest course has seen participants complete a series of e-learning modules, attend virtual training sessions, and meet as a group to share experiences and complete challenges together. As part of the final session, participants:

- › Created their own personal career goal pyramid
- › Considered the factors that motivate them in the workplace and have a positive impact on their mindset; and
- › Explored ways of managing their professional reputation and personal brand

Following the course's success, we are looking to roll it out elsewhere in the UK.

Vicki McKenzie, Branch Sales Manager in Glasgow, is one of the participants who has successfully completed the course. She said:

"Having time away from the day job to consider the different skills required to progress to a position of leadership or management has been really useful. I've enjoyed the face-to-face training days and having the chance to meet with colleagues from across the business. Completing the online college course (Level 2 – Principles of Team Leading) is the first academic qualification I have completed since leaving school, so even though I found it challenging, it was also very rewarding."

Eddie Hernon, MD, PDM and Huws Gray Scotland, said,

"It has been a pleasure to witness these colleagues develop and progress over the past few months. I don't doubt that we'll see many future leaders of PDM and Huws Gray amongst those who've successfully completed this course."



Showcasing Student Skills with Suffolk New College

When we work with educational establishments, we embed essential employability skills and address the skills shortage within our sector. That's why we've become a formal industry partner to Suffolk New College (SNC).

We've invited students into our nearby Halesworth branch to showcase their skills to potential employers within the industry.

We provide them with surplus stock which they can take the material back to college and use it to create display boards which showcase their skills.

Then, the students return the boards to our branch, attaching their profile and portfolio, to be displayed in the relevant area.

For brick displays, we have agreed that students will attend our sites and build sample 60-brick display walls, which has the double benefit of creating a merchandising tool for the bricks and providing a great demonstration of the students' skills.

Hands-on Upskilling

A final major project brief for this year's students at SNC was to complete a maintenance operations module, applying the skills developed during the academic year to renovating the exterior of the Hub Building at Alde Valley Academy in Leiston.

We've supported the project by donating a range of building materials to ensure students had everything they need to successfully complete the job.



Health & Safety

Targeting Workplace Safety

Nothing is more important to Huws Gray Group than getting our people home safely at the end of the day. Health and safety (H&S) is essential to that. All our new starters have mandatory H&S training before starting their role. Our managers undergo further enhanced H&S training as they are responsible for teams, machinery, transport, stock and more in branches.

Our H&S policy encompasses the full breadth of our impact on health and safety, including customers, colleagues, suppliers and partners, and also resources, risks, objective setting, and regular review.

As our Group continued to come together throughout 2023, we identified five areas of focus to improve H&S standards across our organisation.

Evaluating Our Estate

In 2023 we carried out a complete review of our estate using a risk-focused assurance programme. 85% of our branches scored 'green' and, to ensure continuous improvement, we have used analysis of the data from the exercise to produce targeted safety initiatives for the upcoming year.

In consequence, our assurance programme will evolve to focus on management of H&S in branches, setting stretching targets to drive effective local management.

This approach will blend central data measurement, Area Director oversight and local application of standards.



Focus areas:

1. **Oversight:** We must ensure the right people have the right information about our H&S performance.
2. **Consistency:** As we have grown through acquisition, it is important that all colleagues across every part of the business understand the expected standards.
3. **Harmonisation:** As we acquire businesses, we benefit from new ideas and ways of working. By harmonising these across our business, we can learn as we grow.
4. **Simplification:** H&S can be a complex topic. By demystifying it, we can make it more accessible, understandable, and achievable.
5. **Ownership and engagement:** Local leaders ensure we maintain standards every day.

Our team of HSE professionals will then ensure an additional layer of independent assurance is in place to offer honest challenge and appraisal.

We aim to increase the percentage of branches achieving a 'green' rating to 95% over the next three years. Initially though, we recognise that our approach of setting stretching targets may mean that the 'green' standard is harder to achieve.

Tracking, Investigating & Understanding Injuries

We made good progress with accident management last year, reducing our RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents by million hours worked by 45%.

Targeting risk and focusing on high standards is an integral part of the way we operate our workplaces and activities. Our Portal system gives us oversight of standards across the estate. When managers conduct checks of key risk areas, they are guided by Portal reminders that measure compliance and share 'how to' guides that ensure managers know what 'good' looks like.

We also cascade these expected standards to all new colleagues undertaking mandatory H&S training ahead of starting their role, and review completion rates.

To further reduce accidents, we need to ensure that we are reporting all incidents and near misses so that we can fully investigate and learn from them. This information and understanding will then allow us to set reduction targets.

Championing Workplace Mental Health

Mental health affects us all. According to Mind, 1 in 6 of us will experience a common mental health problem every week. Even if you're not directly affected, you probably know someone who is.

Mental Health First Aiders (MFHA) carry out an important role in the workplace, offering impartial, confidential and non-judgemental advice and signposting to support services. They help to promote positive mental health and remove the stigma that often persists around poor mental health.

We are introducing MFHAs to support colleagues. As a signatory of the Wakefield Workplace Health and Wellbeing Charter, we've trained colleagues who can be contacted for a quiet word about mental health issues.

Help to Make Smarter Health Choices

We want our people to be proactive about their health. And when they need help, we want to make sure they can access it fast. That's why we've partnered with AIG Smart Health.

Open to all Huws Gray Group employees and their partners and children (up to the age of 21), Smart Health offers unlimited access to fitness programmes, nutrition advice and health checks to support healthy lifestyles. And when our people need expert help, they can also access mental health support, a 24/7 virtual GP, and get a second medical opinion.

At first instance, support is available online or via app, accessible via a simple QR code. Newly launched, we'll be monitoring and evaluating uptake of the service over the coming year.

Community

Supporting Our Communities, Everywhere!

The examples on these pages are just a handful of case studies from the huge range of charity support projects happening across our branch network.



Closing the Gap; Delivering Social Value

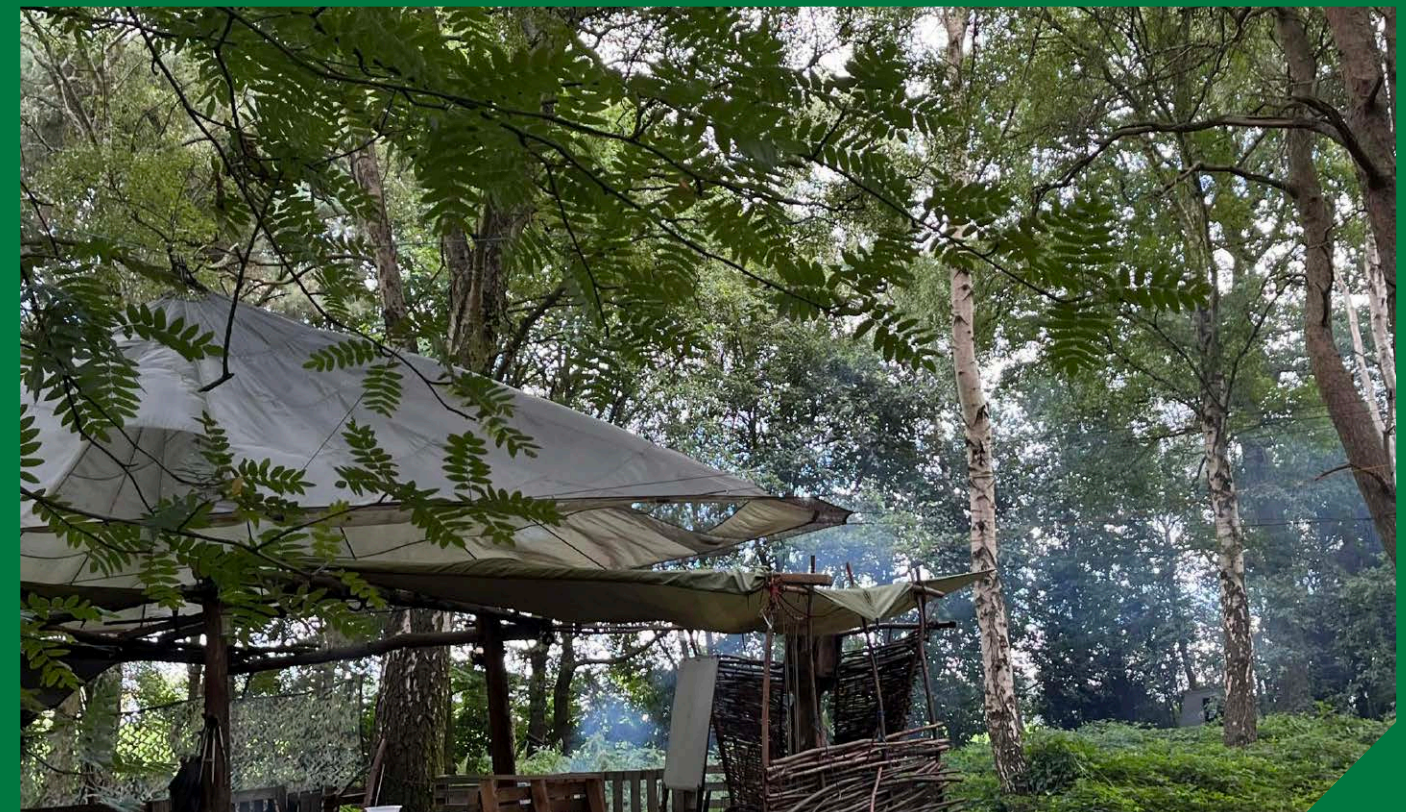
Over the next ten years, the construction industry will need an estimated 937,000 new entrants. It's an existential issue, yet less than half the UK public know it exists.

On The Tools has been playing its part in raising awareness of the crisis, and we've been supporting its efforts through our social media channels, and through sponsorship of On The Tools' important whitepaper on [Closing the Gap](#).

We're also seizing the initiative. Since the group was founded in 1990, we've built fantastic relationships with the communities of which we are a part. We believe that when our communities thrive, so do we.

That's why we continue to develop relationships with local colleges who can help us generate a pipeline of students from a wide range of backgrounds who can join us and enjoy the exciting career opportunities we offer (for more on this, see Development above).

At the same time, we can help reduce the construction skills gap, and create a more diverse next generation of construction professionals.



Making Wood Do Good for Rika ACE CIC

Rika Activities, Connection & Engagement (Rika ACE for short) is a not-for-profit organisation that runs bushcraft and outdoor skills courses for people of all ages. It's a place where schools, youth organisations, home education groups, families, and adults can access positive experiences and enhance their life skills.

Inevitably, wood is one of Rika's most-needed resources, so we're delighted to have been able to supply a full wagon of pallets and other wood offcuts to support the endeavour. We'll be continuing to support the venture with our waste wood, which benefits Rika ACE, but also benefits us in ensuring our waste is put to good use.





Mates in Mind at Civils & Lintels

Mates in Mind is a charity focused on addressing the stigma of poor mental health, especially in the construction sector. It's a cause close to the hearts of Civils & Lintels (C&L).

Managing Director, Allan Wright also sits on the board of trustees at Mates in Mind and the C&L team regularly undertakes fundraising events ranging from bake sales to virtual climbs of Everest.

Since 2022, the team has raised a staggering **£43,000** for the organisation. At the start of 2024, C&L expanded its support by refreshing the signage on its fleet of 95 LGVs.

With the details of Mates in Mind's free text helpline service on every LGV, C&L is helping to spread the Mates in Mind message across the length and breadth of the UK.

As C&L continues to raise much needed funds, the company is also implementing training and systems to ensure all our colleagues get the appropriate mental health support they need.

Strengthening Ties with St Ives' Islamic Community

Ramsay Road & Hill Rise Cemetery sits on the edge of St Ives in Cambridgeshire. It's a tranquil place that, since 2022, has been tended by St Ives in Bloom. Recently, the in Bloom team began a project with the local Islamic community to design and build a contemplative garden near the Muslim graves in the cemetery.



Gwen Bergius, St Ives Branch Manager said:

"Many of our regular customers are from the local Pakistani and Bangladeshi communities, so we've been proud to support the project. So far, we've supplied all the oak sleepers for the raised flower beds and we are working with suppliers on some commemorative benches for the garden."

Supporting Sunderland

Not long ago, a medical incident at Sunderland AFC got Andy Campbell, Branch Sales Manager at Huws Gray Buildbase in Sunderland thinking: what would happen if a similar incident occurred at his place of work?

Andy and colleagues decided to raise money for a branch defibrillator. Working with Red Sky Foundation, Andy and his team held a raffle, opened a charity tuck shop and placed donation boxes around the store, all to reach the target of £1,000.

Once the target had been hit, Andy and team didn't stop. They donated £200 to the Bradley Lowery Foundation, another £200 to the Connor Brown Trust and they're now aiming to raise another £200 for the Sunderland Community Soup Kitchen.



Renovating Classrooms for Future Construction Workers

East Coast College in Halesworth is a place for those who are challenged by the standard school curriculum but who want to find a career in the construction industry. Together with Akzo Nobel and Ox Tools we have supplied materials to renovate their timber frame classroom, to create a space better suited to helping them deliver on their ambitions.



Pathway Care Farm

Pathway Care Farm in Lowestoft supports those with dementia and mental health issues, and helps offenders return to the workplace. The farm offers a variety of support services, including basic carpentry, pottery and art and craft workshops. We've supported Pathway with materials for use in its workshops.

Better Homes for Africa Alive's Animals

Africa Alive, the Suffolk animal park, has a constant challenge maintaining and upgrading its animal enclosures. We're working with zookeepers to provide materials to help create better environments for the park's animal residents.



Donating to Make A Difference

Across the UK, Huws Gray branches are making a difference in their local communities by donating to schools, foodbanks, community gardens and more. Here's a roundup of other recent activities:

...in schools

Sand pits: We supplied a big bag of white sand to Whitdale Primary School, which went straight into the play pit. "Thank you so much again, the children have been loving it," said Mark White, ELC Practitioner.

Seed beds: The fixings we donated to Cavalry Primary School have helped restore much-loved but rotting growing beds. Now each class once again has a growing bed for the season.

Nature benches: The new wood we donated for benches at Oakwood Junior School's nature area has helped create a lovely place to sit and enjoy the outdoor space. We donated cement to fix a couple of potholes too!

...in sport and the outdoors

Dugouts: We donated timber to Campbeltown Pupils FC which is being used to repair changing rooms and build team dugouts.

Play: Materials we donated are helping the sports ambassadors of Muirhead Primary School Motherwell create a secure garden and play area.

Sleepers: The Gracemount community garden project in Edinburgh is making good use of 26 brown sleepers we supplied.

...in memoriam

Memorial garden: Our help and donations helped Burnley Fire station build a garden in memory of firefighter Andrew Patefield, a place all staff can use for well-being and to remember their colleague.

...at Christmas

Sleigh: Every year, Hatton Village in Derbyshire hosts its Christmas carnival. No festive celebration like this would be complete without Santa arriving on his sleigh, but last year, Santa's arrival was in jeopardy because his sleigh needed major refurbishment.

We've supported the event in the past, so when the organising team got in touch to ask for help in providing plywood, screws, washers, paint and glue, we were very happy to help.

Planet

We want to minimise the adverse impacts on the environment of our activities, products and services. So beyond the environmental legislation we already comply with, we're working to continually improve our environmental performance through initiatives, controls, and training our people. Our Environmental Policy contains full details of our commitments.

Our Goals



Huws Gray Group is dedicated to a sustainable future that supports net zero.

We aim to reduce greenhouse gas emissions, increase renewable energy usage, and reduce waste.



Stepping Up To The Challenge of Climate Change

We are part of an industry that has a major impact on our environment.

According to the [Construction Industry Council](#), "The built environment and construction sector accounts for 38% of global carbon emissions and it has been estimated that globally we build the equivalent of a city the size of Paris every week." In Europe, the buildings sector accounts for 35% of energy-related EU greenhouse gas emissions. Construction and renovation specifically are responsible for between five and 12 percent.

When we asked our stakeholders about the issues most material to them, waste and energy consumption were the top environmental concerns. So we don't look at our climate responsibilities in the abstract. Playing our part in bringing about change is something our colleagues, customers and suppliers expect.

Putting Wood Shavings to Work

The Timber Group supplies joists, decking, sleepers, fence panels and more from six merchant branches in London and the South East.

The Group's enormous milling facility site in Herringswell is a 12-acre site which machines a range of timber, with a treatment facility also on site. The site produces a huge volume of sawdust and shavings which we recycle and sell to customers. Among other applications, the shavings are used for poultry bedding and the sawdust is used as fuel in kilns which dry out shavings we obtain from other sources.



Our Carbon Footprint

Before we can improve, we need to know where we stand. We have taken an operational control approach to calculations which includes emissions for all sources within our company operations, this includes those within our supply chain.

All reporting is in line with the Greenhouse Gas (GHG) Protocol and the data reported relates to our 2023 financial year which forms our carbon footprint baseline year.

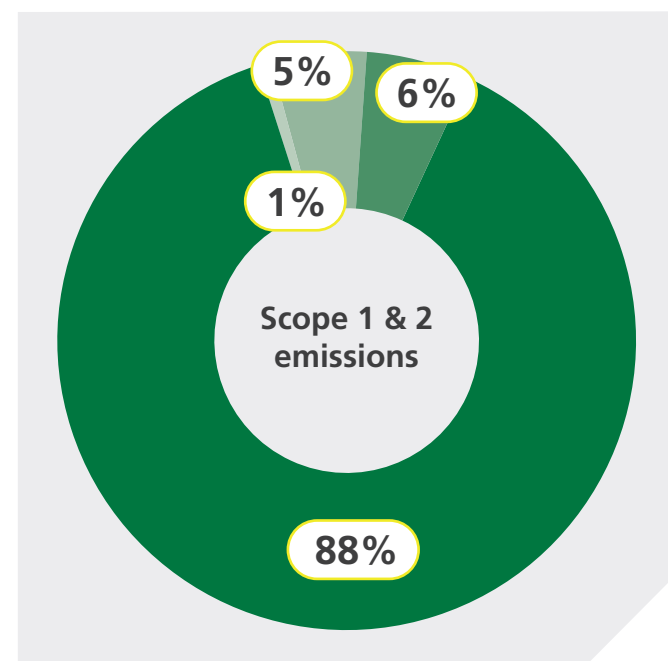
For transparency, we will report our carbon emissions data year-on-year showing comparative data to highlight any changes in our emissions totals.

Scope 1 & 2 Emissions

Scope 1 emissions are direct emissions from operations that are owned or controlled by Huws Gray. This includes the fuels we use to power our facilities as well as our non-electric fleet. Scope 2 emissions are indirect emissions from the generation of purchased electricity that is used for activities within our operations or that are controlled by the company.

Our 2023 Scope 1 & 2 reductions were achieved as a result of strategic initiatives such as forklift electrification and the procurement of REGO certified electricity providers. By procuring electricity from green and renewable energy suppliers, we have reduced our FY23 Scope 2 market-based emissions by 54% (compared to location-based figures).

Between FY22 and FY23, we reduced our Scope 1 & 2 emissions by **9%**, or **3,248 tco2e**



Understanding our Scope 1 & 2 Emissions

A large proportion of our operational emissions comes from the combustion of fuel within our own fleet (88%). As we continue to review fleet technologies we plan to replace vehicles with more efficient vehicles, where possible. To accompany this, we have the ongoing inclusion of safe and fuel-efficient driving as part of the driver CPC program.

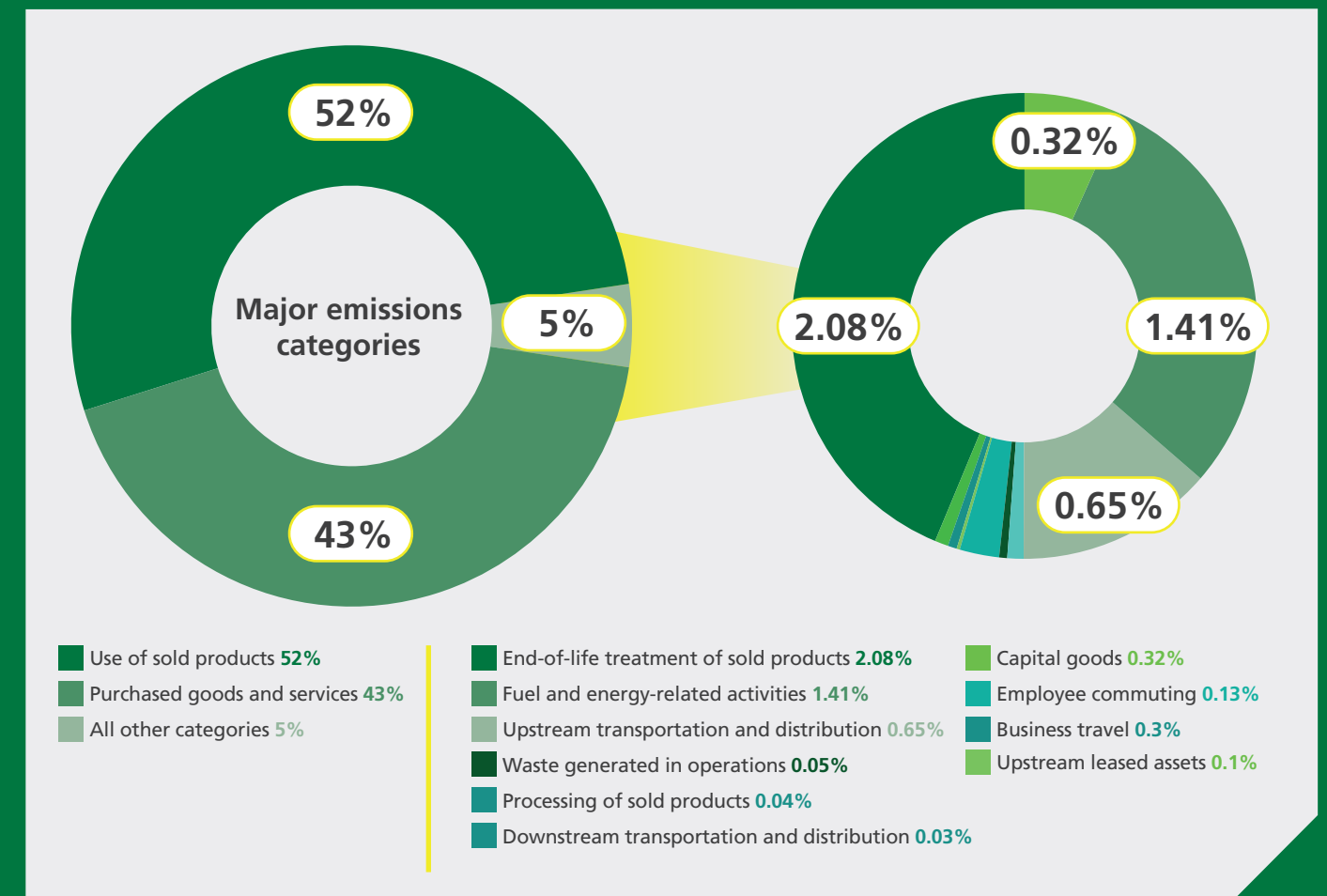
- Scope 1 - combustion of fuel for transport purposes (88%)
- Scope 1 - combustion of gas (6%)
- Scope 1 - combustion of other fuels - LNG & heating oil (1%)
- Scope 2 - emissions from purchased electricity (market-based) (5%)

Scope 3 Emissions

For the first time in FY23, we have calculated our Scope 3 emissions. This builds upon our existing scope 1 & 2 reporting and allows us to set this baseline year.

These emissions are produced as a result of our business activity within our value chain. For many businesses, Scope 3 emissions account for more than 70% of their carbon footprint. This is consistent with the position at Huws Gray Group, where Scope 3 is responsible for just under 96% of our total carbon footprint.

91% of our total carbon footprint comes from purchased goods and services and the use of sold products. 'Sold products' refers to the products we sell to customers that either consume energy/electricity or emit GHGs, e.g. gas boilers, power tools, electric radiators, appliances.



Next steps in carbon reduction

In the coming months, we will engage with suppliers, supporting them in adopting greener practices and sharing our data with them to encourage change. We will explore delivery route optimisation, promote sustainable travel alternatives to our colleagues, and continue to improve data accuracy to ensure accurate measurement and management.

Energy: Transitioning to An Electric Fleet

It's not surprising that, as a group of builders' merchants and allied businesses, 80% of our emissions are generated through our fleet. We recognise the importance of reducing this and we're approaching change in a range of ways.

Currently, **85%** of our fleet cars are electric/hybrid. By 2026 we aim to reach **100%**. In 2025 we'll be looking at piloting electric vans, with the aim of having an all-electric van fleet by 2030.

We are exploring cost-effective electric and other alternative fuel options with our HGV suppliers and we continue to benchmark against our suppliers to ensure we remain alive to potential improvements.

Changing our fleet of 500+ gas-powered forklift trucks (FLT) is perhaps our biggest challenge. It's also our biggest commitment in relation to our fleet.

As part of our plans for investment in a more environmentally friendly fleet, we are aiming to change 40 of our FLT to electric per annum. Transforming the entire fleet will take more than a decade but it's a commitment we know we must make to reduce our reliance on fossil fuels.



Energy: Switching to Lithium-Ion Power

For years, Civils & Lintels had been operating with diesel and gas-powered FLT. We saw an opportunity to switch to lithium-ion (LI) electric FLT, a move that would reduce vibration and noise (a bonus for operators) and reduce service and repair costs.

Most importantly, the switch to Electric FLT would help Civils & Lintels avoid emitting almost 10 tonnes of carbon for each forklift.

We ran extensive trials at our Civils & Lintels Bolton depot, one of Civils & Lintels busiest. We found that a single charge enabled the new forklifts to operate for more than a day and a half.

Then, a fast charge over lunch or a 'trickle' charge overnight would have them ready for more work.

The trial demonstrated the potential in switching all 500+ FLT to LI across Huws Gray Group.



Energy: Powered By 100% REGO-Certified Energy

The REGO scheme is a standard which gives businesses a common, consistent understanding of how much of their energy supplier's energy comes from renewable sources.

From October 2023, **100% of our electricity** was sourced from REGO-certified renewables. We are anticipating this will have a direct impact on our Scope 1 & 2 emissions.

Energy: Changing the Way We Drive

Our fleet (and those of our suppliers) has a major impact on our emissions (see above) but there's an additional impact from our colleagues' vehicles. That's why we promote the use of EV/hybrid cars over diesel or petrol options.





To date, our investment has helped remove **333 tonnes of CO2** from the atmosphere.

Planting Trees to Cut Carbon

Lots of organisations run tree-planting initiatives, but it was important to us to ensure that we were making a difference on our home turf. That's why Huws Gray Supply Chain Solutions Partnership has partnered with the Woodland Trust and planting trees to offset delivery emissions for specific contracts.

Although we recognise that purchasing carbon credits doesn't reduce emissions, we believe there is always good in investing in nature.



Reducing Skips; Reducing Skip Waste

Huws Gray Group is striving to reduce the waste it produces and the amount of waste it sends to landfill.

We're working with our waste management partners, Reconomy, to take a site-specific approach to reducing that figure. Reconomy's team are currently contacting Huws Gray branch managers in several regions to make recommendations as to how each of them can minimise waste, maximise waste usage, and thereby reduce the number of skips of waste each branch generates.

Once the recommendations are implemented, each branch will track 'before and after' performance. If the project is successful, we will look to roll out the programme to the whole network, multiplying reductions across the group.

Reducing, Reusing, Recycling at Hirebase

Hirebase is working to ensure considerate disposal of plant, non-mechanical fleet and electrical tools.

For old plant equipment, we're working with a partner to sell it at auction, which extends the life of the equipment rather than sending it to scrap.

Once our non-mechanical fleet has come to its end of life, we separate it into different metal groups (e.g. steel and aluminium) and re-cycle accordingly rather than sending it to mixed waste

Our small tools are collected and sent to a central location where they are either sold on and reused, or dismantled and recycled/ disposed of, ensuring we comply with WEEE regulations.



Products

We believe a quality product does more than help our customers get the job done. It helps them build more sustainable businesses of their own. That's why we commit to sourcing responsibly. It's why we're investing in more efficient plant and tools in our HIREBASE business, so our customers can hire sustainably. And it's why we're developing sustainable procurement processes that help us all build a more secure future.

Our Goals



Huws Gray Group is committed to promoting responsible production and consumption practices.

We aim to protect natural resources, minimise impact on nature, and help our customers to protect the environment.



Sourcing Responsibly

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. You can explore more about our actions in that respect in our [Human Trafficking and Modern Slavery Statement](#). Beyond that, we are working to ensure that all our products are responsibly sourced through an ethical supply chain. We do this by collaborating with our suppliers to ensure they meet our minimum standards when we onboard them and continue to meet and exceed those standards as part of our ongoing review process.

Every supplier is required to sign up and adhere to a code of conduct which, in addition to other factors explored elsewhere in this report, includes:

- › Commitments to the supply of safe, fit for purpose products
- › Environmental responsibility in terms of the products supplied
- › Responsible sourcing (see below)
- › Data protection (i.e. GDPR compliance); and
- › Ethical actions in business dealings

90% of Huws Gray Group suppliers already adhere to the code of conduct. In the coming year, we'll be developing the CoC further to incorporate sustainable values and these will form part of our negotiations/review meetings with suppliers in the future. The updated version will be issued to all suppliers with the intention of achieving 100% adherence.

90% of Huws Gray Group suppliers already comply with the code of conduct.



Developing a Sustainable Procurement Process

Our supply chain predominantly involves the construction of materials such as brick, plastic, metal, and timber. We wanted to increase the sustainability of our procurement process and to do that we needed to understand the risk inherent in our supply chain.

We asked TBL Services, our sustainability partner, to conduct a risk assessment to evaluate environmental risks within Huws Gray Group's supply chain. The assessment identified risks to operations, environment, and society.

The greatest environmental risks were biodiversity and energy usage; the greatest social risks were forced and child labour.

By pinpointing the highest risks within our supply chain, we can now work with suppliers to reduce or mitigate these risks. As noted above, and following one of the recommendations in the risk assessment report, we're now updating our supplier CoC to ensure it is better aligned with identified risk categories.

Other recommendations designed to further enhance the sustainability of our procurement process included...

- Undertaking supplier assessments
- Educating suppliers to raise awareness and understanding of key risk topics
- Monitoring locations and industries where spending is allocated to avoid high-risk areas
- Engaging with suppliers to understand their actions & ambitions

We are currently assessing the feasibility of some of these; the implementation of others is already underway.

Improving Energy Efficiency and Brick Quality at Istock



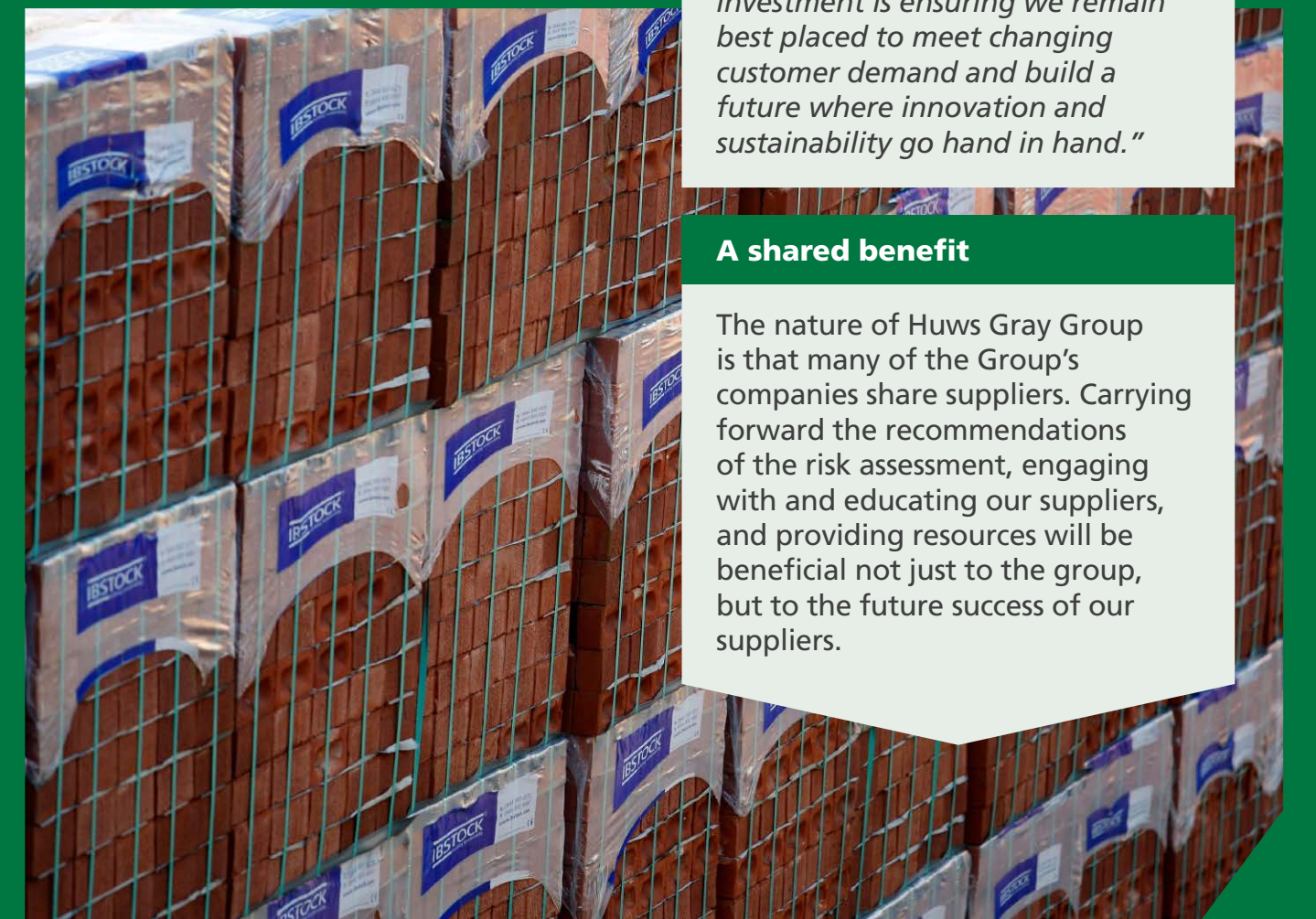
Construction product manufacturer and Huws Gray Group supplier, Istock, has invested more than £12 million into its Staffordshire factory to improve energy efficiency and quality. It's a great example of how our suppliers' bold actions can help us all operate more sustainably.

Upgrades to legacy technology have included installing new, state-of-the-art brick dryers, which help minimise heat wastage while protecting brick quality and durability.

Other improvements include a new setting machine and a kiln refurbishment. In total, the investment should help Istock reduce gas consumption on site by 25%, equating to a total carbon reduction of 19%.

Jason Grimston, factory manager at the Aldridge plant, told agg-net.com:

"The funding has propelled the factory into a new era. At full demand, [we] will be able to produce up to 30 million bricks per year. Our commitment, however, doesn't end at quantity; it's about quality and sustainability, too. "This investment is ensuring we remain best placed to meet changing customer demand and build a future where innovation and sustainability go hand in hand."



A shared benefit

The nature of Huws Gray Group is that many of the Group's companies share suppliers. Carrying forward the recommendations of the risk assessment, engaging with and educating our suppliers, and providing resources will be beneficial not just to the group, but to the future success of our suppliers.

Launching our Sustainability Showrooms

We want to be our customers' first choice for support in building sustainably, but we know that they are more likely to choose sustainable options when they can see them at first hand. That's why we've launched our first sustainability showroom at our Lincoln site.

Stocking the latest generation of air source heat pumps, solar panels and other sustainability related construction products, the showroom, supported by expert advice, encourages sustainable buying and sustainable living.

We've had an enthusiastic response to the new showroom, which is now our template for further showrooms planned across the UK, including a new renewables display currently being installed at our Shrewsbury branch.

Although early days, we are monitoring sales, engagement and visitor numbers, and will use the data gathered to inform wider rollout that also supports the training and development of our people. We believe that educating our colleagues about sustainability is key to unlocking our potential in this space.

80% of our customers seek sustainable product alternatives.

70% of our customers notice more demand from end users, architects' specifications, and government bodies for sustainable-built solutions.

30% of our customers factor sustainability into every purchasing decision.

Lincoln showroom



Protecting Biodiversity

Wood is a vital raw material in many of the products Huws Gray Group supplies. With the world's forests home to two thirds of biodiversity on land we understand our role in protecting that biodiversity.

That's why the Huws Gray Group is committed to sourcing its wood products from suppliers with documented and carefully managed harvesting and re-plantation programmes.

As a company we hold FSC and PEFC Chain of Custody certification. These certifications ensure that, from forest to end user, our customers know that the wood products they buy from us have been responsibly sourced from actively managed forests that

support significant levels of biodiversity. They also ensure the entire product journey, from origin to end user, can be traced.

80% of all timber sold from our business is FSC or PEFC certified.

Timber You Can Trust

All timber brought into the UK must comply with EU Timber Regulation (EUTR) and, as of the end of 2024, EU Regulation on Deforestation-free Products (EUDR).

In addition, every major timber supplier to Huws Gray Group is FSC and PEFC certified. We wouldn't trade with them otherwise.

We keep a log of all our timber suppliers and secondary suppliers and carry out regular checks as part of our auditing process to ensure they, like we, remain FSC/PEFC certified. We encourage all our branches to use our preferred supply chain over secondary suppliers and use our records to monitor and control their core purchasing decisions.

We have also recently contacted all our primary suppliers requesting details regarding their EPD (Environmental Product Declaration).

The EPD is a little like the nutrition label you'll find on food products. It's the third-party-verified global standard all timber suppliers must meet. By requesting this information, we emphasise to our suppliers the importance we place on environmental responsibility.



Principles

We believe principles matter. They are the standards and codes by which we operate. And they give our colleagues, customers, suppliers and partners faith that, across our supply chain, and from whistleblowing, to cyber-security to climate-related financial disclosures, we're committed to doing things the right way.

Our Goals

8 DECENT WORK AND ECONOMIC GROWTH

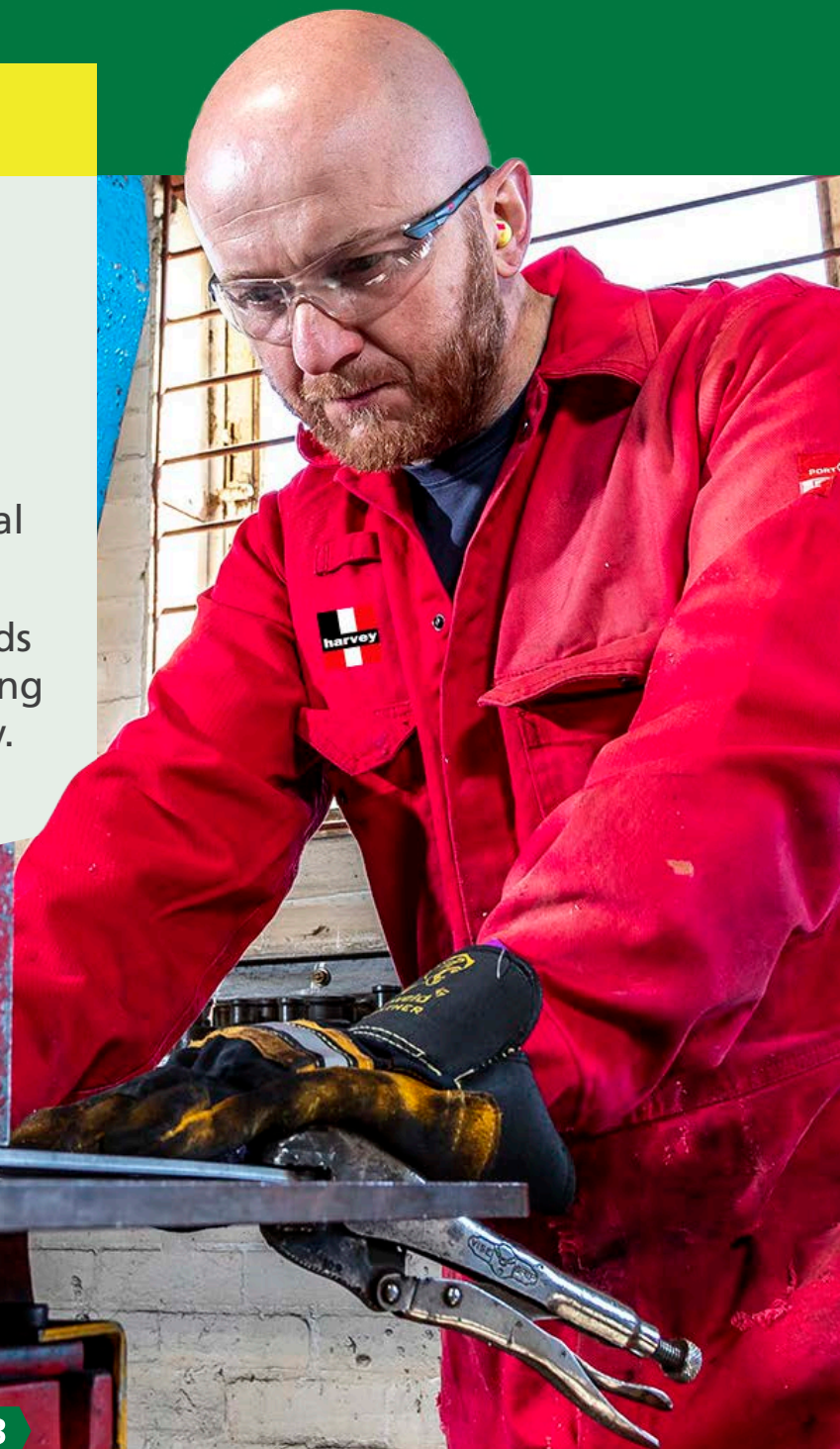


16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Huws Gray Group is committed to being a principled and ethical business.

We aim to ensure high standards of business conduct always acting with integrity and transparency.



Ensuring Supply Chain Standards

We are committed to ensuring that the values and standards of Huws Gray Group extend across our supply chain. For example, we believe there's no role for modern slavery and human trafficking in any part of our business, including our supply chains.

That's why a modern slavery statement is an explicit part of our supplier code of conduct. Over 90% of our supply chain have now signed and agreed to the code, and we continue to work towards full compliance.

Supplier selection

We've been working with many of our suppliers for more than ten years. Some have been with us for more than 20, and we believe such strong relationships are one of the reasons for Huws Gray Group's success. Traditionally, we have selected suppliers based on fit for our business, price and product, as well as their ability to maintain a steady flow of supply.

Now, we understand the need to extend these criteria and drive greater social and environmental progress in our supply chain by developing a new supplier assessment process that includes clauses in contracts that compel action.

We are currently working with our sustainability partner TBL Services to understand how best to do this and will report on progress in our next sustainability report.



Speaking Up On Issues

We want Huws Gray Group to be a great place to work, with colleagues proud to be part of the organisation and feel good about their jobs. That's why it's important that everyone feels able to raise concerns, ask questions and make suggestions to their managers.

SpeakUp is Huws Gray Group's whistleblowing platform, launched to support colleagues at times when they may not feel comfortable doing this.

SpeakUp is a phone and web-based reporting system managed by an external company, Navex. It allows colleagues to communicate concerns confidentially and anonymously. It's designed to support the individual. But it also ensures colleagues have a safe, trusted route to help promote safety, security, and ethical behaviour across the business.

Where issues need to be escalated, a Huws Gray's SpeakUp HR representative either investigates the matter directly or assigns it to the appropriate person.

SpeakUp is for all colleagues, regardless of location, position, or length of service. The system is available in English and Welsh via both the telephone and internet.

We promise all reports of misconduct or complaint will be reviewed and responded to appropriately.



Considering the Impact of Climate Change on Huws Gray Group

We know climate-related risk isn't something that's on the horizon. It's here. We see its impact every day. That's why it's important that we understand the climate-related risks that affect us, that we are able to manage those risks, and realise the opportunities that may arise from them. It's also important that when we report on those risks, we do so in a standardised way that enables comparison with our peers.

Huws Gray Group has committed to producing a climate-related financial disclosures report consistent with the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 and the Limited Liability Partnerships (Climate-related Financial Disclosure) Regulations 2022.

Recently, the Group conducted a sustainability strategy workshop with our sustainability partners, TBL Services, which focused significantly on climate change and its importance in guiding the company strategy.

During the workshop, senior leaders and managers worked together to identify the material topics against which we could set targets to take us closer to our net-zero ambition. Although still under development, we will use these targets to identify and manage climate-related risks within the business and we will report more fully on these in our next sustainability report.

As noted in Strategy & Progress: Planet (above) we are also in the process of calculating and reviewing our Scope 3 emissions. This will enable us to set specific targets against specific emissions sources that will help us mitigate the physical risks posed by climate change reduce our overall carbon footprint.

We're still developing the KPIs we will use to assess our progress against targets used to manage climate-related risks. Our work so far, however, demonstrates that while our business model offers a certain level of climate change-related resilience, we need to take further action to strengthen the company's strategy and mitigate risk.

Preventing Bribery and Corruption

As a responsible business, it's important that we protect our people and operations from bribery and corruption.

Recently, our General Counsel has launched a new group-wide gift and hospitality policy that addresses our approach to receiving gifts from suppliers and giving gifts to customers.

The Senior Leadership Team has now reviewed the policy and over the coming weeks we'll be launching it company-wide.

Beyond Cyber Essentials

The National Cyber Security Centre anticipates that organisations will face a growing (and often AI-enabled) threat from cyber-attacks and ransomware over the next two years. That's why we're working ever harder to protect the data of our colleagues.

We have already achieved Cyber Essentials certification which demonstrates that we know how to prevent the most common attacks. This is an important factor in ensuring we don't attract unwanted attention from cyber criminals and others.

As a result of our strategy, processes and actions, we have achieved a **96%** rating on our cybersecurity scorecard from our cybersecurity partner Blackfoot.

Since the threat of attack only grows, we are continuing to explore ways to increase our security and vigilance. One example of this is our trialling of a new project with Merchanting Operations to deploy a paperless process for transport scheduling and proof of delivery.

We won't share all the measures we have in place for obvious reasons, but they include:

- › Scanning of all third-party operations with access to our data
- › Monthly Virtual Chief Information Security Officer and Virtual Data Protection Office service provided by Blackfoot
- › Compliance specialist Security Metrics scans our network monthly
- › Two-factor authentication
- › Automated security patches on all devices and servers
- › Monthly phishing tests
- › 100% GDPR training across colleague network



ESG Data

Greenhouse Gas Emissions

Category	FY2020 (tCO2e)	FY2021 (tCO2e)	FY2022 (tCO2e)	FY2023 (tCO2e)
Gross Scope 1 GHG Emissions	9,022	33,722	34,769	31,283.00
Gross location-based Scope 2 GHG emissions	1,033	3,986	3,607	3,821.00
Gross market-based Scope 2 GHG emissions		2,948	2,473.00	1,758.00
Gross Scope 3 GHG emissions				763,591.98
Total GHG emissions (location-based)				798,695.98
Total GHG emissions (market-based)				796,632.98

Scope 3 category breakdown	FY2023 (tCO2e)
Purchased goods and services	326,532.81
Capital goods	2,447.93
Fuel and energy-related activities	10,770.54
Upstream transportation and distribution	4,980.60
Business travel	202.02
Employee commuting	997.83
Waste generated in operations	410.54
Upstream leased assets	81.22
Downstream transportation and distribution	226.16
Processing of sold products	342.0715
Use of sold products	400,704.03
End of life treatment of sold goods	15,896.24

Emissions intensity	FY2020	FY2021	FY2022	FY2023
Scope 1 & 2 - location-based(tCO2e/£m)	28.2	25.8	23.6	24.7
Scope 1 & 2 - market-based(tCO2e/£m)		25.1	22.9	23.3
Scope 3 (tCO2e/£m)				536.08
Scope 1, 2 & 3 (tCO2e/£m)				560.72

Energy consumption (MWh)

Within the organisation	FY2020	FY2021	FY2022	FY2023
Total energy consumption	39,997	163,022	167,815	153,251

Electricity	FY2022	FY2023
Electricity consumption	11,549.83	8,491.19
Renewable energy credits and PPAs	5,867.90	9,962.02

*Data for 2023 reflects significant acquisitions over the reporting period and should not be used for comparison purposes.

Social Data

Employee data, hires and turnover

Category	Female	Male	Total
Total number of employees	696	4300	4996
Permanent	691	4284	4975
Temporary	0	0	0
Non-guaranteed hours	5	16	21
Full-time	509	4171	4680
Parttime	182	113	295
Total number of new employee hires			
Employee age under 30	47	232	279
Employee age 30-50 years	46	310	356
Employee age over 50	19	153	172
Total number of employee turnover			
Employee age under 30	61	275	336
Employee age 30-50 years	116	474	590
Employee age over 50	68	366	434
Rate of employee turnover	33.07	24.93	26.09

Employee diversity & pay

Metric	Unit	FY23
Board of Directors	% female	12.50
	% ethnic minority	0.00
	% under 30 years	0.00
	% age 30-50 years	50.00
	% over 50 years	50.00
Leadership	% female	11.35
	% ethnic minority	3.35
	% under 30 years	3.62
	% age 30-50 years	58.70
	% over 50 years	37.68
All employees	% female	14.17
	% ethnic minority	4.30
	% under 30 years	15.83
	% age 30-50 years	44.36
	% over 50 years	39.81
UK pay reporting		
Average (mean) gender hourly pay gap	Percentage	0.70
Average (median) gender hourly pay gap	Percentage	1.00
Average (mean) gender bonus pay gap	Percentage	23.00
Average (median) gender bonus pay gap	Percentage	49.50



HUWS GRAY

HUWS GRAY
SUPPLY CHAIN SOLUTIONS

HUWS GRAY
TIMBER ENGINEERING

C&L
CIVIL & LIMITED

PDM

The Timber Group

NDI

HIREBASE
PLANT & TOOL HIRE

ELECTRICBASE
ELECTRICAL & LIGHTING SUPPLIES

Lloyd Worrall
ARCHITECTURAL SOLUTIONS

ANGLIA TOOL CENTRE

SmithsBritten
a/riw/approach/riw/riw/riw/riw/riw/riw

FRONTLINE
the complete bathroom

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