



Contents

01 HIGHLIGHTS	C
02 OUR BUSINESS AND	1
THE OPPORTUNITY	
Chief Executive Officer's Letter	1
Business Model	1
Group at a Glance	2
Our Culture	2
03 OUR SUSTAINABILITY	2
STRATEGY	
Group Strategy and Corporate Development Director's Letter	2
What Sustainability Means to Us	2
Focusing on What Matters the Most	3
Embedding Sustainability in Our Business	3
Sustainability Strategy: KPIs and Targets	3
PEOPLE	4
Health and Safety	4
Talent and Workforce Development	4
Diversity and Inclusion	5
Ethical Conduct and Integrity	5
PRODUCT	5
Sustainable Products Framework	6
Innovative and Efficient Products	6
Product Quality and Safety	7
Supply Chain Management	7
PLANET	7
Climate Change and Emissions	7
Circular Economy	8
Social and Community Engagement	8
04 SUSTAINABILITY DATA	8



Our Sustainability Summary Data

Our digital sustainability report







STARTING THE JOURNEY: **LAUNCHING OUR SUSTAINABLE PRODUCTS FRAMEWORK**

Our Sustainable Products Framework allows us to benchmark our product sustainability in a clear, consistent way - laying the groundwork to offer customers the informed, powerful choices they increasingly expect.

We believe real change starts with accountability. The Sustainable Products Framework helps us measure where we stand, so we can raise the bar across our industry.

It's our blueprint for change. Starting with ourselves, we're building a future where more of what we make is genuinely better – for people, for the planet and for the world we live and work in.

READ MORE ABOUT OUR SUSTAINABLE PRODUCTS FRAMEWORK ON PAGES



TRITON ENVi® –
SAVING WATER
AND ENERGY
WITH THE NEXT
GENERATION
ELECTRIC SHOWER

66

ENVi®'s detailed shower usage breakdowns offer energy efficiency and enjoyment as a powerful, every day sustainable choice.

99



ENVi® is Triton's first ClimatePartner certified product. www.tritonshowers.co.uk/envi



COST-PER-SHOWER BREAKDOWN

See water and energy usage per shower, helping you to reduce your carbon footprint.



SHOWER TIMING

Ensuring maximum, personalised, energy efficiency, shower after shower



ECO MODE

Enable eco mode effortlessly via the easy-to-use touch-screen controls.

READ ABOUT TRITON'S KING'S AWARD
ON PAGES 38 AND 39



NATUREPANEL - SUSTAINABLE & STYLISH **ALTERNATIVE TO TILES**

Grant Westfield's Naturepanel is an award-winning, environmentally-friendly alternative to traditional tiles, coupled with design elegance.





KBB FOCUS AWARD - BEST **SURFACE OF** THE YEAR



CITY PLUMBING INNOVATION OF THE YEAR AWARD



IDEAL HOME AWARD **BEST BATHROOM** SURFACE -NATUREPANEL

READ MORE ABOUT OUR INNOVATIVE AND EFFICIENT **PRODUCTS ON PAGES 68 TO 69**



WE'RE **CHANGING OUR SHIPPING ARRANGEMENTS TO REDUCE CARBON EMISSIONS**

Our ambition is to operate responsibly and reduce our carbon footprint by sustainably shaping our business from product development to delivery.

REDUCTION IN CARBON EMISSIONS

We have delivered a 22% reduction in scope 1 & 2 emissions from our 2023 base year.

REDUCTION IN CARBON **EMISSIONS USING ECO-FUEL**

Next year, we expect to ship 20% of our inbound freight using this eco-fuel.

READ MORE ON **CLIMATE CHANGE AND EMISSIONS ON PAGES 76 TO 83**



DEVELOPING OUR EMPLOYEE VALUE PROPOSITION AND CULTURE

66

Our business is about people – our customers, our employees, our society and the way we live.

99

Certified as a great place to work in South Africa and Ireland

81%
ARE PROUD TO WORK
FOR THE NORCROS GROUP

2X
INCREASE IN AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE

READ MORE ABOUT OUR PEOPLE PRIORITIES ON PAGES 40 TO 57



CHIEF EXECUTIVE OFFICER'S LETTER



66

"Starting from a place of doing good is a simple, yet intentional and powerful choice. It sits comfortably with who we are as a team and business and underpins everything we do every day."

THOMAS WILLCOCKS
Chief Executive Officer

79%
OF OUR PEOPLE FEEL THEY
MAKE A DIFFERENCE HERE

Our next chapter: a business that builds better

Our purpose is simple and powerful. Norcros exists **to create products and connections that offer sustainable choices for better living.** That means designing with intent, leading with courage and growing with care.

Sustainability is now firmly embedded in how we operate, innovate and grow. It is core to our strategy because it's the right thing to do. It strengthens our relevance as a business and anchors our ability to deliver sustainable, long-term value creation for all our stakeholders.

This year marks a significant milestone for us: the publication of our first standalone Sustainability Report. It reflects how far we've come and demonstrates our ambition to make a real and growing difference in the years ahead. Importantly, in this report we are not just talking about what we do but measuring and reporting on it, good and bad. With each subsequent report, we will aim to make it more transparent and easier to understand where we currently are and what we still need to do.

Gaining momentum, growing impact

Our carbon emissions targets were published in 2024. The first is our 2028 SBTi validated targets for scope 1 and 2 emissions, where we have targeted a 33.6% reduction. The second is a 20% reduction in scope 3 emissions by 2028. We are progressing ahead of plan on the scope 1 and 2 projects and are now increasingly focused on our scope 3 projects.

The more challenging scope 3 targets and initiatives are focused on key areas like energy usage, including our inbound shipping. Working with progressive partners like Maersk, we expect to, in the year ahead, ship 20% of our inbound freight using eco-fuel, cutting emissions on these trips by 85% compared to traditional shipping. We expect this ratio to ramp up as these ships' availability increases.

Our new product pipeline is evolving quickly to meet the rising demand for sustainable bathrooms, from water-saving innovations to energy-efficient design, as demonstrated by our groundbreaking ENVi® shower that is helping customers make more sustainable daily choices without sacrificing the look of the product or the showering experience itself.

There is no silver bullet, but there are many practical and sensible changes that we can and will make on this journey.

Our longer-term target is to be net zero by 2040. One of the most important components of this plan is access to enough clean energy to deliver the difference we want to make right through the product's life cycle. We will also continue to work closely with our supply chain to make sustainable changes to product design and manufacturing as well.

A framework for smarter decisions

In line with our approach to be transparent and help our customers and consumers make better choices, we have launched our Sustainable Products Framework this year. This is another important step, allowing us to benchmark our products' sustainability at scale for the first time. While initially designed for internal use, it's already shaping and impacting conversations with suppliers, and in time, it will help customers make more informed choices too.

Shaping a future-fit portfolio

Portfolio development is one of our key strategic growth pillars. As we grow both organically and through acquisitions, this growth will increasingly be focused on products and businesses that are more sustainable. A good example of the choices that we can make is our exit from Johnson Tiles UK, a high-energy, capital-intensive wall coverings business, and the acquisition of Grant Westfield, a future-facing wall coverings business with strong environmental credentials. As we continue to grow, we will prioritise businesses that complement our sustainability ethos and strengthen our impact.

#BeSomeone

Delivering positive and progressive change needs cohesive and aligned teams. We believe we have the best people in the market, who are empowered to make the right decisions at the rock face. These teams, along with our decentralised business model, set Norcros apart right through the value chain.

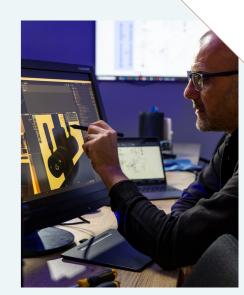
What we do and how we do it is supported by our Purpose and Keys (values), providing every employee and all our partners with the opportunity to actively contribute to our cause by working on something that they personally care about, and to #BeSomeone every day.

Our progress to date speaks volumes about the quality and commitment of our people and partners and gives me confidence that we will deliver our targets in an authentic practical manner, and ahead of plan.

Poised for impact

Norcros is now operating at a scale where we can increasingly influence the bathroom sector. As momentum has built around offering customers and consumers powerful choices for sustainable products, we are proud to be recognised for our work – like Triton's King's Award for Enterprise in Sustainable Development – but we are prouder still of the authentic progress behind this recognition. As the largest bathroom products designer and supplier in the UK and Ireland, we take our position and responsibility seriously. We will continue to encourage and work with likeminded partners to help nurture the world we love and share.

We are excited that there is more to do, and I look forward to sharing what we have learned and progressed as we move forward.







16 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 17

BUSINESS MODEL

Group business model

We acquire and grow capital-light, sustainable and design-led bathroom and kitchen products brands with strong, complementary and resilient market positions. Our decentralised model ensures that decision making is close to our customers and supply chain. We are focused on generating cash and reinvesting in our growth, subsequently growing shareholder returns.

Inputs and key resources

Our people

and culture

Portfolio of

Positioned

in attractive,

geographies

Positioned

mid-premium

RMI and

segments

towards resilient

Strong customer

relationships

supply chain

partnerships

Financial strength

Deep

complementary

brands

market-leading

1 Design

In-house product design teams

Our brands specialise in mid-premium, bathroom and kitchen products. Category expertise, consumer insights, sustainability considerations and market knowledge drive product design and development. Group knowledge sharing enhances new product development, which boasts a robust pipeline and impressive, sustained annual vitality rates.

Technology and IP

We develop technologies and intellectual property that drive our competitive advantage. Other brands within the Norcros Group benefit from these inventions within their own product design and product innovations through our culture of

Sustainable products

Our focus on reducing water and energy consumption, increasing social impact, and advancing the circular economy strengthens our competitive advantage through sustainable products and a strong ESG focus.

We're not just making more sustainable products - we're building a business model that thrives on them. By embedding sustainability criteria into our innovation, we are meeting customer demand, supporting carbon reduction, and making sustainability a core competitive advantage.

Portfolio development

GROU

Our in-house corporate development team manages our portfolio development and leads transactions and integration. We target successful, capital-light businesses with strong management teams and growth plans that align with our strateay and culture. We deliver dedicated integration plans that realise growth synergies and drive benefits of Group scale.

Growth accelerators

a range of cross-Group resources, processes and programmes. These include key account management, cross-selling programmes, new product development coordination and a Marketina Forum. Each is focused on collaborating across our Group to increase sales and brand awareness

We enable our brands to accelerate growth through

ESG drives competitive advantage

Brand business model

Our individual brands are experts in in-house design, managed sourcing and customer service. They are positioned in the mid-premium segment of the market and are differentiated from the competition by great design and outstanding customer service. Our brands benefit from being part of the Norcros Group through our financial support, organic growth accelerators and scale-based operational efficiencies.

02 Source

03 Service

Value we create for stakeholders

Deep sourcing

We leverage deep sourcing to thoroughly understand our suppliers' operations and networks. By engaging with suppliers and sub-suppliers, we ensure a resilient, transparent and strategically aligned supply chain, proactively manage risks, maintain high-quality standards and foster strong supplier relationships.

Quality and reliability

Our commitment to quality and reliability is unwavering. Our products undergo rigorous testing to meet stringent quality and safety standards. We're proud of our record, with less than 0.1% of customer products being recalled for quality issues and 0.0001% for safety concerns. Our reputation as a reliable supplier is built on this dedication.

Assurance

We excel in product assurance through meticulous planning, aligning quality standards with customer needs and regulatory requirements. In partnership with our manufacturers, we ensure consistent quality through robust process controls and inspections. Our culture of continuous improvement ensures customers receive reliable, high-quality products they can trust

Routes to market

We primarily go to market through B2B channels. These include trade (merchants), specification (residential and commercial), retail and online, where we have many long-term customer relationships. In South Africa, we have a vertically-integrated model where, in addition to B2B channels, we have a retail division direct to end consumers. We also export products, typically using local distributors or retailers.

Technical support

Providing exceptional technical support is a priority. We have dedicated teams for swift, accurate issue resolution, technical drawings, product specifications and installation instructions. Support is available through a variety of channels. Proactive follow-ups ensure satisfaction, and our feedback mechanism enhances support quality.

Excellent customer service

We are differentiated by our ability to provide timely, accurate and quality delivery of our products. This is enabled by our investment in stock, warehousing and logistics, customer communications and dedicated after-sales support

Employees

Opportunity to develop skills and careers in an inclusive, collaborative and innovative environment #BeSomeone

Customers

Exceptional customer service and long-term relationships

End consumers

On-trend, design-led sustainable products that make great bathroom and kitchen spaces

Society

Supporting communities as an employer and through local development projects

Environment

Providing innovative sustainable products with reduced carbon, energy and water usage

Supply chain

Long-term trusted partnerships with multiple strong routes to market

Shareholders

High quality of earnings with progressive returns

Operating platform We enable our brands to be more efficient and

People

effective by collaborating across our Group on sourcing, warehousing and logistics, and technology and data. Our model is based on a culture of continuous improvement, connection and innovation. As we increase the level of collaboration, we are able to realise the benefits of scale







Product



ESG policy and process

apply across the Group

Our business model is underpinned by an ESG

products and our impact on the planet and

framework that focuses on our people, sustainable

communities. We have strong policies, processes

and systems that underpin this framework that we



Planet

18 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 19

TAF

GROUP AT A GLANCE

MERLYN













We have developed a balanced portfolio of bathroom and kitchen products brands, with a global distribution network.

OUR PURPOSE	TO CREATE PRODUCTS AND CONNECTIONS THAT OFFER SUSTAINABLE CHOICES FOR BETTER LIVING. We have distilled and launched our Group Purpose, which defines our shared Group focus and emphasises our collective, specialist knowledge and expertise.
WHO WE ARE	We are a group of market-leading brands that design and supply sustainable bathroom and kitchen products in the UK, Ireland and South Africa in addition to selected export markets.
WHAT WE OFFER	We go to market through product-specialist brands. They each supply high-quality, design-led products aimed at the mid to premium end of the market.
HOW WE'RE DIFFERENTIATED	We stand out from the crowd because our in-house design teams create innovative and sustainable products and we offer outstanding customer service. Our brands are strong individually, but together we are more than the sum of our parts.
OUR CULTURE	Our Keys – Care, Courage, Connection and Common Sense – provide a guiding framework we use every day to make decisions as we engage and interact with others
	At Norcros, we trust our people to lead with care, act with courage, build connections, and use their common sense – building an inclusive, growth-focused culture where everyone can be someone.

The complementary nature of our portfolio provides opportunities for cross-group product ranges. For example, for specific ranges, we match finish colours across products so customers can purchase a matching VADO or Triton shower with a MERLYN shower enclosure.

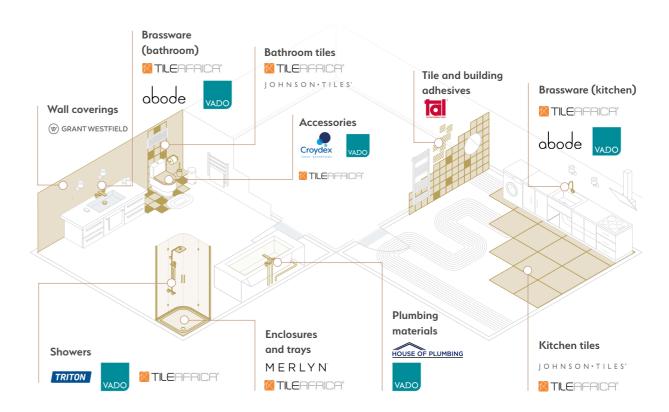
Our complementary portfolio also provides opportunities to bundle products together in product displays and for specific customer projects. For example, we often bring together wall panels, showers and shower enclosures from our different brands into a single trade display; this drives demand for the collection rather than just an individual product.

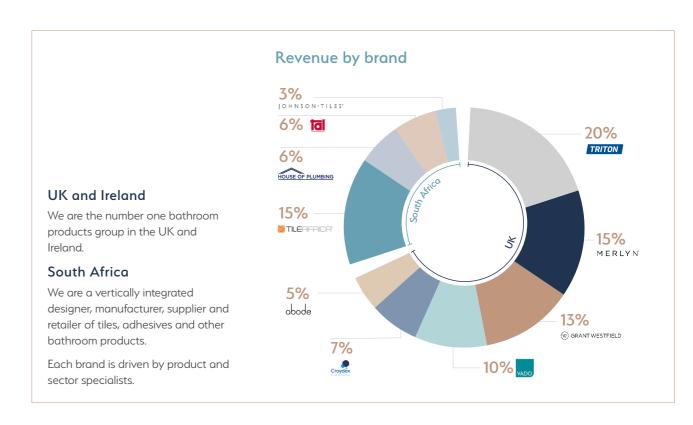
As we continue to develop our Group, there are opportunities to grow our position in bathroom furniture and sanitaryware. Given the large and fragmented nature of the bathroom products market, this could be through organic or acquisitive growth.

£368M REVENUE



Our current product offering





20 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 21

OUR CULTURE

#BeSomeone

Senior Leadership Team - Event 1

We officially launched the Norcros Purpose & Keys Roadshow 2025 in Manchester, bringing together our Senior Leadership Team for an inspiring day of alignment and ambition. The spotlight was firmly on our culture as we united around a shared vision for the future of Norcros and energised ourselves for the exciting opportunities ahead.

The event also reinforced key principles of our #BeSomeone initiative - being greater than the sum of our parts, cultivating a consistent and positive culture, and standing together with purpose.





Building our #BeSomeone culture

The Norcros UK & Ireland Purpose & Keys Roadshow took place during the spring months of 2025. Our colleagues brought lots of energy and enthusiasm and made each and every event a success.

We collectively shared our exciting vision for the future, built connections, listened to feedback and celebrated the incredible people and teams who drive our success.



Scan the code to see more on our LinkedIn page.



VADO - Event 3

Event 3 was hosted by our VADO colleagues at the beautiful Yeo Valley HQ venue in Blagdon. All of our colleagues at VADO made this an outstanding occasion as we showcased our collective Groupwide Purpose and Keys, i.e. how we get things

done around here, as a connected organisation. The day was followed by a visit to their impressive new Bridgwater Distribution Centre.



Grant Westfield - Event 6

We travelled north to the wonderful city of Edinburgh to meet our colleagues at Grant Westfield for Event 6. The event was held at the impressive Tynecastle Park Stadium. Grant Westfield is on an exciting growth journey, and it was great to see and celebrate our colleagues and the impressive progress made over the last year. We collectively shared our exciting vision for the future and focused on all the things that make Grant Westfield an impressive and exciting business and a key driver of progress as part of the wider Norcros team.







Abode – Event 7

We then headed back south to visit our awardwinning colleagues at Abode. There are so many exciting opportunities for Abode, both through existing channels and collaborating with the other brands within the Norcros Group. We collectively talked about the Group's Purpose and Keys and how they will help ensure the highest levels of

quality, service and consistency right across the wider Norcros business.





Croydex - Event 2

Building lasting connections with our colleagues at Croydex, the roadshow rolled into Norton Park, the venue for our second event. Bound by our shared cause of helping nurture the world we love and share, we showcased and celebrated the great work done at Croydex and the exciting opportunities that are in front of our collective group as we truly become more than the sum of our parts.



MERLYN - Events 4 & 5

You don't achieve a Trustpilot score of 4.9 without an exceptional team! Events 4 & 5 were with our exceptional colleagues at MERLYN. The first of the two sessions was held in West Bromwich, at the very impressive MERLYN UK central distribution and logistics venue. The importance of creating lasting connections and offering sustainable choices for better living were key themes of the event.

The roadshow then set sail over the Irish Sea to our colleagues in Kilkenny. The energy and warmth of our MERLYN Kilkenny colleagues shone through as we united on our views for why Norcros exists and the good we can deliver together. The quote: "If it is to be, it is up to me" resonated loudly and is an important component of the wider Norcros plc culture and





Triton - Event 8

Bringing their best, as always, our colleagues at Triton pulled out all the stops to deliver an unforgettable finale to the Norcros plc UK & Ireland roadshow 2025, held at The Coventry Building Society Arena. More than 300 colleagues came together for a fantastic occasion during which we shared our Purpose and showcased our Keys. We recognised everything that makes Triton great, and celebrated Triton's outstanding commitment to sustainable development being recognised and honoured with a King's Award for Enterprise in Sustainable Development.

A great team making a powerful difference every day.





NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 23



GROUP STRATEGY AND CORPORATE DEVELOPMENT **DIRECTOR'S LETTER**



Sustainability is at the heart of our business and underpins our strategy. Our People, Product, Planet programmes are driving our competitive advantage."

CHRIS MULLIGAN

22%

REDUCTION IN SCOPE 1 & 2 CARBON EMISSIONS SINCE **OUR BASE YEAR 2023**

Laying the foundations for a sustainable future

Sustainability is at the heart of our business. In recent years, we've sharpened our focus with a strategy that is purpose-led and developed core capabilities that ensure the Group continues to thrive over the long term.

We've defined what sustainability means to Norcros through our ESG priority themes, measurable KPIs and ambitious science-based targets validated by the SBTi. Our ESG Forum connects people from across our businesses to share best practice, champion innovation and drive targeted change. These efforts are delivered under our People, Product, and Planet themes - more on these in the following pages.

Meaningful progress in 2025

This year's results show the impact of that deliberate focus. We reduced our scope 1 and 2 carbon emissions by 22% from our 2023 baseline – putting us firmly on track to meet our near-term targets by 2028 and giving us confidence in our path to net zero by 2040.

We also launched the Norcros Sustainable Products Framework – our new tool to benchmark product sustainability. Over time, we will increase the proportion of products that are more sustainable, helping us meet customer demand and strengthen our position in the growing sustainable home products market.

We made progress in our approach to responsible sourcing, publishing our first Group Supply Chain Policy and initiating the development of KPIs to improve supplier transparency and performance.

Our first Group-wide employee engagement survey, in partnership with Great Place to Work, was another major step. It deepened our understanding of what matters most to our people and strengthened our ability to attract, retain and develop talent across the Group.

Looking ahead

As we look ahead, our focus remains on delivering our sustainability strategy with pace and purpose.

We have three key priorities over the next year:

- 1. Focus on our Net Zero Transition Plan, delivering our SBTi near-term targets by 2028 and achieving net zero by 2040.
- 2. The continued roll out of our Sustainable Products Framework.
- 3. Continuing to focus on our Great Place to Work programme.

Through our People, Product, and Planet programmes, we're building our competitive advantage, reducing risk and helping shape a more sustainable future – both for Norcros and the world where we live and work





Sustainability is at the heart of our business. It underpins our strategy. It drives our competitive advantage.

We have set a strategic objective to be renowned for sustainability. This means that we are committed to managing our impact on the environment and designing products that minimise the use of water and energy. It is also about sustainability in the widest sense, including our people, governance and communities.

This is not just the right thing to do; this is about driving our competitive advantage as we improve our ability to win a larger market share in the high-growth sustainable products market and with our business-to-business customers who are depending on suppliers like us to reduce carbon impact in bathroom and kitchen products.

Key achievements in the year

- Launched the Norcros Sustainable Products Framework and reported our first Group-wide baseline results
- Reduced scope 1 & 2 carbon emissions by 22% on base year of 2023
- Completed the disposal of Johnson Tiles UK, reducing the Group's carbon intensity in line with strategic objectives
- Maintained our CDP Climate Change B Rating
- Triton Showers received a King's Award for Enterprise for Sustainable Development
- Triton Showers also achieved EcoVadis Silver Status, placing it in the 90th percentile of assessed companies globally
- Completed our first Group-wide employee engagement survey in partnership with Great Place to Work, helping us better understand what matters most to our people
- Launched our first Group Supply Chain Policy



People

By fostering a supportive, empowering culture, we invest in our people, enabling each person to grow, thrive, and "Be Someone" who makes a difference.



Product

We design and develop innovative and sustainable products that enhance our customers' lives and allow them to make sustainable choices.



Planet

Reducing water and energy usage in our products and operations helps us nurture the world we love and share.

OUR ESG PRIORITY THEMES



Health and safety



Talent and workforce development



Diversity and inclusion



Ethical conduct and integrity



Innovative and efficient products



Product quality and safety



Supply chain management



Climate change and emissions



Circular economy



Social and community engagement

ALIGNED WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

























OUR PASSION FOR DESIGN AND SUSTAINABILITY INSPIRES CHOICES FOR BETTER LIVING, POSITIVELY IMPACTING THE WORLD WE LOVE AND SHARE







FOCUSING ON WHAT MATTERS THE MOST

Our sustainability strategy was developed by assessing the sustainability issues that are important to us and to our stakeholders.

At Norcros, we understand the importance of taking a sustainable approach to our business. We conducted a materiality assessment in 2022 to define the issues that matter most to our Company from a financial perspective and the issues which impact society and influence our stakeholders. We have continued to reflect on the results of this materiality assessment to ensure that we are focusing on the issues that are the most important to Norcros and our stakeholders.

Our process for assessment of materiality issues

IDENTIFICATION OF POTENTIAL MATERIAL ISSUES

We identified a list of sustainability issues that had the potential to be material to our business and stakeholders.



STAKEHOLDER ENGAGEMENT

During our initial materiality assessment, we surveyed a wide range of internal and external stakeholders to incorporate their views into our analysis and to help improve our understanding of the issues that are of importance to them. Since then, we have continued to monitor the ongoing development of stakeholder concerns relating to sustainability issues. See the Section 172 statement in our Annual Report for how we engage with stakeholders and the key issues discussed.



We prioritised sustainability issues based on their impact on external stakeholders and our business.

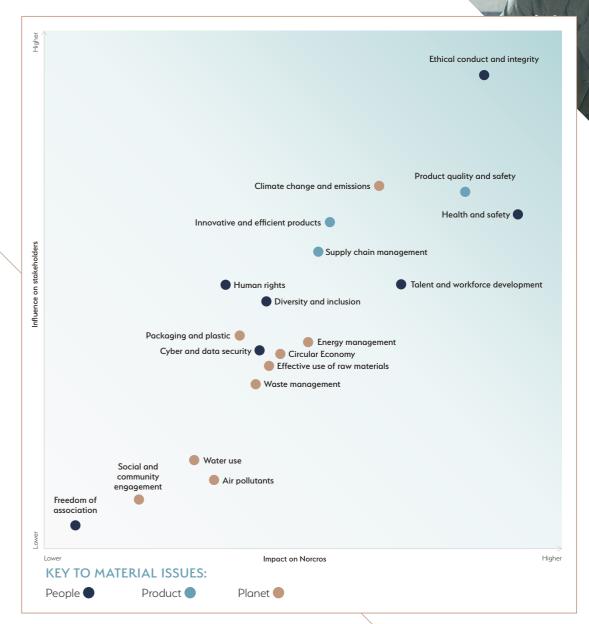




CONFIRMATION OF ESG PRIORITY THEMES

We confirmed our ten ESG priority themes and grouped them under People, Product and Planet – the three elements that form the pillars of our sustainability strategy. 66

The materiality assessment led to our definition of our priority themes for ESG.
These form the basis of our sustainability strategy."



ESG Priority Themes







EMBEDDING SUSTAINABILITY IN OUR BUSINESS

Sustainability governance processes

Sustainability is governed at Group level and embedded across our businesses. The Norcros Board of Directors is responsible for ensuring that key sustainability policies – including our Code of Ethics and Standards of Business Conduct – are clearly communicated and upheld across all Group brands, employees and associates. Day to day responsibility for implementing and promoting these policies sits with senior management within each brand.

Group ESG Forum

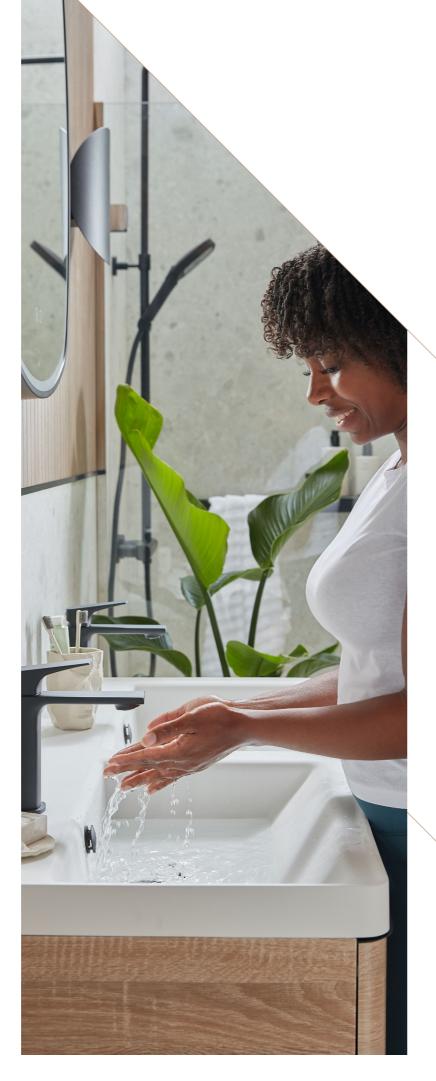
Our Group ESG Forum brings together representatives from every brand and meets quarterly to discuss key topics, share best practice and drive strategic progress. These meetings allow us to prioritise sustainability across the Group, shape organisational workstreams and monitor delivery against our targets. The continuity and structure of the ESG Forum has accelerated the development of our sustainability strategy and helped build stronger collaboration across the Group.

Further details of our sustainability governance model can be found in our TCFD Report on pages 62 to 75 of the 2025 Annual Report

ESG disclosures – rating agencies

Rating agency	Performance
CDP	В
MSCI	А
FTSE Russell	3.0/5 (above the Building Materials & Fixtures SubSector Average of 2.4)
Sustainalytics	29.2 (Medium Risk)
ISS Corporate Rating	C-1

¹ Prime status is C+, which is granted to companies achieving best-in-class



Industry initiatives and engagement with policy makers

Our UK and Ireland businesses are active members of several key industry bodies, including the Bathroom Manufacturers Association, the Association of Manufacturers of Domestic Appliances and Timber Development UK. These organisations lead initiatives to reduce environmental impact and address both current and emerging regulations. These memberships enable us to stay ahead of evolving regulations, contribute to industry-wide sustainability initiatives and engage in policy discussions that shape the future of our sector. They also provide valuable access to insights, best practice sharing and collaborative opportunities that support the delivery of our long-term sustainability strategy.

66

Achieving our goals means inspiring and driving action, from our people, our supply chain and our industry as a whole. We are excited to champion change and be ambassadors in our sector."

DAVE TUTTON

Managing Director
– Triton Showers

Making sustainability simple

Helping our customers make more sustainable choices starts with giving them the right information. That means making it easy to understand the environmental impact of our products, and offering clear, credible options across our ranges. Sustainability shouldn't be confusing – it should be empowering. Through better product design and better product data, we are making it easier than ever for customers to make powerful choices for better living.

60

We have a Group Net Zero Transition Plan. We work across the Group to share progress and good practice to help reduce emissions and enhance the sustainability of our product portfolio."

JOHN MORTIMER

Managing Director
– Grant Westfield







NORCROS PLC SUSTAINABILITY REPORT 2025 33



KEVIN SWAN

Managing Director – Norcros South Africa

Norcros' ESG framework

Living sustainably and well is central to the Norcros Purpose. Our sustainability strategy is built around three core pillars – People, Product and Planet – and within those, ten ESG priority themes that focus our efforts and define our ambitions.

These themes are drivers of our culture, our strategy and our performance. By embedding sustainability into every part of our business, we create long-term value for our shareholders, customers and communities – whilst reducing our environmental impact and improving lives now and for future generations.

Our ESG framework enables us to track our progress against these priorities. Now in its third year, the framework supports consistent, transparent measurement across the Group and helps us monitor the impact of our actions over time.



READ MORE HERE



READ MORE HERE



ESG FRAMEWORK



People: Our priority themes

	AMBITION: Working to be incident and injury free			
	KPI	2025	2024	READ MORE
Health and safety	Accident incident rate (reportable injuries per 100,000 employees)	502	259	Page 44
34.617	Fatalities	0	0	Page 44
	AMBITION: Employer of choice in the kitchens, bedrooms ar	nd bathrooms	(KBB) secto	r
	КРІ	2025	2024	READ MORE
Talent and	Average number of training hours per employee	117	57	Page 48
workforce development	Total employee turnover	21%	18%	Page 49
68	AMBITION: Diversity and inclusion are at the heart of who verdevelop a team with a variety of backgrounds, skills and views		tinue to buil	d and
Diversity and	KPI	2025	2024	READ MORE
inclusion	Gender diversity	Male 64%	Male 67%	Page 53
		Female 36%	Female 33%	
	AMBITION: Operate with integrity and respect to regulation	and laws in al	l dealings	
	KPI	2025	2024	READ MORE
Ethical conduct and integrity	Proportion of eligible employees who received training in bribery and corruption	80%	79%	Page 55
and megney	Total number of reported breaches of Code of Ethics and Standards of Business Conduct in total (and those specifically relating to bribery)	149	89	Page 54
	Total number of investigated breaches of Code of Ethics and Standards of Business Conduct in total (and those specifically relating to bribery)	149	89	Page 54
	Total number of upheld breaches of Code of Ethics and Standards of Business Conduct in total (and those specifically relating to bribery)	107	30	Page 54
	Percentage of staff disciplined or dismissed due to	0.05%	0.59%	Page 55

non-compliance with Anti-Bribery/Corruption Policy

ESG FRAMEWORK



Product: Our priority themes

	AMBITION: Drive growth through high-quality, design-led and sustainable products						
	KPI	2025	2024	READ MORE			
Innovative	Revenue from sustainable products	Please See Sustainable Product Section	n/a	Page 60			
and efficient products	Proportion of revenue from products that have been launched in the last three years	23%	22%	Page 68			
	AMBITION: Design, manufacture and/or supply high-quality a	nd safe produ	ucts				
	KPI	2025	2024	READ MORE			
Product quality and safety	Customer products recalled due to safety issues as a proportion of total products sold	0.0001%	0.001%	Page 70			
and salety	Customer products recalled due to poor product quality as a proportion of total products sold	0.09%	0.49%	Page 70			
FOT	AMBITION: Ensure our supply chain operates in line with our E Norcros Supply Chain Policy	ESG standard	s by applyin	g our new			
Supply chain management	KPI	2025	2024	READ MORE			
	Monitor the number of suppliers that conform to the Group Supply Chain Policy	In progress	n/a	Page 72			



Planet: Our priority themes



and emissions

Climate change •

AMBITION: A sustainable business, reducing our impact on the environment.

- Net zero by 2040
- Reduce energy use at our sites
- Increase proportion of electricity from renewable sources
- Minimise toxic emissions

KPI	2025	2024	READ MORE
Scope 1 and 2 emissions (tCO ₂ e)	54,370	63,168	Page 80
Scope 3 emissions (tCO ₂ e)	813,079	847,870	Page 82
Total energy consumption (kWh)	192,886,252	261,595,842	Page 90
Percentage of electricity from renewable sources	10%	37%	Page 90



Circular economy

AMBITION: Make the most efficient use of material resources across our business.

- Minimise waste to landfill and increase recycled waste
- Reduce water use at our sites
- Operate at, or work towards, Environmental Management standard ISO 14001

KPI	2025	2024	READ MORE
Total waste (tonnes)	12,850	12,697	Page 84
Water withdrawal (m³)	169,911	178,439	Page 85
Water consumption (m³)	111,882	144,210	Page 92
Percentage of packaging used from recycled materials	10%	40%	Page 85



Social and community engagement

AMBITION: Engage our wider community to achieve sustainable outcomes

KPI	2025	2024	READ MORE
Establish an appropriate KPI for community engagement	n/a	n/a	Page 86

NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 37

CASE STUDY

TRITON AWARDED FOR SUSTAINABILITY

At Triton, a deep commitment to sustainability is central to its long-term business strategy – and this has helped it achieve the prestigious King's Award for Enterprise in Sustainable Development. The awards were set up to celebrate the success of innovative, pioneering UK organisations, and Triton is one of only 29 to be recognised for its contribution to sustainable development.

Part of Norcros plc since 1987, Triton is a market leader in electric showers. In 2019, the business set ambitious targets for reducing its carbon footprint and impact on the environment, across all aspects of its operations and product development. Electric showers produce up to 70% lower CO₂ emissions¹ than a mixer shower connected to an A-rated combi boiler. They also use less water, and Triton works hard to make the most of these efficiencies through continuous investment in research and development.

An example is Triton's ENVi® electric shower, which features a usage calculator that tracks how much water and energy each shower uses and estimates the cost per shower based on this information. Seeing their usage helps people make informed decisions about the amount of time they spend in the shower, and so save money as well as reduce emissions.

Innovations such as ENVi® are typical of Triton's approach to sustainability. As market leader, it focuses its resources and expertise on ways of saving water and energy that benefit its customers, their consumers and the environment. **ELECTRIC SHOWERS PRODUCE** UP TO 70% LOWER CO. EMISSIONS¹ THAN A MIXER SHOWER CONNECTED TO AN A-RATED COMBI BOILER

TRITON IS ONE OF ONLY 29 UK ORGANISATIONS TO BE RECOGNISED FOR A KING'S AWARD FOR ENTERPRISE IN THE SUSTAINABLE **DEVELOPMENT CATEGORY**









Calculated based on a three-person household, five showers per person per week, 7.5-minute average duration at 41°C.

38 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 39



Investing in our people and culture

By fostering a supportive, empowering culture, we invest in our people, enabling each person to grow, thrive, and "Be Someone" who makes a difference.

We are committed to investing in our workforce and developing our culture. We are continuously working towards a sustainable, safe and diverse working environment to help move the Group forward. We engage our customers, suppliers and other stakeholders who we see as partners in delivering our

SDGs:









73%

OF OUR PEOPLE SAY THIS IS A GREAT PLACE TO WORK

ARE PROUD TO WORK FOR THE NORCROS GROUP



Health and safety

MORE FOUND HERE



Talent and workforce development

MORE FOUND **HERE**



Diversity and inclusion

MORE FOUND HERE



Ethical conduct and integrity

MORE FOUND HERE

40 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 41







inclusion

MORE FOUND HERE



Ethical conduct and integrity

MORE FOUND HERE

Health and safety

Our ambition:

Working to be incident and injury free



Safety first

Our Group Health & Safety Policy is driven from the top, with the Board having ultimate responsibility. The policy applies to all employees and sets out our commitment to creating, maintaining and continuously improving a safe and healthy working environment for employees, contractors and visitors. Our full Group Health & Safety Policy is available on our website at **www.norcros.com**.

This year, we launched a new Group-wide health and safety strategy that includes a set of "Golden Rules" – core principles applied consistently across all businesses – along with a clear escalation process for reportable and lost-time incidents. We have also published documentation on our dynamic risk assessments, which encourage all employees to carry out on-the-spot evaluations of potential hazards. We advise a 30-second, real-time assessment when entering a new or changing environment, helping to embed a proactive culture of hazard awareness and reporting.

To support ongoing improvement, all employees – as well as site visitors and contractors – are required to read and sign the Golden Rules as a visible commitment to health and safety. These rules define the standards expected to uphold the highest levels of safety across the Group.

Each business continues to make targeted improvements to reduce risk and enhance safety in their operations. For example, Grant Westfield has installed pedestrian and topple barriers which are high strength, dual function barriers, which isolate forklift trucks whilst also guiding pedestrians safely around the factory, using designated routes to avoid any risk of collision with forklift trucks.

Five of our brands (2024: five), covering 51% of Group revenue (2024: 47%), are externally certified to the ISO 45001 Health and Safety Management System standard. We intend to expand certification coverage across more of the Group in the coming years.

All employees complete relevant and appropriate health and safety training, supported by an online learning platform with a broad range of modules. Where practical or specialist training is needed, we supplement this with regular toolbox talks and in-person training sessions.

Our focus on safety extends beyond our own teams. For example, at House of Plumbing, monthly supplier and plumber mornings provide training not only to new and existing employees, but also to customers and contractors – reinforcing our shared commitment to a safe working environment

CASE STUDY



Staying safe at Grant Westfield

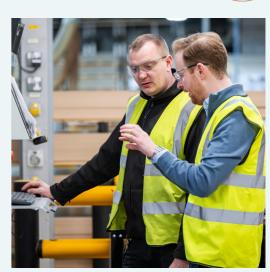
Going beyond the basic aim of preventing harm, the health and safety strategy at Grant Westfield commits the business to continually improving the health and safety of its staff and anyone else affected by its activities. The strategy covers three main themes: leadership management, risk management and training. Areas of focus include maintaining a safe, clean and healthy environment, building a strong culture of health and safety and creating effective ways to protect people from injury.

The impact of this strategy is clear: the company's yearly average used to be 22 accidents a year and two RIDDORS (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), whereas 2025 saw only six minor accidents reported, with no RIDDORS.

Specific recent investments contributing to these improvements include installing pedestrian and topple barriers. These highstrength barriers keep forklift trucks and pedestrians safely apart in the factory, using designated routes to avoid any risk of collision.

Enhanced communication, based on a tier-meeting structure, has also had a significant positive effect. At tier-1 meetings, the shift leads discuss with their staff members any health and safety issues, and then report these to their direct line manager at tier-2 meetings. The line managers use tier-3 meetings to raise the issues with senior managers, and suggest ways to put them right. At tier 4, operations managers discuss any matters related to their department and agree how to deal with them. Opening up communication in this way encourages people at all levels to voice their concerns and offer ideas, which helps the business identify more quickly where changes are needed.

Other opportunities for raising health and safety issues include a monthly HSE Committee Meeting and monthly meetings between operations managers, the Operations Director and manufacturing staff. Grant Westfield has learnt that talking more freely is the key to highlighting problems and finding ways to solve them.











Diversity and inclusion

MORE FOUND HERE



Health and safety CONTINUED

Safety performance

We take pride in our safety record and remain committed to raising awareness and continuously improving health and safety across the workplace.

There were zero fatalities recorded in 2025 (2024: none), and we have had no fatalities recorded in over a decade. We track the Accident Incidence Rate (AIR) monthly at each site and across the Group. This includes all reported accidents, regardless of severity. We recorded a total of 10 serious reportable accidents in 2025 (2024: 3, 2023: 18; 2022: 5).

Accident Incidence Rate (AIR) – serious reportable accidents

	2025	2024
AIR per 100,000 employees	502	259

The majority of accidents recorded in 2025 were caused by handling, lifting or carrying or by slips, trips and falls.

In 2025, we recorded an increase in serious incidents in our South Africa operations. This was largely due to improved reporting practices and heightened awareness across our operations. All incidents were investigated and shown to be isolated. We continue to reinforce safety protocols and provide appropriate recovery support where needed.

We are committed to learning from every incident. All accident statistics and root causes are reviewed by the Group Health and Safety Managers' Forum, and outcomes are used to inform future action. We also maintain externally managed whistleblowing channels that allow employees to raise health and safety concerns confidentially and anonymously, if preferred.

In South Africa, we continue to use QR codes to report near misses. Posters are placed in easily accessible locations across stores, warehouses and offices, and the data collected helps identify potential risk hotspots, enabling targeted interventions in unsafe areas.

Looking ahead, each site will create a tailored health and safety roadmap for 2025. These plans will be reviewed and discussed at the next Group Health and Safety Forum.

Health and wellbeing

We treat everyone with respect and encourage our people to be themselves. We actively promote employee wellbeing and reduce stress through a range of support mechanisms and initiatives tailored to the needs of our teams.

In the UK and Ireland, support is provided through our Employee Assistance Programme, which covers all aspects of wellbeing. This includes free access to a range of independent helplines – from stress and mental health support to lifestyle and legal advice.

In South Africa, employees have access to a dedicated wellness centre on the Olifantsfontein site. The centre provides medical support for chronic conditions, raises awareness around occupational health and promotes safe working practices. Through our partnership with the Reality Wellness Group, employees also have access to counselling services, legal and financial advice, trauma debriefing, relationship workshops, grief support and more. An on-site dispensary is also available in line with local licensing, offering convenient access to basic medical care.

Across the Group, our brands continue to introduce and expand health and wellbeing initiatives to support the mental and physical health of their teams. These include additional wellness days, on-site welfare facilities, Medicash health plans, and mental health first aid training.

Several businesses have launched the "Help at Hand" app, which gives employees access to mental health support, GP services, physiotherapy, financial guidance and employee discounts – all in one place.

At MERLYN, health screening kits have been made available to employees, covering cholesterol, blood pressure, menopause and prostate health. At Triton, a dedicated wellness room has been introduced — a quiet, private space for employees to take a break, make a personal call, decompress, or use for prayer or reflection when needed.

Together, these initiatives reflect our ongoing commitment to creating a workplace where people feel supported, valued and equipped to thrive – at work, at home and in their wider communities.

CASE STUDY



Supporting wellbeing in South Africa

At Norcros South Africa, the wellness centre on the main Olifantsfontein site provides a wide range of free services to support employees' wellbeing – from medical care and occupational-health programmes to mental-health counselling and nutritional advice.

As well as free consultations with the company doctor, medical services include: managing chronic diseases, such as high blood pressure, diabetes, cholesterol, asthma and HIV; family planning and sexual health; diagnosis and treatment of minor ailments, such as infections, colds and flu, and skin conditions; and preventative care, such as vaccinations, tests and screening. Injuries and medical emergencies are also dealt with at the wellness centre.

In occupational health, employees take part in a medical surveillance programme, which includes: pre-employment medicals to ensure it's safe to work in a specific environment; annual medicals, monitoring health and wellbeing over time; and exit medicals, assessing health when leaving the business.

Mental-health support is based on a range of counselling services for employees and their close family, whilst nutritional guidance includes sessions with a dietician, healthy-eating workshops and personalised eating plans.

The positive impact of these services is far reaching. Staff can now gain access to health care so that they can receive the treatment they need more quickly. They are also more aware of the health screening available, so are more likely to take steps to prevent becoming ill. In short, the wellness centre is helping to create a healthier, happier workforce.



44 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 45







MORE FOUND HERE



Talent and workforce development

Our ambition:

Employer of choice in the kitchen, bedrooms and bathrooms (KBB) sector







Being the employer of choice

We are proud to have a strong team of passionate, talented and driven people across our businesses and Group office, and we know they are key to our continued success. Our commitment to talent development runs throughout the business: building the capabilities of our current teams, attracting new talent and empowering our people to take ownership of their roles whilst feeling connected to something greater.

As the world evolves, so do the expectations of our people and customers. We're investing in the skills and mindsets we'll need for the future – ensuring our teams are equipped, confident and supported to meet and exceed those expectations.

Our talent strategy

Have the right people in the right roles,

with the right skills and attitude,

working together on the right priorities,

supported by the right framework of reward, benefits and culture.

Workforce engagement and communication

We engage and communicate with employees primarily through our brand structures, ensuring that updates are relevant and locally appropriate. Information such as performance updates, policy changes or organisational news is cascaded through a blend of in-person briefings, line manager communication, Teams calls and email.

Many of our brands also run regular employee communications, such as Croydex's Pulse magazine, VADO's V-Team Briefs, and Abode's Year in Review, helping teams stay connected to business progress and each other.

Board-level engagement with employees continues to be led by Alison Littley, our Non-executive Director for workforce engagement. Alison takes the lead on behalf of the Board and provides feedback to both the Executive Directors and the Board, ensuring accountability and follow up.

Listening to what matters our Great Place to Work survey

We recognise that engaging with our people starts by listening. In 2025, we launched our first Group-wide engagement survey in partnership with Great Place to Work – with an outstanding 93% participation rate, well above industry benchmarks.

The results highlighted many cultural strengths: a welcoming and safe work environment, strong employee pride (in both our brands and the wider Group) and a shared feeling of being supported. People also valued our open-door leadership style, a strong sense of teamwork and the genuine care shown by colleagues and managers alike - a clear reflection of our Norcros Key "Care" in action.

The survey also gave us important insights into where we can do better – including perceptions around fairness in reward and recognition, pressure and workload, and the consistency of communication across departments. Each brand has created a tailored action plan in response, alongside Group-wide initiatives to support common themes. We're committed to acting on what we've heard and continuing to build a culture our people are proud to be part of.

Talent and career management

One of our key priorities this year has been investing in talent development at every level. Many of our senior leaders are participating in mentoring or individual development programmes – a focus that cascades throughout the organisation.

All of our brands offer staff training tailored to role-specific needs, whether technical or interpersonal. Coaching and mentoring programmes support both performance development and personal growth, reflecting the evolving world of work and the different paths people take through their careers.

OF EMPLOYEES PROVIDED FEEDBACK THROUGH **OUR GREAT PLACE TO WORK SURVEY**



46 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 47







MORE FOUND HERE



Talent and workforce development CONTINUED

In South Africa, a range of learning programmes are in place to build critical skills. The Fundamentals of Leadership course supports managers in leading high-performing teams, whilst coaching is available for senior leaders. A departmental skills gap analysis is also underway to ensure learning opportunities align with employee and business needs. Elsewhere, MERLYN has funded external college courses for six employees.

We continue to invest in our online learning platform, Flick, which includes training modules on Anti-Bribery and Corruption, Information Security and GDPR. There are a range of other training modules, such as Cyber Security and Equality and Diversity, which are also available to the Group's UK employees.

Several of our brands also provide apprenticeships and support for external courses, such as accounting qualifications. Our South African teams support the Youth Employment Service (YES) and have onboarded 82 new apprentices in 2025, as well as providing permanent roles to 27 apprentices from the prior cohort. In addition, 20 apprentices were employed through the Youth in Engineering programme (2024: 20), as well as 20 apprentices through the Women in Plumbing programme (2024: 20).

Training time

We have significantly increased our average training hours per employee this year, driven by enhanced usage of Flick, targeted policy training and ERP rollouts in South Africa. As part of our ESG framework, we'll continue to monitor KPIs and evaluate where training can most effectively support our strategy and broader Group objectives.

Training Time	2025	2024
UK and Ireland		
Proportion (%) of employees who		
received training	90%	100%
Total number of training hours	41,636	29,860
Average number of training hours		
per employee	47	27
South Africa		
Proportion (%) of employees who		
received training	75%	41%
Total number of training hours	193,083	105,599
Average number of training hours		
per employee	173	84
Group total		
Proportion (%) of employees who		
received training	82%	69%
Total number of training hours	234,719	135,459
Average number of training hours		
per employee	117	57

Our people policies

We want everyone at Norcros to feel fairly treated, supported and empowered – not just in the day to day, but in the moments that matter most. That's why, this year, we began a Group-wide review of our people policies, working with an external partner to ensure our approach is aligned with our values – particularly "Care" and "Common Sense".

This review marks a significant shift. We've moved away from policies designed simply to meet legal requirements, and toward a progressive, people-first approach that reflects our values and supports our ambition to be an inclusive, growth-focused culture. Key enhancements include six months' fully paid maternity leave, four weeks of fully paid paternity leave, aligned adoption leave and enhanced bereavement leave and pay.

These policies now set a new Norcros standard – one that all businesses in the Group are expected to meet or exceed. Whilst currently implemented in the UK and Ireland, we are working closely with our South African teams to explore how best to reflect these principles in their local context.

We remain committed to offering fair and competitive pay, along with appropriate terms and conditions for every role across the Group. We meet or exceed local minimum wage legislation in all locations and regularly benchmark our rewards to remain competitive. As per UK regulation, all UK employees have the option to enrol in our workplace pension scheme and are encouraged to participate in our employee share scheme.

Employee turnover

As part of our focus on staff retention, we continue to monitor employee turnover and develop targeted strategies to reduce it. Our goal is to grow careers within Norcros and retain the very best talent in the industry.

This year, we saw an increase in UK turnover – largely due to planned site closures linked to operational restructuring. We will continue to track progress closely and support our people through periods of change with clarity, respect and compassion.

Employee turnover	2025	2024
UK	33%	20%
South Africa	13%	17%
Total	22%	18%

CASE STUDY



Developing Future Subsidiary Leaders at MERLYN

Four leaders from MERLYN have taken part in a six-month development programme run by the Irish Management Institute (IMI) in Dublin. As its name suggests, the Future Subsidiary Leaders Programme, an IMI programme run in association with IDA Ireland, aims to build the skills needed for the effective leadership of our subsidiary businesses. The programme covers resilience, leadership maturity, strengthening our customer-centric culture and the ability to identify opportunities for investment and innovation.

The programme focused on developing leaders who can influence their organisation at a macro level. It covered four key modules: leadership mindset, strategic value creation, talent strategy and stakeholder network management. The over-arching opening module on leadership encompassed and emphasised key qualities and themes of vision, purpose, authenticity, self-awareness, clarity, community-building and calculated risk-taking – all aligned with the Norcros Purpose and Keys

The programme culminated in a final major assignment that focused on implementing sales and operational planning for end-to-end product portfolio management at MERLYN, with a follow-up review scheduled for September. The programme helped participants think more strategically about business growth, moving beyond day to day operations, to focus on broader business contributions.

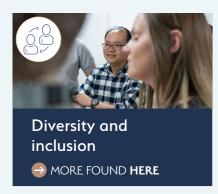


48 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 49











Diversity and inclusion

Our ambition:

Diversity and inclusion are at the heart of who we are; we continue to build and develop a team with a variety of backgrounds, skills and views.



Our Code of Ethics and Standards of Business Conduct

We believe that diverse teams make better decisions, drive stronger results and foster a more inclusive culture. Our Code of Ethics and Standards of Business Conduct sets out our overall approach, in which all employees are encouraged to advance within the Group and have equal opportunities to do so, subject to them possessing the necessary skills and aptitudes.

Our approach to diversity and inclusion goes beyond compliance. In every part of the Group, we strive to offer equal access to opportunity – for development, promotion and leadership. Gender equality, including fair and transparent pay, is a core part of this commitment. The Board is satisfied that there is no gender-based pay inequality at Norcros. Our latest Gender Pay Gap Report can be found on our website at www.norcros.com.

We do not tolerate discrimination of any kind, including, but not limited to, race, colour, or any other category protected under applicable legislation in any jurisdiction in which we operate. Every Norcros employee has access to an independent whistleblowing service, which enables concerns to be raised confidentially and anonymously.

Supporting equity and accessibility

We support our colleagues in the moments that matter – including when their circumstances change. If an employee becomes disabled, we make every effort to ensure that their employment continues, including reasonable adjustments and relevant training. Across our Group, we're working to ensure our workplaces are as accessible and inclusive as possible, through initiatives such as stair evacuation chairs, flexible working options and accessible store layouts.

CASE STUDY



Apprenticeships for women in plumbing

Paving the way for a more diverse and inclusive workforce, Norcros South Africa introduced an apprenticeship programme designed to bring women into the maledominated plumbing industry. Launched in 2022, the programme helped women gain the necessary theoretical knowledge, practical experience and industry exposure to become fully qualified plumbers.

The theoretical training included completing an NQF Level 4 Certificate in Project Management, covering the essential project planning and management skills needed in the plumbing sector. For the practical part of the programme, the apprentices accumulated over 3,000 hours of hands-on, on-site experience, developing high levels of technical proficiency. They also broadened their understanding of the industry by shadowing professionals such as sales representatives from House of Plumbing.

The programme concluded in December 2024, with 19 of the 20 original participants obtaining their Red Seal qualifications in plumbing. Several of these newly qualified plumbers are exploring the possibility of starting their own plumbing businesses – showing a desire to contribute to job creation and economic growth within the industry.

Most importantly, by training and certifying these professionals, the programme has set a precedent for future apprenticeship schemes. It demonstrates the potential and impact of investing in women in technical trades, encouraging diversity in South Africa's plumbing industry, and beyond.















Diversity and inclusion CONTINUED

Making inclusion real

We've made real progress this year in strengthening our focus on inclusion. The Great Place to Work survey gave us a deeper and broader view of the diversity across our business than ever before – including optional self-reporting on ethnicity, disability, LGBTQIA+ identity and age. Whilst 93% of employees completed the survey, we know this is only the beginning of a longer-term commitment to understanding, listening and improving.

We've also made a conscious shift from simply "delivering diversity initiatives" to embedding inclusion as part of our employee value proposition. This includes:

- a refreshed DEI training programme across the Group, including bias, microaggressions and inclusive leadership;
- awareness campaigns aligned to key observance periods, including Pride Month and 16 Days of Activism (Gender-Based Violence awareness);
- inclusive recruitment practices, such as diverse hiring panels; and
- progressive Group-wide policies, including our Anti-Harassment Policy, Parental Leave Policies and updated Code of Ethics.

Our South African businesses continue to make progress towards local legislative requirements on affirmative action and employment equity. Targets are in place to drive adequate representation across the workforce, with progress tracked and reported quarterly to the Board, Transformation Committee, Employment Equity Committee and annually to the Department of Labour. New five-year targets are being developed for 2026–2030, with clear accountability structures in place.

Women's Leadership Forum

Last year, we launched the Norcros Women's Leadership Forum to identify, nurture and champion female talent across the Group. With support from both business-level and Group-wide initiatives, the Forum has supported virtual and in-person learning, coaching, and peer support, helping women build confidence, clarity and career momentum. It also creates vital visibility – offering role models for others and helping strengthen the pipeline of women in leadership. Whilst the focus begins with gender, the Forum reflects a broader commitment to equity, opportunity and empowerment.

Inclusion in action

We recognise that our people lead full and often complex lives. To retain the very best talent, we must support them – not just professionally, but personally too. That means working in partnership when life circumstances change.

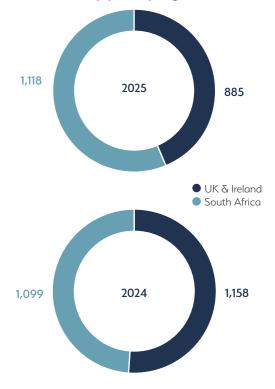
In the past year, we've supported employees through agreed changes to working hours, shifts, responsibilities and locations. These include:

- temporary adjustments to manage personal or health challenges;
- permanent flexibility for evolving life stages; and
- opportunities for remote or hybrid work where appropriate.

These are not just practical decisions – they're a reflection of our Key of "Care", and of our long-term commitment to helping our people succeed and thrive at Norcros.

Workforce demographics





Gender diversity statistics

			2025					2024		
				%	%				%	%
	Male	Female	Total	Male	Female	Male	Female	Total	Male	Female
Senior management ¹	44	17	61	72%	28%	48	15	63	76%	24%
Total employees ²	1,282	721	2,003	64%	36%	1,509	748	2,257	67%	33%

- Table outlines senior manager and employee numbers and gender split as required under the Companies Act. Senior manager is defined in line with the Companies Act as a person who: (a) has responsibility for planning, directing or controlling the activities of the Company, or a strategically significant part of the Company; and (b) is an employee of the Company. These figures are accurate as of 31 March 2025.
- ² Total employee figures include senior management and Directors as of 31 March 2025.

Other demographics

We also gathered voluntary self-reported data from 93% of our workforce across the following areas:

- Ethnicity
- Age
- Disability
- LGBTQIA+ identification

This new data allows us to better understand the diversity of our people and identify where greater inclusion and support may be needed. As we continue this work, we will develop specific KPIs and long-term goals that reflect our Group-wide commitment to inclusion.











Ethical conduct and integrity

Our ambition:

Operate with integrity and respect to regulation and laws in all dealings



At Norcros, we believe that doing the right thing isn't just a legal requirement – it's a cultural commitment. Integrity is one of the foundations of trust, and we expect everyone who represents Norcros to uphold the highest ethical standards, every day, in every role.

Our Code of Ethics and Standards of Business Conduct sets out the behaviours we expect across the Group – from Directors to contractors, in every brand and region. These standards are shared with every new starter, including during the onboarding of acquired businesses, and are regularly reinforced through training, policies and internal communications.

The Board is responsible for ensuring that the principles within the Code – covering areas such as anti-bribery, harassment, and diversity – are clearly communicated, well understood and consistently followed. This year, we strengthened this focus with targeted training modules across key topics, including bribery, bullying and harassment.

In total, 149 breaches of the Code and Standards were reported this year (2024: 89), all of which occurred in our South African businesses. Every incident was investigated, and 107 were upheld (2024: 30). The difference in reported breaches between the UK and Ireland and South Africa includes a reflection of varying reporting cultures across the Group, with teams in South Africa more likely to log issues formally under the Code and Standards, whereas teams in the UK often resolve comparable matters through other internal channels. Whilst any breach is taken seriously, we view these reports not as a failure, but as a sign of psychological safety – a marker of the open, accountable culture we're committed to building. Our commitment remains: to learn from these insights, close any gaps, and further embed a culture of ethical awareness and personal accountability.

Whistleblowing

At Norcros, we want everyone to feel safe speaking up. Creating a culture of openness and trust is core to how we work – and we take concerns seriously, no matter where or how they are raised.

Our Code of Ethics and Standards of Business Conduct includes clear expectations around whistleblowing, and all employees are protected by law when raising concerns in good faith. Clear signage and communications across our sites ensure all employees know how to raise concerns, and in some brands, details are also made available to third parties through customer feedback mechanisms.

We provide access to two independent and confidential whistleblowing services: one for our South African businesses and one covering all other Group locations. These operate 24/7, 365 days a year, and support reports made anonymously and in local languages.

This year, we received seven whistleblowing reports. These reports largely related to allegations of misconduct or unfair labour practice and Norcros responded by investigating all reports and implementing appropriate actions as guided by management. A summary of whistleblowing activity is shared at every Audit and Risk Committee meeting, including trends, investigations and outcomes. At least once a year, the Committee reviews the Group's overall approach to whistleblowing, fraud and compliance to ensure it remains effective and fit for purpose.

By encouraging honest conversations – even when they're difficult – we strengthen our culture of care, fairness and accountability across the Group.

Anti-bribery and corruption

We take a zero-tolerance approach to bribery, corruption and all forms of fraud. This year, 80% of eligible Group employees (2024: 79%) received training on anti-bribery and corruption, reinforcing our shared responsibility to act ethically and uphold the standards our culture is built on.

One employee was disciplined for breach of the Anti-Bribery and Corruption Policy this year (2024: 13). This accounts for 0.05% of total Group employees (2024: 0.59%). This incident occurred in one of our South African businesses and has been addressed with follow-up actions to strengthen controls and reduce future risk.

Our Anti-Bribery and Corruption Policy can be found on our website at www.norcros.com.

Human rights

We are committed to respecting the dignity of the individual and to respecting human rights across all our operations. The Directors do not consider human rights issues to be a material risk for the Group, principally due to the existing regulatory frameworks in place in the UK and Ireland and South Africa, being the primary geographical locations in which we operate. In South Africa, the businesses are cognisant of their responsibilities under the Broad-Based Black Economic Empowerment legislation. Our Human Rights Policy, UK Modern Slavery Act Statement and other associated policies can also be found on our website.

Tax transparency

We are committed to conducting all our business activities lawfully, transparently and ethically. Our Group Tax Strategy, available on our website, applies across all jurisdictions and to all parties acting on our behalf. We do not tolerate any form of tax evasion, whether under UK law or any other local legislation, and we expect all partners and associates to operate to the same high standards.

CASE STUDY



Ethics and Compliance Week at Norcros South Africa

"Ethics in our everyday lives" was the theme of this year's Ethics and Compliance Week, hosted by the Legal and Compliance team at Norcros South Africa.

Aiming to bring home the importance of building and maintaining an ethical culture in business, the event featured the Honourable Dr Naledi Pandor as a guest speaker. As a seasoned politician with ministerial experience in education, home affairs, science and technology and international relations, Dr Pandor offers many valuable insights on the topic of ethics. In her talk, she shared her views on ethical conduct and its implications for corporates in South Africa.

In particular, she discussed the importance of protecting a company's reputation, how ethical conduct is vital to this, and how it must be supported by clear processes and policies. She highlighted the "multiplier effect" of engaging in unethical conduct, explaining how one person's behaviour can bring a whole business into disrepute. Her message was very simple, for those who attended the event to remember and pass on to colleagues: "Do not do it".



54 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 55

CASE STUDY

SAFE TOILETS INITIATIVE –

RESTORING DIGNITY THROUGH SANITATION

In response to the ongoing challenges of unsafe sanitation in rural South African schools, Norcros South Africa has partnered with the government to support the SAFE (Sanitation Appropriate for Education) initiative – an ambitious national effort aimed at replacing hazardous pit latrines with safe, dignified ablution facilities.

Many rural communities have historically faced limited access to essential infrastructure, and safe sanitation in schools remains a critical issue. In underfunded areas, pit latrines – essentially deep holes in the ground – became a common but dangerous solution, posing serious health and safety risks. Tragic accidents involving children highlighted the urgent need for action.

The SAFE programme, launched by the South African government, called for private sector collaboration to address this crisis.

Norcros South Africa responded with genuine

commitment, viewing the initiative not as a corporate formality but as an investment in human dignity and community development.

In partnership with the Department of Education, Norcros South Africa donated and constructed modern, sustainable ablution facilities that go beyond minimum requirements. These structures are built to last and replace unsafe pit latrines, which are systematically demolished to eliminate future risks.









To date, Norcros has completed new sanitation installations at four rural schools, positively impacting more than 1,200 learners and staff. Their involvement doesn't stop at construction – ongoing maintenance is a key part of their long-term promise to the communities they serve.

This initiative also strengthens bonds between Norcros and local communities. Many of the company's employees come from the very areas benefiting from the programme. Seeing their employer reinvest in their hometowns brings a sense of pride and deepens the personal meaning behind corporate values.

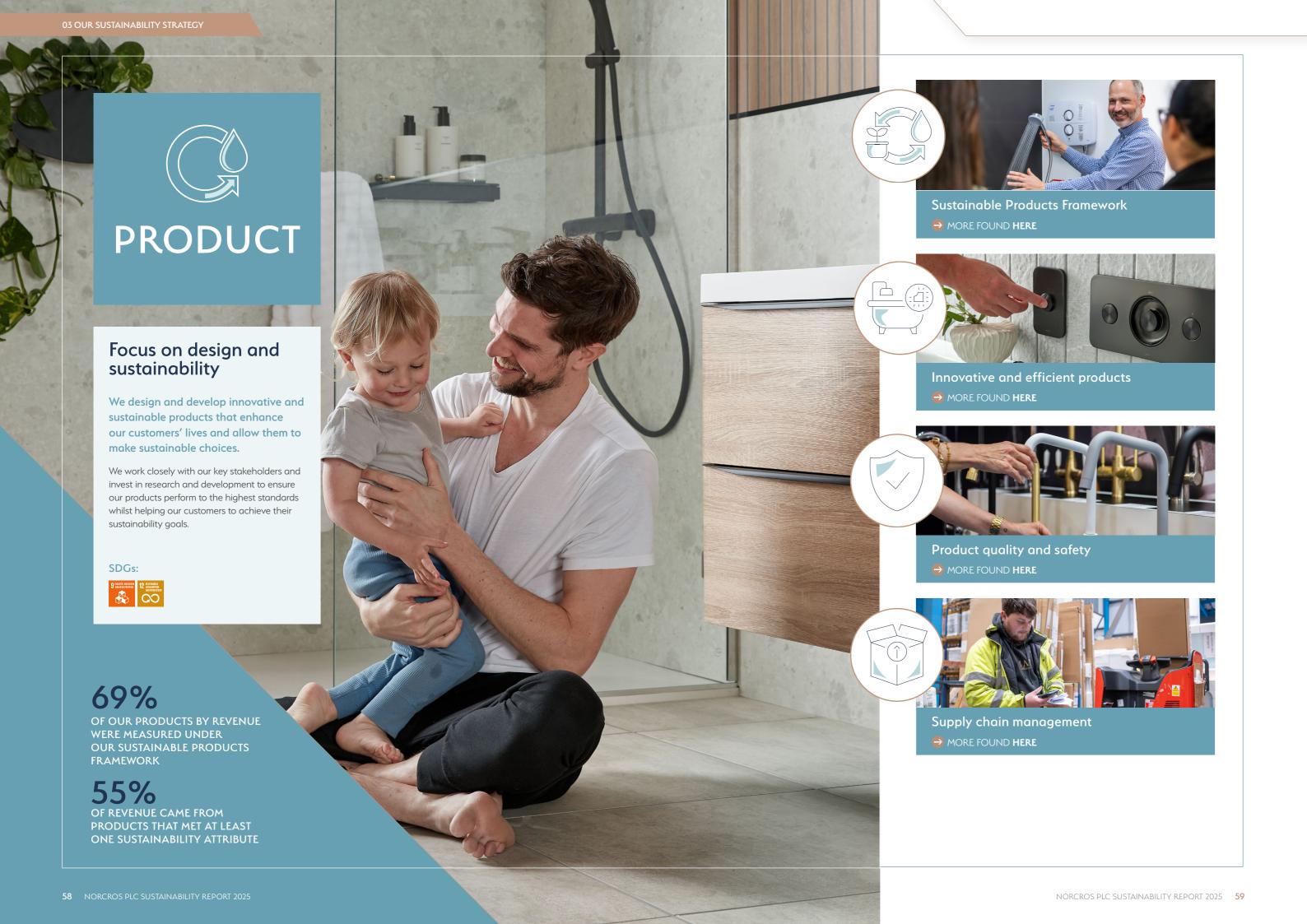
Norcros South Africa's SAFE Toilets initiative stands as a powerful example of how purposeful corporate responsibility can make a lasting difference – empowering children, protecting lives and fostering respect and dignity where it matters most.

4

TO DATE, NORCROS HAS COMPLETED NEW SANITATION INSTALLATIONS AT FOUR RURAL SCHOOLS

1,200+

POSITIVELY IMPACTING MORE THAN 1,200 LEARNERS AND STAFF













Introducing our Sustainable **Products Framework**

Designing products with sustainability in mind

It is our strategic objective to be renowned for sustainability. This means that we are committed to managing our impact on the environment, designing products that minimise the use of water and energy or which provide a positive social impact. Our sustainable product strategy is not just about doing the right thing, it is about driving growth in our business and saving our customers money through designing more resource-efficient products.

The launch of our Sustainable Products Framework marks a significant step in our commitment to embedding sustainability across our product portfolio and positioning ourselves to meet increasing demand for bathroom and kitchen products that are less carbon intensive, make more economical use of water and energy and cater for the needs of ageing consumers.

This year we launched our Sustainable Products Framework internally, and our businesses started to assess their product portfolios against the framework. Through this framework, we aim to drive greater transparency, monitor our revenue exposures and drive investment towards solutions that enable powerful choices for better living. 2025 marks our inaugural year for reporting our position and establishes a baseline for the proportion of products that provide environmental and social impact.

As our business and industry evolve, so too will this framework - ensuring continuous improvement, innovation and alignment with best practices.



What is a sustainable product?

At Norcros, we define a sustainable product as one that delivers a meaningful environmental or social benefit - either through how it's made or how it's used.

Our Sustainable Products Framework draws on the priorities of our customers, the needs of our end markets and established best practice. It identifies two key stages in the product lifecycle where sustainability attributes can be assessed:

- 1. **Manufacturing phase**: where a product is designed and made using materials or processes with a lower environmental impact.
- 2. **Use phase**: where a product helps customers and consumers live more sustainably.

Manufacturing phase criteria

These focus on product composition and production methods. To qualify, sustainable materials must make up a significant portion of the product, not just a token element. For example, a recycled handle on an otherwise conventional product wouldn't qualify. This helps maintain credibility and avoid overstating a product's sustainability benefit.

We recognise this is a complex area. With thousands of suppliers across raw materials, semi-finished and finished goods, growing the proportion of our portfolio that meets these criteria will take time. We're committed to progress through continued supplier engagement and sustainable product design.

Use phase criteria

These focus on how the product performs once in customers' hands. Products must exceed industry benchmarks by delivering measurable environmental or social benefits, such as saving water or energy or supporting independent living. This category is expected to expand as we continue to innovate in line with evolving consumer needs.

Our products span most categories in the bathroom and kitchen market, with a wide variety of sources and applications. It is not possible for every product to meet all criteria, as some will not apply. For example, Naturepanel is FSC-certified, but will never meet the energy or water-saving criteria due to its inherent nature and use.

The table below measures the % of Group revenue in the year to 31 March 2025 from each sustainability attribute. Products can meet multiple sustainability attributes – as such, revenue % will not total 100%. New product launches may not yet be reflected in these figures. See specific examples of each criterion on pages 66 and 67.

Manufacturing phase criteria		% of Group revenue
LOW IMPACT MATERIALS	Replacing materials that can have a damaging impact on the environment. Only applies if it relates to a significant amount of the product's materials.	0%
RECYCLED MATERIALS	"Closing the loop" and making use of waste materials. Only applies if it relates to a significant amount of the product's materials.	0%
RESPONSIBLY SOURCED MATERIALS	Addressing environmental and ethical issues related to raw materials and manufacturing. Only applies if it relates to a significant amount of the product's materials.	13%
EFFICIENTLY MANUFACTURED	Addressing embodied carbon through design, production or materials.	0%
Use phase criteria		% of Group revenue
SAFETY AND INDEPENDENCE	Enabling independent and active living, e.g. grab rails and anti-slip products.	3%
ENERGY SAVING	Helping customers use electricity more efficiently, e.g. mixer taps fitted with "cold start" technology.	16%
WATER SAVING	Helping customers use water more efficiently, e.g. showers with flow of 9.5 litres per minute or less at 3 bar water pressure.	19%
EXTENDING PRODUCT LIFECYCLES	Longevity, re-use and repairability, e.g. products that have a repair service available for ten years or more post-purchase.	36%







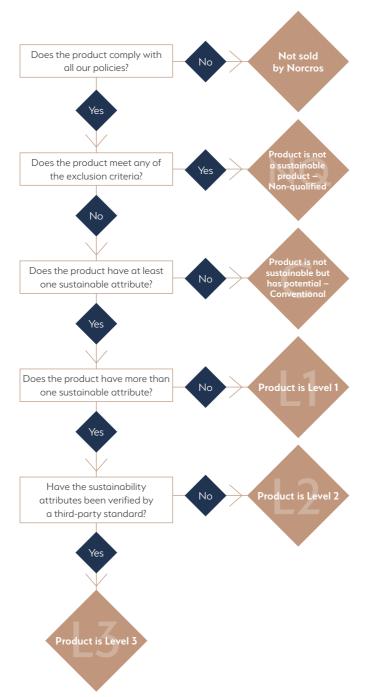




Introducing our Sustainable Products Framework CONTINUED

Our process for assessing sustainable products

We use eight criteria, covering both the manufacturing and use phases, to assess our products under the Sustainable Products Framework. Each product is assigned a category based on how many criteria it meets, and whether those claims are verified to a third-party standard.

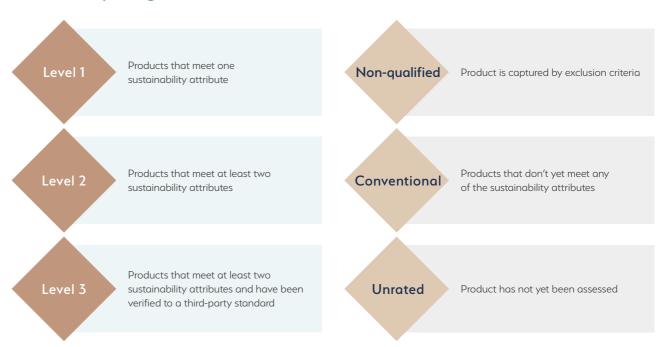


Tracking progress and looking ahead

In this first year, we assessed 69% of our product portfolio by revenue. Products not yet assessed are currently classified as "Unrated". Over time, we aim to increase coverage across our full range.

Launching this Framework is just the first step. We will continue to refine the Framework in line with best practice and product development, so our customers, clients and partners can make informed choices with confidence, backed by transparent data on real environmental and social impact.

Sustainability categories

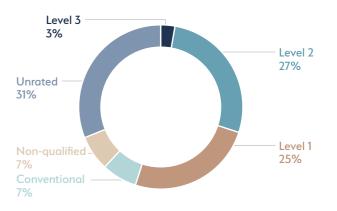


Sustainable products results

In 2025, 69% of our product revenue was measured under the Sustainable Products Framework. 55% of our revenue came from products with at least one sustainability attribute – products categorised as Level 1, Level 2 or Level 3.

Over time, it is the Group's ambition to grow the % of products with multiple sustainability attributes – designing products with sustainability in mind.

% of revenue aligned with Sustainable Products bands











MORE FOUND HERE

CASE STUDY

RemaStone: Stone. Re-Made.

Launched in 2025 by Abode, RemaStone is a new composite stone material with sustainability engineered into its design – and it's already making waves, winning Bathroom Product of the Year at the Showhome Awards 2025.

With 35% recycled content sourced from upcycled materials – including old basins and production waste – RemaStone exemplifies our commitment to reducing the environmental impact of how our products are made. It's also lighter than traditional stone and offers up to 20% greater impact resistance, proving that sustainable products can deliver on both durability and performance.

More than just a stylish surface, RemaStone is a blueprint for where we're headed – designing beautiful, durable products that make a difference!







CASE STUDY



VADO – advancing sustainable innovation through cohesive design

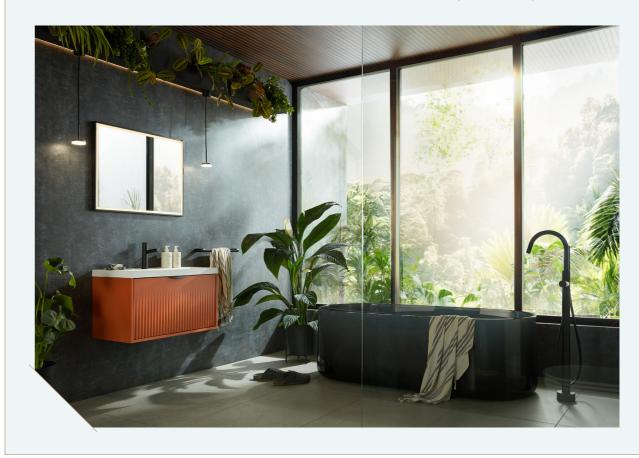
We recognise that every turn of a tap or shower must strike a balance between performance and environmental responsibility. Our product development is increasingly focused on addressing this dual challenge to ensure seamless user experiences while helping our partners meet new building regulations and sustainability targets.

VADO's latest collection, Safari, embodies this approach. As its most sustainable and design-led range to date, Safari represents a significant milestone in VADO's commitment to responsible innovation. Developed in close collaboration with MERLYN for coordinating shower enclosures, the collection offers a fully integrated bathroom solution, featuring over 750 SKUs across seven contemporary colourways and four distinct finishes. This breadth enables cohesive design across all bathroom touchpoints, making it easy for specifiers and designers to achieve visual harmony without compromising on technical performance.

Strategically engineered to support water and energy conservation, Safari incorporates our latest cold-start cartridge technology, which prevents unnecessary boiler activation by only drawing hot water when explicitly required. This innovation addresses a key inefficiency in daily water use, especially in commercial and residential settings. In parallel, flow restrictors built into taps, handsets and showerheads help limit water usage; regulated to five litres per minute for taps, six for handsets, and nine for showerheads, all without diminishing user experience thanks to advanced internal waterway design.

The Safari range also includes FSC-certified furniture, ensuring that materials are responsibly sourced and aligned with forest conservation standards. Fully compatible with upcoming DEFRA water-labelling requirements and supporting BREEAM targets, Safari sets a new benchmark for sustainable, design-led customisable bathroom solutions to meet both regulatory and project-specific goals.

By combining sustainable engineering with cohesive aesthetics, Safari is leading the way with an integrated bathroom design, supporting a future where water conservation and luxury are not mutually exclusive.











management

→ MORE FOUND HER

Introducing our Sustainable Products Framework – Criteria

CONTINUED

CRITERION 1-LOW IMPACT MATERIALS

Abode's RemaStone is a composite stone material that combines sophisticated design with sustainability and innovation. RemaStone contains an impressive 35% recycled content sourced from upcycled materials, including old basins, kitchen sinks and production waste. RemaStone utilises plant-based resins, replacing petroleum alternatives, demonstrating how this product utilises alternative materials to promote sustainable living.

CRITERION 3 – RESPONSIBLY SOURCED MATERIALS

Grant Westfield's Naturepanel reflects a commitment to responsible sourcing by being Made in Britain using Forest Stewardship Council® (FSC® C128180) certified materials and are 100% recyclable. The responsibly-sourced Naturepanel holds an Environmental Product Declaration (EPD), confirming its lower environmental impact. Naturepanel also comes with a 30-year warranty, reducing the need for replacements and reducing waste. The product's durability extends its lifecycle. It's a practical, long-term choice for a more sustainable future.

CRITERION 6 – ENERGY SAV<u>ING</u>



CRITERION 2 – RECYCLED MATERIALS

Croydex has successfully launched two new sustainable products: the Coniston Recycled and Recyclable Toilet Seat and a Recycled and Recyclable Shower Curtain. Both products are designed with circularity in mind, supporting our objective to reduce environmental impact through responsible material use and end-of-life recyclability.

Manufacturing Phase Use Phase

The market response to these launches was strongly positive, reinforcing the strategic value of our sustainability-focused product development. These additions represent meaningful progress in expanding our sustainable product category and contribute to our broader ESG goals. Our New Product Development (NPD) team continues to prioritise innovation in sustainable design, ensuring that Croydex remains at the forefront of environmentally conscious bathroom solutions.

CRITERION 4 – EFFICIENTLY MANUFACTURED

None of our current product portfolio meets this criterion yet. As we shift to a more capital-light model, relying on third-party manufacturing and deep sourcing partnerships, we depend on supplier data to assess this area. Our suppliers are at varying stages of progress, though some are standout performers. We're confident in our supply chain and expect to report progress next year, once the verification process is complete.

CRITERION 5 – SAFETY AND INDEPENDENCE

MERLYN's slip-resistant shower trays are designed to support safe and independent living, especially for those with limited mobility. With the highest slip-resistance rating (Class C, DIN 51097), these trays offer lasting peace of mind – the slip resistance won't wear off and comes with a lifetime guarantee.



CRITERION 7 – WATER SAVING

VADO's EcoTurn (Cold Start) technology offers an expanded cold-water area, enabling users to choose when to use hot water by turning the lever. This allows for simple tasks, such as brushing teeth, to be done without activating the boiler, saving energy and extending the boiler's lifespan. EcoTurn products come with a 5 l/m flow regulator, enabling customers to save water in their homes.



CRITERION 8 – EXTENDING PRODUCT LIFECYCLES

MERLYN's products are designed to support extended product lifecycles. Every MERLYN product comes with a warranty of at least ten years, reflecting the brand's commitment to durability and long-term performance. In addition, MERLYN maintains spare parts for many of its ranges, including those that have been discontinued, making it easier for customers to repair and maintain their shower enclosures over time. These practices help reduce unnecessary waste and resource consumption by extending the usable life of products and minimising the need for replacements.











Innovative and efficient products

Our ambition:

Drive growth through high-quality, design-led and sustainable products



New product development as a growth driver

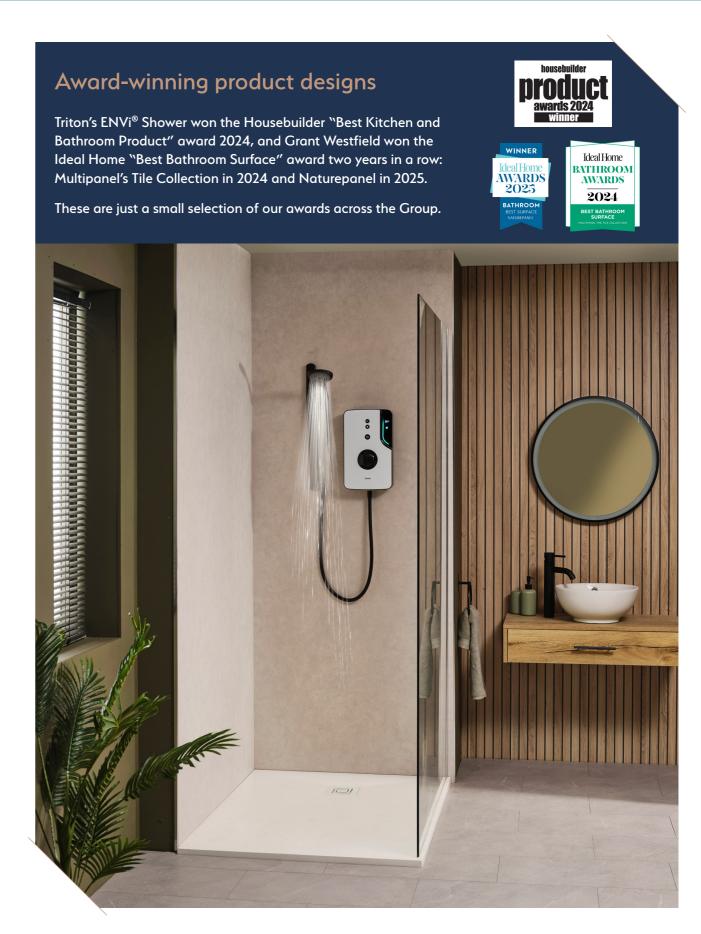
New product development (NPD) is a strategic priority for Norcros and a key driver of growth across our businesses. We invest in our in-house design and product engineering teams to create high-quality, design-led products that combine performance, style and sustainability. Our product development approach is informed by customer insight, market trends and end-user needs, enabling us to stay relevant and competitive in a fast-changing landscape.

We focus on innovative, fashionable and ergonomic designs, supported by smart sourcing and a growing emphasis on sustainable design. For example, we are working across the Group to better align colour finishes on complementary products – such as brassware and shower enclosures – in response to customer demand for seamless, coordinated bathroom solutions. Whilst progress has been made, we know there is further to go, and this remains a clear focus for future product development.

Our Sustainable Products Framework, created in 2024 and launched publicly for the first time this year, is a powerful tool to guide our product strategy. It allows us to assess and track the sustainability attributes of our portfolio and provides a clear path for future innovation and investment. This structured approach ensures that new product development increasingly contributes to social and environmental benefits as well as commercial growth.

Our innovation performance is measured through our product vitality index: the proportion of revenue over the last 12 months from products launched in the last three years. The vitality rate in the year was 23% (2024: 22%), slightly higher than the prior year.

23%
PRODUCT VITALITY RATE













Product quality and safety

Our ambition:

Design, manufacture and/or supply high-quality and safe products



Our approach to quality and safety

At Norcros, we believe quality and safety go hand in hand – both are essential to delivering great customer experiences and long-term product performance. Every product we design, manufacture or supply is expected to meet high standards, not only for compliance but for reliability, ease of use and durability.

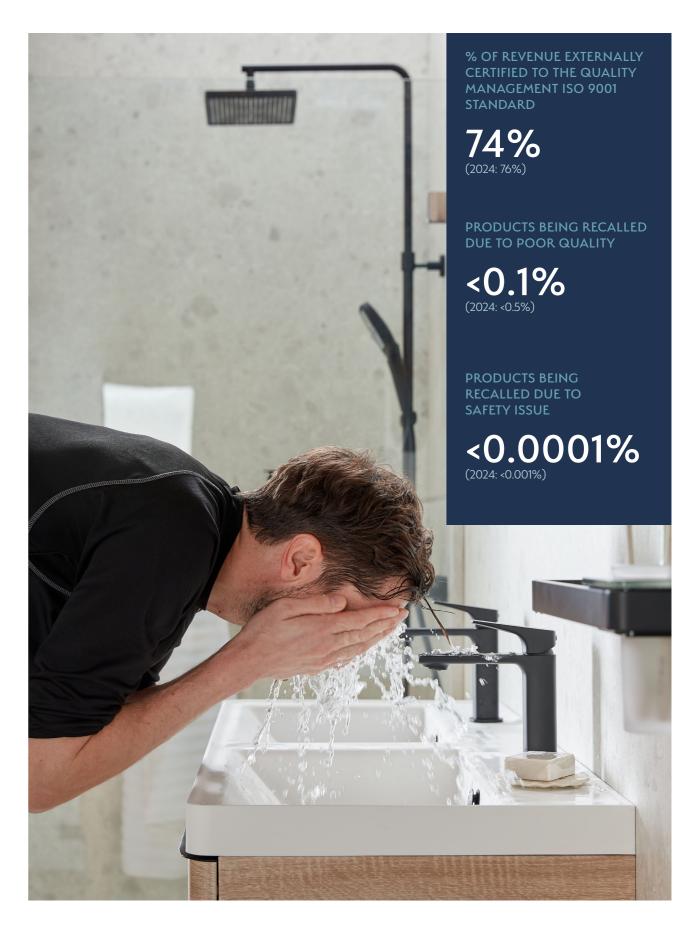
Across the Group, all products undergo robust testing to meet the regulatory and safety requirements of their destination markets. This includes functional and performance testing, supplier quality monitoring, internal audits and warranty reviews. Where appropriate, we also provide clear product documentation, including manuals, warning labels and installation guidance, to support safe and effective use.

Seven of our brands – accounting for 74% of Group revenue (2024: 76%) – are certified to the internationally-recognised ISO 9001 Quality Management standard. This framework supports consistent product quality, better customer satisfaction and a structured approach to continuous improvement. It also reinforces a culture of learning, accountability and growth across the certified businesses.

ISO 9001 certification includes a comprehensive approach to testing and quality assurance. For example, our electrical products are tested to the BS 60335 safety standard, and air decay tests are used to identify any leaking assemblies. But this level of rigour isn't limited to certified sites – all Norcros businesses carry out quality and safety testing relevant to their product type, regulatory obligations and customer expectations.

Our focus on high standards is reflected in our results. In 2025, fewer than 0.1% of products were recalled due to quality concerns (2024: 0.5%), and fewer than 0.0001% were recalled due to safety issues (2024: 0.001%).

As we continue to embed our Sustainable Products Framework and expand innovation across the Group, we remain committed to ensuring that quality and safety are never compromised – and that our products continue to meet the evolving needs of our customers with confidence.







Sustainable Products Framework

MORE FOUND HERE



Innovative and efficient products

MORE FOUND HERE



Product quality and safety

MORE FOUND HERE



Supply chain management

Our ambition:

Ensure our supply chain operates in line with our ESG standards by applying our new Norcros Supply Chain Policy



Building sustainable, responsible supply chains

The way our products are sourced has a critical impact on our environmental and social footprint. Our goal is for our suppliers – and especially our key suppliers – to share our commitment to ethical, responsible and sustainable business practices. We expect them to align with the ambitions of our ESG strategy and work with us to meet high standards of conduct and impact.

The Norcros Group Supply Chain Policy sets out our expectations in areas including labour rights, health and safety, climate change, anti-bribery and corruption, and water stewardship. It works in tandem with our Code of Ethics and Standards of Business Conduct, and together these frameworks support not just compliance, but also ongoing progress.

Our approach is partnership led: we know change doesn't happen overnight, and we are focused on continuous improvement. We carry out supplier assessments and audits, and when a supplier falls short of our expectations, we work with them to develop practical improvement plans. The goal is to support and enable forward movement – not to apply a one-size-fits-all model.

In 2025, we undertook an internal audit of our Group Supply Chain Policy implementation to evaluate current levels of adoption and identify areas where more support or intervention may be needed. The findings are under review and will shape the next phase of our strategy, including the development of performance indicators and expectations going forward.

Putting policy into practice: the way our brands are engaging with suppliers

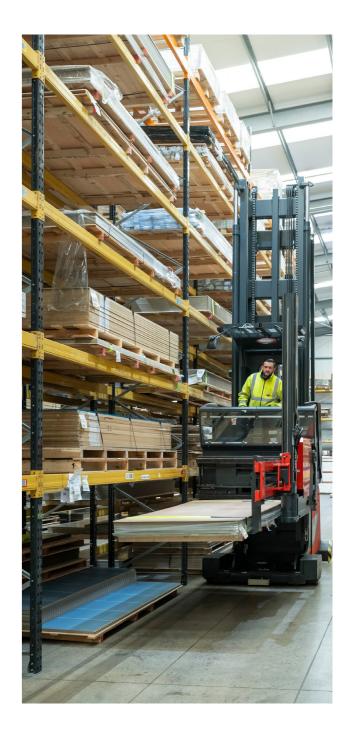
Whilst Group-wide mechanisms continue to evolve, many of our brands are already taking proactive steps to raise standards and increase visibility in their supply chains. The examples below illustrate a selection of the ways different parts of the Group are putting our Supply Chain Policy into action:

- Triton requires all key suppliers representing around 80% of spend to undergo external social audits, typically via the SMETA framework, and in-person site visits twice a year by Triton staff. Suppliers are also expected to have, or be working towards, ISO 14001 certification.
- VADO conducts bi-annual supplier reviews using the amfori BSCI audit framework as a key reference point, with a minimum expected score of "B". In 2025, VADO also introduced sustainability metrics – including carbon targets – into supplier performance evaluations, offering support for suppliers looking to set or meet science-based goals.
- Grant Westfield carried out supplier visits in regions including China, India and Europe, with a particular focus on identifying any risk of forced or child labour. The business has also joined Timber Development UK, reinforcing its commitment to responsible sourcing and helping to drive industry-wide change. All of Grant Westfield's timber products are FSC certified.

These activities demonstrate our belief that sustainability and human rights must be actively managed, not assumed. Supplier relationships are built on clear expectations, open dialogue and a shared ambition to improve – for people and for the planet.

Standing firm on human rights

We do not tolerate any form of child labour, forced labour or modern slavery – in our own operations or in our supply chains. Our public Modern Slavery Statement is available at **www.norcros.com**, and our Supplier Assessments include explicit evaluation of human rights policies and practices. We also encourage our suppliers to cascade these expectations through their own supply chains, amplifying our collective impact.





Reducing environmental impact and engaging communities

Reducing water and energy usage in our products and operations helps us nurture the world we love and share.

We are committed to minimising the environmental impact of our operations, products and services wherever possible. We work with local stakeholders to support the communities in which we live and work.

SDGs:











GROUP'S SCOPE 1 & 2 EMISSION INTENSITY HAS REDUCED BY

WATER CONSUMPTION HAS FALLEN BY



Climate change and emissions

MORE FOUND HERE



Circular economy

MORE FOUND **HERE**



Social and community engagement









Our ambition:

A sustainable business, reducing our impact on the environment











Our environmental goals

- 1. Net zero by 2040
- 2. Reduce energy use at our sites
- 3. Increase proportion of electricity from renewable sources
- 4. Minimise toxic emissions

Making progress in improving our energy efficiency and reducing carbon emissions is important for our customers, staff and stakeholders. At this stage, our initiatives are delivered within our brands and include action in the following key areas:

Managing our environmental performance

Our individual brands track and monitor their environmental impacts. The main vehicles for compliance and improvement across sites are our environmental management systems. Seven of our businesses, covering 74% of revenue (2024: 76%), are certified to the Environmental Management ISO 14001 standard and our businesses report regularly on any environmental issues that arise. Amongst other issues, our ISO 14001 certified management system includes our handling of waste and hazardous materials. The Group has not had any environmental fines in the last 12 months (2024: none).

Norcros' Environmental Management Policy applies to all employees and outlines our commitment to protecting the environment and responsibly managing our impacts. As part of this policy, we are committed to using energy and resources more efficiently, reducing our generation of hazardous waste, and managing and reducing our carbon emissions across all operations. Norcros is committed to creating environmental awareness by ensuring all applicable employees are given relevant training to support their understanding of their responsibilities in relation to this policy. We also commit to continuously monitoring, measuring, evaluating and improving the environmental performance of our operations and products and ensuring that all employees and relevant stakeholders are made aware of their individual responsibilities in relation to the Group environmental standards. We also commit to reporting regularly on environmental issues if and when they arise.

Energy management and greenhouse gas emissions

Climate change is one of the biggest challenges of our time and the transition to a low carbon economy has the potential to significantly impact our business, as well as our clients and suppliers. We aim to minimise our impact on climate change by reducing our carbon emissions across all operations. We engaged with external advisors, CEN Group, to undertake a review of our carbon management practices in each of our brands. The findings of this review helped us determine the carbon hotspots in our operations and develop brand-level carbon reduction roadmaps, which supported the development of a Group Net Zero Transition Plan and emissions reductions in line with our reduction targets.

A full breakdown of the Group's carbon emissions and energy usage for 2025 can be found on pages 90 and 91. Our Streamlined Energy and Carbon Reporting is found in the 2025 Annual Report and Accounts on pages 76 and 77.

Engage and educate our consumers

As a Group, we recognise the importance consumer education plays in an environmentally sustainable world. Offering a Powerful Choice for Better Living means providing our consumers with the knowledge on how to live sustainably and minimise their environmental impact. Our businesses have a range of customer education programmes, including Triton's Energy and Water Savings Calculator that provides tailored tips to reduce water and energy consumption and House of Plumbing working with customers in store to help identify the water solutions that fit their needs and provide educational content around water conservation and efficiencies.

THE GROUP'S SCOPE 1 AND 2 EMISSIONS HAVE REDUCED BY

from based year 2023

OUR REDUCTIONS TO DATE PUT US ON TRACK TO ACHIEVING OUR 2028 AND 2040 TARGETS

CASE STUDY

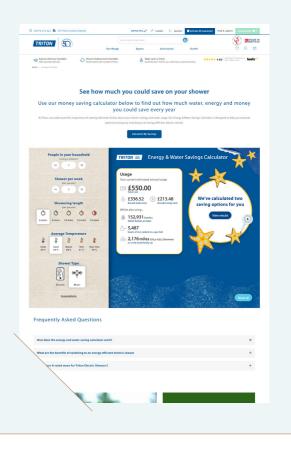


Consumer education

House of Plumbing is rolling out its new Water Solutions initiative, aimed at educating customers on South Africa's water crisis and the importance of conservation. Through clear messaging, practical tips and alternative product options, customers are supported in choosing solutions that meet their specific water needs. At our Nelspruit store, the new dedicated "Water Wall" provides an educational space to guide customers toward the ideal water-saving solutions for their homes and businesses.

Triton is committed to helping consumers understand the impact of their water use through its Every Drop Makes a Difference campaign. As part of this initiative, Triton offers an online water saving calculator to educate customers on how their showering habits affect water and energy consumption, encouraging simple behaviour changes that make a real difference.

Since the launch of the water calculator in 2020, the page has had circa 27,000 views, with around 3,000 people completing the calculator.



76 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025 77









Committed to net zero

Why it matters

Recognising the urgent need to address climate change and reduce greenhouse gas emissions, we have developed ambitious net zero targets and a high-level decarbonisation pathway to manage our value chain emissions going forward. This aligns with our strategy of using ESG to drive our competitive advantage.

Our approach

We have set science-based targets across scopes 1, 2 and 3, which affirm our long-term commitment to net zero by 2040, and we have introduced interim targets for 2028. Our targets were validated by the Science Based Targets initiative (SBTi) in January 2024 and they provide a path for significant reduction in our emissions by 2028 and beyond.

By 2028, we have set the following targets:

- Reduce absolute scope 1 and 2 GHG emissions by **33.6%** (2023 base year)
- Reduce absolute scope 3 GHG emissions by **20.0%** (2023 base year)

By 2040, our target is to reach net zero GHG emissions across the value chain.

Our performance

Our ambition to reduce the carbon intensity of our operations is aligned with our financial strategy to transition to Group to a portfolio of businesses that are capital-light and generate

Most recently, this has been represented by a strategic shift in the Group's exposure from tiles to wall panels. The disposal of Johnson Tiles UK this financial year marked a significant step in this journey, with a meaningful reduction in the Group's emissions intensity this year, given that the business accounted for 16% of the Group's 2024 operational emissions.

The current strategic review of Johnson Tiles South Africa also includes consideration of the Group's climate and sustainability profile. Once the review is finalised, we will be able to outline the implications for the overall environmental footprint of

This strategy is supported by Group-wide initiatives such as the Sustainable Products Framework, which guides product development and innovation in line with the Group's sustainability goals.

Collectively, these actions lay the foundation for further progress as Norcros continues to embed sustainability and pursue new opportunities to lower its environmental impact. WE HAVE REDUCED OUR SCOPE 1 & 2 CARBON **EMISSIONS SINCE BASE YEAR** 2023 BY

22%

WE REDUCED OUR SCOPE 3 CARBON EMISSIONS IN THE YEAR BY

4%

2024 2028 2040

Our targets were validated by the Science Based Targets initiative

Base year (2023) scope 1 and $2 = 69,278 \text{ (tCO_e)}$

Base year (2023) scope $3 = 803,219 (tCO_9e)$ Reduce absolute scopes 1 and 2 GHG emissions by 33.6% (2023 base year)

Reduce absolute scope 3 GHG emissions by 20.0% (2023 base year)

NET ZERO GHG EMISSIONS ACROSS THE VALUE CHAIN



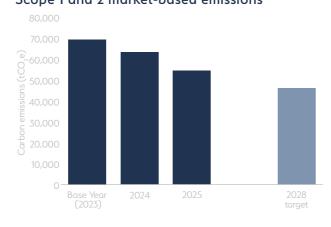






CONTINUE

Scope 1 and 2 Scope 1 and 2 market-based emissions



In 2025 the Group's market-based scope 1 and 2 emissions decreased by 14%. This was largely driven by a reduction in fuel use (scope 1 emissions) resulting from the sale of Johnson Tiles UK, which used natural gas in its tile kilns. This gets us to a 22% reduction from our 2023 base year.

Our other UK and Ireland businesses achieved a 46% reduction in scope 1 and 2 emissions, driven by a 17% increase in renewable energy procurement and a 43% reduction in scope 1 emissions. The change in Grant Westfield's distribution model and transition of fleet vehicles to hybrids and electric vehicles (EV) contributed significantly to this reduction. In South Africa, absolute market-based scope 1 and 2 emissions rose 4% primarily due to an increase in grid intensity in South Africa.

Market-based emissions (tCO_2e)



Energy consumption

The Group's overall energy use **decreased 26%** compared to 2024, primarily due to the Johnson Tiles UK disposal. Natural gas continues to account for much of our energy use (83%) as a result of tile manufacturing at Johnson Tiles South Africa. Across the other business units, there has been an increase in electricity consumption reflecting a growing adoption of hybrid and EVs across the businesses.

Energy efficiency initiatives

We continue to implement energy efficiency initiatives across the Group to reduce our carbon footprint. Highlights from this year include:

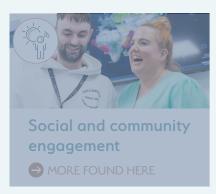
- Croydex replaced all office windows with new double glazing to improve thermal efficiency and reduce heating demand. New air conditioning units are being phased in, expected to further increase energy efficiency.
- MERLYN retrofitted LED lighting in its head office and warehouse. EV chargers were also installed at the office and in the homes of employees driving EVs.
- Triton connected its building control system to the warehouse and production gas heaters, which is anticipated to reduce gas heating consumption by 25%.
 Two electric forklifts were replaced, with expected energy savings of 400kWh, and 55% of their vehicle fleet is now electric.
- Norcros South Africa continued its programme to replace older air conditioning units with more energy-efficient models using lower-impact refrigerants. 30 Tile Africa branches now operate inverter air conditioning units. At Johnson Tiles South Africa, the spray drier was upgraded to increase energy efficiency.





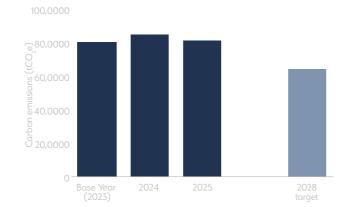






CONTINUE

Scope 3 – value chain emissions Scope 3 emissions



Our absolute scope 3 emissions decreased 4% year on year, principally due to a reduction in category 11 emissions (use of sold products) resulting from changes in our sales mix and a reduction in grid intensity.

Emissions from the use of our sold products accounts for 74% of our emissions and are primarily derived from the lifetime electricity usage in Triton's showers and lifetime gas usage in House of Plumbing's geysers (water heaters).

The disposal of Johnson Tiles UK did not have a significant impact on our scope 3 emissions as it only accounted for 1% of scope 3 emissions in 2024.

Our overall scope 1, 2 and 3 market-based emissions decreased 5%.



Scope 3 breakdown

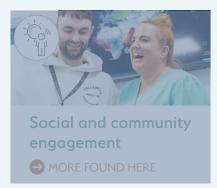
Description	Status	2025 (tCO ₂ e)	2024 (tCO ₂ e)
Purchased goods and services	Relevant, calculated	185,039	178,333
Capital goods	Relevant, calculated	1,493	1,510
Fuel- & energy-related activities	Relevant, calculated	10,995	13,040
Upstream transportation and distribution	Relevant, calculated	27,395	19,019
Waste generated in operations	Relevant, calculated	161	180
Business travel	Relevant, calculated	2,127	2,207
Employee commuting	Relevant, calculated	2,280	2,200
Upstream leased assets	Not relevant, not applicable	-	_
nissions		229,490	216,489
Downstream transportation and distribution	Relevant, calculated	7,419	6,564
Processing of sold products	Not relevant, not applicable	-	_
Use of sold products	Relevant, calculated	574,964	623,116
End-of-life treatment of sold products	Relevant, calculated	1,206	1,701
Downstream leased assets	Not relevant, not applicable	-	-
Franchises	Not relevant, not applicable	-	-
Investments	Not relevant, not applicable	-	-
emissions		583,589	631,381
3		813,079	847,870
	Purchased goods and services Capital goods Fuel- & energy-related activities Upstream transportation and distribution Waste generated in operations Business travel Employee commuting Upstream leased assets inissions Downstream transportation and distribution Processing of sold products Use of sold products End-of-life treatment of sold products Downstream leased assets Franchises Investments emissions	Purchased goods and services Relevant, calculated Relevant, calculated Fuel- & energy-related activities Relevant, calculated Upstream transportation and distribution Relevant, calculated Waste generated in operations Relevant, calculated Business travel Relevant, calculated Employee commuting Relevant, calculated Upstream leased assets Not relevant, not applicable Insisions Downstream transportation and distribution Processing of sold products Not relevant, not applicable End-of-life treatment of sold products Relevant, calculated Downstream leased assets Not relevant, not applicable Franchises Not relevant, not applicable Investments Not relevant, not applicable	Purchased goods and services Relevant, calculated 185,039 Capital goods Relevant, calculated 1,493 Fuel- & energy-related activities Relevant, calculated 10,995 Upstream transportation and distribution Relevant, calculated 27,395 Waste generated in operations Relevant, calculated 161 Business travel Relevant, calculated 2,127 Employee commuting Relevant, calculated 2,280 Upstream leased assets Not relevant, not applicable processing of sold products Not relevant, calculated 7,419 Processing of sold products Relevant, calculated 574,964 End-of-life treatment of sold products Relevant, calculated Downstream leased assets Not relevant, not applicable Franchises Not relevant, not applicable Investments Not relevant, not applicable S83,589











Circular economy

Our ambition:

Make the most efficient use of material resources across our Group

- Minimise waste to landfill and increase recycled waste
- Reduce water use at our sites
- Operate at, or work towards, Environmental Management standard ISO 14001



We understand how rising demands on natural resources pose an increasing threat to economic growth and environmental stability. Across the Group, we aim to utilise resources as efficiently as possible to design out waste and extend product lifetimes.

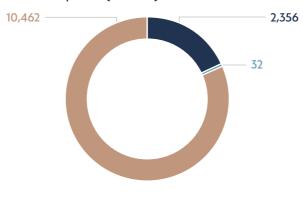
Although we are at the start of our circular economy journey, we are starting to embed decisions that impact circularity into the way we operate and design our products. For example, Triton subscribes to the Distributor Takeback Scheme, which facilitates return of product from direct purchasers, to avoid Waste Electrical and Electronic Equipment (WEEE) ending up in the household waste stream. Abode's products are also all specifically designed to be serviceable rather than replaceable.

Waste management

Reducing packaging and increasing the amount of recycling are important goals for all our brands from an operational, commercial and environmental perspective. Various initiatives aimed at reducing waste sent to landfill and encouraging recycling are in place, such as on-site segregated recycling bins. Waste is also monitored through biannual ISO 14001 audits, which helps our certified brands minimise their hazardous and non-hazardous waste generation.

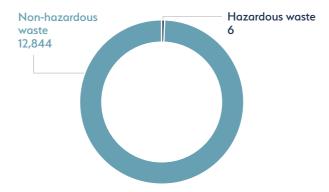
We encourage our brands to procure packaging that is made from recycled materials or can easily be recycled. As a Group, 10% of packaging that has been used is from recycled materials (2024: 40%).

Waste disposal (tonnes)



Waste recycledWaste incineratedWaste sent to landfill

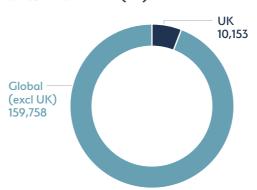
Waste generation (tonnes)



Water

Water efficiency is an increasingly important issue for us. This includes, where possible, reducing the amount of water we use in all our operations and designing products that help our customers reduce the amount of water used for their domestic or commercial purposes. VADO and Abode have implemented flow regulation on their new products and Triton has switched from water testing its T30 (handwash) valves to 100% air decay testing with estimated annual water savings of 1800 litres.

Water withdrawn (m³)



CASE STUDY



Refurbishing Showers at Triton

Reducing waste by reusing products is a cornerstone of the circular economy – and Triton is actively contributing to this through its innovative refurbishment initiative. When shower units are returned by customers after installation, they can no longer be sold as new. Traditionally, these units would be broken down for material recycling. However, Triton has now introduced processes to refurbish these units so they can be used again – performing just as well as new products.

Only shower units that are less than six months old and suitable for component replacement are eligible for refurbishment. During the process, key components are replaced and each unit undergoes rigorous testing to the same standards applied to brand-new products. Units that fail any part of the testing protocol are excluded from resale and sent for recycling. This ensures that only high-performing, reliable products reach customers.

Refurbished units are offered at a lower price and come with a one-year warranty (in contrast to the standard two-year warranty for new products).

Triton is currently testing the potential of this refurbishment programme and is seeing promising early signs. The initiative aligns with growing consumer interest in refurbished products, driven by a combination of environmental awareness and cost savings. The appeal is particularly strong among retail customers who recognise both the sustainability benefits and financial value

A key benefit of the refurbishment initiative is the significant reduction in carbon emissions. By taking a consequential Life Cycle Assessment (LCA)¹ approach, Triton estimates that the embodied carbon of a refurbished shower product is approximately 80% lower than that of an entirely new product. This estimate includes considerations for replacement packaging and other associated materials.



1 Consequential LCA: This approach focuses on the environmental impact of the decision to reuse rather than produce a new item. The emissions avoided by not manufacturing a new product are credited to the refurbished item. As a result, the refurbished product may be seen as having negative emissions, offering a clear environmental benefit.





MORE FOUND HERE





Social and community engagement

Our ambition:

To engage and support the communities in which we work



At Norcros, we believe in making a meaningful difference in the communities in which we live and work. Community engagement is not a side project – it's part of how we operate as a responsible business.

All of our brands are empowered to support causes that matter locally, whether through fundraising, volunteering, partnerships or in-kind contributions. This decentralised approach allows each business to respond to the needs of their own communities in authentic and impactful ways. Activities are shared and reviewed monthly by the Executive Management team to ensure visibility, momentum and alignment with our wider values.



Highlights from across the Group

- Norcros South Africa has partnered with the Department of Education for six years to build safe, hygienic ablution facilities in rural schools – helping to eliminate unsafe pit latrines and support children's right to dignity and health.
 Read more about this on pages 56 and 57.
- Abode continues to support Bluebell Wood Children's Hospice, which offers palliative care for children and young adults with complex medical needs.
- VADO maintained its long-term partnership with Tommy's,
 a charity dedicated to making pregnancy safer for all.
 Fundraising activities included bake sales, Christmas
 raffles and an Inclusion Week "Try a Dish" event.
- MERLYN staff participated in the Darkness Into Light
 charity walk, raising funds for Pieta House, which
 provides counselling for those impacted by suicide. The
 brand also continued its partnership with the Pink Ribbon
 Foundation, supporting people affected by breast cancer
 through donations and awareness events, such as cake
 sales and sponsored walks.
- **Triton** participated in a number of events, including a tree planting day. They donated £7,500 for the planting of 1,000 trees; 14 Triton employees attended the site on one day and planted 150 trees.
- Grant Westfield supported local charities through initiatives such as a Christmas jumper competition and workplace bake-off.
- Croydex held a Macmillan Coffee Morning, participated in the Save the Children Christmas Jumper Day, and ran a holiday raffle raising funds for Naomi House, a hospice for children and young adults with life-limiting conditions.

These are just a few examples of how our brands live out our commitment to community impact. We are proud of the passion and care our teams bring to these efforts – and we will continue to create space, support and encouragement for community-focused action across the Group.

CASE STUDY



Turning gratitude into action

When 93% of Norcros colleagues took part in our first Great Place to Work survey, we knew we had to say thank you in a way that reflected our values. Each of our businesses was given a sum of money to donate to a cause close to their hearts, chosen by the people who work there.

From mental health charities and children's hospices to toy drives, cancer services, and support for vulnerable families, the donations reflected the diverse passions and priorities of our teams. Some businesses gave to large national organisations like Macmillan and Tommy's. Others supported local charities making a difference in their own communities, like inclusive sports clubs, food programmes for children with special needs and safe homes for abused or orphaned children.

Our South African businesses took a more hands-on approach. Teams visited and supported special needs schools and children's welfare organisations with donations, repairs, tiling and painting, making a lasting impact not just through funds, but through time and effort

The initiative reflects what matters most to us: listening to our people, doing what's right and making a difference in the communities we live and work in.



This was more than a donation – it was our people, taking action to support the communities we live and work in.





OUR SUSTAINABILITY SUMMARY DATA

	2025		2024			
GHG emissions (tCO ₂ e)	UK	Global (excl UK)	Group Total	UK	Global (excl UK)	Group Total
Total scope 1 (tCO ₂ e)	981	29,701	30,682	11,701	29,664	41,365
Scope 2 location-based (tCO ₂ e)	616	23,629	24,245	3,035	21,589	24,624
Scope 2 market-based (tCO ₂ e)	79	23,609	23,688	238	21,565	21,803
Total scope 1 & 2 location-based (tCO ₂ e)	1,597	53,330	54,927	14,736	51,253	65,989
Total scope 1 & 2 market-based (tCO ₂ e)	1,060	53,310	54,370	11,939	51,229	63,168
Upstream scope 3 (tCO ₂ e)	_	_	229,490	_	_	216,489
Downstream scope 3 (tCO ₂ e)	_	_	583,589	_	_	631,381
Total scope 3 (tCO ₂ e)	-	-	813,079	-	_	847,870
Total scope 1, 2 & 3 location-based (tCO ₂ e)	-	_	868,006	_	-	913,859
Total scope 1, 2 & 3 market-based (tCO ₂ e)	_	-	867,449	_	_	911,038
Scope 1 & 2 market-based GHG emissions intensity ratio						
(per Group turnover) £m	-	_	148	_	_	162

		2025		l	2024	
		Global	Group		Global	Group
Energy consumption (kWh)	UK	(excl UK)	Total	UK	(excl UK)	Total
Total renewable fuels						
consumption (kWh)	_	-	-	-	_	-
Diesel	904,630	3,753,719	4,658,349	4,606,615	3,707,776	8,314,391
Petrol	787,270	38,775	826,045	738,614	187,318	925,932
Unspecified	278,441	221,351	499,792			
Lubricants	31	_	31	125	_	125
Fuel Oil	9,472	_	9,472	12,847	_	12,847
Natural Gas	2,928,219	156,884,649	159,812,868	56,333,911	156,646,259	212,980,170
LPG	719	_	719	471,592	_	471,592
Total non-renewable fuels						
consumption (kWh)	4,908,782	160,898,494	165,807,276	62,163,704	160,541,353	222,705,057
Total fuels consumption (kWh)	4,908,782	160,898,494	165,807,276	62,163,704	160,541,353	222,705,057
Consumption of purchased or acquired						
electricity renewable	2,731,270	82,766	2,814,036	14,049,635	85,234	14,134,869
Consumption of self-generated non-fuel						
renewable energy (solar)	_	_	_	69,061	_	69,061
Consumption of purchased or acquired						
electricity non-renewable	224,906	24,040,034	24,264,940	660,194	24,026,661	24,686,855
Total electricity consumption (kWh)	2,956,176	24,122,800	27,078,976	14,778,890	24,111,895	38,890,785
Total renewable energy						
consumption (kWh)	2,731,270	82,766	2,814,036	14,118,696	85,234	14,203,930
Total non-renewable energy						
consumption (kWh)	5,133,688	184,938,528	190,072,216	62,823,898	184,568,014	247,391,912
Total energy consumption (kWh)	7,864,958	185,021,294	192,886,252	76,942,594	184,653,248	261,595,842
% renewable electricity from total						
electricity	92%	0%	10%	96%	0%	37%
% grid electricity from total electricity	100%	100%	100%	100%	100%	100%
Energy intensity ratio						
(per Group turnover) £m	-	-	524,005	_		669,557

		2025			2024	
		2025			2024	
		Global	Group		Global	Group
Scope 3 emissions (tCO ₂ e)	UK	(excl UK)	Total	UK	(excl UK)	Total
1. Purchased goods and services	58,671	126,369	185,039	61,785	116,546	178,331
2. Capital goods	327	1,165	1,493	638	873	1,511
3. Fuel-and-energy-related activities						
(not included in scope 1 or 2)	242	10,753	10,995	2,111	10,928	13,039
4. Upstream transportation and distribution	18,852	8,542	27,395	11,419	7,600	19,019
5. Waste generated in operations	35	126	161	75	104	179
6. Business travel	529	1,598	2,127	866	1,339	2,205
7. Employee commuting	963	1,318	2,280	1,132	1,068	2,200
8. Upstream leased assets	_	_	_	_	_	_
Upstream scope 3 (tCO ₂ e)	79,619	149,871	229,490	77,791	138,458	216,485
9. Downstream transportation and distribution	6,960	459	7,419	6,119	445	6,564
10. Processing of sold products	_	_	_	_	_	_
11. Use of sold products	446,139	128,825	574,964	463,742	159,375	623,116
12. End-of-life treatment of sold products	258	949	1,206	601	1,099	1,701
13. Downstream leased assets	_	_	_	_	_	_
14. Franchises	_	_	_	_	_	_
15. Investments	_	_	-	_		_
Downstream scope 3 (tCO ₂ e)	453,357	130,233	583,589	470,462	160,919	631,381
Total scope 3 (tCO ₂ e)	532,976	280,104	813,079	548,252	299,377	847,629

OUR SUSTAINABILITY SUMMARY DATA CONTINUED

Water withdrawn (m³)	2025	2024
UK	10,153	34,677
Global (excl UK)	159,758	143,762
Group total	169,911	178,439
Water intensity ratio (per Group turnover) £m	461.6	456.7
Water consumption (m³)	2025	2024
UK	612	28,247
Global (excl UK)	111,270	115,963
Group total	111,882	144,210
Water intensity ratio (per Group turnover) £m	303.9	369.1
Waste generation (tonnes)	2025	2024
Hazardous waste	6	6
Non-hazardous waste	12,844	12,691
Total waste	12,850	12,697
Waste treatment/disposal (tonnes)	2025	2024
Hazardous waste recycled	4	3
Hazardous waste incinerated	2	2
Hazardous waste sent to landfill	_	1
Non-hazardous waste recycled	2,352	2,927
Non-hazardous waste incinerated	30	50
Non-hazardous waste sent to landfill	10,462	9,714
Total waste recycled	2,356	2,930
Total waste incinerated	32	52
Total waste sent to landfill	10,462	9,715
Total waste non-recycled	10,494	9,767
Total waste	12,850	12,697

Sustainability Accounting Standards Board (SASB)

Table 1: Sustainability Disclosure Topics and Metrics

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	2024 RESPONSE
Energy	(1) Total energy consumed	Quantitative	Gigajoules (GJ),	CG-BF-130a.1	Page 90
management	(2) Percentage grid electricity		Percentage (%)		
	(3) Percentage renewable energy				
Management of chemicals in products	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	Discussion and analysis	n/a	CG-BF-250a.1	n/a
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	Quantitative	Percentage (%) by revenue	CG-BF-250a.2	n/a
Product lifecycle environmental impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Discussion and analysis	n/a	CG-BF-410a.1	Pages 60 to 67
	(1) Weight of end-of-life material recovered	Quantitative	Metric tonnes (t),	CG-BF-410a.2	n/a
	(2) Percentage of recovered materials recycled	_	Percentage (%) by weight		
Wood supply chain management	(1) Total weight of wood fibre materials purchased	Quantitative	Metric tonnes (t),	CG-BF-430a.1	n/a
	(2) Percentage from third-party certified forestlands,		Percentage (%) by weight		
	(3) Percentage by standard	-			
	(4) Percentage certified to other wood fibre standards				
	(5) Percentage by standard ¹				

Table 2: Activity metrics

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	PAGE
Annual production	Quantitative	See note ²	CG-BF-000.A	n/a
Are of manufacturing facilities	Quantitative	Square metres (m²)	CG-BF-000.B	n/a

Note to CG-BF-430a.1 – The entity shall describe its practices for sourcing: (1) wood fibre materials from forestlands that are not certified to a third-party forest management standard; and (2) wood fibre materials not certified to other wood fibre certification standards.

Consultancy, design and production by: jonesandpalmer.co.uk

92 NORCROS PLC SUSTAINABILITY REPORT 2025 NORCROS PLC SUSTAINABILITY REPORT 2025

² This data is not currently available due to the varied nature of the products sold by Norcros.





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