

OUR SUSTAINABILITY STRATEGY

PEOPLE



We recognise the importance of doing the right thing for people – our employees, customers and stakeholders.

We are committed to investing in our workforce and recognise the importance of their opinions to our success. We are continuously working towards a sustainable, safe and diverse working environment to help move the Group forward.

RELEVANT SDGs



Key areas and commitments



HEALTH AND SAFETY



TALENT AND WORKFORCE DEVELOPMENT



DIVERSITY AND INCLUSION



ETHICAL CONDUCT AND INTEGRITY

HEALTH AND SAFETY



Our ambition: Working to be incident and injury free



Safety first

Our Group Health and Safety Policy is driven from the top of the organisation with the Board having ultimate responsibility. The policy, which covers all employees, sets out our commitment to create, maintain and continuously improve a safe and healthy working environment for employees, contractors and visitors. Our working environment is designed with workplace ergonomics in mind and to prevent occupational accidents and illnesses. We monitor key health and safety KPIs at operational Board and management meetings.

Five of our brands, covering 47% of turnover, are externally certified to the Health and Safety Management System ISO 45001 standard and we are looking to expand this coverage across the Group. Many of our employees have access to online health and safety training, which provides a range of training modules as required. In addition, where hands-on or specialist training is required, we use regular “toolbox talks” and provide specific training.

Safety performance

We have a proud track record of safety performance, and we are committed to raising awareness of health and safety issues across the workplace. There were no fatalities recorded in the year (2023: nil) and there have been no fatalities recorded over the last decade. We record the Accident Incidence Rate (AIR) monthly for each location and for the whole Group, which includes all reported accidents, however minor. We recorded a total of three serious reportable accidents in 2024 (2023: 18; 2022: 5).

Accident Incidence Rate (AIR) — serious reportable accidents

	2024	2023	2022	2021
AIR per 100,000 employees	259	781 ¹	232	205

¹ Improved monitoring and reporting and the addition of Grant Westfield (manufacturing).

The majority of accidents in 2024 were caused by handling, lifting or carrying, or by slips, trips and falls. Last year we improved our safety procedures and refocused our efforts on good health and safety management, which has contributed towards a reduction in our AIR.

We are committed to learning safety lessons from these experiences and to improve our health and safety performance. All accident statistics and their causes are regularly reviewed by the Group Health and Safety Managers’ Forum. We maintain externally-managed whistleblowing reporting lines that are available to all employees where they can report confidentially, and anonymously should they want to, any concerns they may have in respect of health and safety matters.

Case Study

Norcros South Africa Health and Safety

Norcros South Africa has implemented a hazard identification QR code system which facilitates the reporting of near misses. All colleagues have access to the system via custom reporting slips or scanning a QR code on their smart phone. Posters have been placed in easily accessible locations in stores, warehouses and office spaces and training provided to all staff.

The collection of this data enabled Norcros South Africa to understand its potential accident “hot spots” and implement risk mitigation procedures for unsafe areas.



OUR SUSTAINABILITY STRATEGY

PEOPLE CONTINUED

HEALTH AND SAFETY (CONTINUED)

Health and wellbeing

We treat everyone with respect and encourage them to be themselves. We promote employee wellbeing and reduce stress through several initiatives and support mechanisms. Support is provided to all UK and Ireland employees through our Employee Assistance Program that extends to all aspects of wellbeing, including free access to various independent support helplines (e.g. stress, health, lifestyle, etc.). Employees in South Africa receive support through a comprehensive wellness centre available to all staff. Across the Group, we have various other health and wellbeing initiatives that aim to improve the mental wellness of our teams. These include additional wellness days off, on-site welfare facilities, Medicash health plans and mental health first aid training. Several of our brands have also introduced the "Help at Hand" app, which includes mental health support, GP access, physiotherapy access, financial support and discounts to employees.

Case Study

nourish@norcros

To boost employee morale and engagement, the nourish@norcros program was designed and implemented over a five-week period across Norcros South Africa. Keeping their purpose and values in mind, the aim was to create a safe space for all employees, appreciating and recognising them, communicating the business strategy and encouraging overall employee wellbeing.

Each week had a specific theme and, whilst some people particularly appreciated sharing their inspiring stories and receiving thank you notes from their team members during lunches, others were motivated as they understood their division's strategy. "It matters how you do it at Norcros" videos captured the spirit of our organisation. Teams also competed in a step challenge as well as supporting our TAL and Johnson Tiles SA soccer teams.

Most teams participated enthusiastically in the planned weekly events, receiving great prizes tailored specifically to the program. More than 60% of employees joined the WhatsApp channel, a newly-introduced communication approach to ensure all employees stayed informed.

Feedback received from teams indicated that nourish@norcros provided a platform for meaningful conversations, team support and employees purely enjoyed coming to work. The key takeaway was that it doesn't matter what you do, it matters how you do it. The way we treat each other and having passion for what we do is what truly matters.



TALENT AND WORKFORCE DEVELOPMENT



Our ambition: Employer of choice in the kitchens, bedrooms and bathrooms (KBB) sector



Our talent strategy is based on:



We have a strong team of passionate, talented, driven people across our businesses and Group office, and we know that they are the key to our continued and growing success. We are committed to educational and career development, and to building the capabilities of our existing teams, attracting new talent into the business, and empowering our people to take ownership and accountability in their individual roles and businesses, as well as coming together to be part of something greater.

As the world continues to change at rapid pace, our people and customers will have different requests of us, and we are committed to investing in the skills for the future to make sure we have the talent and capabilities that we need to continue to meet and exceed their expectations.

Workforce engagement and communication

We engage and communicate with employees across the Group through our brand structure. This ensures that all communication and engagement is appropriate to each brand and location. We have a very effective approach to cascading information about business changes, key issues and business performance updates through the organisation using a variety of channels including the line management structure, emails and Microsoft Teams calls. Additionally, many of our brands create and share regular employee communications through written content including "The Pulse" employee magazine at Croydex and Abode's "Year in Review", or in-person gatherings such as VADO's V-Team Briefs.

In many of our brands, employee surveys are undertaken on a regular basis, allowing our local management teams to directly hear what would make our workplaces better for our employees. Going forward, we will be partnering with Great Place to Work and will measure employee engagement consistently across the Group. Our collective focus will be on driving improvements in the levels of employee engagement that we see.



The Board primarily engages with employees via Alison Littlely, the Non-executive Director for workforce engagement, together with the Executive team. Throughout the year, Alison conducts site visits to tour the brands' operations and meet with management and employees. She gathers feedback and reports back to the management teams and the Board, and follows up to ensure appropriate action is taken.

OUR SUSTAINABILITY STRATEGY

PEOPLE CONTINUED

TALENT AND WORKFORCE DEVELOPMENT (CONTINUED)

Talent and career management

One of our key priorities this year has been investing in talent development, and many of our senior leaders across the Group are participating in their own mentoring and/or individual development programs. This focus on personal development starts at the top and cascades down throughout the entire organisational structure. All our brands have staff training programs that are suitable for the development of appropriate technical and people skills. Coaching and mentoring programs are focused on further developing the individual's unique work challenges and opportunities, as well as on the individual's personal style and behaviour. We acknowledge that the world of work is changing for many, and we commit to staying relevant in our approach to careers and talent development.

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 brands support the Youth Employment Service (YES) and have employed 200 young apprentices in the first three years of the program, in addition to employing 20 apprentices in their Youth in Engineering program and 20 apprentices in Women in Plumbing.

Case Study

Using personality profiles to better understand ourselves and our teams

"Service Animals" is a personality profiling tool that helps people understand their natural service style, how to recognise others' profiles and develop techniques to adapt in order to build stronger relationships and improve team dynamics.

Triton trialled this tool with their Customer Service team and received outstanding feedback from employees.

Utilising their training, the team felt better able to understand how to adjust their communications with external customers and adapt their behaviour depending on what type of personality they identify they are likely engaging with. It has also generated many internal benefits, including more collaborative teams and a more agreeable and tolerant culture, resulting in an improved working environment and better work efficiencies throughout Triton.

The feedback was shared with the Triton board, and it was concluded that having a common language and understanding would help communication both within and across teams, helping break down barriers and silos. The Service Animals workshop has now been completed for the majority of employees and is considered a great success.



Training time	2024	2023
UK and Ireland		
Proportion (%) of employees who received training	100%	100%
Total number of training hours	29,860	39,507
Average number of training hours per employee	27	34
South Africa		
Proportion (%) of employees who received training	41%	66%
Total number of training hours	105,599	86,368
Average number of training hours per employee	84	69
Group total		
Proportion (%) of employees who received training	69%	71%
Total number of training hours	135,459	125,875
Average number of training hours per employee	57	52

The table above outlines the Group's training statistics for 2024. This year, we have increased our average training hours per employee across the Group, which reflects increased usage of Flick, our online training portal, and our additional training on Group policies, as well as ERP training requirements in South Africa. As part of our ESG MI Framework and our developing People strategy, we will monitor training KPIs, consider targets and manage our business towards the optimum type of training to achieve our strategic objectives.

Labour policy

All employees are entitled to a fair salary and other terms and conditions of employment, as appropriate. Our policy is to comply, at the very least, with minimum wage legislation for any job role for all employees and we seek to be competitive as is appropriate to the role and business in question. Legally required benefits such as annual leave, sick leave, maternity leave and normal working patterns and hours are, of course, applicable to all. All UK and Ireland employees have access to a save as you earn scheme. Employees are encouraged to be involved in the Company's performance through employee share schemes, and other means of incentivisation and reward. As per UK regulation, all UK employees have the option to enrol in our workplace pension scheme.

Employee turnover

	2024	2023
UK	20%	16%
South Africa	17%	12%
Total	18%	14%

With our increasing focus on staff retention, we continue to monitor this KPI and will take appropriate actions to reduce the employee turnover rate. We want to grow our people's careers with us for the long term, retaining the very best talent from the industry for Norcros. This year, we have seen an increase in our employee turnover, which reflects the general economic situation in both South Africa and the UK.

OUR SUSTAINABILITY STRATEGY

PEOPLE CONTINUED

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

We believe that a diverse and inclusive organisation promotes greater innovation and more effective decision making. 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. The Board is committed to gender equality, which includes equality of pay between men and women. The Board is satisfied that there is no pay inequality at Norcros, regardless of gender.

Norcros is committed to not discriminating in the employment of any person due to race, colour, national origin, family responsibility, trade union membership, sex or gender identity, sexual orientation, age, religion or belief, disability status social background, political opinion and sensitive medical conditions or any other category protected under applicable legislation in any jurisdiction in which it operates. This commitment applies

to all personnel actions including hiring, promotion, termination, transfer and compensation/benefits. Norcros also does not tolerate any form of workplace harassment, including sexual harassment. We maintain external independent whistleblowing reporting lines where employees can report any concerns they may have in respect of discrimination confidentially and anonymously should they wish to.

In the event of existing employees becoming disabled, every effort is made to ensure that their employment with the Group continues, and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of an able bodied person. The Group makes the workplace as accessible to people with disabilities through initiatives such as stair evacuation chairs, accessible store and flexible working.



The Group promotes diversity and inclusion through several initiatives and support mechanisms. Our brands have varying special leave policies including compassionate leave, flexible working, carer leave and study leave, which help employees balance the demands of domestic and work responsibilities at times of urgent or unforeseen need. We already deliver a range of diversity and inclusion initiatives across our brands and, as we further develop our diversity and inclusion program, we are introducing more Group-wide coordination and increasing focus on how diversity and inclusion can contribute to our employee value proposition and improve employee engagement. We will be introducing new KPIs and targets, including ethnicity.

We know that our people live complex lives, with many demands upon them personally and professionally. If we are to attract and retain the best talent, we must support our people

to balance their lives effectively, thereby enabling them to bring their very best selves to work each day. We are committed to working in partnership with our employees, in particular when the demands of life are at their most challenging.

We have supported a number of employees recently by mutually agreeing changes such as temporarily reduced or increased working hours, amendments to shift and working patterns, adjusting working locations to accommodate either permanent or temporary change in physical abilities, and by exploring the use of working from home in many instances.

In this way, we are able to demonstrate to our people, and to those who may join us in future, that we care about their needs, and will be a fair and reasonable employer for the long term, valuing their contributions and supporting them to succeed and thrive.

Number of staff by year by region at 31 March

	2024	2023	2022	2021
UK & Ireland	1,158	1,092	1,002	983
South Africa	1,099	1,266	1,194	1,072
Total	2,257	2,358	2,196	2,055

Gender diversity statistics

	2024					2023				
	Male	Female	Total	% Male	% Female	Male	Female	Total	% Male	% Female
Senior management	48	15	63	76%	24%	46	15	61	75%	25%
Total employees	1,509	748	2,257	67%	33%	1,596	762	2,358	68%	32%

¹ 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; (b) is an employee of the company. These figures are accurate as of 31 March 2024.

² Total employee figures include senior management and Directors as of 31 March 2024.

OUR SUSTAINABILITY STRATEGY

PEOPLE CONTINUED

DIVERSITY AND INCLUSION (CONTINUED)

Case Study



Norcros South Africa’s Women’s Forum

The Norcros South Africa Women’s Forum was established in recognition of the fact that the Group operates in an industry that has been historically male dominated, and therefore the structures and facilities in place have generally been designed to accommodate men. The Forum sets out to assist in improving and raising awareness for women within the manufacturing and retail space, working with businesses to improve working structures and facilities and eliminate identified barriers that hinder the desired representation of women within the space.

These barriers include:

- wage gap;
- career advancement limitations;
- home and work commitments;
- hostile work environments; and
- facilities and tools.

The Forum was created to identify and systematically eliminate these barriers, increasing diversity within the business and promoting equity and inclusion.

The Forum focuses on:

- building a community for internal networking opportunities for females within the business;
- empowering women to become advocates for themselves and other women in the business;
- advising on the recruitment and retention of females in the business;
- advocating for the interests and concerns affecting women; and
- promoting professional development.

The Forum includes representatives from women across all four South African brands, and includes women from diverse backgrounds, age, occupational levels and race.

The establishment of the Norcros South Africa Women’s Forum is a pivotal step in fostering a more diverse and inclusive working environment. Norcros South Africa remains committed to creating safe workspaces that openly support the development of women into the leadership structures and other areas of the business.



ETHICAL CONDUCT AND INTEGRITY



Our ambition: Operate with integrity and respect to regulation and laws in all dealings



The Code of Ethics and Standards of Business Conduct (the Code and Standards) applies in all areas of our business and to all officers, Directors, employees, contractors and agency staff employed by or working for Norcros plc or any division of Norcros plc. The Board is responsible for ensuring these business principles, such as anti-bribery and corruption and diversity, are communicated to, understood and observed by all Group brands, employees and associates. This Code and Standards will be made available to every employee at the start of their relationship with Norcros and will be communicated to all new employees of any business acquired by Norcros. This year, there were 89 reported breaches of the Code and Standards, with all of them occurring at South African brands. Of those 89 breaches, all were investigated and 30 were upheld. The introduction of Bribery and Corruption training, as well as other topics within the Code and Standards such as bullying and harassment, will help to reduce the number of future breaches.

Whistleblowing

We encourage an environment where honest and open communication is expected, with employees feeling comfortable bringing forward any concerns or violations of Group policies. This is embedded into the Code and Standards, and legal protection exists for all whistleblowers. We maintain a whistleblowing policy and engage two independent and confidential whistleblowing service providers — one covering South Africa specifically and the other covering all other locations. Both lines operate 24/7 and 365 days a year in the whistleblower's chosen local language. Concerns and reports can be made in confidence anonymously, and we will not discriminate or retaliate against any employee who reports suspected violations in good faith or who co-operates in any investigation or enquiry regarding possible violations. Reports on the use of these services, any significant concerns that have been raised, details of investigations carried out and any actions arising as a result are reported to the Audit and Risk Committee at each meeting. The Committee also receives papers on incidents of fraud, or attempted fraud, and reviews them at each meeting. At least annually, the Committee conducts an assessment of the adequacy of the Group's procedures in respect of compliance, whistleblowing and fraud.

Anti-bribery and corruption

We prohibit bribery and all other types of fraud, and will take disciplinary and/or legal action as appropriate in all cases of actual or attempted fraud across all operations. We have a strict Anti-Bribery and Corruption Policy, which applies to suppliers, set out in the Code and Standards and we conduct our business in a fair, open and transparent manner. The Board of Directors has overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that all those who have influence comply with it. We prohibit, and will not accept, facilitation payments or "kickbacks" of any kind. Facilitation payments are typically unofficial payments made to secure or expedite a routine government action by a government official. Employees are required to undertake training under our Anti-Bribery and Corruption Policy at regular intervals and appropriate procedures are in place at all locations to mitigate the risk of any employee committing an offence against the policy.

During the year, 79% of eligible Group employees received training on bribery and corruption. There were 13 incidents of employees being disciplined or dismissed due to non-compliance with our Anti-Bribery and Corruption Policy. This accounts for 0.59% of total Group employees. All of these incidents occurred in our South African brands, and we have taken measures to reduce risk of similar incidents in the future.

Our Anti-Bribery and Corruption Policy sets out our approach in the following areas:

- hospitality and gifts offered to third parties;
- hospitality, gifts and other goods or services offered to Norcros employees by third parties;
- payment of third parties' travel expenses;
- facilitation payments;
- political contributions;
- lobbying;
- sponsorships; and
- civic, charitable and other donations.

OUR SUSTAINABILITY STRATEGY

PEOPLE CONTINUED

ETHICAL CONDUCT AND INTEGRITY (CONTINUED)

Human rights

Our corporate values focus on respect, integrity and fairness. We are committed to respecting the dignity of the individual and to adhering to the United Nations (UN) Declaration of Human Rights, and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and other core conventions. These principles are applicable 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 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. In addition, the Group has its Modern Slavery Act Statement, which can be found on our website (www.norcros.com) and a supporting policy.

Tax transparency

We are committed to trading within the law and conducting all our business activities in an honest and ethical manner. Our Tax Policy governs all our business dealings and the conduct of all persons or organisations that are appointed to act on our behalf. We have a zero-tolerance approach to all forms of tax evasion, whether under UK law or under the law of any foreign country.

