



Environmental and Social Responsibility

Report 2023/24

INSTARMAC[®]



WELCOME TO INSTARMAC

INTRODUCTION

HISTORY

TIMELINE

ENVIRONMENT

ETHICAL

SOCIAL

FUTURE

WELCOME



At Instarmac, we do not rest on our laurels. We have clear objectives for the business and push ourselves to ensure we achieve our goals and milestones. We are a commercially driven business, but our ambitions do not end there. We know that manufacturing and ‘green’ do not always go hand in hand, but we are working hard to change that narrative and are leading the way in sustainable and green manufacturing.

As you will see in the latest copy of our Environmental and Social Responsibility Report, we have invested a lot of time and resource to significantly reduce our carbon footprint and continue our journey to becoming a Net Zero business.

With the installation of state-of-the-art solar panels, more efficient production lines and CNG vehicles, I know the Instarmac team will easily achieve our Net Zero goal.

To support our strategic growth plans, we recently announced the appointment of two new board members and a Managing Director (Designate). These positions mark an exciting time for Instarmac as we strive towards our commercial and environmental targets.

I am proud of everything we have achieved in the last 12-18 months, and I know that Lizzie and her team will continue to make Instarmac a world-class, sustainable business. There is an even brighter future ahead for Instarmac so watch this space!

Mark Shorrock
Managing Director

It is a great honour to accept the appointment of Manging Director (Designate). I am looking forward to working alongside Mark and our highly experienced board of directors to shape the future of our incredible company and further build on our success.

I am particularly passionate about achieving our Net Zero and sustainability goals, advancing our market-leading innovation and world-class customer support and I am confident that with the support of our exceptionally talented and passionate team we have a bright future.

Lizzie Elston
Managing Director (Designate)



As you will read in our Environmental and Social Responsibility Report, the Instarmac team have done an incredible job of further enhancing our ‘green’ policies and products. Everyone at Instarmac works incredibly hard to ensure we are leading the way in green manufacturing, and I could not be prouder.

CNG vehicles, solar panels, and Envirobead® technology are just the tip of the iceberg. It is technologies such as these that put us head and shoulders above anyone else in our sector.

We have a fantastic team here at Instarmac and we all share the same ethos about giving back to our local community, supporting local charities and providing our customers with first class service. We live and breathe our culture and values – Work Hard, Have Fun, Make a Difference – and you only have to spend a short amount of time with us to know how true this is.

John Holcroft



HISTORY

HISTORY

INTRODUCTION

TIMELINE

ENVIRONMENT

ETHICAL

SOCIAL

FUTURE

HISTORY

We are a multi award-winning, market-leading company. A specialist in the manufacture of cement and bitumen based products to the world market for over 45 years. We have built a solid reputation based on the research, development and production of innovative materials for use in highway maintenance, urban regeneration, tiling, commercial flooring and internal finishing sectors.



Instarmac Repair Services Ltd, named from the term Instant Tarmac, was established in 1977 by our founder Charles 'Charlie' Hudson. The business was launched after he purchased an innovative pothole repair material from Tiny Draper of Emcol Int. after seeing the product featured on BBC's Tomorrow's World.

Over the next 20 years, we invested in and developed our production capacity and introduced new brands to the business. Sales of all product ranges – highway maintenance, paving, tiling and flooring – increased dramatically and new premises were urgently needed to keep up with demand, and so, in 1998, Instarmac moved to a new site in Kingsbury, Tamworth.



Over the next 10 years business grew so much that in 2008, we moved to a multi-million pound site in Dordon, Tamworth. The site houses world-class manufacturing processes, distribution, finance, export, sales, marketing and research and development.

Since then, the business has gone from strength to strength.

We now sell to 40 different countries, have a 35-strong fleet, employ over 190 people and have 5 product brands – UltraCrete, UltraScape, UltraTile, UltraFloor and Wondertex.



TIMELINE

TIMELINE

FUTURE

SOCIAL

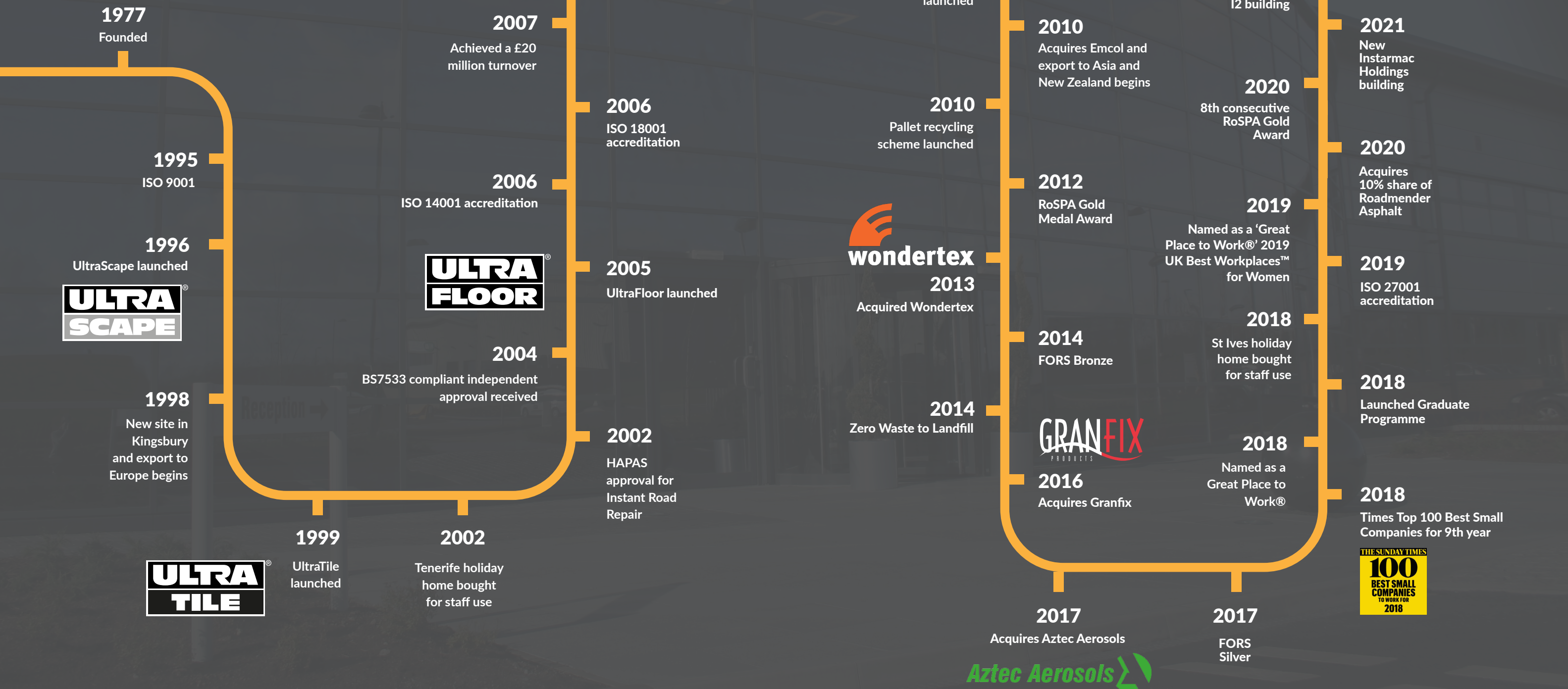
ETHICAL

ENVIRONMENT

HISTORY

INTRODUCTION

TIMELINE





ENVIRONMENT

Lifecycle, Resources, Manufacturing, Transport, Recycling

ENVIRONMENT

FUTURE

SOCIAL

ETHICAL

TIMELINE

HISTORY

INTRODUCTION

LIFECYCLE

1 Resources

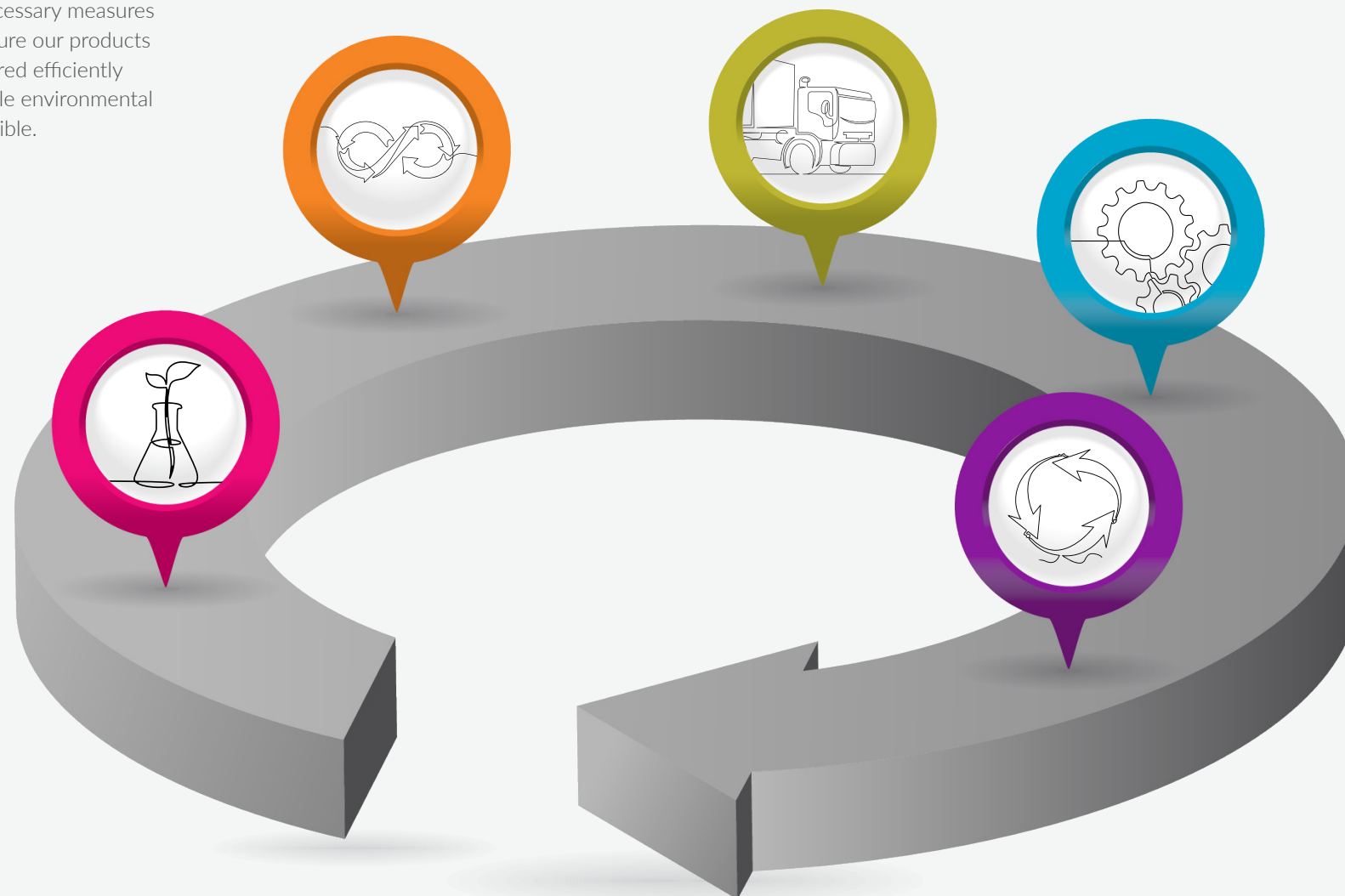
Less Raw Materials: Many of our products contain recycled materials. We look to do this whenever possible to reduce our reliance on declining raw materials, producing more sustainable products.

3 Transport

Delivering Efficiently: We have invested in the most up-to-date logistics technology and efficiency procedures to manage our 35-strong fleet the most effectively. This allows us to offer an award-winning delivery service with a minimal carbon footprint.

2 Manufacturing

Operating Responsibly: We take all the necessary measures needed to ensure our products are manufactured efficiently and with as little environmental impact as possible.



4 Usage

Expert Guidance: Our highly skilled and experienced training team annually deliver over 100 customer training sessions to ensure the correct installation of our products, increasing their lifespan and reducing waste.

5 Recycling

No Waste: We have been a zero waste to landfill site since 2014, meaning all our post production waste is reused or recycled. We also collect our customers' used plastic buckets for free, whilst operating a successful pallet recycling scheme.



RESOURCES

Our planet's natural resources are not infinite, with limitations on their quantity and the time it takes to acquire them from the natural world. Currently, we are using up natural resources 1.7 times faster than our planet's ecosystem can regenerate them.* With the world's population set to top nearly 10 billion by 2050, this is an issue which will only get worse. Whilst we have yet to suffer a significant shortage of resources, unless we reduce our reliance on raw materials, it is likely that we will face a crisis of availability of such resources in the future.

The introduction of the circular economy has influenced the whole production chain, transforming the way we consume products and generate waste. Increased recycling rates and developments in the processing of recycled materials has enabled companies to replace some raw materials with recycled ones. The European Commission sees that this move towards a circular economy and the subsequent increased recycling rates creates "more economic value by facilitating secure and stable access to raw materials".

We have recognised the importance of responsibly using raw materials and are committed to optimising their efficient and sustainable use. This has led to innovations from our Technical Team in the formulation of our products and we now use 4 "green" materials from other industries in our product formulations.

Our latest environmental innovation is our unique Envirobead® technology – a process which not only enhances an exceptional flow in products such as Level IT Ultimate, Level IT Hydra Bond and Level IT Multi Pro, but also contains 20% recycled content.

PRODUCT DEVELOPMENT, SUSTAINABLE RESOURCING AND CLIMATE

The story of recycling has been the focus of raw material sustainability for many years. The search to make products greener and sustainable has led manufacturers to seek out, not just recycled raw materials that replace common sources, but also to use bi-products and other waste streams that would normally go to land fill.

Often these materials "don't come cheap" as they may need additional processing to make those streams fit for use. However, when identified as suitable, there comes a healthy drive to re-use materials that would normally be classed as waste.

There are many variations of recycled and bi-product materials that can replace common aggregates, fillers or even cements in the wide range of construction products we can produce at Instarmac, but only a few meet the standards and consistency requirements that match, or enhance performance. We commit a high proportion of our Research and Development time in identifying these genuine contenders and ensuring that a constant supply can be maintained.

Over recent years, we have demonstrated our commitment to this cause in using specifically chosen waste streams in our products, not only establishing our focus on leading our markets with sustainable sourcing of materials but also showing a commitment to our customers that we can innovate to provide products that answer their environmental needs. We also provide our customers with the confidence that whatever we offer, has been identified, verified, selected and implemented, not only to the highest consistency, quality and performance standards, but also meets moral requirements set out by the company and laid out in our policies.



More recently, product development has included sustainable sourcing of raw materials with consideration to the overall carbon footprint of the business and the impact that manufacturing has on our local environment and world climate. We have set Net Zero Emission targets for greenhouse gases linked to delivery of raw materials, through to processing and supply of finished products to our customers. This requires careful material selection and adopting effective manufacturing processes. Product development going forward will be very reliant on selective sourcing and stronger partnerships with suppliers to ensure emissions per product are able to be verified and maintained.

We are already seeing reductions in our greenhouse gas emissions in the cements we use from our suppliers, with developments at the larger plants also targeting reduced emissions in the production of cement – one of our key raw materials. We are working with key suppliers and assessing innovative forms of cement with the aim of contributing to our Net Zero Emissions commitment.

The challenges of maintaining innovation in product development have been reset by this, but they are challenges that we embrace for a better environment in the future.

Chris Murphy
Technical Director



Annually we use over
6000 tonnes
of recycled materials
in our products.

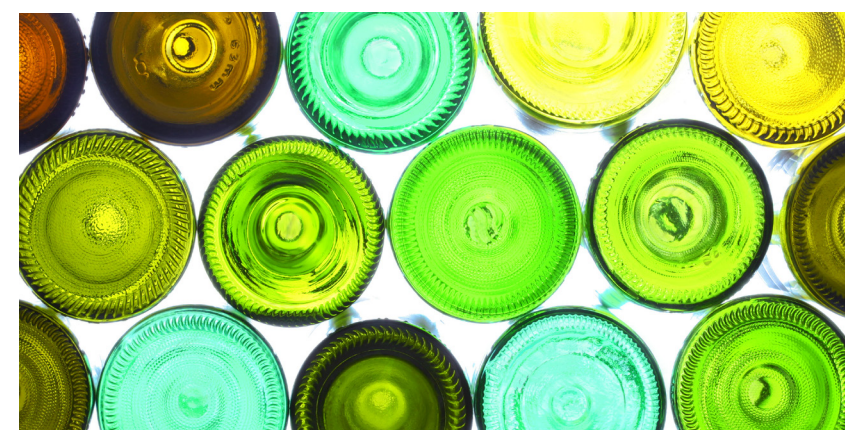
Our products
can include
up to **50% recycled material.**



That's the
equivalent weight
of **487** London
buses!
that's **81** more than
our last report.

*Dalton, Jane, Humans have used a year's worth of resources in just seven months (2018) <https://www.independent.co.uk/news/earth-overshoot-day-natural-resources-humans-planet-nature-damage-global-footprint-a8460756.html> [accessed 20 October 2019]

**Probst, Laurent, and others, sustainable supply of raw materials (2016) file:///C:/Users/Elly.keal/Downloads/60-SSRM-Optimal%20recycling.pdf [accessed 25 October 2019]



MANUFACTURING

Levels of carbon dioxide are at a worryingly, all time high. Whilst CO₂ is an essential element to the survival of plants and animals, too much CO₂ has a catastrophic impact on the environment. The continuous burning of fossil fuels for the past near three centuries, has resulted in a massive rise in greenhouses gases, creating an imbalance in the atmosphere. Climate change is a term used to describe the changes in our atmosphere caused by greenhouse gas concentrations. It refers to both temperature rises, as well as shifts in weather patterns, extreme weather events, rising sea levels and changes in wildlife populations and habitats. In March 2023, CO₂ levels were recorded at 420.74 parts per million – scarily, the highest average ever recorded.



*CO₂ Earth <https://www.co2.earth/> [accessed June 2021]

**World Wildlife Fund, The Effects of Climate Change (n.d) <https://www.wwf.org.uk/learn/effects-of/climate-change> [accessed 20 November 2019]



The Intergovernmental Panel on Climate Change estimates that if the planet's average temperature rises by just 1.5°C, up to 30% of species could be at risk of extinction.** Therefore it is crucial that our carbon dioxide levels are controlled and where possible, reduced. It is also imperative that companies employ effective procedures aimed at streamlining operations and increasing efficiency – something we have done successfully, for many years.

ISO 9001 Accredited

ISO 9001 is the international standard for quality management systems. The standard is used to demonstrate that an organisation is consistently providing services and products that meet customer and regulatory requirements. This ISO is designed to be used as a business improvement tool and can aid businesses in streamlining operations, reducing costs and building more sustainable business practices. Globally, over a million businesses are using this standard to improve their performance.

ISO 14001 Accredited

This ISO standard sets out the requirements needed for an efficient environmental management system (EMS). It is the most widely used EMS in the world with over 14,000 organisations certified in the UK and over 300,000 ISO certificates issued globally. The standard provides guidance on how to maximise the sustainability of multiple aspects of the business from product development to manufacturing to storage and distribution. It helps to control our impact on the environment but also promotes employee engagement, builds resilience to uncertainty and strengthens our ability to change.



"I began working at Instarmac 38 years ago and I have seen a lot of change during that time – particularly when it comes to environmental policies.

Having **as little impact on the environment as possible** is behind every decision I make about the running of our production facility.

In the last year we have installed a new compressed air plant. This consists of 3 new compressors and a new X8i Compressor System Controller which constantly monitors the system and manages them to only produce the air required. The system delivers up to 16% improved efficiency and a 15% greater airflow capacity. The IE5 Ultra Premium® with Hybrid Reluctance Motor Technology and variable speed driver also delivers significant energy savings.

In addition to this, we have replaced all lighting with LED bulbs and use an Intelligent Wrapping Technology to select the best wrapping solution for each product, focusing on stability and efficiency. We also re-use and recycle as much waste material as possible and always utilise the most efficient equipment and plant machinery"

Paul Evans
Works Director

CARBON FOOTPRINT

We have all heard the term 'carbon footprint' and know we should be doing something to minimise ours but do you know what your carbon footprint is and how to measure it?

In simple terms, carbon footprint is 'the total amount of greenhouse gas emissions that anything – a person, company, event or product has produced.' Greenhouse gases are the gases in the atmosphere that produce "the greenhouse effect" and contribute to global warming and climate change.

'Your carbon footprint is a way to measure the environmental impact your lifestyle has. For example, if you drive to work every day, your carbon footprint will be bigger than someone who relies on public transport because you are emitting more greenhouse gas.'



As a manufacturer, we know we have a responsibility to control and reduce our carbon dioxide emission levels as much as possible and that we employ effective procedures to streamline operations and increase efficiency – all with the aim of reducing our carbon footprint as much as possible.

Our concern for the environment, our impact on it, and that of the products we produce, is our top priority. We aim to follow government guidance and to promote good sustainability practice, to reduce the environmental impacts of all our activities and to help our customers, suppliers and partners to do the same.

With that in mind, **we have made a pledge to be Net Zero by 2050** and have partnered with Planet Mark to identify ways to measure and report on our carbon emissions.



Planet Mark is an internationally recognised sustainability certification which recognises continuous progress, encourages action, and builds an empowered community of like-minded individuals who make a world of difference, offering tailored certifications for businesses and real estate. Planet Mark's net zero programme is aligned with the Science Based Targets initiatives (SBTi) Net Zero Corporate Standard which delivers against the 1.5°C pathway global warming target set out in the 2015 Paris Agreement. Organisations who become members of Planet Mark are on the journey to net zero by measuring the emissions associated with their business operations.

The Greenhouse Gas Protocol (GHG) is the leading authority on how to measure and manage carbon emissions and categorises emissions as follows:
Scope 1: All direct GHG emissions
Scope 2: All indirect GHG emissions arising from electricity, heat or steam consumption
Scope 3: All other indirect emissions

Using accurate and qualified data, we have been able to identify and measure our carbon footprint across Scopes 1 and 2 and are now actively working towards measuring Scope 3 emissions as part of our net zero carbon commitment.

We are actively looking for ways to reduce our reliance on natural resources to be as green as possible. In February 2022, we installed 1,656 solar panels across a 3,707sqm area at our state-of-the-art manufacturing facilities in Tamworth. The 768KW solar panels will generate 680,000KW of clean green energy for us to use and is projected to save at least 36,000KW of power per month and 15 million KW over the lifespan of the system. This has saved over 702t of CO₂ emissions since being commissioned.

We have also joined forces with Green Leaves Logistics, a freight company passionate about the preservation of our beautiful planet.

Green Leaves Logistics have the environment at the heart of everything they do – a philosophy shared by everyone at Instarmac.

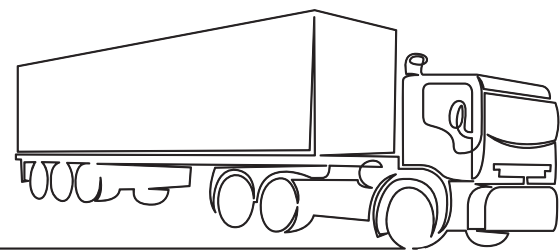
Sources: <https://edition.cnn.com/2019/09/08/us/carbon-footprint-facts-trnd/index.html>
<https://www.carbonbrief.org/analysis-uk-co2-emissions-have-fallen-29-per-cent-over-the-past-decade>
<https://www.theccc.org.uk/wp-content/uploads/2016/07/SCB-Infographic-FINAL-.pdf>

For every sea, air or road shipment they forward, Green Leaves Logistics removes more carbon dioxide from the atmosphere than each shipment emits. We are delighted to work with Green Leaves Logistics for container sea shipments to long haul destinations – a partnership that is predicted to result in 750 trees planted around the world and 15,000 CO₂ kg avoided in the next 12 months. This is a huge step forward for us, and brings us closer to reaching our goal of being a Net Zero, world-class business.

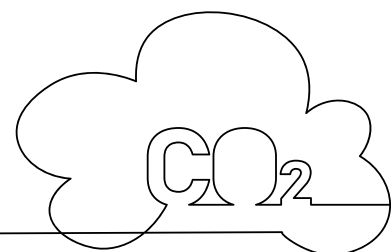


TRANSPORT

Globally, transport emissions are reducing slower than any other contributing sector, but pleasingly, in the UK it does continue to decline. This is largely attributed to improvements in vehicle fuel efficiency, different fuel types and lower than expected traffic growth. It is our mission to continue to work hard to reduce emissions.



Our **35-strong fleet** annually maintains a CO² per mile low of **0.001 tonnes**.



Each CNG lorry will save **100 tonnes** of emissions per year.

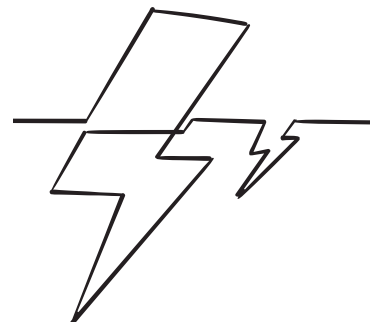
*Department for Business, Energy & Industrial strategy, 2018 UK Greenhouse Gas emissions (2019) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/790626/2018-provisional-emissions-statistics-report.pdf [accessed November 24 2019]

Our vehicles are regularly replaced to guarantee we are using modern, smart and efficient lorries to deliver our materials to our customers all across the UK.

True to our word, and to further demonstrate our environmental ambitions, part of the Instarmac fleet are now running on Compressed Natural Gas (CNG), which is clearly resulting in a reduction of CO₂ emissions by approximately 100 tonnes per truck per year. We know that diesel isn't great for the environment and we are therefore committed to using fuel alternatives where possible. By mid 2023, 20% of our fleet will be running on CNG, looking to rise to 30% by 2024. Clean fuel types all the way for Instarmac!

Using invertors to **charge pallet trucks** throughout journeys saved up to **70,000kw per year**.

54% of our company vehicles are **hybrids or electric**. This is nearly three times more than our 2021 report.



Instarmac continues to invest in market-leading route scheduling systems which enable us to be environmentally conscious, and allow us to continually offer an award-winning and proficient delivery service.

Paragon, our route scheduling system, optimises our fleet to ensure we are delivering as efficiently as possible. During 2022, our fleet witnessed an average utilisation/optimisation rate of 92% each day, resulting in the best use of space.

In line with our legal obligations, and the requirements of FORS, our drivers are provided with the necessary training to ensure they are fully equipped to meet our environmental and safety ambitions. Whether it be via the annual CPC modules, or our own internal training programmes, we continue to focus on environmental based subjects to keep our drivers at the forefront of this key topic.



Different fuel types are now visible and present within the Instarmac fleet and we are delighted, and proud, to now include two CNG vehicles in our fleet.

After 12 months of using these energy efficient trucks, it is very pleasing to see that both vehicles are savings approximately 100t of CO₂ emissions against diesel. As a result of this fantastic reduction, we now await the arrival of a further 5 CNG vehicles. Assuming the operate in the same manner, this will allow for an annual total of approximately 700t of CO₂ reductions.

We swap our vehicles every 6 years and all our diesel vehicles are running with EURO VI engines. These produce the lowest Nitrogen Oxide (NOx) levels available, using the manufacturers EGR (Exhaust Gas Recirculation) and SCR (Selective Catalyst Reduction).

We are serious about tyres. Our environmental impact is further reduced through effective tyre servicing and maintenance. Tyre pressure plays an important role in this and around 30% of fuel consumption can be attributed to truck tyres. Therefore, we aim to maximise tyre life and reduce the amount of new tyres purchased, plus tyres that have a low remaining tread depth, or have been re-grooved, are more fuel efficient than brand new tyres.

Andy Ryan Logistics Manager

USAGE

The impact a product has on the environment during its use depends on the type of product. For instance, once it has been built, a chair has very little impact on the environment. On the contrary, a car has a huge impact when in use. The vast majority of our products are designed as permanent solutions to problems, with the intention of reducing the need for future replacements and the use of new materials. Durability is the key contribution we make to the 'usage' stage of our product lifecycles.

However, the life span of our products is hugely dependent on the correct installation. With this in mind, we have a dedicated Technical Training and Site Support Team who deliver a variety of seminars and training classes, aimed at ensuring the correct application of products and their increased longevity to minimise waste. At Instarmac, we believe in continual development through training and education for both our staff and customers.

We have facilities to hold bespoke training on our site. Whether to learn more about our product range, develop a skill set, or to attend a RIBA accredited CPD seminar, our premises are ideal. Our Training Academy features an outdoor skills area and indoor training facility that have been developed for our customers' use. We offer training for all our brands, with our external demo area ideal for our highway maintenance and paving installation materials and our indoor high-spec training room is perfect for learning more about our tiling and flooring products. Our dedicated and knowledgeable team also assist with on-site demonstrations and material trials. All this support is delivered with the aim of maximising the life and performance of our products.



BREEAM®

In addition to ensuring the correct application of products, we have also looked for other routes to maximise sustainability. One way has been to develop products that meet the environmental targets of specific projects to be BREEAM certified.

Launched in 1990 and recognised internationally, BREEAM is a protocol that assesses the sustainability of master planning projects, infrastructure, and buildings. BREEAM uses third parties to complete the examination of a project's environmental, social and economic sustainability performance. The assessment covers a number of categories developed to reflect some of today's most important issues such as carbon emissions, durability and adaption to climate change. As BREEAM certified developments enhance the wellbeing of people who live and work in them, BREEAM certification is a top priority for architects and designers. Understanding the importance of sustainable building solutions, UltraScape has focused its product development around delivering sustainable solutions.

A project at Friars Walk, Newport, used UltraScape's BS 7533 compliant mortar to install over 10,00sqm of paving at this major shopping and leisure scheme. We supplied our product in 28 tonne bulk silos in order to reduce packaging waste. Our product and delivery helped the project in their aim of achieving a BREEAM rating of 'Excellent' for energy consumption.



ONLINE TRAINING ACADEMY

In June 2021 we launched our online Training Academy. This online resource gives visitors the opportunity to enhance their learning, develop their skill-set and get hands on with our product ranges to ensure they are using them in the most efficient way.

Training is provided free of charge and includes online webinars, RIBA Accredited CPDs as well in-person training days at our facilities in Tamworth.



We have hosted
82 Academy Events

1156 people
have registered for events

5 Star feedback is **83.72%**

Our attendance rates range from
43% to 75%
head and shoulders above the industry standard.



RECYCLING

Recycling is a crucial component of the circular economy and is a vital tool in the fight to reduce landfill waste. Through government promotion and increased accessibility, recycling has become the foundation of waste disposal. Recycling and other forms of recovery are now the most common final waste treatment, with 44.4% of UK waste being reused or recycled*.

Since 2013, both household and commercial recycling rates have stagnated. The UK government have set ambitious targets for waste management; by 2050 they want to have eliminated avoidable waste of all kinds, as well as aiming for all plastic packaging to be recycled and reusable by 2025. The UK annually generated 222.9 million tonnes of waste, of which around two thirds are produced by businesses. 52.3 million tonnes of this waste still ends up in landfill. In order to protect natural resources and the environment we must strive to increase recycled rates at all possible moments.



*UK statistics on waste - GOV.UK (www.gov.uk) (Accessed April 2023)
*Department for Environment, Food & Rural Affairs, Our Waste, Our resources: A strategy for England (2018) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf [Accessed 14 Nov 2019]



"As a company, Instarmac has always understood the importance of responsibly handling waste. The vast majority of

products we make are permanent solutions, meaning that they have no end of life phase. However, after their use there is still packaging waste. This has led to innovations from our team to ensure as much of our packaging can be recycled as possible and we have completed our registration to the HMRC and reporting of all plastic packaging.

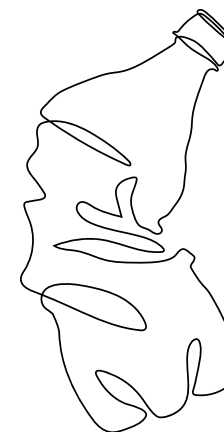
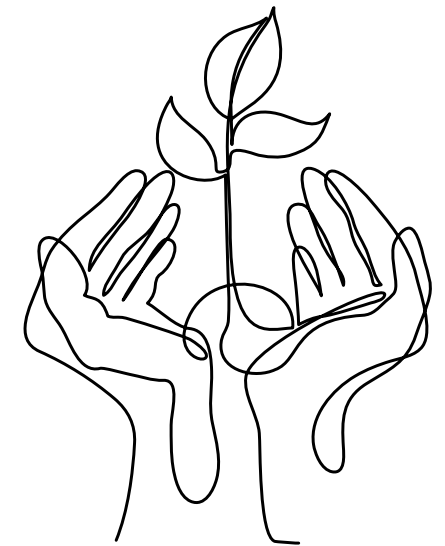
In 2022, I joined the TTA sustainability group as Vice Chairman. This will ensure Instarmac along with fellow TTA members are sharing best practice to influence and encourage the Tiling industry as a whole to meet their environmental commitments."

Darren Gough
Quality & Operations Director

Pallet Recycling

We collect pallets from our customers **free of charge** so they can be reused or recycled.

- Since 1st October 2021, our drivers have collected **28,466 pallets**.
- That's **366 tonnes of wood** being recycled.
- That saves around **3,558 trees** a year.



Recycled Packaging

We are working hard with our packaging suppliers to introduce **as much recycled content** to our packaging as possible.

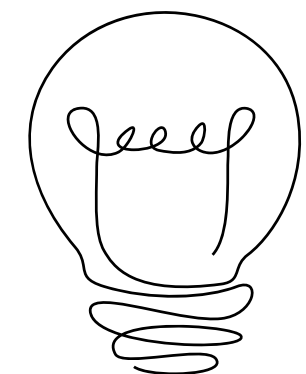
- All 5 litres bottles are now made with **100% recycled content**
- **Over 86%** of plastic packaging is now purchased with **>30% recycled content**.
- Completed registration to HMRC and reporting of plastic packaging.

Throughout the office

All electricity is from **100% renewable sources**.



- 2022 saw the completion of over 1,656 solar module panels (3,707sqm) on our main factory roof to complement our 100% Renewable Energy Contract. Since being commissioned in February 2022, our average solar energy consumption is 27.2% YTD, with 4% returned to the grid.
This state-of-the-art system has so far spared the planet 702 tonnes of CO₂ emissions.
- **Improved intelligent lighting** to reduce Kwh usage.
- All interceptor tanks have been **evaluated and upgraded** so we can continue to flush toilets with rainwater harvested from the roof.
- Instarmac's Sustainability Policy has been updated in line with the Company's targets.





ETHICAL

Our culture, Our workforce, Nurturing the future,
Rewarding hard work, Keeping our staff safe

ETHICAL

FUTURE

SOCIAL

ENVIRONMENT

TIMELINE

HISTORY

INTRODUCTION

OUR CULTURE

At Instarmac, we aim to provide a ‘world-class’ and exceptional customer and employee experience. We want our employees to love what they do and for our customers to love what we do. We believe that the right strategy, a strong culture and set of values drive continuity and empowers our employees to deliver excellence and give it their all.

Our genuine desire to be exceptional is evidenced in our forward thinking and ambitious growth plans, and an un-ending desire to learn and develop new ideas and way to improve the business. We also know great work can't be done alone and we are stronger when we work together.

We have come a long way since our humble beginnings and over the years we have developed a unique culture and our values – Work Hard, Have Fun, Make a Difference – have stayed with us throughout our journey. This is the glue that keeps us together and is the foundation for everything we do and what we stand for as a business and as a workforce. Working

hard means more than simply giving additional effort. It represents attitudes and desire. It reflects a “can do” mentality, a willingness to roll up your sleeves, solve problems and a need to get the job done right. That is why we only employ the best people, operate to the highest standards and invest in our people, equipment, vehicles and provide a modern office and state-of-the-art manufacturing facility, so we can provide our employees and customers with the best.

Embedded in our culture is a sense of fun. A fun atmosphere encourages energetic, enthusiastic, employees who want to come to work each day and enjoy what they do in each other's company. We sponsor employee engagement events and activities throughout the year that support this ethos. Together, working hard and having fun opens doors to achievement, success and fulfilment. It shows our potential, our character and our passion. They are proof that we care about what we do and who we are. We expect our employees to get involved, enjoy what they do and demonstrate their commitment to our company and to one another.

Instarmac provides a wealth of opportunities and possibilities through which anyone can make a difference every day. Whether it's one person or one team. Everyone has the capacity to create positive and lasting change. Every department plays an important role at Instarmac and every individual is empowered and trusted to do their job, to think outside the box, to challenge constructively in the interests of 'can we do better' and to grow and prosper. We are proud of our high performance culture, our standards, our highly accountable workforce and our strong leadership team.

We are proud to have been awarded and recognised as a Top Ten Manufacturer to Work for, an accolade only achieved by our employees telling us that we are a Great Place to Work and a Best Company to Work For. Check out our awards on our website to see how we measure up as an employer.



Here is what some of our team have to say about working at Instarmac and why we are an award-winning, best company.

“Consideration for the workforce and in making the company a better place to work.”

“You are given encouragement and empowerment to do your job. People are open and honest and work together.”

“Everyone plays a huge part in the Company's success and we are thanked for doing so.”

“Holiday Homes and travel contribution, free fruit, drinks and biscuits. Benefits such as Denplan, private healthcare, enhanced pension contribution and PPRP. Monthly foodie events, Christmas draws, ticket giveaways, Make a Difference vouchers, open door policy for Senior Management and team nights out.”

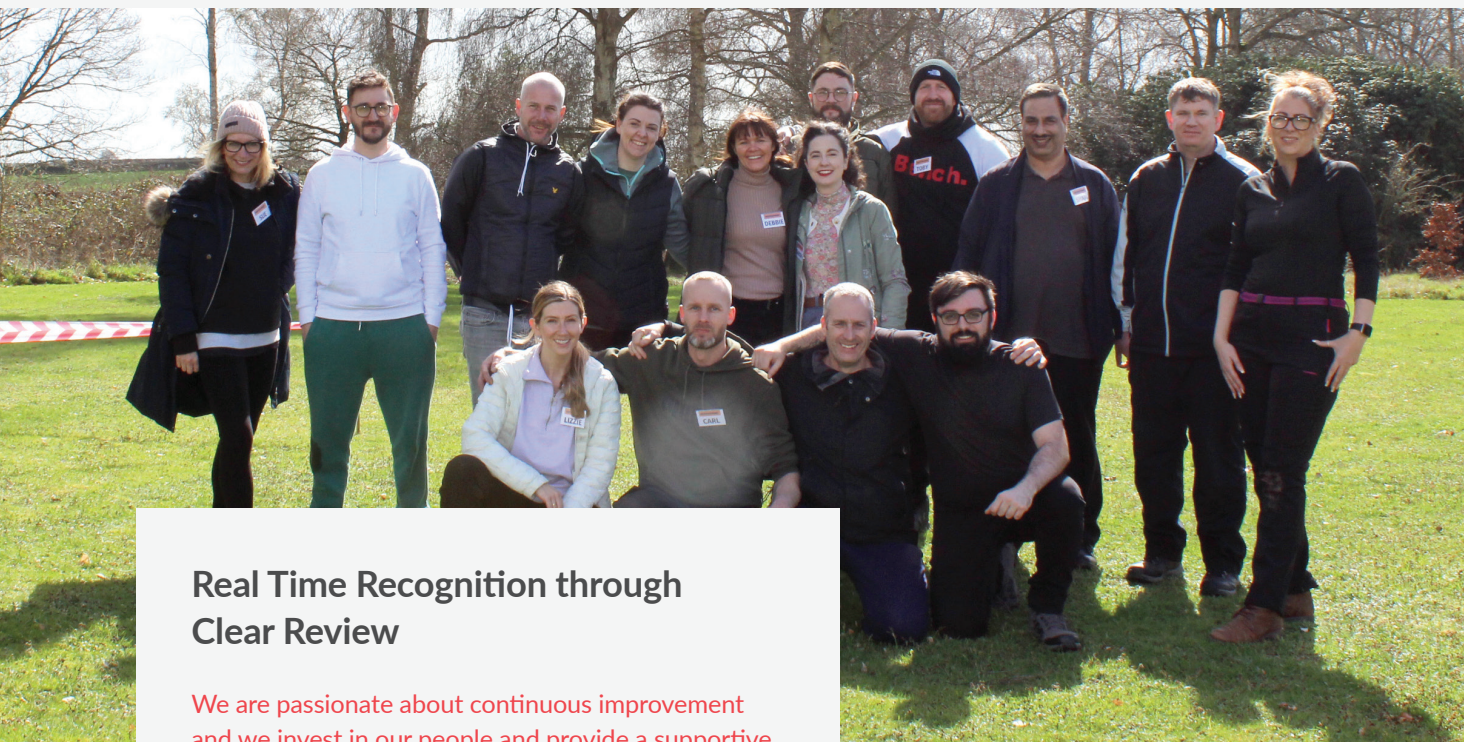
“There is an un-ending desire to always be better, both in an individual's development and the services we provide to our customers.”

“Unlike anywhere I have worked before. The Company believe strongly in its values, everyone is expected to work hard, have fun and make a difference. All the management team are approachable and have an 'open door' policy and everyone has time for each other.”

Work hard...
Have fun...
Make a difference

OUR WORKFORCE

At Instarmac, we know that its our people with their unique backgrounds, skills, experience and knowledge who drive our ongoing success. That's why we strive to attract, develop and retain a highly talented workforce and provide an inclusive and innovative workplace, providing opportunities for all employees to thrive. Our voluntary attrition rate was 16% for 2022 and our retention statistics remain good, however with that said, we do accept that we will lose talent and we are having more conversations on the reasons why as part of the exit process. We will always take the feedback on board and take action where appropriate.



Real Time Recognition through Clear Review

We are passionate about continuous improvement and we invest in our people and provide a supportive workplace to help unlock potential. Some highlights:

- We scrapped our traditional appraisal approach based on employee feedback and operate real time check-ins and feedback.
- Any employee can request or receive feedback from anyone in the business.
- All employees have objectives that tie into our business goals. This ensures that individuals understand how their contributions fit into the bigger picture.
- Employees can also create and manage their own personal development and career plans, which provide a basis for conversations.
- Any employee can schedule a conversation with their line manager and vice-versa at any time. This might include a performance or wellbeing check-in, to a career conversation.



We encourage staff to openly discuss their concerns or worries, as well as any ideas they may have. At Instarmac, we recognise the value of an open and honest environment on staff wellbeing and morale and have introduced Mental Health First Aiders so employees should never feel alone and always have someone to talk to. We operate a number of recognition schemes to reward our employees too.



We are committed to the promotion of equal opportunities and choice for employees and support the fair treatment of all staff, irrespective of gender, age or race. We believe in having a sense of community and giving something back and that is why we are committed to recruit from our local and surrounding areas, promoting our job opportunities through our website, social media, recruitment agencies and job boards, along with employee referrals.

Our workforce at a glance

- 193 employees
- 30% of our workforce is female
- 1/3 of managerial/supervisory roles are held by women.
- 58.5% of our workforce is aged between 31 – 50
- All female employees are paid the same as men in the same roles.

37% of our workforce has over **10 years' service**



NURTURING THE FUTURE



Staying ahead within our industry requires an agile, resilient and diverse approach, here at Instarmac we encourage both personal and professional development to all individuals irrespective of their role. This enables our teams to respond to ever-changing circumstances, along with changing customer needs. It is integral as a business that we are able to attract and nurture highly skilled employees.

Our aim is to help employees, as well as enable them to grow and prosper over the long term. We believe in growing our own talent, which is evidenced in a number of internal promotions and in providing individuals with additional responsibilities.

As a company that has ambitious growth plans, it is critical to future-proof our business to support our long-term business strategy. We can only do this by ensuring we have people continuity and we are creating opportunities for all employees to develop both personally and professionally.

We have a thriving learning environment with opportunities to gain knowledge, experience and collaboration through coaching, mentoring, role appreciation, formal and soft skill learning and cultivating an all-round learning experience through off-the-job training such as exhibitions, seminars and colleague team building events.

As a Company we have ambitious plans for growth so it is imperative that we all support each other along the way.

We also understand the value of having a diverse workforce as this injects new ideas and perspectives into the business.

Our 'Next Steps' career planning and development programme considers two factors:

1. The Business Strategy and department plans
2. Individual aspirations and potential

The Company undertakes an annual capability and capacity planning review to ensure resources are aligned to business needs. This review identifies:

1. Critical / key / management roles where succession plans need to be put in place
2. High potential employees where individual career development plans need to be actioned

The aim is to be able to fill key roles effectively if a suitable post becomes available in the future.

Our Career Development Plan helps employees to take ownership of their development and in working towards their personal goals and aspirations, and place them in the best possible position should a post arise in the future.

True leadership is not about position or job title, it is about the influence each of us has to impact the people and working environments that surround each of us every day, both at work and in our personal lives. Our Learning and Development pathway plans are bespoke and an individuals as the learner, there's no blanket, one size fits all, training around here!

40+ employees have gone through one of the leadership programmes this year, which span from 1 day to 18 months. Topics include:

- Leading the strategy and vision
- Finance for non-financial managers
- Networking and developing business relationships
- Influencing and persuasion
- Assertiveness, negotiation and communication
- Leading for success
- Leading change
- Developing your people

We regularly celebrate our learners' successes throughout the year via event days, such as Learning at Work Week and National Apprenticeship Week and not forgetting a very special graduation day!

In addition to our Leadership Development Framework that we have introduced our 'Next Steps' Programme to support managers and their teams to develop in their roles and for them to achieve their potential, this includes the following:

- Clear progression paths for all
- Succession planning
- Career Development Plans

- Wellness Action Plans
- Career consultations
- Giving and receiving of feedback
- Role appreciation programme
- Factory to Fleet training programme
- Tailored development programmes including 360 feedback circles, personality profiling, secondments, additional responsibilities, assigned coach/mentor, gap analysis and 'master classes'
- Internal programmes such as recruitment and selection, disciplinary and grievance investigations and absence management, coaching and mentoring
- Suite of e-learning modules which includes Mental Health Awareness to support managers and their teams

We encourage all employees to enhance their career and personal growth throughout their journey with us whether they are celebrating 10 years or just started on day one. This has seen individuals grow through shared experiences and knowledge, in fact we have our Works Director and Finance Director who have been with the company for over 50 years between them.

Learning and development are key ingredients when enhancing a positive team environment where all individuals feel valued and effective in their role and their contributions appreciated along the way. There is also a raft of self-help information on the employee portal in regards to all aspects of wellbeing, including financial wellbeing. Our Holiday Homes (at Tenerife, St Ives & Padstow) provide all employees and their families the opportunity to take an affordable break, switch off and relax which prevents burnout and supports a health work/life balance. This is in addition to career planning.



REWARDING HARD WORK

At Instarmac, hard work does not go unnoticed. Whether it's a small token of thanks, or something more significant, such as a 'Make a Difference Award', it feels good to be rewarded for our efforts and achievements at work.

Through our Clear Review system, all employees are able to give and receive timely recognition. Being thanked in the moment creates a stronger, clearer and more positive association between the contribution made and the recognition received.

In our annual wellbeing and engagement strategy, there are regular activities to reward our employees and also get their kids involved such as:

- Easter eggs
- Monthly food events
- Kids competitions through the year with prizes
- Summer and Christmas prize draws
- Bake Off competitions and quizzes
- Big ticket giveaways
- 'Living the Dream' experience days
- Christmas voucher
- Fun team building events
- Annual Holiday Home draws for our three holiday homes

In addition to this, we operate a number of recognition schemes to reward our employees hard work, such as:

- Refer a Friend – we know good people, know good people right!
- Bright Ideas – we love getting bright ideas from our bright employees!
- Make a Difference Award – a special shout out for those that go above and beyond.

Employees have access to a suite of wellbeing support and an exceptional benefit package to show them how proud we are of their work, and how committed we are to supporting their wellness and wellbeing.



Our benefits

At Instarmac we believe people continuity is integral to success. To attract and retain talent, it is more important than ever that Instarmac are seen as a local employer of choice and our employee value proposition is unrivalled.

Whilst Instarmac has always had an exceptional benefit package such as:

- Private medical cover
- Dental cover
- Life cover
- 5% - 7.5% company pension contribution
- Annual leave up to 29 days
- Performance and Profit Related Pay bonus
- Free use of three holiday homes
- Holiday home fuel and flight contribution
- Recognition Awards – Long Service, Make a Difference, Refer a Friend, Bright Ideas and 100% Attendance)
- Employee Benefit Trust (discretionary hardship fund)

We have also introduced the following additional benefits:

- Group Income Protection Policy
- Virtual GP services
- Second medical opinion service
- Rehabilitation service to support 'stay at work plans'
- Employee Assistance Programme
- AXA Wellbeing app
- Thrive Health Assured app
- My Healthy Advantage app – setting health goals and achievements
- WoldAware app
- £130K refurbishment of our Padstow Holiday Home
- Free 1:1 appointments with Financial Advisor
- Monthly incentives when we hit our sales targets



EMPLOYEE WELLBEING



Employee health and wellbeing is extremely important to us and that is why we offer a suite of wellbeing support to all employees, which extends to providing employees with free access to three holiday homes. Employees benefit from private medical insurance which offers support for both physical and mental wellbeing, with access to EAP and counselling services, (to name a few).



We also provide virtual GP appointments, second opinion as well as rehabilitation and occupational health services to all employees who need them. In addition to this, we provide access to tools, resources and support via our Employee Portal, along with external wellbeing hubs.

Financial wellbeing is also important and that is why we awarded a Cost of Living Bonus to our employees and we continue to be committed to equitable pay regardless of gender. We also understand how important retirement and financial planning to everyone, which is reflective in our generous pension plans and access to professional support.

In order to support our employees, we have introduced an Income Protection Scheme to provide financial stability during long-term absence, to allow employees to focus on their rehabilitation without worrying.



We are passionate about raising awareness and we do this through our very successful wellbeing and engagement calendar which covers activities such as:

- Our monthly 'Positive Steps' awareness poster campaign
- Webinars
- Yoga / Tai-Chi / Meditation classes
- On-site massages
- Guest wellbeing speakers
- Wellbeing Roadshow where employees can have a health check-in and have access to expert health to address any areas of concern.
- Wellness Action Plans

We work very much in partnership with our benefits, pension and banking providers to ensure employees have access to their benefits and the help available to them.

Our focus on social wellbeing is driven to deliver solutions for local and social needs. We make a number of charitable donations and support local people such as women's refuge, the homeless, community projects, The Trussell Trust, local hospitals, schools, Young Minds and the many beneficiaries from our company charity 'We Are All Making a Difference.' Every year we also allocate a number of weeks in each of our three holiday homes for local families who need a reason to smile.

RoSPA

The Royal Society for the Prevention of Accidents (RoSPA) has commended us once again on our health and safety processes and our commitment to continual improvement, awarding us their highly coveted President's Award.

Organisations receiving a RoSPA President's Award are recognised as being world-leaders in health and safety practice, ensuring their colleagues, customers, clients and contractors all get home safely to their families at the end of every working day.

Every year, thousands of entrants vie to achieve the highest possible accolade in what is the UK's longest-running health and safety standard industry awards, and Instarmac are honoured to have been recognised by RoSPA for the tenth year in a row.

The judging panel of leading industry experts measure the performance of each organisation on areas such as identification, assessment, prevention and control of risks, wellness at work, communication of information and active monitoring and reviewing of health performance. They also consider any specific activities which distinguish an organisations approach to health and work.



KEEPING OUR STAFF SAFE

As a manufacturer and supplier of tile adhesives, cementitious, resin and bitumen based specialist construction materials, Instarmac is committed to ensuring the health, safety and welfare of our employees and recognises that the effective management of health and safety is an integral part of our overall business performance.



To address the risks of our operations, we employ a health and safety management system. Through this, we will identify and significant risks and set clear objectives, against which we will monitor and manage our health and safety performance and legislative compliance.

Giving employees a voice and the platform to raise any safety issues they have is integral to keeping everyone safe at Instarmac. With this in mind, our Health and Safety Committee meets once a month to discuss and solve any issues colleagues may have. We are dedicated to ensuring our staff have all the necessary equipment and training to be able to complete their jobs as safely as possible.

As a manufacturer with extremely busy warehouse, production and transport facilities, we know that we need to pay special attention to ensure

colleagues working in areas most at risk are kept safe. We are continually assessing and improving procedures and have lowered the speed of our fork lift trucks. This has resulted in a significant improvement in the reduction of near misses and incidents without impacting on efficiency.

ISO 45001 accreditation

This ISO standard sets out the requirements for occupational health and safety management good practice. Its aim is to eliminate or minimise operational risks and hazards in order to create the best possible working conditions for our employees. We also work with Occupational Health and Rehabilitation Services to ensure our staff are kept safe and well.

ISO 27001 accreditation

The 27001 ISO standard sets out the requirements needed to safely secure, record, store, transmit and handle data. The standard outlines industry best practice, in order to minimise the risk of losing or mishandling data.

FORS Compliant Fleet

We are committed to meeting the FORS standard (Fleet Operators Recognition Scheme). This is all about keeping our drivers, and other road users safe.

To show empathy, understanding and support for vulnerable road users (e.g. cyclists), our drivers are committed (via the FORS Standard) to attend a Safe Urban Driving Course, which places the driver

in the position of the cyclist, allowing them a better understanding of the dangers they face on our very busy roads. We carry out this important training every 5 years – helping to keep our drivers and road users as safe as possible.

Giving employees a voice and the platform to raise any safety issues they have is integral to keeping everyone safe at Instarmac.



All our fleet are now equipped with:

- Left turn audible alarms to let cyclists and pedestrians know a vehicle is turning
- Front facing and recording camera
- Near side sensors to alert the driver when something is passing on the near side
- Reversing cameras to act as an aide when manoeuvring the vehicle in a reverse action
- Reversing alarms
- Fresnel lenses on all glass panels on the near side door
- EAP card in every vehicle so that our Drivers can access support whenever they need it

Policies

- Ethical trading
- Health and safety
- Modern slavery and human trafficking
- Equality
- Whistleblowing
- Bribery
- Privacy



SOCIAL

World Class Business. Local Support.

SOCIAL

FUTURE

ETHICAL

ENVIRONMENT

TIMELINE

HISTORY

INTRODUCTION

WORLD CLASS BUSINESS. LOCAL SUPPORT.

We are committed to making a positive and lasting contribution to our local community. We take a proactive and committed approach to increasing the representation of local people in our workforce and currently 80% of staff live within a 15 mile radius of the Tamworth office.



Supporting local charities and sports clubs is always something we have prided ourselves on and have sponsored a number of local athletes over the years. Our most recent partnerships include Birmingham BMX – a community based sports club with a vision to encourage more people to participate in the Olympic sport of BMX – and Help Harry Help Others cancer charity. We also sponsored and volunteered at the Birmingham Walkathon as part of our commitment to this charity.

OUR COMMITMENT TO GIVING



We know that ‘a little kindness can go a long way’ and this is true. As a company who strives to be an employer of choice, we understand that our team want a greater sense of wellbeing, and to be part of something that matters, and so we actively aim to provide opportunities to contribute beyond daily work activities. Giving something back is at our heart, we never forget our humble beginnings. Making a difference stands not only in our work ethic and values but extends to our local communities too.



We are always looking to explore new ways in which we can help support others and charities within our local area that can often get overlooked for funding. It’s a great way for our team to get to know the wider community and strengthen social connections.

We support a number of national events and have some great fun along the way:

- Macmillan Coffee Morning
- Red Nose Day
- Children in Need

Alongside these we have pledged to donate £500 every quarter to our local Trussell Trust food bank – a non-profit organisation who rely on donations only to help people in the community.

This is in addition to our annual Christmas food bank collection where all employees can donate essential items and lend a helping elf hand along the way from collection to packing to drop off. This can often be in excess of 40 boxes!

To support our own registered charity, “We Are All Making a Difference”, we promote dress down days, every months, and welcome families who need to support to enjoy our holiday homes. We don’t stop there! We also encourage the gift of time and promote local volunteering opportunities such as packing food parcels, to handing out bottled water to the fantastic charity walkers at the Birmingham Walkathon.

Naturally, we support individual charity events and causes wherever we can. We are very proud of the charitable work our employees carry out in their own time as this is more often than not a cause very close to their hearts.



WHAT'S
NEXT?

FUTURE

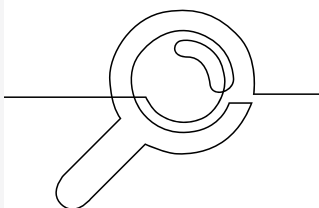
LOOKING TO THE FUTURE

Whilst we are proud of all that we have achieved, as a company we are ambitious and seek to be the best that we can be. With this in mind we have set ourselves ambitious targets for the years to come focusing on the three key areas: Environmental, Ethical and Social.

The targets reflect both short and long term goals and seek to have a range of constructive effects. From reducing our carbon footprint, to raising awareness of mental health issues, our targets are reflective of our desire to have a well-rounded impact that is positive for our staff, our customers and wider society.

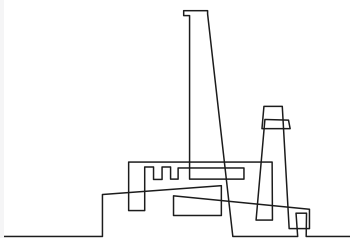
OUR GOALS

ENVIRONMENTAL



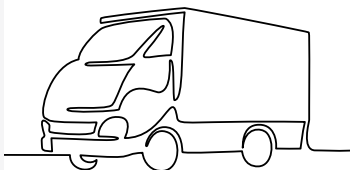
1. RESOURCES

To continue to prioritise the use of “green” materials in our product formulations wherever possible.



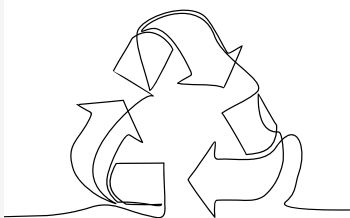
2. MANUFACTURING

To be Net Zero by 2050.



3. TRANSPORT

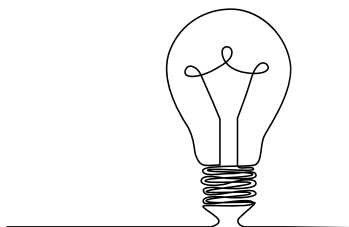
To have 30% of our fleet running on CNG by 2024.



4. RECYCLING

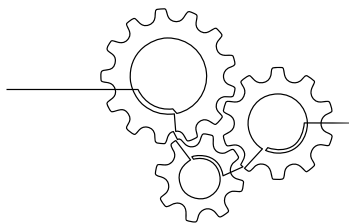
To ensure as much of our packaging can be recycled as possible

ETHICAL



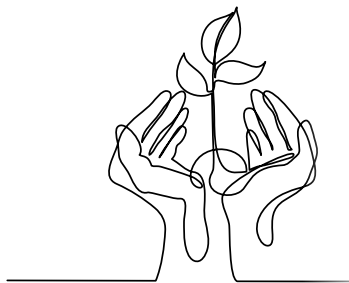
1. OUR CULTURE/VALUES

To develop and grow the business with a shared vision, culture, standards and set of values that are “lived and breathed” by everyone. These will underpin everything we do.



2. OUR WORKFORCE

Ensuring the presence of women at all levels of business, particularly senior management and Directors. Whilst also providing a Gender Pay Gap review, reporting and action plan if necessary.



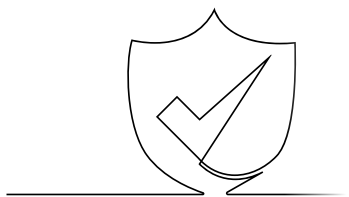
3. NURTURING THE FUTURE

Career planning and development opportunities for all employees.



4. REWARDING HARD WORK

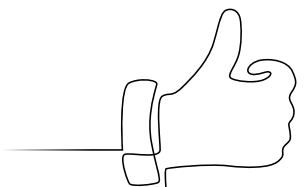
Continue to improve the employee experience through continuing to offer exceptional benefits and promoting wellness initiatives.



5. KEEPING OUR PEOPLE SAFE

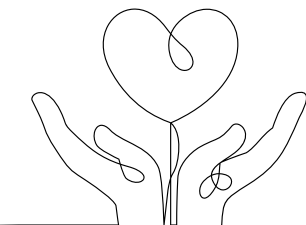
To raise awareness of mental health issues and to provide training and support to senior members of staff on how to best manage mental health in the workplace.

SOCIAL



1. SUPPORTING LOCALS

Ensure that Instarmac is seen as a “local employer of choice”.



2. OUR COMMITMENT TO GIVING

To look into providing volunteering leave to our staff to allow them to assist a project with manpower.

INSTARMAC[®]

Instarmac Group plc
Head Office
Danny Morson Way
Birch Coppice Business Park
Dordon, Tamworth
Staffordshire
B78 1SE
enquiries@instarmac.co.uk
t: +44 (0)182 725 4400

Instarmac Group plc
Scotland Office
Suite 1
E/F Liberty House
15 Cromarty Campus
Rosyth, Fife
KY11 2YB
scotland@instarmac.co.uk
t: +44 (0)141 260 9051



www.instarmac.co.uk

