



**Our Environmental,
Social and
Governance
Commitment**
2024/25





About us

We are the Bristan Group, home of the number one brand for taps and showers in the UK*. We bring design and engineering expertise to the bathroom and tap industry and are comprised of two leading brands: Bristan and Heritage Bathrooms.

Our commitment to product quality is backed by decades of expertise and comprehensive guarantees across products tailored to our customers needs. Recognised for our innovation, quality and customer service, we employ nearly 300 colleagues at our Headquarters in Tamworth, Staffordshire. Our 250,000 sq ft distribution centre enables next day delivery, and our on-site test facility is recognised by WRAS and accredited by UKAS.

Our award-winning customer service team across the Bristan and Heritage Bathroom brands makes us the easy choice for taps and showers.

*Based on volume according to GFK data 2024

Our Brands

Bristan

Bristan is the UK's number one brand for taps and showers*, with straightforward solutions for every bathroom and kitchen that can be trusted time and time again.

For over 45 years, we've delivered exactly what we promise: reliable and long-lasting products, backed by incredible customer service.

With a passionate team that knows our taps and showers inside out, and reliable guarantees on products that installers love.

Bristan is the easy choice for taps and showers, every time.

Heritage Bathrooms

Heritage Bathrooms draw on a long history of high-quality bathroom and sanitaryware carefully crafted to balance traditional design with modern functionality and quality.

We have been delighting customers for over 35 years with bathrooms that are beautifully crafted and perfect for a range of homes from modern to traditional.

Designing with Heritage is easy. From bathroom furniture to exceptional sanitaryware, brassware and accessories, Heritage products are beautifully crafted, offered with exceptional guarantees and delivered from our industry-leading logistics operation, and supported by our award-winning customer service.

BRISTAN

HERITAGE[®]
BATHROOMS





Welcome

**Our strategy is built around three key pillars:
Environmental, Social Responsibility and Governance.
Each pillar is driven by dedicated workstreams to ensure
focused and actionable progress across all areas.**

This report highlights our ongoing efforts in energy and water efficiency, waste management, recycling, local community engagement, employee well-being, and strengthening governance practices. I'm incredibly proud of the progress we've made this year and of our ambitious plans for the coming year.

One of the most significant achievements has been our approach to DE&I and the way our team have embraced learning more about others and ensuring we are a truly inclusive and welcoming workplace. This was reflected in our 2024 engagement survey with 83% of colleagues agreeing that they felt a sense of belonging within the organisation.

I'm also pleased Bristan Group has been part of wider industry initiatives this year including being a Strategic Partner of the Construction Inclusion Coalition and signing a declaration of commitment at the BMA's Windsor Summit on water scarcity.

We recognise though that whilst we've made good progress there is still much more to do.

We are partnering with the Carbon Trust on their Route to Net Zero Standard to reduce our carbon footprint each year. We will continue to further develop our packaging to minimise our impact on the environment. And we will continue to strive to ensure all of our colleagues feel they can be their authentic selves at work.

Our focus on continuous improvement is at the heart of everything we do. As we advance toward our goals, this report will continue to evolve, reflecting the positive changes we make and their growing impact.

**Jen Cassidy
CEO Designate**

ESG

Environmental, Social Responsibility and Governance



Environmental

Our commitment in 2024/25 is to enhance sustainability throughout our operations and products, with a strong focus on improving energy efficiency in our building and advancing sustainable practices in our packaging.

Through these initiatives, we continue to demonstrate our commitment to environmental sustainability, striving for continuous improvement and a reduced carbon footprint.



Current initiatives include:



Sustainable Packaging

Starting in September 2024, we began to transition away from our current Jiffy and plastic envelopes to more sustainable options, including:

Paper honeycomb padded envelopes: Medium and large sizes for spares shipped with cardboard boxes (smaller sizes to be discontinued).

Rigid Corrugated mailer envelopes: Medium size to replace current printed Jiffy envelopes used for shipping spares, removing the need for outer packaging.

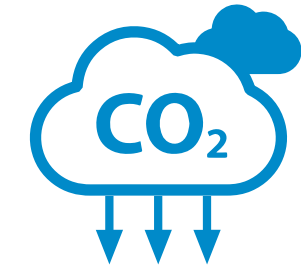
Clam packaging: We are moving from clam packaging to cardboard for our shower accessories, resulting in a significant reduction in plastic use and contributing to an eco-friendly future.

We are working with our suppliers to introduce sustainable sourced packaging solutions and aim to reduce recycling content in our packaging by 30% before the end of 2025.



Environmental Product Declarations (EPDs)

We are actively working towards having EPD's for our products, these provide a comprehensive assessment of our products' environmental impact from cradle to grave. This includes evaluating the extraction of raw materials, transportation, manufacturing, maintenance, disposal, and recycling processes.



Route to Net Zero Standard

We have committed to achieving the Route to Net Zero Standard at the "Taking Action" tier. We have achieved a strong score of 27% against the carbon management requirements, reducing our Scope 1 & 2 emissions and business travel carbon footprint.

We plan to partner with external consultants in 2025 to address identified gaps and areas of high carbon intensity to further our progress and continue to drive this forward.

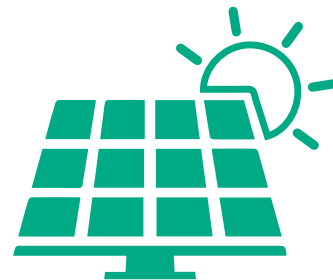


Warehouse Heating Upgrade

To support the reduction in Scope 1 emissions, we are upgrading our warehouse heating system by replacing the existing unit with two smaller, more efficient Powermatic® heaters that deliver the equivalent heat output.

The new system is expected to consume a total of over 890.000kWh of energy, achieving a reduction of approximately 130,000kWh annually.

This project includes the deployment of around 60 fan circulation units to enhance air regulation and improve operational well-being, and is aiming to be completed before the end of 2024.



Energy Efficiency

As part of our commitment to improving sustainability, we have installed 1,666 solar panels, which are generating over 600kWh of electricity to support our everyday operation at Tamworth Headquarters.

This initiative will result in CO2 savings of approximately 100,000 kg per year, significantly reducing our carbon footprint.



Energy Consumption Reduction

We continue to make significant strides in reducing our energy consumption, by June 2024 we had reduced it by 74% with a cost saving of over £28k in only 3 months.



Sustainable Partnerships

We are proud to be part of the Ecologi Scheme. In 2024 we have had 145 trees planted on our behalf.



Fleet management and safety initiatives

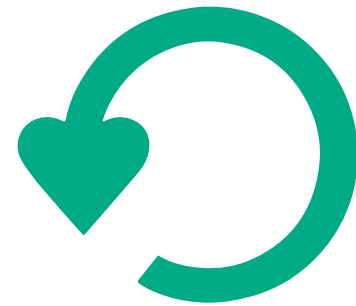
Aimed at enhancing operational efficiency, reducing costs, and promoting safety for both personnel and assets, we have implemented the following across the business:

Automated notifications for MOT and new vehicle orders:
Streamlining our vehicle procurement process, tracking and alerting the team on upcoming MOT tests as well as when vehicles are due to be replaced and when new arrivals are expected.

Cost reduction in vehicle trackers: The company is transitioning from fixed vehicle trackers to Plug-In trackers, reducing overall costs.

Mandatory AA drive tech program: The AA Drive Tech Risk Fleet Management Program is now mandatory for all personnel with a company car or car allowance. This is designed to enhance driver safety and reduce risks by helping drivers make safer driving decisions, whilst also aligning with our focus on improving safety, particularly in the delivery of police-referred driver offender courses.





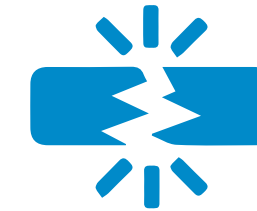
Waste Management & Recycling

We are proud to be a zero waste-to-landfill company. Our specialist waste management partner ensures that all general waste is mechanically sorted to extract recyclable materials, whilst any remaining residues are thermally recovered to produce heat and electric.

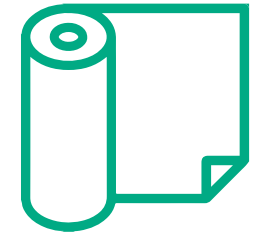
We produce around 89,000kg of waste every year which we re-purpose and reuse in the following ways:



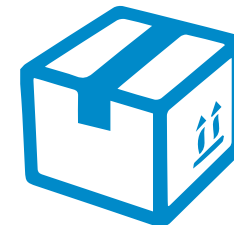
Boxes used in our automated machines
are made of 100% recycled paper.



All ceramic waste
is crushed and used as non-specification road-building material.



Our bonding and stretch film
used to secure product onto pallets, has been replaced with 30% recycled material.



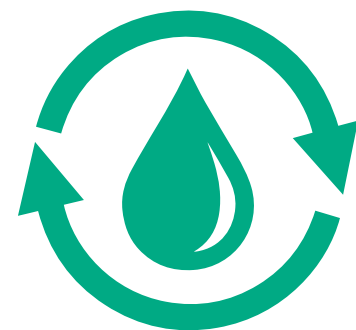
All our transit packaging
is now made from recycled material.



All broken pallets and wood waste
is used to make new pallets, shredded for the use in animal bedding or even converted to wood pellets for heating.



All our redundant e-waste equipment
is securely recycled or refurbished for use in schools and other further education establishments.



Water Efficiency

Reducing our water consumption remains a top priority and we have adopted water-saving initiatives within the business and into our product ranges.

As the UK's leading provider of taps & showers, we're able to offer our customers a comprehensive range of energy and water-saving solutions.



Pre-fitted flow limiters

Limits the flow to as little as 3.5 litres of water per minute, helping to reduce water consumption.



Thermostatic technology

Used in showers, taps and bath mixers to maintain a consistent temperature and reduce the use of hot water.



Self-closing 'push button' taps

Designed to meet BREEAM standards and reduce water waste.



Timed flow controls

Allows water to turn off after a certain amount of time to meet BS EN 816 standard.



Infrared taps

Offers significant water saving by automatically turning off when not in use.



Eco Start taps

Saves energy by having cold water as the default central start position of the tap handle.

Our in-house testing lab recycles over 90% of the water they use.



Social Responsibility

At the heart of our commitment to social responsibility is our focus on supporting our colleagues and the broader community. We have introduced several initiatives, including Employee Resource Groups (ERGs) to foster inclusivity, menopause support to ensure well-being for all, and a company pantry to assist those colleagues in need.

Our dedication to mental health is reinforced by training mental health first aiders for office hours support and providing access to an Employee Assistance Program (EAP). Additionally, we encourage our team to give back through our volunteering initiative, reflecting our values of care, support, and community engagement.



Diversity and Inclusion

Our culture is focused on our people and we aim to uphold strong values and ethics.

- 52% of our workforce is female, 8.3% are ethnically diverse
- 50% of our leaders are female, 10% are ethnically diverse
- We provide regular Diversity and Inclusion training to all our colleagues as we aim to create a culture that is focused on inclusivity. We are also working towards balanced candidate slates for each of our recruitment campaigns.
- We've embraced cultural and identity-based events such as Diwali, Black History month, Neurodiversity and Pride, creating safe spaces for learning, appreciation and a sense of belonging.
- In addition to celebrating these important events, we've also raised awareness around inclusion ensuring that all voices are heard and valued.
- Furthermore, we have actively focused on meaningful causes, including bringing awareness and education to Prostate Cancer UK as well as Breast Cancer, with a commitment to making a positive impact within our workplace and the wider community.





Well-being

Mental health really matters to us at Bristan Group, and we are committed to providing support to our colleagues when they need it most. We have 11 independently trained Mental Health First Aiders (MHFA), so that our team members know there is always someone to turn to when they need support. We are proud to have these MHFA's across all departments of the business.

Throughout the year, we encourage all of our colleagues to have a 'Me Moment' – an hour to relax, recharge, and reflect on their well-being. Additionally, our in-house Mental Health First Aiders regular release supportive blogs, sharing valuable insights and practical tips on maintaining mental wellness.

We've also expanded our mental health training for managers, ensuring they're equipped to support their teams. Together, we are creating a work environment that values mental well-being and fosters a culture of care and support.



Volunteering

This is incredibly important to us, as it allows us to give back and support our community. Every employee has the opportunity to take one volunteering day per year. Over the past year, colleagues from across the business have participated in volunteering activities at a local charitable trust, contributing through gardening, painting and other hands-on initiatives. We are proud of our team's commitment to making a positive impact.



Help, Support, and Advice

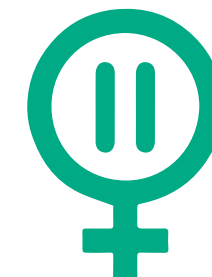
From day one, all our colleagues have immediate access to a confidential telephone counselling and legal information service that operates 24 hours a day, 365 days a year. All of our colleagues can also access up to six, in-person, counselling sessions per year, together with online help and support.



Book Club

This year we introduced the Bristan Group Book Club, a new initiative designed to foster a love of reading and encourage colleagues to take time out for personal enrichment. The book club aims to bring together like-minded colleagues to read, share insights, engage in thoughtful discussions, and rate each book. This initiative promotes a culture of continuous learning and connection, whilst supporting employee well-being by providing a space for relaxation and thoughtful engagement.

Committed to supporting DE&I within the business, we carefully select books that have a cultural significance. In October the Book Club read *The Louder I will Sing*, by Lee Lawrence, which tells a powerful story of race, rights and resilience. This allowed our colleagues to gain an understanding of Black history as Lawrence speaks of his journey and the challenges of racism within the UK.



Menopause

We launched our menopause policy in 2024 together with initiatives aimed at supporting our colleagues during this significant life stage. This includes offering tailored adjustments to help manage symptoms in the workplace. We have also established an employee support group to foster awareness and provide education and support on menopause-related topics.

We have provided our people managers with relevant training, ensuring everyone has access to the necessary information to support colleagues or navigate their own experiences. In addition, reading materials and resources are available to all colleagues. This initiative reflects our ongoing commitment to creating an inclusive and supportive work environment.



Charity Activities

As part of our commitment to giving back to the community, we have raised £6,480* to date for our chosen charity Mind, in support of their vital work in promoting mental well-being and providing critical resources for those in need. Through our money match initiative, we have donated £2,014 to various other causes, doubling the contributions made by our colleagues.

These efforts reflect our dedication to supporting a wide range of causes that make a positive impact in the communities where we operate.

*Includes money matched by Masco



Product donation

In cases where non-faulty products are returned but can not be resold due to damaged packaging, we choose to donate these items to local colleges and educational programmes. This supports the training of future professionals in the plumbing industry and provides students with valuable hands on product experience.

Most recently, we collaborated with Wigan College, donating a pallet of products to their Plumbing & Heating Training Department. By giving these products a second purpose, we not only reduce our waste but also show our commitment to supporting the next generation of skilled tradespeople.



Construction inclusion Coalition (CIC)

The Construction Inclusion Coalition (CIC) has been established to enhance the impact of individual equity, diversity and inclusion initiatives. Established by leading organisations across the construction industry, organisations work together to enhance the impact of their individual equity, diversity and inclusion initiatives, by fostering collaboration and establishing a network to share knowledge and resources across the industry, and co-creating solutions that will make a difference.

As a Strategic Partner, we play an active role in shaping and guiding the CIC. Collaborating with other like-minded organisations, we help foster cooperation, share knowledge, and share resources across the industry to drive meaningful solutions.



By committing to the CIC 'Built on Better' pledge, our promise is centred on:

- **Inspire** – Work together to inspire the next generation of leaders in the construction industry.
- **Listen** – Conduct internal surveys on equity, diversity and inclusion, and act on the main problems and barriers identified.
- **Share** – Develop and share resources from within and beyond the construction industry.
- **Support** – Support a health and collaborative workplace environment and maintain a whistle blowing procedure where colleagues feel comfortable speaking out.
- **Educate** – Educate ourselves, our colleagues, and the wider industry around aspects of equity, diversity and inclusion.
- **Measure** – Commit to benchmarking, tracking and sharing equity, diversity and inclusion data within organisations.
- **Elevate Women's network** – As part of our Coalition's commitment to advancing equality, diversity, and inclusion across all areas, we also recognised the importance of focusing on gender equality. To drive this forward, a dedicated network for women working in traditionally male-dominated fields was launched within our Coalition member organisations.

Chaired by a member of City Plumbing and Jen Cassidy (Bristan Group) this network represents a step forward in fostering collaboration and support for women across our industries. This initiative not only strengthens our focus on gender equity but also lays the groundwork for additional network groups in the future.

This partnership underpins our commitment to championing equity, diversity and inclusion in our industry.





Governance

Our commitment to ethics and integrity is the foundation of our business. We have a strong culture of compliance and an outstanding reputation for doing business the right way.

Our Masco Code of Ethics expresses our expectation that each employee will act ethically and foster our culture of integrity. All colleagues must comply with our Code of Ethics and company policies and follow the laws that apply where we do business.



Ethical Sourcing

We work with a number of suppliers and manufacturing partners, all of whom play a key role in our commitment to excellence in product quality, delivery, and price. Our culture of high ethical standards extends to our global supply base, which we expect to operate at a similar level.

Like at Masco group level, we work hard to ensure that our suppliers meet our expectations and adhere to the same strict standards we have for the respect of human rights, workplace safety and protection of the environment. By requiring our suppliers to comply with our Supplier Business Practices Policy (SBPP), we demonstrate our commitment to maintaining a culture of respect, integrity, honesty and accountability.

Aligned with SBPP our suppliers are selected based on the following standards:

- Compliance with all applicable laws and regulations.
- Protection against the use of workers younger than the minimum age required by law.
- Protection against the use of forced labour (including slavery and human trafficking).
- Protection for appropriate wages and benefits as required by law.
- Protection against excessive working hours that exceed local laws or business customs.
- Protection against physical and mental punishment of workers.
- Protection against unlawful discrimination against workers and encourage employment based on their ability.
- Respect of workers' rights to associate freely.
- Maintaining safe and clean workplaces including any residential facilities, in compliance with the law.
- Protection of our confidential and proprietary information.
- Providing us with all requested information regarding Conflict Minerals.

Anti-slavery and trafficking

We work with Masco Corporation which robustly audit our suppliers through ethical scrutiny criteria. We inspect our suppliers through our SQA team based in China and support this with a Modern Slavery Policy.

(www.thebristangroup.com/governance/modern-slavery-and-human-trafficking-statement)

Gender Pay Gap

We are proud to employ talented individuals who strive for excellence every day, regardless of their gender. We are confident, that due to our pay review process we have in place which includes an external benchmarking exercise, we do not have an equal pay issue. We report annually on our gender pay gap and take action to close any gaps that are identified.

Compliance and Accreditation

We have the following accreditations to show that we take our responsibilities seriously:

- Our test facility is UKAS accredited 'No: 7844.
- We are part of the WRAS Laboratory Recognition scheme.
- We are working toward the Route to Net Zero Standard certification
 - Our chrome products are plated to BS EN 248.
- Our TMV2 & TMV3 thermostatic products are certified by NSF or Kiwa.
 - Part of the Product Life Cycle Reporting Standard
 - Complies with BSEN 816.

Further accreditations:

Environmental Regulations:

- Waste Electrical and Electronic Equipment (WEEE) Directive.
- REACH Regulations (Registration, Evaluation, Authorisation and Restriction of Chemicals).
- Energy Savings Opportunity Scheme (ESOS).

Social Regulations:

- Equality Act 2010.
- Health and Safety at Work Act 1974.

Governance Regulations:

- Modern Slavery Act 2015.
- General Data Protection Regulation (GDPR).

ISO standards:

- ISO 14001:2015 (Environmental Management Systems).
- Bristan Group's environmental initiatives, such as sustainable packaging, waste management, and energy efficiency, align with the requirements of ISO 14001.
- ISO 9001:2015 (Quality Management Systems).
- Adherence to ISO 9001 standards for quality management, organization's commitment to consistently providing products and services that meet customer and regulatory requirements.
- ISO 45001 (Occupational Health and Safety Management Systems).
- Stating compliance or certification with ISO 45001 would bolster the occupational health and safety (OH&S) aspect of governance.
- Certification Status: ISO 9001,14001,45001 Accredited.
 - ISO Integration: Integrated systems demonstrate efficiency in management and compliance.
- ISO standards emphasise the Plan-Do-Check-Act (PDCA) cycle for continuous improvement applied across environmental, social, and governance activities.

Bristan Group part of Masco:

“As a global leader in the design, manufacture and distribution of branded home improvement and building products, we, at Masco, believe in and continuously strive to deliver better living possibilities – for our homes, our environment and our community. Motivated by the prospect of a better world, we strive to maintain high standards of excellence, accountability and leadership.”

Keith Allman
Masco President & CEO

www.masco.com/sustainability





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