



# IMPACT REPORT

2025

WELCOME

# WELCOME FROM THE CEO

One of the things I love most about Bristan is how much our people care – about our customers, our product, each other and our impact on the wider world. I am proud to present Bristan's latest Impact report, which reflects the progress we have made over the past year in having a positive effect on our planet, our people and our communities.

One of our most significant achievements has been the continued reduction of our Scope 1 emissions. By improving energy efficiency across our operations and making more sustainable choices, we have not only reduced our direct environmental footprint but also taken meaningful steps toward our wider climate commitments.

This progress demonstrates that business growth and environmental responsibility can go hand in hand.

I am also encouraged by the focus we have as a business on inclusivity and positive improvements we've made to our paternity leave policy and the introduction of a menopause awareness policy.

We remain committed to helping our people be the best they can be and creating space for them to learn, grow and thrive.

BRISTAN  
GROUP



Equally important is the positive impact we are making within our communities. This year, we were delighted to launch our partnership with Kids Village, a new charity selected by our colleagues providing respite breaks for children with life-limiting conditions and their families. This initiative reflects our belief that supporting great causes is not only the right thing to do but also central to who we are as a business – a company that values people and seeks to improve lives beyond the products we make.

As we look ahead, our focus is clear: to continue reducing our environmental impact, to build a more inclusive and responsible business and to continue to support our wider community.

Together with our colleagues, partners, and communities, we are determined to make a lasting difference – for today and for generations to come.

## ABOUT US

# WHO WE ARE

**Bristan Group has been in business since 1977 and you can find our products in over 6,000 reseller locations.**

Step into almost any street in Britain and you won't be far from a Bristan user. As the UK's leading supplier of taps and mixer showers, we're proud to sell 1 in every 6 in the UK.

At the heart of our business are two trusted brands – Bristan and Heritage Bathrooms. With our combined experience, we've long known how to design brassware and bathrooms that are built to last.

Now with around 270 colleagues, a 250,000 sq ft distribution centre and award-winning customer service, we continue to build on that trust. We support merchants, retailers and installers nationwide with products that are always available and all backed by the strength of our brands.



## KEY STATISTICS



OVER 700,000  
BATHROOM TAPS  
SOLD PER ANNUM



OVER 160,000  
SHOWERS SOLD  
PER ANNUM



OVER 335,000  
KITCHEN TAPS SOLD  
PER ANNUM



AVAILABLE IN OVER  
6,000 RESELLERS IN  
THE UK AND IRELAND



270 COLLEAGUES



REVENUE: £65.7M

## 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.

\*Based on market volume according to GfK data 2025



# HERITAGE<sup>®</sup>

## BATHROOMS

For 40 years, Heritage Bathrooms has been passionately creating beautifully crafted spaces that combine timeless elegance with exceptional quality, bringing style and function to the home.

Our bathroom collections blend classic British designs with modern performance - from furniture and sanitaryware to brassware and accessories - offering everything needed to create a bathroom that's as functional as it is beautiful.

With outstanding guarantees, dependable delivery and award-winning customer service, Heritage makes bathroom design simple.



## OUR MISSION

# FOR OUR PLANET, OUR PEOPLE AND OUR COMMUNITIES

Whilst we manufacture and design taps and showers our mission doesn't stop there: we seek to preserve our planet, empower our people and improve our communities. We are committed to reducing our environmental footprint and promoting a sustainable future. We invest in the development and wellbeing of our people and seek to create an inclusive culture. We improve our communities by doing the right thing and working alongside those charities where we know we can make an impact.



# SUPPORTING UN GLOBAL COMPACT

Our commitment to having a positive impact on our planet, our people and our communities means that we have aligned our ESG strategy with six United Nations Sustainable Development Goals. These are focused on the areas where we can make the greatest impact through our products, operations and partnerships.



## OUR PLANET

**13** CLIMATE  
ACTION



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



## OUR PEOPLE

**5** GENDER  
EQUALITY



**3** GOOD HEALTH  
AND WELL-BEING



## OUR COMMUNITIES

**17** PARTNERSHIPS  
FOR THE GOALS



**10** REDUCED  
INEQUALITIES



# WORKING TOGETHER FOR SUSTAINABILITY

Our Environmental, Social and Governance (ESG) strategy doesn't just live on paper – It's alive in our business strategy and model.

And because no one can do it alone, we work hand in hand with our US parent company, Masco Corporation. By sharing ideas we all continue to make progress.

Our Leadership Team members take personal ownership of important initiatives, while ESG remains a standing topic at our monthly Directors' meetings.

These conversations aren't just about accountability – they're about celebrating milestones, spotting opportunities, and agreeing on next steps. Every quarter, we take time out to review, reset and keep ourselves moving in the right direction.

By weaving ESG into our decision-making, we make sure our Sustainability and People initiatives are not just bolt-ons, they're a key part of how we grow, support our partners and care for our customers.



## GOVERNANCE AND ETHICS

# LIVING OUR VALUES WITH INTEGRITY

At Bristan Group, being open, honest and transparent isn't something we aspire to – it's a part of who we are.

Our Bristan HEART Values guide how we act as a business and individuals – Honest and Transparent, Empowered, Accountable, Results Driven, Trusted and Respectful.

Our Code of Ethics sets out our commitment to ethics and integrity as the foundation of how we do business. We have a strong culture of compliance and a reputation for doing business the right way. Our Code of Ethics expresses our expectation that each employee will act ethically and foster our culture of integrity.

To support this, our colleagues complete periodic training on ethics, competition law, anti-bribery and anti-corruption – giving us all the knowledge and confidence to do the right thing. And if something doesn't feel right, our confidential ethics helpline is just a call away. We share any updates at monthly Team briefings and quarterly Town Halls, so everyone knows where we're heading.

We also welcome regular checks on how we're doing. Internal audits keep us sharp, while an annual external audit by RSM (our external auditors) provides an independent seal of approval.



# ETHICAL SOURCING

Why we aim to protect every link in our chain.

Our approach to ethical sourcing is rooted in transparency, accountability and respect for human rights throughout our supply chain.

We recognise the risks of forced labour, child labour and exploitative working conditions, particularly in global supply chains. To tackle those challenges, we've set out clear expectations through our Supplier Business Practices Policy. Aligned with international standards like the UN Guiding Principles on Business and Human Rights, it ensures raw materials and products are sourced responsibly, with fair pay, safe workplaces and freedom of association guaranteed.

We are committed to the UK Modern Slavery Act 2015. Each year, we publish a statement that details the steps we take to identify, assess and reduce the risk of modern slavery

within our supply chain. To support this, we closely monitor supplier compliance using audits, risk assessments and grievance mechanisms. Should non-compliance be identified, we work with suppliers to improve their practices. If serious breaches of trust continue, we reserve the right to terminate the relationship.

We also monitor developments under the UK Companies Act 2006 (Strategic Report and Directors' Report) Regulations, as well as the UK Bribery Act 2010. We naturally recognise the interconnectedness of ethical sourcing, governance and anti-corruption.

By embedding human rights into our procurement, we believe we're not only reducing risks, we're helping to create long-term sustainable value for stakeholders, while playing our part in ridding the world from the scourge of modern slavery.



## OUR PLANET

# COMMITTED TO NET ZERO

Protecting our planet is an important part of our sustainability strategy.

To help play our part in looking after our planet, we've set ourselves an aspirational target: to achieve net zero greenhouse gas emissions by 2040. That's ten years ahead of the 2050 deadline agreed in the Paris Agreement.

From cutting carbon in our operations and supply chains to designing products with sustainability in mind, we're investing in low-carbon technologies and driving a shift to renewable energy across our value chain.

Like everything else, we know this isn't something we can achieve alone. That's why we're working with our colleagues, partners and suppliers to help protect our planet for future generations.



## JUST SOME OF THE STEPS WE'VE TAKEN:

### Scope 1 and 2 Greenhouse Gas Emissions

In 2021, we set ourselves a goal – to cut our Scope 1 and 2 emissions by 50% by the year 2030 (compared to 2020 levels). Since then, we've worked tirelessly to reduce our emissions by 384 tCO<sub>2</sub>e. That's already 96% of our target emissions. However, we're not sitting back and resting on our laurels – we're working hard to achieve that last 4%.



#### SOLAR POWER IN ACTION

We've installed a bank of 1,666 solar panels at our site, generating around 600k kWh of clean electricity every year. Which is 65% of what we need to power our offices and distribution facilities annually.



#### WE'RE 96% COMPLETE

Progress against medium-term target to reduce Scope 1/2 greenhouse gas emissions vs 2020.



#### SMARTER WAREHOUSE HEATING

We've upgraded our existing AHU gas burner and heat exchanger to a more efficient system with improved controls. This saves around 40 kWh of energy a year - reducing our gas consumption by up to 10%.

## OUR PLANET



Our residual waste is processed into electricity at the Högbytorp power station in Sweden which provides electricity to approximately 800,000 homes.

# EVEN OUR WASTE DOESN'T GO TO WASTE

Every year, we produce around 295 tonnes of waste. But here's the important part – we don't send it to a landfill.

Thanks to the help of our specialist waste management partner, any general waste is mechanically sorted to remove recyclable materials, while anything left is simply turned into electricity through thermal recovery.

In short, we recycle, repurpose and reuse everything we can. That way, even our waste is working towards a better, cleaner future.



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



All redundant tech is securely recycled or refurbished for use in schools and further education.



137 tonnes of warehouse waste cardboard are recycled every year.



Broken pallets and wood waste are recycled as new pallets, used in animal bedding or converted to pellets for heating.

## OUR PLANET

# TAPPING INTO WATER EFFICIENCY

As climate change develops and energy costs rise, we need to think more carefully about water and energy use. To help take control, we offer a wide range of energy and water-efficiency solutions, including:



**PRE-FITTED FLOW LIMITERS**  
LIMITS WATER FLOW TO AS LITTLE AS 3.5 LITRES OF WATER A MINUTE, HELPING TO REDUCE WATER CONSUMPTION.



**ECO START TAPS**  
TAPS THAT ONLY FIRE A BOILER FOR HOT WATER WHEN REQUIRED, INSTEAD OF EVERY TIME THE TAP IS USED.



**SELF-CLOSING TAPS**  
DESIGNED TO MEET BREEAM STANDARDS AND REDUCE WATER WASTE BY SWITCHING OFF WATER AFTER A SET TIME.



## ENERGY EFFICIENT PRODUCTS

13% OF ALL PRODUCT SALES MADE IN 2024 WERE ENERGY EFFICIENT PRODUCTS.\*



## OUR WATER CYCLE

OUR UKAS-ACCREDITED LAB, BASED IN TAMWORTH, ALREADY RECYCLES

**90%**

OF THE WATER WE USE TO CARRY OUT PRODUCT ENDURANCE TESTING.

\*Energy efficient products are products specifically designed to reduce water and/or energy consumption.



## OUR PEOPLE

# EVERYTHING'S BETTER WHEN YOU WORK TOGETHER

We believe in doing the right thing – and for us, that starts with having a positive impact on our people.

Real change happens when you listen, engage and act. That's why our goal is to attract and keep the very best talent and build a highly engaged workforce. To do this, it's essential we make meaningful improvements to our policies and processes by working hand in hand with our employees. Because when people feel supported, valued and inspired, they don't just thrive, they help the whole business perform at its best.



# A HEALTHY BUSINESS STARTS WITH HEALTHY PEOPLE

For us, wellbeing isn't a policy – it's a promise.

We want our people to thrive, so we're continually building an environment where safety, balance and support come first.

That means working with real flexibility, having managers equipped to support wellbeing, and opportunities for everyone to grow. To help balance work/life pressures, some of our roles are now

hybrid, enabling people to work 3 days a week from home. There's even the opportunity to work more flexibly on top of that. What's more, beginning in 2025, we're offering funded financial advice to our workforce as well as providing an extra 30 therapy sessions over and above our normal EAP scheme.

Why? Because if you really want to look after your business, care for the people who help you run it.



12 MENTAL  
HEALTH FIRST  
AIDERS

2025  
WELLBEING  
ENGAGEMENT  
WAS 90%  
(UP 4% YOY)



## OUR PEOPLE

# EMPLOYEE EXPERIENCE

### Why just work, when you can belong?

Everyone should feel comfortable where they work, and. our policies and processes are designed to be robust, fair and equitable. Our employees' experience at work isn't all about systems, it's about cultivating a culture of belonging. That's why we bring it to life through employee engagement events that celebrate different backgrounds, perspectives and viewpoints.

We also make sure every voice has a place to be heard – through engagement surveys, Town Halls, 'you asked, we answered' forums, and our employee taskforce.

This year, we've even taken our commitment further. We've changed our interview process to give candidates their questions in advance – giving neurodivergent talent a chance to shine. Plus, we've strengthened our role as a key partner in the Construction Inclusion Coalition, supporting the Elevate women's network and mentorship programme.

'Belonging' shouldn't be something you find by chance. It's something we should all create together.



42% OF OUR EMPLOYEES PARTICIPATED IN OUR EMPLOYEE ENGAGEMENT EVENTS

IN 2025 83% OF EMPLOYEES FEEL THEIR DIVERSE PERSPECTIVES ARE VALUED

Bristan has been a Strategic Partner of the Construction Inclusion Coalition (CIC) since 2024.

The CIC is a group of leading organisations across the construction industry, united by the vision of an industry that reflects the communities it builds for. Organisations work together to enhance the impact of their individual talent 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. Our CEO Jen Cassidy sits on the board and is co-chair of the Elevate women's network and our Procurement Director Niki Harvey is a member of the steering group. Bristan Group plays an active part in webinars, discussion panels and the annual conference.

# FAIR REWARD

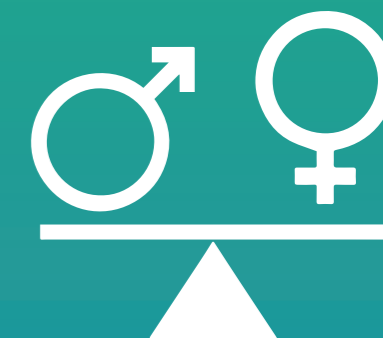
When you care, you make it fair.

At Bristan Group, fairness isn't optional, it's woven into everything we do.

Operating in a traditionally male-dominated industry, we know meaningful change doesn't happen by chance. It takes transparency, commitment and the courage to challenge the status quo.

Pay gaps often point to wider gaps – in representation, opportunity and visibility. That's why we're focused on creating more pathways for women into technical and leadership roles, building inclusive recruitment and promotion practices, and supporting flexible career development that works for everyone.

Our goal is simple. We want to create an environment where every colleague, no matter what their background, can grow, thrive and be seen.



OUR MEDIAN GENDER PAY GAP THIS YEAR HAS REDUCED FROM 24.3% TO 17.3% FOLLOWING OUR DRIVE TO BRING MORE DIVERSITY INTO OUR BUSINESS.

WE AIM TO MONITOR ETHNICITY PAY GAP BY THE END OF 2026.

## OUR PEOPLE

# BUSINESS ISN'T JUST ABOUT GROWING PROFITS

We're absolutely committed to helping our people to be the best they can be – whether they want to be brilliant in their role, or be supported in their ambitions into a bigger role.

We provide a variety of opportunities through training courses and programmes, to managing projects or getting involved in groups such as our employee taskforce. Together, we create a space for people to learn, grow and thrive.

Just some of the things our colleagues have had access to over the past 12 months:

- Leadership Development Programme
- People Manager Essentials
- Shadow Leadership Team, developing our top talent
- Sales Training
- Qualifications such as CIPS, ACCA/CIMA or CIPD
- Apprenticeships in IT, HR, Data Analysis and Engineering

12 EMPLOYEES CURRENTLY  
BEING SUPPORTED  
THROUGH PROFESSIONAL  
QUALIFICATIONS.



85% OF EMPLOYEES  
BELIEVE THEY ARE  
PROVIDED OPPORTUNITIES  
TO HELP THEM GROW  
AND DEVELOP.

2 EMPLOYEES RECENTLY  
QUALIFIED THROUGH  
APPRENTICESHIPS, WITH  
3 MORE UNDERWAY.



## OUR COMMUNITIES

# AT THE HEART OF OUR COMMUNITIES

Our colleagues aren't just a part of our business – we're a part of their lives. That's why we give everyone a chance to boost their communities through charity and volunteering.

### Charity

Every two years, we select a new charity that supports our local communities. In 2025, we all got the chance to vote for who we wanted to support. By voting together, everyone has a real interest in the charity we choose and the events we hold – like bake sales and our summer social events. We're also proud to support our colleagues' fundraising by matching the first £250 they raise with an additional donation. Our new chosen charity for 2025 and 2026 is Kids Village!



## GET INVOLVED



### KIDS VILLAGE

The UK's first holiday village for sick children and their families, located in Staffordshire. Kids Village offers a place for imagination, connection with nature and relief from those everyday challenges.



### MIND

In 2024, we raised funds to support MIND, a mental health charity. MIND provides advice and support to anyone experiencing a mental health problem. It campaigns to improve services, raise awareness and promote the understanding of mental health issues.



### VOLUNTEERING

All colleagues are encouraged to dedicate a paid workday to volunteer for a local cause of their choice. This makes a real difference to communities. In addition, our colleagues can apply for funding from our Community Chest, which provides financial help to local good causes.



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