



**Ibstock**  
At the heart of building

# Progress Built In

Sustainability Report 2025



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#### Front cover

**Product:** Bespoke Precast Anderton Concrete Rail Trough  
**Project:** HS2

## Welcome from our CEO



**Joe Hudson**  
Chief Executive Officer

## Considering the volatile market backdrop in 2025, we continued to make tangible progress against our sustainability commitments.

Our updated materiality assessment enabled us to pause, refocus and sharpen attention on the areas that matter most for long-term value creation. These areas include:

- > Carbon reduction, which we continue to integrate into our operations while pursuing alternative fuels to decarbonise our energy intensive manufacturing processes
- > Product innovation, which will enable us to continuously improve our existing high-performing product range to be even more sustainable, as well as innovating and diversifying on fast-growing segments
- > Skills shortage, which we continue to address through our own early careers programmes and colleague career development, as well as supporting the shortage of key trade skills in our value chain and across the construction sector

Overall, I would say 2025 represents a year of momentum for us - one where we sharpened our priorities, strengthened the integration of sustainability into business strategy, and laid the groundwork for more focused delivery in the years ahead.

We remain committed to achieving our sustainability ambitions recognising this is not without challenge. We therefore continue to take a balanced, long-term approach that ensures our business remains well governed and financially resilient, while carefully considering the impact of our activities on the environment and wider society.

Marking our 200-year milestone in 2025 was a powerful reminder that resilient businesses do not stand still - they evolve with purpose. As we look to the future, our commitment is to steward Ibstock through the next era of building, investing in the capabilities, technologies and partnerships that strengthen our long-term competitiveness and support the transition to a lower-carbon economy.

The actions we take today will create lasting value and ensure Ibstock remains a responsible, trusted part of the communities we serve for many decades to come.



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## Our approach to sustainability

# Building strength through sustainability

We are mindful that the construction industry is responsible for c.11% of global carbon emissions. As a construction products manufacturer, we have a vital role to play in addressing our impacts through the decarbonisation of our processes and products.

The impacts of climate change present both financial material risks as well as many opportunities for Ibstock in the short and longer term. We are developing plans to mitigate and adapt to these impacts and opportunities.

Our sustainability ambitions are integrated into the business strategy. As the sustainability landscape evolves, we will continuously review our priorities to ensure our resources are targeting the areas that matter most. This was the approach we took in 2025, using our materiality assessment, enabling us to be more focused as the market downturn continued.

This report outlines the beginning of our journey towards disclosure of sustainability-related financial information aligned to the climate-first provisions of the UK Sustainability Reporting Standards (UK SRS) Standard 2. We intend to progressively align with UK SRS Standard 1 in the coming years.

### Our Purpose

is to build a better world by being at the heart of building

### Our Strategic Pillars



Sustain



Innovate



Grow

### Our differentiators are our “North Star”

The North Star is key to both our continuing progress as we build momentum and to the creation of a longer-term roadmap, ensuring that we continue to differentiate our business with clarity and ambition as we support positive change in UK housing and construction.

Safe, reliable production



Obsessive customer experience



Sector innovation



Sector leading sustainability and social impact



People and culture



### Integrated ESG Targets

Addressing Climate Change



Read more on pages 5 to 14

Manufacturing Materials for Life



Read more on pages 15 to 19

Improving Lives



Read more on pages 20 to 24

### Underpinned by our values:

Care, Teamwork, Trust, and Courage

## Our materiality assessment

# Key priorities built in

### Our approach to materiality

We believe that balancing internal and external viewpoints plays an important role in defining and managing sustainability issues that are significant to our business and our stakeholders. To ensure our focus remains on the most important topics we conducted a single materiality assessment in 2025 with financial materiality considered alongside stakeholder expectations.

The purpose of the materiality assessment was to:

- › prioritise our efforts, resources and targets for our sustainability work;
- › involve our stakeholders to understand their concerns and priorities; and
- › identify any new or enhanced risks (financial, reputation) or opportunities (value creation).

This process engaged stakeholders through a series of interviews, desk reviews and research on publicly available data points, alongside a review of legislative and reporting requirements both current and those likely to impact us in the next three years, to understand priority topics and concerns. Several material issues from our ESG 2030 Strategy are no longer specifically represented. These have been encompassed in other topics through the assessment; for example dematerialisation is no longer a stand-alone issue and sits within both product innovation and circular economy.

### Our stakeholders

The sustainability focus for our stakeholders does vary although almost all highlight a common set of issues as significant to them (as shown in the materiality matrix). Health and safety, carbon and product innovation remain amongst almost every stakeholders' highly significant priorities. Our stakeholders include:

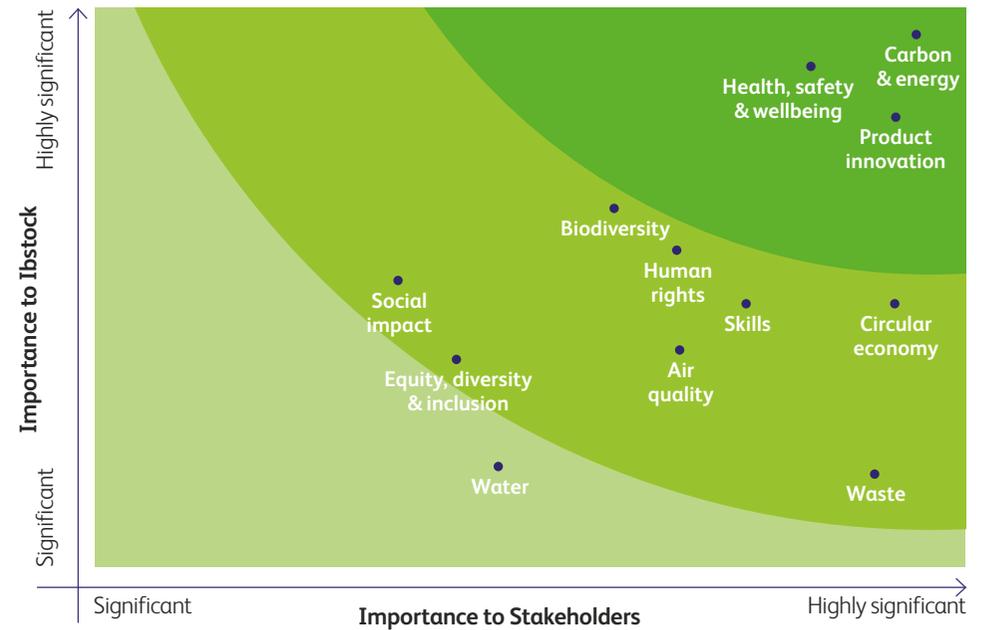
- › Customers
- › Employees
- › Investors
- › Communities
- › Government and regulators
- › Suppliers and partners

### Outputs from materiality assessment

The outputs align closely with our existing strategy confirming our strategic priorities remain on course to tackle the most important areas to Ibstock and our stakeholders. Health, safety and wellbeing continue to be a critical business issues and is consistent with our business risks and priorities, which are embedded into our governance and processes.

Carbon and energy use are considered the most significant and financially material sustainability issue for the business and for our stakeholders. This is reflected by Ibstock's principal climate change risk and our Task Force on Climate-related Financial Disclosure (TCFD) scenario analysis.

### Our materiality matrix



Product innovation, identified through the materiality process as highly significant and through TCFD as a key risk and opportunity, focuses on innovating and developing new products and solutions to meet evolving customer needs, while also continuously improving our existing high-performing product range. Product safety has been incorporated into this topic as a specific priority, with the golden thread of information and accountability required by the Building Safety Act a significant focus for the entire construction sector.

Skills, which encompasses talent retention and attraction, employee reward and the importance of sector-specific skills such as bricklaying, are critical to our business success. Skills ranked higher than in previous reviews – reflecting the growing skills challenges facing the UK construction sector.

Human rights also moved up in significance through the assessment with a stronger focus from customers on understanding supply chain risk and resilience. Air quality emerged as an issue through the process with the implementation of tighter UK regulations expected in the coming years. Water and waste remain significant but rank below other issues as their financial impact is comparatively lower.

In light of these findings we will be prioritising our resources and focus in 2026 on three key sustainability issues, supported by our existing targets for 2030:

- › Carbon reduction and energy use
- › Product development
- › Skills



Delivering against our ESG strategy

# Targets and performance built in

Business Strategy



Sustain

ESG Strategy



Addressing Climate Change

Progress against our 2030 ambitions

Carbon reduction (Scope 1 and 2)

% absolute carbon reduction tonnes CO<sub>2</sub> (relative to 2019 baseline)

**41%<sup>1</sup>**

2024: 49%

Targets: 40% by 2030  
Net zero operations by 2040

Water

% reduction in mains water (relative to our 2019 baseline)

**18%**

2024: 33%

Target: New target to be established in 2026

Highlights for 2025

**CDP - B**

rating retained in the Carbon Disclosure Project (CDP) for Climate

**H<sub>2</sub>**

shortlisted for Government's Hydrogen Allocation Round 2 for our Atlas factory

Business Strategy



Innovate

ESG Strategy



Manufacturing Materials for life

Progress against our 2030 ambitions

Product innovation

% sales turnover from new and sustainable products and solutions

**25%**

2024: 22%

Target: 20% by 2030

Waste

% general waste to landfill

**2.1%**

2024: 4.6%

Target: Zero waste to landfill by 2025

Highlights for 2025

**1st**

UK purpose built volume slips factory commissioning commenced at Nostell

**>80%**

supplier spend signed up to the new Ibstock Supplier Commitments

Business Strategy



Grow

ESG Strategy



Improving Lives

Progress against our 2030 ambitions

Female leadership

% of female representation in senior leadership roles

**32%**

2024: 34%

Target: 40% by 2027

Earn and Learn

% of colleagues in formal learning positions

**7.2%**

2024: 7.4%

Target: 10% by 2030

Highlights for 2025

**Gold**

member accreditation retained for our commitment to Earn and Learn

**>440,000**

bricks donated to schools and colleges to promote skills in the sector

<sup>1</sup> Of the 41% reduction, 25% is permanent carbon reduction on 2019 baseline, 16% is temporary production volume decrease which we forecast to reverse by 2030.



## Governing sustainably

# Responsible business built in

Ibstock remains committed to driving long-term sustainable performance, including the application of high standards of corporate governance, for the benefit of all its stakeholders.

### Our sustainability governance framework



The Board has ultimate oversight of the long-term strategy, including oversight of climate change related risks and opportunities and consideration of climate related issues as part of: setting performance objectives; planning Group strategy; approving annual budgets and capital expenditure.

The Sustainability Committee meets four times a year and oversees, challenges and monitors the sustainability strategy implementation, reviews climate risks and opportunity and reviews performance against KPIs and targets including carbon. The Committee is chaired by a Non-Executive Director and the Group Company Secretary, who leads sustainability at Executive level, provides updates at the Committee meetings.

The Executive Committee has responsibility for designing, implementing and executing the Ibstock ESG 2030 Strategy. The Executive Committee receives regular updates on climate and sustainability matters from the sustainability team including carbon performance, carbon modelling and climate change related issues tracked by a quarterly Horizon Scan report. This includes readiness for upcoming UK SRS regulatory requirements and how Ibstock is planning to adapt its disclosures and align with the standards as they roll out.

Sustainability is increasingly integrated into operational teams with annual objectives and targets that contribute to the delivery of sustainability KPIs.

Operational teams and forums contribute specific expertise to make progress against certain areas of the strategy including the Biodiversity Working Group and Energy Champions Network. The sustainability team promotes and supports integration and monitoring of progress against targets.

Greater detail on our governance of climate change can be found in our Task Force on Climate-related Financial Disclosures (TCFD) in our Annual Report 2025.

### Enablers

Supporting our governance process are our enablers providing a robust approach to operating our business responsibly and transparently:

- > Policies (see page 19)
- > Continuous improvement standards - externally and internally audited Management Systems (certified for Energy, Quality, Environmental and Responsible Sourcing)
- > Value chain engagement - with customers, suppliers, Government and industry partners and associations.

### Associations and memberships

Representation and collaboration at industry level is crucial to move our sector forward. Ibstock is engaged and active with key industry partners on issues including climate change, decarbonisation, product data, health and safety, biodiversity and skills as well as responses to changing Government legislation on sustainability issues. Associations and memberships include:

- > Ceramics UK
- > Brick Development Association
- > British Precast Concrete Federation
- > Build UK
- > Mineral Products Association
- > Construction Products Association
- > Home Builders Federation
- > Institute of Materials, Minerals and Mining
- > Railway Industry Association
- > UK Green Building Council
- > Supply Chain Sustainability School
- > Future Homes Hub

### Group Management Systems



ISO 9001  
Quality Management



ISO 50001  
Energy Management



ISO 14001  
Environmental Management

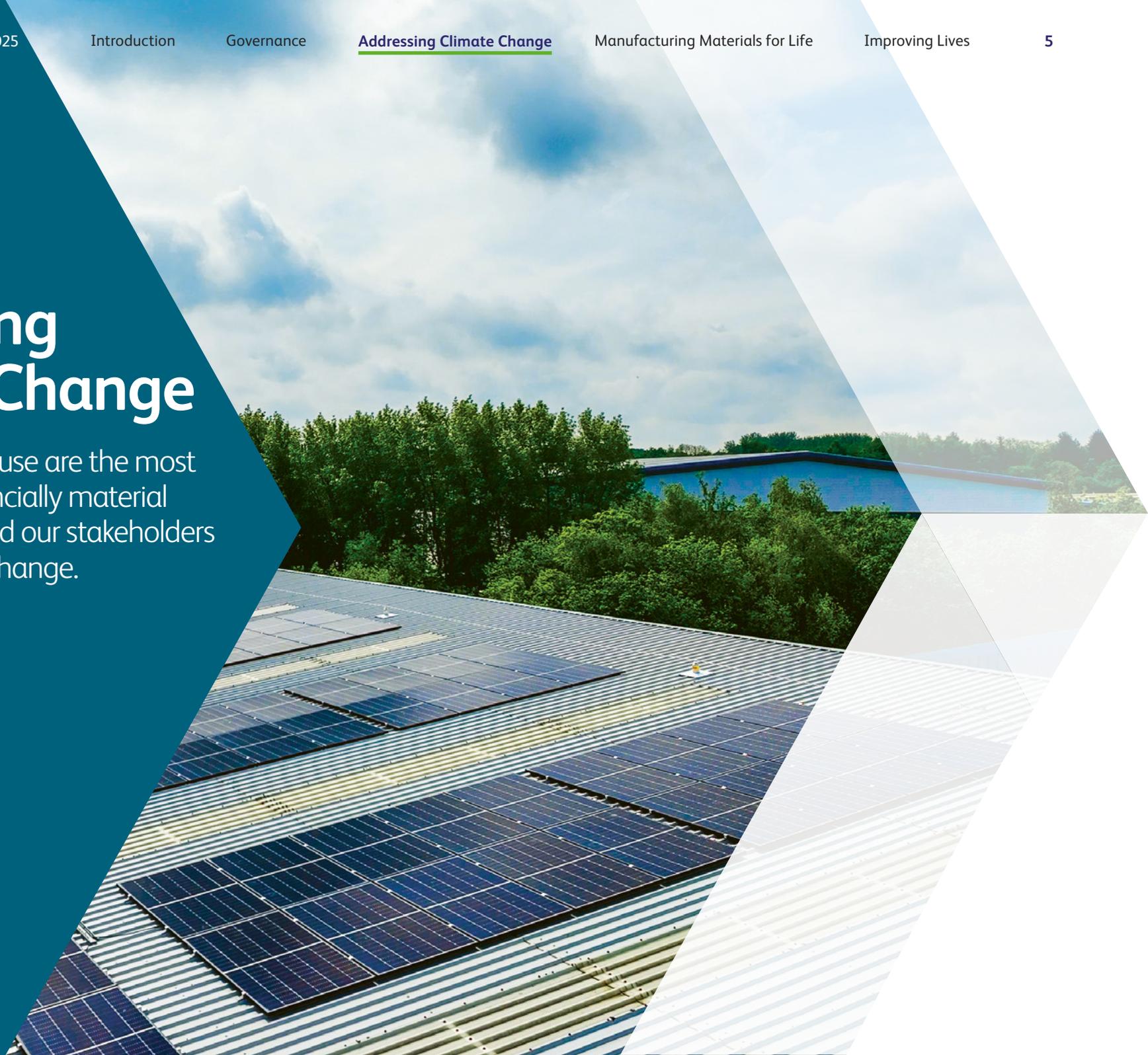


BES 6001  
Responsible Sourcing  
of Construction Product



# Addressing Climate Change

Carbon and energy use are the most significant and financially material issues for Ibstock and our stakeholders to address climate change.





# Addressing Climate Change: Performance and priorities

In this section:

## Performance and priorities

Read more on page 6

## Risks and opportunities

Read more on pages 7 to 8

## Our transition planning

Read more on pages 9 to 10

## Decarbonising our operations

Read more on page 11

## Resilience and climate related metrics and targets

Read more on page 12 to 13

## Water, biodiversity and air quality

Read more on page 14

### Highlights

- › Over halfway to our 2030 carbon reduction goal
- › Shortlisted for the Government's Hydrogen Allocation Round 2 (HAR2) for on-site green hydrogen production at our Atlas Pathfinder factory in the West Midlands
- › Production of our lowest carbon bricks at Atlas
- › Recognised at the Midlands Sustainability Excellence Awards – winning both investment and overall winner for our work on Atlas
- › Carbon Disclosure Project (CDP) B for Climate



### 2025 performance

With another year of challenging market conditions our lower production levels are reflected in our absolute carbon performance with a 41% reduction in Scope 1 and 2 carbon against our 2019 baseline. Of the 41% reduction, 25% is permanent carbon reduction from the 2019 baseline and 16% is a temporary production volume decrease which we forecast to reverse by 2030. Permanent reduction is a result of renewable electricity, estate renewal and estate investments taking us over halfway to our 2030 target for 40% reduction in Scope 1 and 2 carbon emissions relative to a 2019 baseline.

We managed resource to progress our carbon reduction plans and improve data quality and controls. We promoted alternative fuels for the ceramics sector with key stakeholders (industry and Government) and continued engaging with suppliers on understanding their carbon reduction progress.

We completed our biodiversity baseline assessments across our estate enabling us to prioritise biodiversity action plans for key sites.

# 41%<sup>1</sup>

absolute Scope 1 and 2 carbon reduction against 2019 baseline

# 18%

reduction in mains water use against 2019 baseline

<sup>1</sup> Of the 41% reduction, 25% is permanent carbon reduction on 2019 baseline and 16% is a temporary production volume decrease which we forecast to reverse by 2030.

### 2026 priorities

- › Progressing on-site Green Hydrogen project at our Atlas Pathfinder factory in Walsall, West Midlands
- › Integrating carbon reduction into site action plans
- › Integration of sustainability into Ibstock Safe Reliable Production System
- › Biodiversity action plans for further key sites





# Addressing Climate Change: Risks and opportunities

## How we are addressing climate change

Integration of climate related risks and opportunities into our strategic and financial processes is built around our KPIs for carbon reduction and product development (core ambitions from our ESG 2030 Strategy) alongside our financial and operational management processes.

### Transition risks

The potential impacts of transition risks, including changing regulation, the cost of carbon and technology shifts, are embedded in our strategic forecasting and planning, our carbon transition modelling, our carbon reduction targets and our new product development processes. Key stakeholder engagement is an important lever for Ibstock in reducing transition risk.

In 2025, we engaged with Government and industry sector bodies to raise the profile of the uncertainties and dependencies for decarbonisation in our sector and continued to develop our product offering to customers using life cycle analysis as a key tool in understanding product environmental impact.

[Read more on page 8](#)



## Engaging Government

In 2025, Ibstock supported the Green Gas Taskforce's goal to end the exclusion of biomethane from the UK Emissions Trading Scheme, through a joint industry and Government roundtable and as a signatory to a letter to the Chancellor, with the aim of removing barriers for biomethane as a lower-carbon alternative to fossil fuel derived natural gas.

## Physical risks

Climate related physical risks are fed into the strategic estates planning, the indicators of impairment reviews and the assessment of useful economic lives of assets.

In 2025, operations were impacted by localised flooding events that stopped production for less than a week combined. Emergency response plans are in place to reduce the risk and impact of extreme weather events and alert the business to using our communications channels and our tiered meetings structure. Our Environmental Management System (EMS) and team of Safety, Health and Environment co-ordinators proactively mitigate against these events.

**Opportunities** are focused on changes in customer and market behaviour; these are integrated into our product innovation processes and targets.

We again exceeded our product innovation target of 20% of revenue from new and sustainable products in 2025 and our work on diversifying into new building solutions will support our response to the market opportunities as they continue to emerge.

[Read more on pages 15-19](#)



## Physical risk in our value chain

The impact of physical climate risk was seen in our value chain with our data centre providers experiencing overheating in the summer months, impacting services for a number of days. Additional cooling capacity was required to adapt to the conditions. Steps have been taken to mitigate the future risk of overheating.



## Addressing Climate Change: Risks and opportunities continued

### Climate related risks and opportunities

To understand the financial impact of climate change on Ibstock's operations and business planning we have disclosed our climate risks and opportunities in line with TCFD requirements in each of our last three Ibstock Plc Annual Reports.

#### Scenario analysis

We modelled two climate scenarios over the short (2030), medium (2040) and long term (2050).

- **Below 2°C** – policies and progress limit global warming although impacts still increase over time.
- **Exceeds 4°C** – insufficient policies and progress result in higher emission and more extreme impacts requiring significant adaptation.

### Risks

#### Transitional risks

**Cost of carbon** – Increased prices of carbon credits and/or reductions or removal in the number of 'free' allowances increasing the cost of carbon to the business.

**Technology implementation** – availability of and ability to, transfer to new energy technologies requiring investment, skills and experience.

**Alternative products** – customers switching to new building technologies and approaches redefining the type and nature of materials purchased.

**Regulatory change** – new or changing legislation and regulation that will directly or indirectly impact our business.

#### Physical risks

**Extreme variability in weather patterns** – storms, cyclones, and floods and changes in precipitation patterns disrupting operations, material extraction and supply chains.

#### IMPROVEMENTS IN DATA PROCESSING



### Improving data quality and controls

Recognising the need to mature our non-financial data and controls we improved transparency, traceability and reliability of data from meter readings across our estate by introducing new software enabling site managers to enter data and photographic evidence of gas and electricity meter readings directly from their phone.

### Opportunities

**Sustainable products** – growing market demand for building products that demonstrate measurable sustainability attributes.

**Changing customer preference** – changes in the building approaches or preferences of customers leading to new markets for building products and solutions.

#### Financial impacts

Transitional risks can be quantified with the cost of carbon and technology implementation risks equivalent to up to 15% EBITDA in the medium to long term. Physical risks are estimated to have minimal financial impacts even in the longer term. Financial impacts of value chain risk and the opportunities require further development modelling.

Our use of an internal carbon price has been limited to strategic planning, estate planning, capital projects and new product development.

#### Metrics and targets

The metrics and targets in place for our carbon transition are described in the follow sections of this report.

#### PRODUCT QUALITY CONTROL





# Addressing Climate Change: Our transition planning

## Carbon transition priorities for Scope 1 and 2

Achieving 100% reduction

2019 baseline

2040



### Operational efficiency

- > Production efficiencies
- > Capital investment
- > Estate renewal

### Renewable energy

- > Renewable energy supply
- > On-site renewable installations

### Diesel elimination

- > Electrification
- > Quarry pumps
- > Fork lift fleet
- > Car fleet
- > Switch to HVO

### Alternatives to natural gas

- > On-site hydrogen production
- > On-site synthetic gas production
- > Hydrogen pipeline supply
- > Biogas

### Product adaption (process emissions)

- > Alternative raw materials
- > Recycled content
- > Product design
- > Product diversification

### Carbon capture (process emissions)

- > On-site emissions stream capture
- > Direct air capture

### Removals through offsetting (unavoidable emissions)

- > Offsetting investments prioritising carbon removals

## Our carbon transition We are continuing to deliver carbon reduction against our 2030 target.

Through the evolution of our Carbon Transition Plan, in line with the recommendations published by the Transition Plan Task Force, we are reviewing the guiding principles in the ongoing development of our plan, which sets out our journey towards being a net zero business.

### Action to date

25% permanent decarbonisation in 2025 (Scope 1 and 2 from a 2019 baseline) has been achieved through projects including:

- > 94% electricity purchasing backed by Renewable Energy Guarantees of Origin (REGO) since 2021
- > Energy Management System (ISO 50001) certification across the manufacturing estate with energy targets and site action plans
- > 27% of mobile plant hybrid or electric
- > Over £325 million investment in the last eight years for a lower-cost, more efficient and lower-carbon estate, including:
  - > New lower-carbon Atlas brick factory in final commissioning and shortlisted for on-site hydrogen by the Government

- > New ceramics façade factory in Nostell began commissioning phase
- > New dryers at our Aldridge site reducing gas by recycling heat from the kiln
- > Kiln upgrades improving thermal efficiency at Parkhouse reducing gas consumption
- > Trials for firing bricks with syngas and hydrogen
- > Product adaptation reducing embodied carbon through lower gas consumption, lower process emissions and lighter product transportation
- > Engagement with key supply chain partners in high-carbon hotspots such as cement and raw material replacements
- > Life cycle analysis incorporated into product design to drive lower embodied carbon products

### Next steps (to 2030)

- > Continued focus on operational efficiency improvements by delivering site energy and carbon action plans
- > Phasing out of diesel across the manufacturing estate (including mobile plant where possible)
- > Securing funding with Government for on-site hydrogen utilisation at Atlas and analysis for further site applications
- > Continued investment in material science research for product development
- > Increasing recycled content in products
- > Enhancing our Scope 3 emissions data by shifting from a spend based to a more accurate activity based methodology
- > Broadening the scope of our supply chain engagement beyond high-impact materials and preferentially partnering with companies decarbonising their operations



# Addressing Climate Change: Our transition planning continued

## Future steps and scale-up

- › Continued improvements to energy and operational efficiency with full sub-metering and automation
- › Increased usage of on-site renewable energy and/or direct purchase
- › Roll-out of hydrogen and/or biomethane across the clay brick estate (on-site and/or pipeline)
- › Continued product innovation to utilise lower-carbon methods and materials to reduce embodied carbon linked to our KPI for new and sustainable products
- › Continued supplier engagement for Scope 3 reduction
- › Carbon capture research for unavoidable emissions

## Challenges, uncertainties and dependencies

- › Industrial hydrogen supply and associated pipeline is not guaranteed
- › Future of regulation on embodied carbon of buildings is uncertain
- › Limited availability of larger scale electric machinery, in particular for quarry vehicles
- › Grid connectivity for electrification, where applicable to our processes, can be limiting
- › Technology readiness levels for lower-carbon manufacturing are not yet proven at scale including for green fuels and carbon capture
- › Some suppliers do not yet have carbon reduction targets and carbon data availability and accuracy are poor in certain categories

## 2030 target

# 40%

carbon reduction Scope 1 and 2

## 2040 target

# Net Zero

carbon operations Scope 1 and 2

## 2050 target

# Net Zero

Scope 1, 2 and 3

## Engagement with industry and Government

We are active participants of the Future Homes Hub, at technical and CEO level, helping us to work with industry to understand and shape the future for new homes. We are involved in national and regional alternative gas industry events and forums to raise the profile of the demand for green hydrogen and biomethane to support our high energy intensive processes where electrification is not currently applicable.

We again welcomed ministers, MPs and civil servants to a number our sites throughout 2025 to raise the profile of the opportunities and challenges facing decarbonisation in the construction products sector. This includes supporting the Ceramics UK campaign highlighting the risk of off-shoring both our carbon emissions and UK ceramics manufacturing.

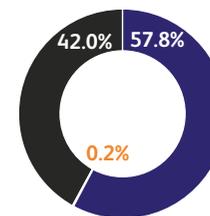
## Alignment with financial planning

Calculating the cost of our transition to net zero is complex with assumptions based on our uncertainties and dependencies.

Operational and capital expenditure elements of the transition are embedded into our business strategy. Transitional risks, for example linked to carbon price and regulation, can be modelled. However, the financial impacts of value chain risk and the uncertainties associated with technology readiness require further development.

## Carbon emissions breakdown by scope %

- Scope 1 57.8%
- Scope 2\* 0.2%
- Scope 3 42.0%



\* Scope 2 uses market based methodology (which sees our purchased electricity on a renewable tariff reported as zero carbon). Just 6% of our electricity comes from non-renewable sources.



# Addressing Climate Change: Decarbonising our operations

## We have made the decarbonisation of our operations a strategic priority.

Our carbon transition tool allows us to model cost and impact against our carbon targets. As our scenario based financial analysis matures we will develop a more sophisticated understanding of potential impacts to our business and part of this exercise will involve developing more detailed costing models of our low-carbon transition plans.

Our key areas for carbon reduction (outlined in our evolving Carbon Transition Plan on page 9) include:

### Operational efficiency

All Ibstock sites are accredited to ISO 50001 Energy Management System with site energy reduction targets. Energy champions operate throughout the business with access to half-hourly electricity data to identify, track and report on efficiencies. With the support of our Energy Manager we focus on driving out energy wastage through site surveys and action plans targeting compressed air leaks, kiln efficiency or idle times of plant and machinery.

### Renewable energy

We source 94% of our electricity from renewable sources, backed by REGOs since 2021. We have roof mounted and ground solar arrays at our Atlas and Leicester sites respectively and are committed to converting to on-site renewable solutions where commercially viable.

### Diesel replacement

Transition of our mobile fleet away from diesel remains steady with 27% of the mobile fleet currently electric/hybrid. We successfully piloted hydrotreated vegetable oil for the mobile plant at our Sittingbourne site in 2025 and at our Leicester quarry we replaced the quarry pump, switching from diesel to electric, reducing our carbon emissions by 121 tonnes in six months.

### Alternatives to natural gas

This is a key opportunity for Ibstock's decarbonisation. We are working closely with partners and Government to examine the operational and commercial potential of alternative fuels including hydrogen, synthetic gas and biomethane. In 2025 we were shortlisted by the Government in its HAR2 for on-site green hydrogen at our Atlas factory.

### Product adaptation

Understanding the carbon impacts of our manufactured products and reducing the more carbon intensive ingredients is a focus of our NPD and technical teams. This is essential for the reduction of process emissions in our clay product manufacturing as well as the reduction of Scope 3 emissions from our concrete products.

See innovation on [page 17](#)

### Carbon capture and storage

We continue to monitor the vast array of carbon capture options that are emerging in the market, many of which have relatively low technology readiness levels (TRL) and welcome Government support for carbon capture in its Industrial Strategy.

### Offsetting

To achieve our net zero targets in 2040 and 2050 we will need to offset any residual emissions in our target year with high quality carbon offsets. We continue to develop our approach, based on our internal offsetting principles, to acquire or generate the credits needed. We have, at a small scale, begun to explore procurement of certified high-quality carbon offsets to achieve carbon neutral certification for a single range of our new Atlas products – the Pathfinder Range. This learning experience will feed into a longer-term strategy for offsetting residual emissions in the future.

### Sustainable procurement

Our Scope 3 reduction strategy focuses on working with our supply chain partners on data accuracy, targets, product partnerships, sector collaboration and defining commitments. In 2025 we began integrating carbon considerations in tender scorecards for high-impact categories and engaging our cement suppliers on lower-carbon products and EPD data.

See supply chains on [page 19](#)





# Addressing Climate Change: Resilience and climate-related metrics and targets

Our progress against carbon reduction targets indicates a resilient strategic approach to climate related risks with priority focus on scope 1 emissions reduction to mitigate against carbon tax increases.

Ibstock’s emissions, aligned with other high-energy process manufacturers, are predominantly Scope 1 (which is 58% of our total emissions) and 2; our carbon reduction targets focus on these areas of greatest impact as a priority.

Targets are embedded in our business strategy focusing on manufacturing high-quality, high-performance products for our customers safely and sustainably.

Our Scope 3 emissions (42% of our overall emissions) are calculated using a combination of spend, activity and hybrid methodologies using emissions factors data including CEDA and DEFRA sources. We do not report against all scope 3 categories due to low materiality (low impact) of the category or challenges obtaining the data.

In 2025, our Scope 3 carbon increased significantly in category 1 – purchased goods and services, due to a methodology change from spend data to activity data using product EPDs for our cement emissions.

## Emissions data and progress against targets

### Carbon and energy performance

#### Group Scope 1 and 2 greenhouse gas (GHG) emissions (tonnes CO<sub>2</sub>e) by source and reporting period

Source	2019	2022	2023	2024	2025	Percentage share	Percentage change from 2019 baseline
Combustion – gas	222,359	198,580	153,336	123,546	<b>146,412</b>	<b>66%</b>	<b>-34%</b>
Combustion – other fuel (incl. co. vehicles)	17,978	4,508	7,210	6,393	<b>5,681</b>	<b>2.6%</b>	<b>-68%</b>
Process emissions	108,886	100,084	76,485	60,638	<b>68,623</b>	<b>31%</b>	<b>-37%</b>
Electricity (market based figure)	28,429	—	787	942	<b>929</b>	<b>0.4%</b>	<b>-97%</b>
Total Scope 1 and 2 emissions (tCO <sub>2</sub> e) 100%	377,629	303,173	237,819	191,518	<b>221,645</b>	<b>N/A</b>	<b>-41%<sup>4</sup></b>
Output (tonnes of production)	2,376,838	2,087,129	1,579,088	1,329,323	<b>1,601,477</b>	<b>N/A</b>	<b>N/A</b>
Intensity (tCO <sub>2</sub> e) per tonne of production	0.159	0.145	0.151	0.148	<b>0.138</b>	<b>N/A</b>	<b>N/A</b>

Emissions scope	2019	2022	2023	2024	2025	Percentage share	Percentage change from 2019 baseline
Scope 1	349,200	303,173	237,032	190,577	<b>220,716</b>	<b>57.8%</b>	<b>-37%</b>
Scope 2 total	28,429	—	787	942	<b>929</b>	<b>0.2%</b>	<b>-97%</b>
Location based <sup>2</sup>	28,429	17,514	14,799	12,881	<b>14,287</b>	<b>N/A</b>	<b>-50%</b>
Market based <sup>3</sup>	28,429	—	787	942	<b>929</b>	<b>N/A</b>	<b>-97%</b>
Scope 3	—	157,950	107,915	107,010	<b>160,912</b>	<b>42.0%</b>	<b>N/A</b>
Total carbon emissions (tCO <sub>2</sub> e)	—	461,123	345,734	298,529	<b>382,557</b>	<b>100%</b>	<b>N/A</b>

1 All emissions calculations follow Greenhouse Gas (GHG) Protocol.

2 Location based reporting is a requirement of SECR and uses an average carbon emissions factor for electricity consumption regardless of the procured source of power.

3 Market based reporting enables electricity purchased from renewable sources via green/net zero tariff to report a zero carbon emissions factor.

4 Of the 41% reduction, 25% is permanent carbon reduction from the 2019 baseline, 16% is a temporary production volume decrease which we forecast to reverse by 2030.



# Addressing Climate Change: Resilience and climate-related metrics and targets continued

## Emissions data and progress against targets continued

### Carbon and energy performance continued

#### Scope 3 emissions (tonnes CO<sub>2</sub>e)

Scope 3 emissions categories (GHG Protocol)	2023	2024	2025	Methodology
Category 1 – Purchased goods and services	60,000	64,906	<b>111,151</b>	Hybrid – spend and activity
Category 2 – Capital goods	1,645	2,613	<b>2,921</b>	Spend based
Category 3 – Fuel and energy related services	31,412	24,667	<b>28,665</b>	Hybrid – spend and activity
Category 4 – Upstream transportation and distribution	2,018	11,739	<b>14,988</b>	Spend based
Category 5 – Waste generated in operations	485	122	<b>201</b>	Average data method
Category 6 – Business travel	237	1,258	<b>1,007</b>	Hybrid – spend and activity
Category 7 – Employee commuting	170	366	<b>329</b>	Average data method
Category 8 – Upstream leased assets	0	0	<b>0</b>	Excluded
Category 9 – Downstream transportation and distribution	10,189	0	—	Limited data availability
Category 10 – Processing of sold products	0	0	—	Limited data availability – low impact
Category 11 – Use of sold products	0	0	—	Limited data availability – low impact
Category 12 – End of life treatment of sold products	1,754.91	1,336	<b>1,649</b>	Average data method
Category 13 – Downstream leased assets	0	0	<b>0</b>	Excluded
Category 14 – Franchises	0	0	<b>0</b>	Excluded
Category 15 – Investments	0	0	<b>0</b>	Excluded



## Addressing Climate Change: Water, biodiversity and air quality

Responsible management of water, biodiversity and air emissions is essential to addressing climate change, helping support nature and maintain the balance required for ecosystems to function effectively.

Water, biodiversity and air quality are not considered material risks for the business and are managed by standards set out in our ISO 14001 Environmental Management System which is an externally audited certification across all of Ibstock's manufacturing sites.

### Water

Water used in our manufacturing process comes from a combination of mains water, borehole extraction, quarry water and on-site rainwater harvesting systems.

In 2025 we moved away from our water intensity metric as the variables in the water content of production materials meant measurement was not providing an accurate reflection of water use behaviour. Mains water use m<sup>3</sup> in 2025 decreased by 18% against the 2019 baseline but increased compared to 2024. Higher production in 2025 compared to the previous year coupled with prolonged dry summer conditions required increased water additions for both clay and concrete manufacturing. A new water target will be considered in 2026.

Discharge of quarry water into water courses is managed through Local Authority and Environment Agency permits.



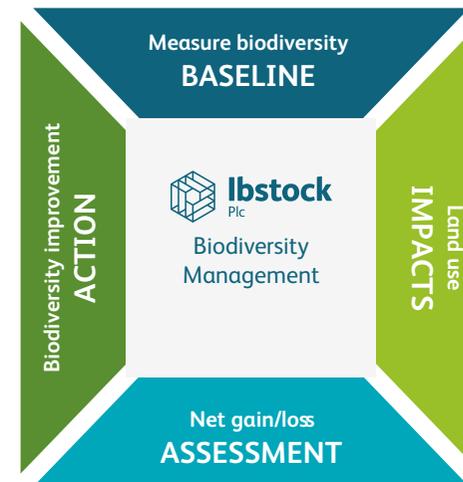
### Physical risk from climate change

Water scarcity is not considered high risk in our current climate scenario analysis; however, the impacts of very dry spells were felt by the business in 2025 with clay drying and hardening in our quarries making extraction of material challenging and increasing the amount of water required in our processing to mould the clay. This was mitigated with sufficient buffer stocks as part of our quarry management plans.

### Biodiversity

Management of biodiversity on our sites is most significant in our quarries where extraction of raw materials results in land-use change and nature can be disrupted and restored over time. Our quarrying activities are covered by planning regulation and consents where the conditions for restoration include biodiversity enhancement. In 2025 we completed the baselining of our biodiversity data across all sites, feeding into our biodiversity management tool, which will facilitate the development of action plans for further sites in 2026.

### Biodiversity Management Tool



### Air quality

The impact of poor air quality on both public health and the environment is of growing concern in the UK. We have a responsibility to minimise any impact from our sites on local air quality. Our operations are regulated through Environmental Permitting and operate in accordance with Local Authority permits. We conduct monitoring on the exhausts from our kiln stacks to demonstrate compliance with the emission limits set by the permit.





# Manufacturing Materials for Life

Our customers are building sustainability into their decision-making. We are innovating to ensure our products are fit for the future.





# Manufacturing Materials for Life: Performance and priorities

In this section:

## Performance and priorities

Read more on page 16

## Innovation

Read more on page 17

## Circular economy

Read more on page 18

## Suppliers and human rights

Read more on page 19

### Highlights

- › Nostell Horizon ceramics façade factory commissioning commenced on time and is the UK's most advanced ceramic façade facility – producing the new IBrick® and innovative new solutions like FastWall®
- › Calcined Clay project reached commercialisation phase with products that will support industry decarbonisation solutions
- › Cement reduction roadmap established as part of our product evolution and Scope 3 reduction plans
- › Improvement in customer relationship rating to 7.93
- › Over 80% of spend with suppliers covered by the new Ibstock Supplier Commitments ensuring our supply chain adheres to the minimum standards of a responsible business

### Performance

New products from our Atlas brick factory reached the market in 2025 and improved our performance of the revenue from new and sustainable products KPI, improving for the third year running with an increase to 25% from 22% in the previous year. Our customer relationship score also improved in 2025 reflecting the emphasis we are putting on customer excellence.

The development of our cement reduction roadmap provides site-by-site progression away from higher-carbon cements to reduce carbon emissions per tonne of concrete of production. We did not prioritise a new plastics target in 2025 and are focusing our efforts on optimising packaging to support product quality and customer needs. We continued to focus on waste segregation to divert waste away from landfill through our operational sites and waste partners.

The launch of the Ibstock Supplier Commitments, with 80% of our supplier spend already signed up in year one, enables us to move, in 2026, to the next stages of responsible procurement focusing on human rights.

# 25%

revenue from new and sustainable products

# 2.1%

of general waste sent to landfill

### 2026 priorities

- › Explore options for increasing recycled content of our plastics beyond 30% and ensuring 100% of our plastic packaging is recyclable.
- › Deliver next phase of our Building Safety Act roll-out with training and on-boarding of the Code for Construction Product Information
- › Human rights risk review of our operations and supply chain.



## Manufacturing Materials for Life: Innovation

**Our KPI for new and sustainable products supports our management of climate related transition risks and opportunities, as we anticipate changes in market demand, regulation and customer expectations over the medium to long term.**

We are enhancing the environmental performance of our existing products through measurable improvements, while diversifying into new building products and solutions where we can demonstrate verified environmental benefits. This approach supports continued innovation aligned with our sustainability objectives.

### Product innovation

Ibstock products are resilient, durable, safe and beautiful and last several lifetimes making them an excellent choice for building sustainable communities. We know we can still make improvements: by building on the inherent attributes of our clay and concrete products we are committed to manufacturing products and solutions to meet evolving markets and customer needs.

Our performance remained strong in 2025 with 25% of sales from new and sustainable products, keeping us above our 20% target for 2030. This KPI includes new product development (NPD) but also product evolution to reflect the adaptation and improvements to our existing product range with improved sustainability attributes.

Maintaining this level of product development is enabled by the introduction of our new lower-carbon, Atlas products coming into the market as well as the continued work on concrete design mix with lower-carbon cementitious replacements introduced to staircase and lift shaft products.

We continue to inform our NPD decisions using lifecycle analysis (LCA) data. The LCA feeds into an Environmental Product Declaration (EPD) providing robust data on the embodied carbon in each product. Ibstock provides EPD data, verified by a third party, for a number of leading products which enables our customers and the business to make more accurate and informed decisions in their building design and specification.

### Customer engagement

Our customer relationship rating represents the number of customers likely to recommend Ibstock to a friend or colleague. Our 2025 customer survey provided an improved performance with our rating increasing from 7.58 in 2024 to 7.93 in 2025 (scored out of 10). This is used as a proxy for gauging a customer's overall satisfaction with our products and service levels and their loyalty to the brand.

We strengthened our customer strategy through piloting AI forecasting and clearer segmentation. Obsessive customer experience is a key priority for 2026 with customer experience mapping and customer survey action plans a key focus.



## Atlas Pathfinder factory

Atlas is our most advanced wire-cut brick manufacturing facility, designed to deliver higher productivity, improved reliability and lower unit costs for UK housebuilders. This £64 million investment is the cornerstone of our £325 million modernisation programme over the past eight years, strengthening operational efficiency, consistency and quality across the manufacturing network.

Atlas supports a more efficient product mix including our lowest carbon bricks, along with a new Atlas 'Pathfinder' carbon neutral range. Atlas also creates a platform for future innovation through the potential installation of on-site green hydrogen through the Government's Hydrogen Allocation Round 2 (HAR2) to further accelerate sector-wide decarbonisation.



## Manufacturing Materials for Life: Circular economy

Reduction in the use of materials, long service life products and management of waste are examples of circular economy principles in action. Building these principles into our products presents a key opportunity for our customers as they seek to reduce the embodied carbon of their developments.

### Resource use

Reduction in product weight can offer a number of customer benefits including lighter and/or fewer transport loads, improved manual handling and reduced foundation requirements. It also reduces carbon in the manufacturing process.

Our research and development teams are focused on the reduction of virgin materials and fossil fuel derived materials in our products and prioritising secondary and recycled content.

Drawing on our high-quality, long-life clay reserves, we are developing a platform capable of supporting the UK's first industrial-scale calcined clay facility. Partner discussions are now in their final stages, representing a significant long-term growth opportunity that strengthens our position in low-carbon construction innovation. We expect to provide a further update by the 2026 half-year.

Having delivered plastic packaging reduction initiatives in previous years, including reduction in the thickness of our plastic shrink wrap and in some cases removal of plastic wrap, we had mixed results, and based on customer feedback have moved to a plastics optimisation approach. During the year, we provided options for plastic wrap on sites where we had previously removed it to support product protection on customer sites. We continue to explore options for increasing recycled content of our plastics beyond 30% and ensuring 100% of our plastic packaging is recyclable.

### Supplier circularity in action

In late 2025 Ibstock took delivery of its first refurbished Cat D6 Dozer to the Knutton quarry. The machine is designed to withstand the heavy duty operating conditions of quarries with parts that can be restored and reused for multiple life cycles. This refurbishment reduces both the need for additional raw materials and the associated waste and carbon emissions. The Cat Certified Rebuild programme increases equipment lifespan providing customers with product updates at a fraction of the cost of buying new machines and extending the life of materials.

### Product longevity

Ibstock products are long lasting and durable with the expected service life of bricks being 150 years. This coupled with the inherent reusability and recyclability of our products mean our products have strong sustainability attributes.

We continue to develop these principles and worked with Network Rail in 2025 with the specific brief of extending the product service life of our rail infrastructure range. Through re-design of selected concrete rail products, innovating with reinforcement materials, we were able to significantly increase longevity and durability.

### Waste management

Over the last three years we have sent consistently low quantities of general waste to landfill with only 21 tonnes of general waste being landfilled from the Ibstock estate in 2025 which is just 2.1% of our general waste. As part of our ISO 140001 Environmental Management System sites continue to focus on segregation of waste to divert materials away from landfill and incineration.

### NOSTELL HORIZON IBRICKS®



### Nostell ceramics façade facility

Our new Nostell Horizon factory blends Ibstock's heritage and expertise with first-of-its-kind technology, creating the UK's most advanced ceramic façade facility, enabling a brick façade using less clay material.

Producing IBrick® with digitally enabled design, it introduces and enables innovative products and solutions such as FastWall®, opening up new market sectors and customer opportunities, whilst supporting Modern Methods of Construction.

This £45 million investment expands our reach, strengthens UK manufacturing resilience, enhances network capacity and supports the development of products and systems with improved environmental performance.



## Manufacturing Materials for Life: Suppliers and human rights

Our suppliers are essential to our operations and by working together we aim to meet minimum standards of a responsible business across our supply chain and engage and collaborate with our suppliers to innovate and decarbonise.

We developed a new set of Ibstock Supplier Commitments in 2025 covering: regulatory compliance and practice; quality and product; health, safety and wellbeing; and environmental performance and social value. Over 80% of Ibstock's spend with suppliers is now signed up to these commitments ensuring our supply chain adheres to the minimum standards of a responsible business.

We are working with our supply chain on our Scope 3 reduction strategy. Different suppliers are at very different stages of our engagement plans. At the early stages we are requesting access to accurate data and engaging suppliers to understand the maturity of their carbon reduction targets and plans. For supplier categories with greatest carbon impact, like cement and steel, our engagement is greater and we are working to develop product partnerships. We will be exploring the commitments we want to work towards with key partners in 2026.

### Human rights

Human rights are basic rights and freedoms for everyone based on dignity, fairness, equality and respect. Businesses may affect people's human rights through their own activities or through their relationships, which may include forced labour within the supply chain; breaches of individuals' privacy or restrictions on free speech; and poor safety or security practices. Impacts on human rights can arise in business operations abroad or in the UK. Ibstock has a set of policies that support our commitment to human rights, including our Modern Slavery Statement, Code of Business Conduct and Supplier Commitments. We will be conducting a Human Rights risk analysis of our supplier operations in 2026 to identify any risk hotspots.

IBSTOCK IS A GOLD PARTNER WITH THE SUPPLY CHAIN SUSTAINABILITY SCHOOL



### Key policies supporting our governance and management of responsible business issues

- > Modern Slavery Statement
- > Code of Business Conduct
- > Whistleblowing Policy
- > Data Protection Policy
- > Anti-bribery and Corruption Policy
- > Competition Law Compliance Policy
- > SHEQ Integrated Management Systems Policy
- > Diversity and Inclusion Policy
- > Anti-bullying and Harassment Policy
- > Ibstock Supplier Commitments



### Cement focus

By switching more of our cement procurement to a CEM II or a lower-carbon cementitious replacement, like GGBS, we are lowering our Scope 3 emissions per tonne of concrete. In 2025 we developed a cement reduction road map across our concrete product ranges. Aligned to this we are including carbon considerations in new tender scorecards and have been working with our cement suppliers to access EPD data to improve the accuracy of our Scope 3 carbon reporting.



# Improving Lives

We are working with our customers, colleagues and communities to ensure we have the skills required for our sector to thrive. This includes an internal workplace culture where people feel they can belong, develop and grow.



Young Planners from RTPI visit Atlas factory





# Improving Lives: Performance and priorities

In this section:

## Performance and priorities

Read more on page 21

## Health, safety and wellbeing

Read more on page 22

## Skills and equity, inclusion and diversity

Read more on page 23

## Social impact

Read more on page 24

### Highlights

- › An increase to 85 Mental Health Allies active across the business
- › Gold membership retained with The 5% Club for our commitment to Earn and Learn, demonstrating our investment in our future talent and succession planning
- › 68 apprentices active in the business in 2025
- › Over 440,000 bricks donated to colleges and community projects to support skills development in brick laying as well as heritage projects in local communities
- › Launched our first Ibstock Academy pilot for bricklaying students with Walsall College and the HBF

### Performance in 2025

Although our in-year safety target was not met in 2025, this year marked important momentum in the development of our safety culture with emphasis on leadership accountability, clearer expectations and a renewed focus on controlling risk during periods of operational change.

We deepened our impact with 85 Mental Health Allies and 68 apprentices and retained our Gold status with The 5% Club, with 7.2% of employees in Earn and Learn positions, demonstrating our commitment to wellbeing and skills development of colleagues even in a challenging market.

We strengthened industry skills through our new Social Impact Strategy, launching the first Ibstock Academy with Walsall College, delivering record volunteering hours, and donating 440,000 bricks to support bricklaying learning.

### 2026 priorities

- › 10% reduction in Total Injury Frequency Rate (TIFR) in year
- › Roll-out of employee opinion survey action plans across all sites
- › Evaluation of Ibstock Academy pilot with Walsall College

# 7.2%

colleagues in Earn and Learn positions

# 32%

women in senior leadership

# 36.6

Total Injury Frequency Rate





## Improving Lives: Health, safety and wellbeing

**Ibstock continued to build momentum in 2025, strengthening its safety culture, making meaningful progress in reducing operational risk and embedding more consistent standards and capabilities across its sites.**

These collective efforts represent a significant step forward in how the organisation approaches safety, ensuring it remains central to operational excellence.

The Total Injury Frequency Rate (TIFR) for the year was 36.6, against an in-year target of 28.2. While the target was not met, the results provide valuable insights. A number of incidents occurred at sites undergoing commissioning and transition following major investment, where activity levels and risk profiles were naturally heightened. These experiences reinforced the critical importance of robust controls, strong leadership presence and disciplined execution during start-up phases. The learnings gained are now being embedded across Ibstock to further strengthen future performance.

Alongside this, site teams are taking greater ownership in identifying hazards and driving improvements, supported by enhanced leadership capability and reinforced expectations. This has resulted in more effective and consistent risk management and a stronger foundation from which to deliver long-term, sustainable safety improvements.

Looking ahead, safety remains deeply rooted in Ibstock’s operating model. A 2030 target has been set to reduce TIFR by 30%, underpinned by strengthened commissioning controls, enhanced leadership capability and the integration of safety principles into the new Safe and Reliable Production System, which is in its pilot phase at the Aldridge factory. The focus is on translating the progress made into enduring improvements in outcomes.

A strong safety culture also relies on supporting employees’ mental wellbeing. Through the partnership with Everymind, Ibstock has continued expanding its network of Mental Health Allies – employees trained to provide support and open conversations around mental health. In 2025, the total number of Allies reached 85, reinforcing Ibstock’s commitment to creating a healthy, inclusive and supportive environment.

“2025 was a year of learning and momentum, strengthening our culture and capability and ensuring safety and wellbeing remain built into everything we do.”

**Asif Khalil**  
SHE and Management Systems Director

We achieved ‘Ones to Watch’ status following completion of the Best Companies employee opinion survey (conducted every two years) with high participation at a level of 83%. Results showed a slight decline in overall engagement at 63%, but we had positive feedback on our wellbeing and mental health support initiatives across the business, supporting our focus on health and wellbeing at Ibstock.



### Pledge Awards

At the 2025 Ceramics UK Pledge Awards, which celebrate excellence in health and safety, Ibstock received multiple category wins and was proudly named the Overall Award of Excellence Winner.

For Ibstock, this achievement reflects the commitment shown every day by employees across the business – implementing innovative initiatives to reduce risk, sharing best practice and demonstrating leadership in action.



## Improving Lives: Skills and equity, inclusion and diversity

**Ibstock made significant progress in strengthening employee skills and capabilities in 2025 – reinforcing that developing talent from within is essential to building a resilient and future-ready organisation.**

Against a backdrop of continued sector-wide skills pressures, Ibstock expanded opportunities in apprenticeships and for employees at different stages of their careers through earn-and-learn programmes.

A key achievement this year was our progress towards our 2030 target of 10% of colleagues in Earn and Learn positions (participating in formal courses). In 2025 the business remained well above the industry benchmark of 5% with 7.2% of our colleagues engaged at year end. This reflects not only the scale of activity across multiple sites but also the growing appetite among employees to develop new skills, retrain and access meaningful career progression. We were proud to retain Gold accreditation in The 5% Club's Employer Audit Scheme for the second consecutive year. This independent recognition of our Earn and Learn achievements reinforces the strength of our commitment to skills development and the quality of the programmes we offer.

Our apprenticeship programme continued to grow in both reach and impact. In 2025, we recorded our highest number of apprentices with 68 colleagues across a wide range of functions, including engineering, manufacturing, digital and business support. From college leavers to experienced colleagues retraining in new areas, the breadth of our apprenticeship community demonstrates the diversity of routes into a successful career at Ibstock.

Beyond our internal learning offer, we continued to work collaboratively to improve diversity across the construction and manufacturing sectors. Our partnerships with Building People in Construction (BPIC) and the Construction Industry Council (CIC) helped foster conversations, awareness and action on inclusion, particularly around gender and ethnic diversity. While we recognise that progress against our targets for women in leadership (dipping from 34% in 2024 to 32% in 2025) and apprentice diversity did not move as far as we had hoped, the foundations built in 2025 will support stronger momentum in the years ahead.

By expanding opportunities for apprentices and learners, investing in future skills and engaging colleagues in their development, we are building the capabilities needed for a sustainable, resilient and inclusive Ibstock.

“This recognition reflects the passion and dedication across Ibstock. Our growing early careers programmes are creating more opportunities for people to learn, grow and thrive.”

**Karen Harris**  
Early Careers Manager

**Gold Accreditation from The 5% Club**



### Skills

We accelerated our commitment to building skills from within in 2025, with a record 68 apprentices, 7.2% of our workforce in Earn and Learn roles, and Gold 5% Club accreditation. Our investment in early careers and inclusive development remains central to shaping a capable, future-ready Ibstock.



## Improving Lives: Social impact

### Ibstock expanded its contribution to addressing the construction sector’s critical skills challenges in 2025.

Rooted in over 200 years of manufacturing expertise, our newly developed five-year Social Impact Roadmap sets out a clear ambition: to use our experience, resources and partnerships to build skills across the wider sector and create lasting value for customers, colleagues and communities.

Our enhanced focus on sector skills was driven by our 2025 materiality assessment, which highlighted a rapid rise in customer expectations for suppliers to support workforce development. In response, we positioned skills as a central pillar of our social impact strategy – ensuring our initiatives deliver meaningful benefits beyond our own operations and help strengthen the industry as a whole.

A defining milestone this year was the launch of the first Ibstock Academy with Walsall College, focused on bricklaying skills and developed through the Home Builders Federation’s (HBF) Partner a College (PaC) programme. As the first building materials manufacturer to take part in PaC, we are creating an enhanced training environment that equips construction students with practical, job-ready skills aligned to real-world pace, quality and safety expectations. The pilot at Walsall College is designed as a blueprint for future Academy and sector-wide partnerships.

In 2025, we recorded our highest number of school, college and university volunteering hours, reflecting the enthusiasm of colleagues to share their expertise and enthusiasm for Science, Technology, Engineering and Maths (STEM) with the next generation. These sessions – from careers talks to hands-on workshops – help broaden awareness of construction careers and ensure students develop skills valued by employers.

We donated over 440,000 bricks to support sector skills training across the UK. Many of these bricks were directed to bricklaying colleges, training centres and skills hubs, including existing and new NHBC skills hubs. These contributions help learners access the highest quality and highest performing building materials – reinforcing why material choice matters.

In addition, the Ibstock Brick University, now in its 17th year, remains highly regarded by our customers. An immersive CPD with architects, designers, and developers, offering detailed insight into brick performance, sustainability, best-practice specification and new technologies, it continues to receive positive feedback from our customers, as noted in our 2025 customer survey, demonstrating the value of investing in sector knowledge and expertise across the built environment.

“We’re proud to lead the way in supporting sector skills, using our expertise and partnerships to build inclusive, meaningful pathways into construction careers.”

**Cheryl Brown**  
Head of Corporate Affairs & Social Impact



### Social impact

In 2025, we strengthened industry skills through our new Social Impact Roadmap, launching the first Ibstock Academy, delivering record volunteering hours, and donating over 440,000 bricks to bricklaying learning. Our partnerships and expertise are helping build a stronger, more resilient construction workforce for the future.

## Assurance Statement

The information and data contained in this report has been verified by Lucideon CICS Ltd as a reliable representation of the activities and performance in the reporting period. A full assurance statement has been provided to Ibstock Plc and is available at [www.ibstock.co.uk/sustainability/sustainability-reports](http://www.ibstock.co.uk/sustainability/sustainability-reports)

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