

One team operating
**A RESPONSIBLE
BUSINESS**

In operating a responsible business, our main areas of focus are governance, including ethics and business conduct, our people, their wellbeing and the environment in which they live and work, and finally working with others, both stakeholders and the community.

**Minimising our
environmental impact**

Valuing our people

Working responsibly

This section of the Strategic Report constitutes our Non-financial Information Statement, produced to comply with sections 414CA and 414CB of the Companies Act. The information listed is incorporated by cross-reference.

Reporting Requirement	Policies and standards which govern our approach ¹	Information necessary to understand our business and its impact, policy, due diligence and outcomes.
Environmental matters	<ul style="list-style-type: none"> • Corporate Vision and Values • Corporate Social Responsibility Policy 	<ul style="list-style-type: none"> • Environment pp.38 • Investing in recycling pp.40
Employees	<ul style="list-style-type: none"> • Corporate Vision and Values • Corporate Social Responsibility Policy • Employee Handbook 	<ul style="list-style-type: none"> • People pp.44
Respect for human rights	<ul style="list-style-type: none"> • Corporate Vision and Values • Corporate Social Responsibility Policy • Privacy Policy • Recruitment Policy • Anti-Slavery and Human Trafficking Policy • Anti-Bullying and Harassment Policy • Various information Security Policies • Whistleblowing Policy 	<ul style="list-style-type: none"> • Equality and diversity pp.46 • Modern slavery pp.51
Social matters	<ul style="list-style-type: none"> • Corporate Social Responsibility Policy 	<ul style="list-style-type: none"> • Customers pp.51 • Community pp.50
Anti-corruption and anti-bribery	<ul style="list-style-type: none"> • Corporate Social Responsibility Policy • Anti-bribery policy 	<ul style="list-style-type: none"> • Whistleblowing and bribery pp.84
Description of principal risks and impact of business activity		<ul style="list-style-type: none"> • Risk Management pp.56 • Principal risks and uncertainties pp.57
Description of the business model		<ul style="list-style-type: none"> • Overview pp.6 • Our business model pp.22
Non-financial key performance indicators		<ul style="list-style-type: none"> • Operational Performance pp.12

¹ Certain Group Policies and internal standards as guidelines are not published externally.

The policies noted above form part of our policy framework which is founded on our risk management principles. The policies which underpin these principles define mandatory requirements in respect of risk management. Controls and processes are in place to ensure compliance.

Minimising our ENVIRONMENTAL IMPACT



UK leader

Eurocell Recycle, is the largest UK-based recycler of PVC-U window and door profiles (by tonnes processed).



Accreditation

We are a member of VinylPlus, Recovinyl, British Plastics Federation (BPF) and Operation Clean Sweep - an industry-wide voluntary commitment to develop more ecologically responsible ways to produce, use and recycle PVC.



Our footprint

Since 2014, we have reduced total emissions by c.38%, along with a steady downward trend in emission intensity, as consumption has dropped through energy efficiency programmes whilst revenues have generally been increasing (source: Eurocell Greenhouse Gas Report, Inenco Group, February 2021).



Recognition

We have been proud winners of:

- the Future Manufacturing Awards - Sustainability 2018;
- the MRW Recycling Awards - Manufacturer of the Year 2018 and, more recently; and
- the National Fenestration Awards 2020 — Recycling Company of the Year.

We are committed to protecting and minimising our impact on the environment. Our policy is as follows:

- We recognise that our operations result in emissions and waste and we are committed to control, recover and reuse PVC waste wherever possible. We operate in compliance with all relevant environmental legislation and we strive to use pollution prevention and environmental best practice in all that we do. The company experienced no reportable environmental incidents during 2020.
- We promote the efficient use of all materials and resources throughout our facilities, particularly non-renewable resources, and continue our development of sustainably sourced products using recycled materials wherever possible.
- Environmental concerns and impacts are a consideration in all of our decision making and activities. We promote environmental awareness amongst our employees and encourage them to work in an environmentally responsible manner. This is achieved through training and education, informing our employees about environmental issues that may affect their work.
- Emergency response procedures are maintained where required by legislation or where significant health, safety or environmental hazards exist.
- Our general environmental objectives are set in alignment with legislation and are continually reviewed to ensure they are being met. Our environmental policies apply to all our operations and we make sure sufficient resources are made available to ensure that they are implemented. We strive to continually improve our environmental performance and review our policies regularly in the light of planned future activities.

In the following paragraphs we have described the key aspects of our environmental performance, including the recycling operation and greenhouse gas emission reduction.

Greenhouse Gas Emissions

We report our greenhouse gas ('GHG') emissions as part of our Strategic Report and our GHG reporting period is 1 October 2019 to 30 September 2020, with comparatives for the corresponding period in the previous year. Reliable reporting of GHG emissions on a calendar year basis is not possible due to difficulties in collating actual data for the final months of the year due to timing lags on supplier invoicing.

GHG emissions for the Group for the period ending 30 September 2020 in tonnes of carbon dioxide equivalent (tCO₂e) is as follows:

Source	2020	2019	Change
Fuel Combustion (stationary)	274	335	(18)%
Fuel Combustion (mobile)	6,325	7,910	(20)%
Facility operation	104	91	14%
Purchased electricity	11,441	16,061	(29)%
Total	18,144	24,397	(26)%

Total emissions decreased by 26% compared to the corresponding 2019 period. Although sales for the 2020 calendar year were down 8%, primarily as a result of impact of the first COVID-19-related lockdown, emissions from purchased electricity fell by 29%. This includes the impact of a significant reduction in emission intensity of 20% from UK grid electricity (see table below). Although there was a 14% increase in the emissions from the operation of facilities, in our case the fugitive emissions from the operation of refrigeration equipment, these accounted for less than 1% of the Group's total emissions.

Annual comparison and emissions intensity:

tCO ₂ e	2020	2019	Change
Total emissions	18,144	24,397	(26)%
Emission intensity ¹	70	87	(20)%

¹ Expressed in tCO₂e per £m revenue.

This information was collected, calculated and reported in line with the methodology set out in the UK Government's Environmental Reporting Guidelines, 2019 (PB 13944). Emissions have been calculated using the 2020 conversion factors provided by Department of Business, Energy and Industrial Strategy.

Electricity consumption (66% of 2020 emissions)

We continue to encourage behavioural changes to reduce consumption levels, to be less wasteful and drive operational efficiencies, including reducing idle time and optimising temperatures on extrusion lines and chillers. We will also investigate LED lighting in 2021.

Operation Clean Sweep®



From 2018, we have been part of a campaign called 'Operation Clean Sweep', a global initiative to reduce plastic pellet loss to the environment. This is led by the British Plastics Federation in the UK with the aim of ensuring that the plastic pellets, flakes and powders that pass through UK manufacturing facilities do not end up in our rivers or seas.

By signing up to Operation Clean Sweep, Eurocell has committed to best practice and to implement systems that prevent plastic pellet loss — and that we will play our part in protecting the aquatic environment.

Pollution prevention and waste management



In 2020 we took our first steps towards increasing recycling rates for operational waste streams and move towards a 'zero to landfill' approach. This will be a key area of focus for 2021.

We continue to encourage the use of electric/hybrid vehicles by our colleagues when the lease term on current vehicles expire. In 2020 we installed 6 vehicle charging points across the Group.

An extended trial was conducted in 12 Eurocell branches during the year to encourage recycling of PVC-U waste products by our branch customers. Waste bins sited at the branch allow customers to deposit PVC-u waste for return to our recycling plants. In addition to the environmental benefits and increase in recycling rates, the scheme reduces the burden on our customers and provides them with a simple, easily-accessible disposal route.



Our well-developed channels for recovery and recycling allow old frames to be recycled and reprocessed into new products up to ten times without any loss of quality.”

INVESTING IN RECYCLING

Recycling sits at the very heart of our operations and we are proud to be the leading recycler of PVC windows in the UK.

What we do

We recycle both customer factory offcuts ('post-industrial' waste) and old windows that have been replaced with new ('post-consumer' waste) to produce recycled material in the form of pellets, micronised and granulate material which are then used to generate brand new extruded products.

We have two recycling plants, which are located in Ilkeston (Eurocell Recycle Midlands) and Selby (Eurocell Recycle North).

Both sites operate under IPPC permit conditions and both successfully retained their permitted status. The environmental management systems and manuals forming the basis of our ISO14001 accreditations continue to evolve, with particular progress being made at Eurocell Recycle North. All accreditations were successfully maintained in 2020.

How much we recycle

The first half of 2020 was dominated by the impact of the first lockdown, with both recycling sites temporarily closed from late March until early June (Eurocell Recycling Midlands) and early July (Eurocell Recycling North).

Nevertheless, during the year our two sites recycled 27.0k tonnes (equivalent to c.3 million frames) of post-consumer waste, which would have otherwise been sent to landfill, and 6.7k tonnes of post-industrial waste. Together the two sites used this waste to produce 21.1k tonnes of recycled material.

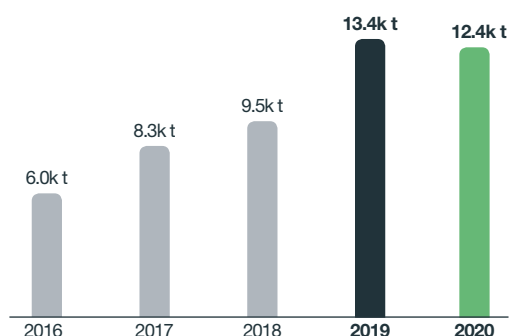
Of the recycled material produced, 12.4k tonnes (generated predominately from post-consumer waste) was used alongside virgin resin in the manufacture of many of our PVC rigid profiles, representing c.25% of total raw material consumption.

The remaining 8.7k tonnes of recycled material produced is used either in products which are manufactured from 100% recycled material, including thermal inserts and cavity closer systems (which are almost exclusively derived from post-industrial waste), or sold to a range of trade extruders.

We were pleased to see that the average yield in our recycling plants improved from 60% in 2019 to 63% in 2020, reflecting the benefit of our recent investments. In addition, we have learned to use more of the coloured products and smaller particle sizes, resulting in a reduction in waste sent to landfill.

k tonnes	2020	2019	Change	Change %
Inputs – waste recycled				
Post-consumer	27.0	31.4	(4.4)	(14)%
Post-industrial	6.7	9.9	(3.2)	(32)%
	33.7	41.3	(7.6)	(18)%
Output – recycled material produced				
	21.1	24.9	(3.8)	(15)%
Yield %	63%	60%	3%	5%
Usage				
Primary extrusion	12.4	13.4	(1.0)	(7)%
Products made from 100% recycled material	4.3	6.7	(2.4)	(36)%
Sales to trade extruders	3.4	5.1	(1.7)	(34)%
	20.1	25.2	(5.1)	(20)%
Primary extrusion usage as % of total consumption	25%	23%		

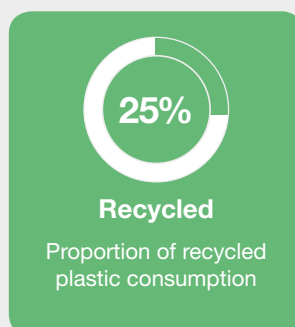
Use of recycled PVC in Eurocell manufacturing



Strong on sustainability

Eurocell continues to consume a significant proportion of recycled plastic in its windows and doors

LESS IS MORE



Recycled
33.7k
 tonnes in
 2020



How much we invest

Between 2016 and 2020, we invested c.£6 million to expand our Eurocell Recycle Midlands site, to increase output and improve reliability, including new co-extrusion and other tooling to support the increased usage of recycle on key product lines.

We acquired Eurocell Recycle North in August 2018 for a consideration of £6 million (including debt assumed). As expected, investment was required to improve the operating environment and reliability of the plant, to eliminate bottlenecks from production processes and to expand capacity. Total investment post-acquisition is c.£4 million.

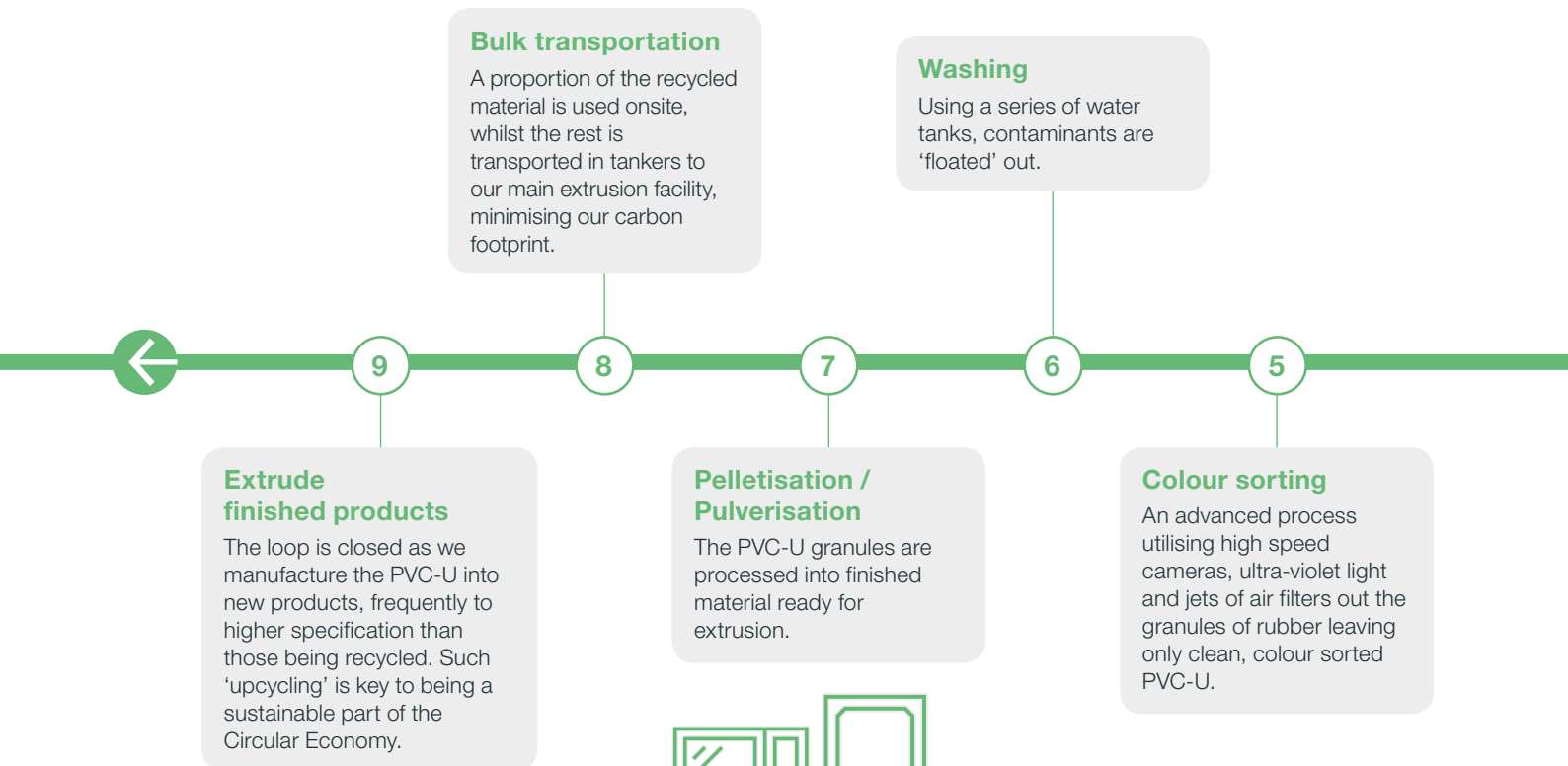
As a result of these investments, our use of recycled material in primary extrusion increased from 4.1k tonnes in 2015 (or 9% of materials consumed) to 13.4k tonnes in 2019 (23% of consumption) and 12.4k tonnes in 2020 (or 25% of consumption), with volumes in the latter reduced by the impact of COVID. Our total output of recycled material, including that used in products made from 100% recycled material or sold to trade extruders, increased from 11.6k tonnes in 2016 to 21.1k tonnes in 2020.



As well as driving a substantial cost saving, as described in Strategy in Action on pages 28 and 29, we estimate that our recycling operation saved approximately 36k tonnes of carbon in 2020 (2019: 42k tonnes), compared to the use of virgin PVC.

HOW WE RECYCLE

Our Eurocell Recycle 9-step factory process:



Extrude finished products
The loop is closed as we manufacture the PVC-U into new products, frequently to higher specification than those being recycled. Such 'upcycling' is key to being a sustainable part of the Circular Economy.

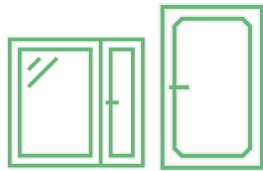


c.3 million
end-of-first life frames recycled in 2020

Bulk transportation
A proportion of the recycled material is used onsite, whilst the rest is transported in tankers to our main extrusion facility, minimising our carbon footprint.

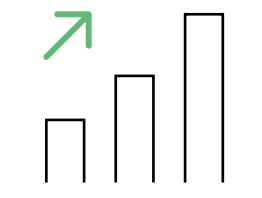
Washing
Using a series of water tanks, contaminants are 'floated' out.

Pelletisation / Pulverisation
The PVC-U granules are processed into finished material ready for extrusion.

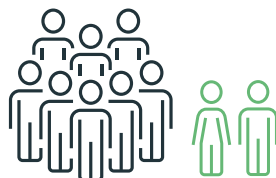


9
Manufactured product ranges from recycled PVC-U

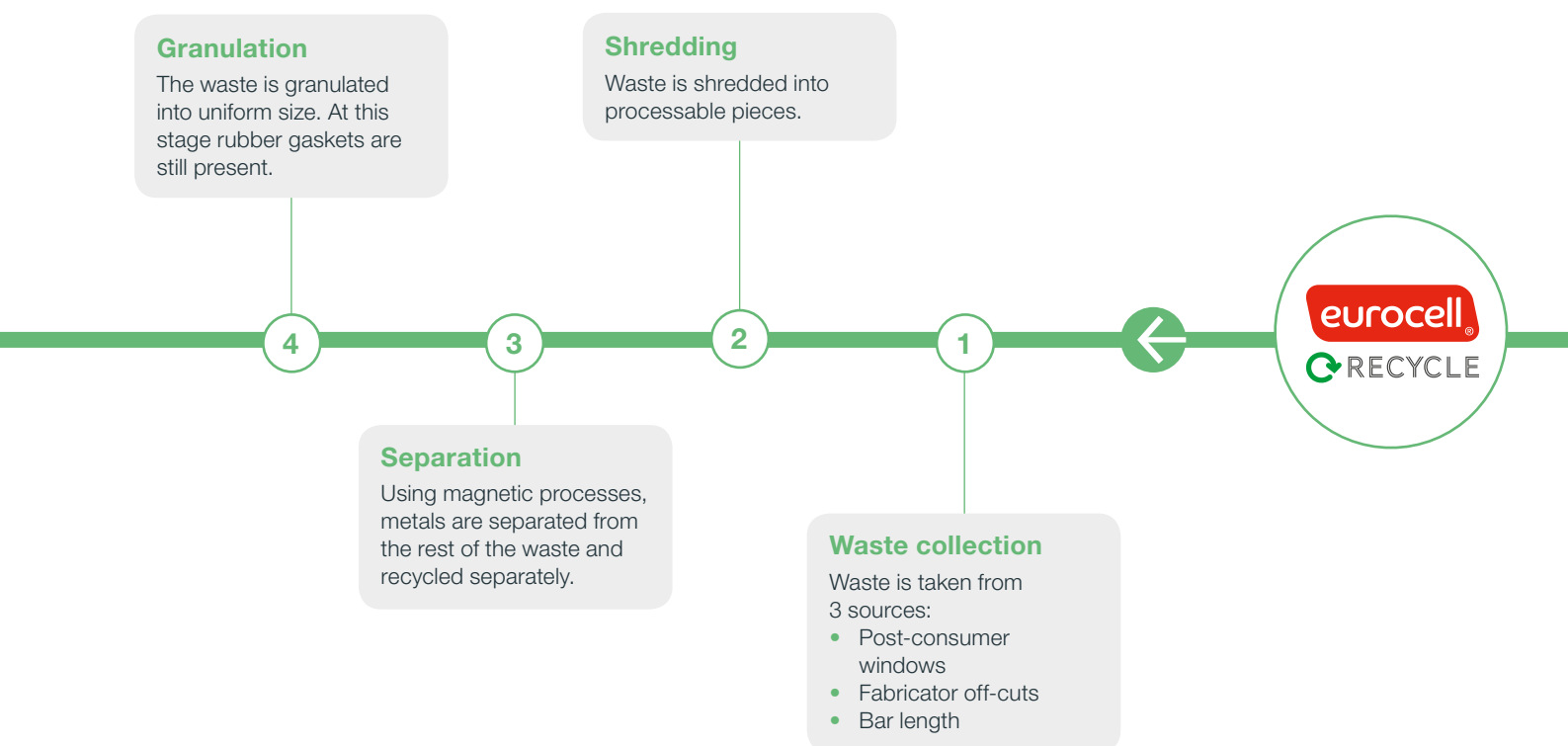
Colour sorting
An advanced process utilising high speed cameras, ultra-violet light and jets of air filters out the granules of rubber leaving only clean, colour sorted PVC-U.



82%
Increase in recycled material produced since 2016



c.150
recycling jobs provided to people in the local area



BENEFITS OF EUROCELL RECYCLING

Sustainability

- The use of recycled material enhances product stability and lowers significantly the carbon footprint of our manufactured products.

Reducing waste to landfill

- By recycling old windows ('post-consumer') we reduce the amount of waste sent to landfill.

Protecting our margin

- The use of recycled material in the manufacture of PVC rigid products provides a substantial saving in cost compared to virgin resin compound. We also aim to increase our use of recycled material in order to maintain gross margin as our sales grow.

Mitigating pricing pressures

- Increasing the use of recycled material in our manufactured products helps to mitigate raw material price increases and to reduce our exposure to volatile commodity prices.



c.58k

Windows recycled per week,
on average, during 2020

Valuing OUR PEOPLE

Our people are at the heart of our success. We believe that engaging all employees and galvanising their efforts in line with the Company's Vision and Values will set us on a successful path to achieving all our business objectives.

Our people and their response to COVID-19

Our response to COVID-19 is set out in full on pages 16 and 21. The Eurocell team rose to the challenges posed by the pandemic, with our teams across Group working together to keep each other, our customers and suppliers safe during this challenging period.

For our operational and branch teams, where jobs require colleagues to be on-site, we implemented a comprehensive range of COVID safety measures to support our continued production and trading. We also provided the required equipment and support for our back office colleagues to work from home wherever possible.

Our Safety, Health, Environment and Quality (SHEQ) and Human Resources teams have worked hard on employee communications, ensuring we reach out regularly to our c.2,000 colleagues, to keep them informed and up to date with the ongoing changes to safety measures and on our business performance.

Communications included the introduction of short awareness videos delivered on-line, and regular updates from our Chief Executive Officer.

We also increased in our communications on health and wellbeing. For example, in May we ran a successful campaign during Mental Health awareness week and promoted our Employee Assistance Programme (EAP) for those who need more specialised help beyond that provided in-house through our management teams and Human Resources business partners.



Resourcing and recruitment

Despite the challenges of 2020, we have continued to develop our resourcing systems to ensure that we attract the best people into our business as vacancies arise and provide a better candidate experience. Our commitment to internal development also continues to be a vital component of our people plan, as we work to ensure people are in the right jobs at the right time with the right training.

During the second half of the year, we successfully transferred c.140 agency workers into fixed term or permanent contracted positions, giving those individuals stability in a time of great upheaval and ensuring the business had the capacity to fulfil orders during a very busy period.

Eurocell's recruitment policy ensures that full and fair consideration is given to all applicants based purely on their aptitude and ability and irrespective of any declared disability. For employees who become disabled and declare this to us, we have mechanisms in place through occupational health providers to support new ways of working where this is desirable by the individual and possible with reasonable adjustment and training in the workplace.





Talent pipelines through the Apprenticeships and Kickstart schemes

We were pleased that we were able to support our Apprentices throughout the upheaval and uncertainty of 2020. Our 'Trade Supplier' apprentice programme continued throughout lockdown, with virtual meetings and online support from the tutors. We expect this group of apprentices to complete their qualification on time in 2021.

We have continued to support the recruitment of new apprentices and the transition of existing employees into apprenticeship programmes in 2020, with c.12 appointments spanning finance, procurement, administration and manufacturing roles.

Eurocell is also delighted to be part of the Government's new Kickstart scheme and we were granted funding for 69 new roles which we will recruit in Q1 2021.

These initiatives are vital to our philosophy of talent development and internal growth and we look forward to supporting all of our young apprentices in 2021.

Performance and Development Review ('PDR')

We recognise that employee engagement (the energy and purpose our staff get from being immersed in their jobs), is key to the achievement of overall business targets. In 2019 we therefore designed a new performance management cycle and associated processes. This provides a forum for employees to discuss and agree their business aligned objectives and development needs with their manager.

Following the launch of the new PDR process and tools in 2019, we made steady progress in 2020 and began to embed this new approach to performance management. We have focused particularly on our branch network, where the large number of small sites presents a unique challenge in this area. The senior management team are working hard at ensuring our people are clear about the expectations of their role, their behavioural competencies in line with company values and in identifying development needs.

Plans are in place to introduce this new approach and PDR process across the rest of the business in 2021 to help engage all colleagues in their work and the part they play in Eurocell's overall success.

Incentives and rewards

We want to ensure that we attract the best people, either internally through our talent pipeline or from outside the business, that provide the right skills and knowledge that support the continued growth of our Company. It is therefore important that we continue to benchmark our remuneration packages to ensure that they remain competitive.

Every employee has access to a range of benefits that will support them both inside and outside of work. Our total reward strategy ensures that all employees are eligible for a range of incentives that include a defined contribution pension scheme, life insurance, Save as You Earn ('Sharesave') schemes and access to a range of savings and special offers through our Eurxtras platform. This platform also facilitates user-friendly communication with all employees, allowing the business to provide the latest news from across the organisation.

Responsible Business continued

The incentive and reward framework for our sales force in our branches was revised in 2020, enabling a clearer line of sight between company targets and individual reward.

Also during the year, the Group's inaugural Save As You Earn (SAYE) scheme, launched in 2017, reached its maturity with gains made by all participants and increased share-ownership by our colleagues. We intend to continue to launch SAYE schemes on an annual basis.

The Eurxtras platform continues to operate as a communication tool and provide a range of savings and special offers to employees. Through the pandemic, and particularly whilst the business was closed during the UK's first lockdown, when a high number of our colleagues were furloughed, we took particular care to ensure employees were made well aware of everything they were entitled to.

Learning and development

We are committed to continuously improving the availability and quality of training and development for employees at all levels across the Group.

During 2020, in light of the COVID restrictions, we stepped up the use of video and online training to ensure our compliance and induction training continued.

During the latter months of the year, our programme focused on training our warehouse colleagues in new manual handling equipment and new ways of working at the new site. Our external partners have been pivotal to this hands-on training rollout and we are very grateful for their support.

We continue to embed the use of our Learning Management System, particularly within the branches, using on-line tools to continue with compliance and product training at pace across the whole of the network, without the need for physical meetings.

Diverse and inclusive culture

In line with our Company Values, we continue to enhance our policies, procedures and associated management training to further develop a culture of diversity and inclusiveness at Eurocell.

The recruitment platform and processes we introduced in 2020 ensure that our equality and diversity standards are transparent and this enables us to make decisions without bias or discrimination.

We provide specific support for specific groups and individuals throughout our business, including the provision of free English and Maths tuition for non-English speakers, access to improved Occupational Health support, mental wellbeing support and a free Employee Assistance Programme. We have stepped up our communication in a variety of methods this year to enable our people to access what they need in order to feel supported and included, whatever their background or needs.

Our objective is to make Eurocell an employer of choice across the UK. We have actively embedded our values and behavioural standards into the new PDR process described above. We are now planning the rollout of a new and complementary talent development review process, a new leadership development

programme and a consistent corporate induction programme for 2021. We aim to ensure that all our employees feel included in our successes and reach their potential, whatever their current capabilities or background.

We recognise the benefits of encouraging diversity across the business and believe that this will contribute to our continued success. All appointments are made based on merit and are measured against specific objective criteria, including the skills and experience needed for the position. We remain committed to increasing the participation of women throughout the Group while recognising we operate in a historically male-dominated industry.

Gender analysis	Male no.	%	Female no.	%	Total average no.
Directors	5	83%	1	17%	6
Executive Committee	5	100%	–	–	5
Other senior management	30	71%	12	29%	42
Senior management	40	75%	13	25%	53
Other employees	1,657	88%	235	12%	1,892
Total	1,697	87%	248	13%	1,945

New policies and procedures

The health and wellbeing of our colleagues is of the utmost importance to us. We have continued to review and develop our company policies and procedures in this area to reflect our evolving business and the environment in which we operate. These revised policies provide our people with the help, support and guidance on all employee related issues. For example, during 2020 we have significantly increased our occupational health provision. We also introduced an improved 'Managing Absence' policy to support our health and wellbeing plans.

Health and safety

We employ over 2,000 people and the safety and the well-being of these employees and our contractors is our first operational priority.

	2020	2019
Injury frequency rate ¹	3.6	4.8
Lost time injury frequency rate ²	0.7	0.9

¹ Injuries per 100,000 hours worked.

² Lost time accidents per 100,000 hours worked.

Our health and safety performance continues to benchmark well with industry standards.

The generally positive trend in incident-related performance, established through 2018 and 2019, continued through 2020 with significant reductions in both of our two primary incident rate measures.

Lost Time Injury Frequency Rate (LTIFR) decreased by 22% to 0.7 lost time incidents per 100,000 hours worked, while Injury Frequency Rate for all incidents fell by 25% to 3.6 injuries per 100,000 hours worked although the number of RIDDOR-reportable injuries rose slightly to a total of 19 across the Group (2019: 17), all of which were classified as minor.

As a result, further accident reduction targets have been set, as part of a suite of linked KPIs for 2021, supported by a new, more robust, incident investigation process which is currently being trialled for full introduction across the Group. This will provide a greater degree of structure and guidance to lead operational management teams towards more thorough investigation and the identification of more effective countermeasures.

Recent changes to the structure and approach of the Health and Safety team will allow closer and more collaborative working relationships with operational management teams. This change, along with the scheduled improvement programmes, should see an acceleration in the rate of improvement and bring further confidence in our ability to effectively control our risks.



During the year, our two profile manufacturing sites achieved successful transition from OHSAS18001 to the new ISO45001 health and safety management standard, thereby demonstrating the Company's commitment to the protection of our employees, partners and customers.

Our ability to monitor performance and identify potential areas of weakness continues to evolve. Using smart phone technology, audit records are stored online and can be used to generate analysis which can be used to quickly and easily identify trends and areas of strength or weakness.

Programmes for improving workplace standards and reducing injury potential have also continued across our businesses.



For example, Vista Panels invested further in the provision of bespoke racks and trolleys to ensure that large, bulky and heavy composite doors and other products can be stored and transported safely, significantly reducing manual handling risks.



A major yard clean-up operation carried out at our two recycling plants to remove unusable waste, reduce the number of waste skips, clean up spillages and dig out overgrown vegetation has resulted in a reduction in injury risk, the generation of more useable operational space and the creation of a significantly-improved visual impression of the sites.



Finally, good progress has been made with regard to the sharing of safety performance information with the introduction of the Eurocell Safety Wall at our extrusion facility. The wall draws together various information sources and creates a focal point around which powerful safety conversations can be held.

WORKING TOGETHER THROUGH HARD TIMES

Despite the challenges posed by COVID-19, our colleagues achieved some great successes in 2020.



Award winners

Eurocell won two awards at the National Fenestration Awards 2020:

- Recycling Company of the Year; and
- Trade Counter of the Year.

We were also awarded second place in the Conservatory Roof Manufacturer category.

These independent awards, which recognise the best in our sector, highlight our strong sustainability credentials as well as the commitment and dedication of our teams.

“We are extremely honoured that the hard work of our teams has been recognised by the industry. After such a difficult year, we are delighted to have received two awards at the National Fenestration Awards 2020.”

Andy McDonnell
Managing Director, Eurocell Building Plastics



Apprenticeship schemes

Early in 2020, working in collaboration with Interserve, we launched a new and exciting apprenticeship scheme: the 'Trade Supplier Development Programme'. The scheme provides our branch colleagues with the opportunity to achieve a Level 2 Trade Supplier qualification. **26 of our Trade Counter colleagues successfully passed the selection process and were enrolled in the scheme.**

The programme continued on track throughout the year, despite the disruption caused by COVID, with the branch network temporarily closed for a period in Q2, and the very strong demand experienced in the business during H2. Training was delivered on-line and using virtual meetings. We expect a good proportion of the group to complete their apprenticeship and graduate in 2021 as planned.

"We prioritised working with Interserve to deliver the Trade Supplier Development Programme in 2020, demonstrating our on-going commitment to invest in our people at all levels right across the business."

Bruce Stephen
Group Human Resources Director



New Head Office fit-out

The project to fit out our new 260,000 square feet warehouse is described in full on pages 26 and 27.

The major components of this project have been the installation of mobile cantilever racking, the use of mobile platforms for put-away and picking processes and the implementation of IT systems to facilitate efficient operations. However, the project also included the fit-out of our new Head Office and welfare facilities, covering four floors and over 25,000sq.ft. of office and work space.

The office fit-out work, which began at the height of the first COVID lockdown, was completed by our own in-house property team. This group is responsible for our branch development work, including the fit-out of new branches and the refurbishment of older sites. This year they also installed the infrastructure for COVID-safe branch operations, including safety screens for our trade counters.

The Head Office work was completed successfully on time and within budget, despite the very challenging conditions. In order to comply with the new COVID-19 guidelines and legislation, the team lived on site, staying away from their homes and family for several weeks at a time.

"The in-house team did a fantastic job on the new Head Office – we now have modern, flexible workspace for our teams to enjoy. I would like to thank them for the sacrifices they made in order to get the job done during such a challenging period."

Mark Hemming
Chief Operating Officer

Working RESPONSIBLY

Community and charity

Our manufacturing and recycling centres, our warehouses and our branches, can have a significant impact on, and benefit from, the communities in which we operate. It is important that we provide support to communities local to our sites so we can enhance the quality of life in these communities.



Children in hospital

Our staff donated Christmas presents to children spending the festive period in 2 local hospitals.

National Health Service

S&S Plastics recommenced operations in April (while the rest of the Eurocell Group still remained closed) to specifically produce components urgently needed by the NHS for:

- Critical power supply and distribution – used in the NHS Nightingale hospitals; and
- Oxygenators – used in some circumstances for the treatment of COVID-19 patients.



Physical and mental health

We sponsored the team strips at a local basketball club, run by a long-serving Eurocell colleague, providing opportunities for both adults and children to improve both their physical and mental health.



Childhood literacy

We donated to Stoneydelf Primary School, Tamworth to purchase books as part of the restoration of their school library, to help the children improve literacy and support staff and parents in a challenging environment.



Local community

We donated external cladding to Easthouses Lily Miners Welfare Football Club to help them renovate their facilities which form an important part of the local community.

Living with cancer

We donated to Macmillan Nurses to support the invaluable work they do with people living with cancer, especially where treatment has not been able to progress due to the impact of COVID-19.



Customers

Service levels

In terms of quality, our focus has been on implementing key principles of quality management and measuring systems. These are captured in our customer-focused Quality Policy Statement (see below), which captures the way we aspire to work at Eurocell.

Quality Policy Statement

Customers

To be trusted by our customers in everything we do. Working in partnership with them to ensure that they are able to differentiate their service and product offerings from their competitors. Easy to do business with and always responsive to their needs, in a consistent, timely, courteous and flexible manner.

Quality

Adherence to industry-leading specifications and ISO-based standards for Quality & Environmental Management and British Standards for Health and Safety. Ensuring that suppliers understand and work with us to meet our aspirations.

Constant improvement

Uniform standards across our business benchmarked against industry best practice, constantly reviewing and improving processes. Benchmarked leading industry best practice transferred across businesses and customers with a view to reducing waste and improving consistency. Always tracking and measuring through business and departmental KPIs reflecting the business objectives.

Everyone's responsibility

All departments are responsible for constantly reviewing, measuring, checking and improving the quality of their work and ensuring that the necessary training, facilities and tools are available to get the job done right first time through a culture of continuous improvement. All departments working together and supporting each other with no barriers and no silos.

Sustainable and quality products

We adhere to industry-leading specifications and ISO-based standards for Quality & Environmental Management and British Standards for health and safety.

Suppliers

Ethical and sustainable sourcing

We strive to develop and maintain supplier relationships which are ethical, sustainable and responsible, forming the basis of our commitment to responsible sourcing. In addition, we have established supplier pre-appointment checks to evaluate the environmental and humanitarian impact of our products and supply chain.

In particular, we ensure that all relevant raw material suppliers are compliant with the current Registration, Evaluation, Authorisation and Restriction of Chemicals Regulation (REACH) and continually monitor all of our supplier's quality management processes and controls as part of the set-up and approval process.

We have a loyal supplier base, of which a significant majority have been suppliers to Eurocell for several years. All supply and tender agreements include the following statement:

“The supplier advocates the principles of Corporate Social Responsibility and requires a serious approach to social-economic issues from its supply chain.”

In addition, all of our suppliers are required to confirm their commitment to the following principles:

- The obligation to the global and local environment;
- Respect for fundamental human entitlements;
- In purchasing activities, a commitment to improving the organisation's performance in relation to fairness to all;
- A system of internal and external reporting which matches espoused values;
- A proactive promotion of sustainable practices and products;
- Recognition that there is responsibility to add value to communities and societies upon which the organisation has influence; and
- An ethical approach to purchasing activities.

Modern slavery

We are absolutely committed to preventing slavery and human trafficking in our business activities, and to ensuring that our supply chains are free from these practices.

We aim to identify modern slavery risks and prevent slavery and human trafficking in all our operations. We continue to identify any potential risks in the top 80% of our suppliers and, in cases where medium or high risk is identified, further assessments are carried out which may result in the supplier not being used.

Our full Anti-Slavery and Human Trafficking Statement is published on our website at investors.eurocell.co.uk.

Government Taxation



The Fair Tax Mark is an independent certification scheme, which recognises organisations that demonstrate they are paying the right amount of corporation tax in the right place, at the right time.

Since August 2019, we have been certified as an accredited Fair Tax Mark business, following successful assessments against the Fair Tax Mark criteria.

We recognise the responsibility we have to our stakeholders and communities to set the highest standards of corporate conduct and paying the right amount of tax in the right place is fundamental to this. The ability to be able to measure ourselves against an independent benchmark, like the Fair Tax Mark, allows us to continually improve the quality of information that we provide to our investors, employees, suppliers and customers, and assists us in creating a fair and successful business environment.