

OUR TARGETS

Key

● Ahead of target/target currently met
 ● Behind target on pro-rated basis
 ● On track
 ■ SLL target¹
 ■ PSP target²

Pillar	Topic	Target	Target year	Metric	2019	2023	2024	Target	Progress vs. 2019	Comment
PLANET	Group CO ₂ emissions	27.5% reduction v 2019 baseline	2030	tonnes	319,296	255,740	177,246	231,489	-44%	Driven by market driven reduced production levels
	Group CO ₂ emissions/tonne	32% reduction v 2019 baseline	2030	kg CO ₂ /tonne	123.4	131.2	110.4	83.9	-11%	2030 target remains reliant on hydrogen/carbon capture developments
	Clay products CO ₂ emissions/tonne	33% reduction v 2019 baseline	2030	kg CO ₂ /tonne	255.6	248.7	239.7	171.3	-6%	2030 target remains reliant on hydrogen/carbon capture developments
	Concrete products CO ₂ emissions/tonne	80% reduction v 2019 baseline	2030	kg CO ₂ /tonne	21.0	25.6	18.8	4.2	-10%	Reliant on factory upgrades at aircrete facilities, timing of which to be confirmed
	Power sourced from on site renewables	10% Group power usage	2025	%	0	0.7%	3.7%	10%	●	Progress slowed by market driven factors impacting our shorter term energy requirements
	Waste to landfill	Zero process waste	n/a	kg/tonne	0.16	0.09	0.01	0.00	-94%	Negligible in 2024 and therefore seen as on track
PRODUCT	New product index	10% Group Revenue	2025	%	0.6%	3.3%*	2.5%	10%	●	New robust calculation established aligned to strategy
	Plastic packaging consumed	50% reduction v 2019 baseline	2025	tonnes	1,802	1,322	963	901	-47%	Positive reduction partially driven by market demand factors
	Plastic packaging	50% reduction v 2019 baseline	2025	kg/tonnes	0.82	0.74	0.66	0.41	-19%	Positive reduction results to date though 2025 target in doubt as progress slowed to alleviate safety concerns
PEOPLE	Health and safety – Lost Time Incident Frequency Rate (LTIFR)	Zero harm ambition	n/a	no.	7.35	3.24	2.25	0	-67%	Whilst zero harm is always our goal, 2024 was a pleasing performance
	Membership of 5% Club	5% of employees in earn & learn positions	2025	%	3.2%	3.6%	3.7%	5%	16%	Market downtime has impacted ability to hire into E&L positions whilst also making redundancies

1. Three of our targets have been incorporated into the Sustainability Linked Loan (SLL) following the refinancing completed in January 2023.

2. Two of our targets have been applied to the 2023 and 2024 Performance Share Plan (PSP) awards.

* New product index calculation methodology amended in 2024. As a result of this more robust methodology, we have restated the 2023 comparator accordingly. Now measured as 'revenue from products launched within the last 5 years as a % of total revenue'.