

# Our Plan for What Matters

For Our People | For the Planet | For Our Industry

Driving Sustainable Impact & Value ↗

# About This Report

This is our first standalone ESG report following the launch of our ESG strategy. It presents progress across FY25, highlighting how our Environmental, Social and Governance commitments are being embedded across the RTU Group.

The report is intended as a detailed reference for stakeholders with an interest in ESG matters. It has been developed through internal analysis and stakeholder engagement, with reference to recognised ESG frameworks. Where relevant, we align our activities to the United Nations Sustainable Development Goals (SDGs) to demonstrate how our strategy contributes to broader global objectives.

As a first report, this document reflects both progress made and areas where our approach continues to evolve. It demonstrates our commitment to transparency, accountability and continuous improvement, while recognising the practical challenges of implementing ESG within a manufacturing and construction environment.

We are proud to share how our ESG strategy supports our people, partners and customers, and

how it underpins our long-term business resilience. This report marks an important step in our ESG journey, and we remain committed to building on this foundation in the years ahead as we turn our plans into measurable progress.

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## Navigating our Report



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Look for this icon to find more information on our 2026 targets.

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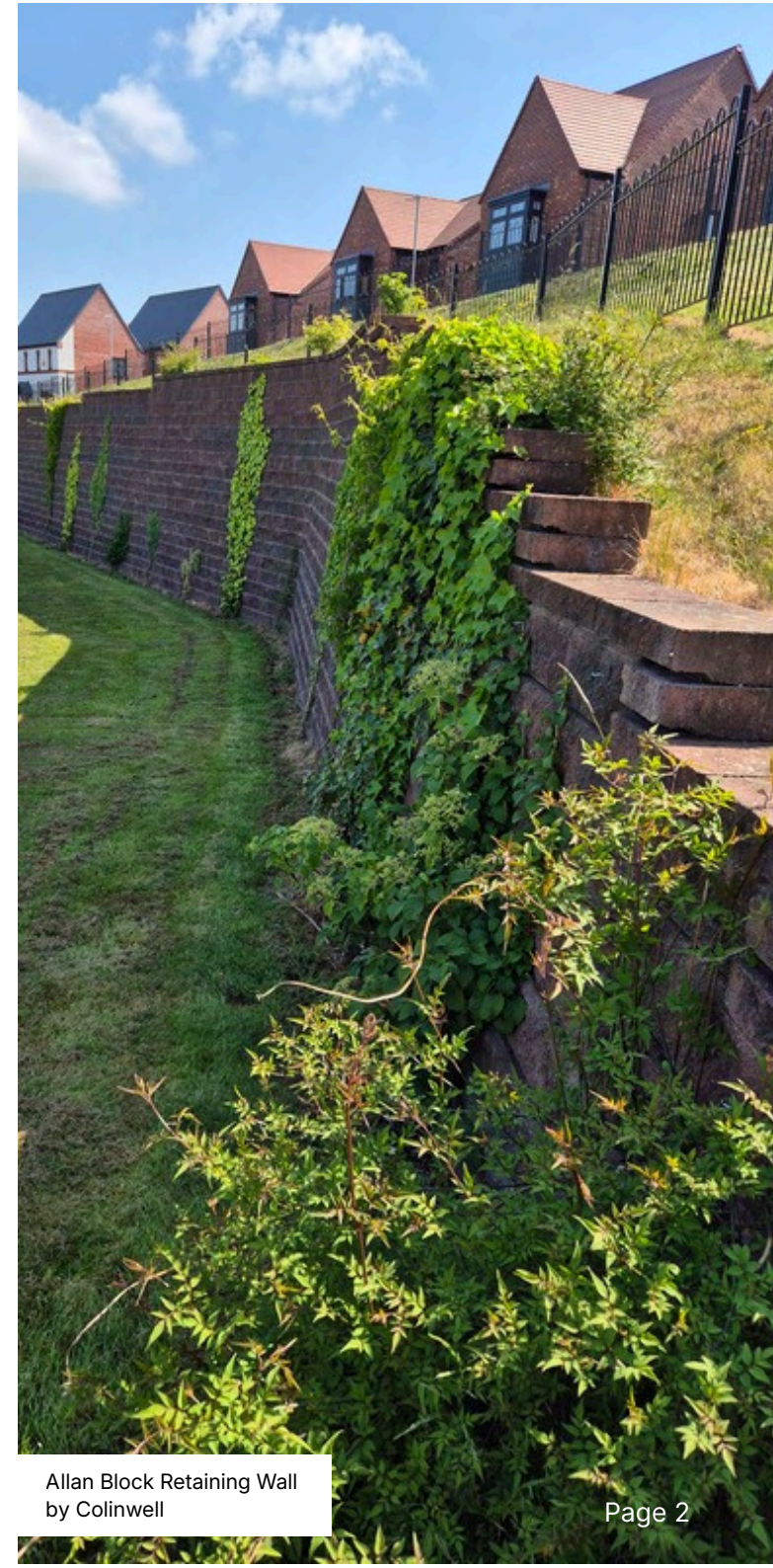
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Allan Block Retaining Wall by Colinwell

# About This Report Continued

## Our Purpose

To create the essential materials that shape how people build, live and work.

Focusing on the issues that matter the most

### Nurturing Our Planet For Future Generations

Waste, Water & Materials Use  
Renewable Energy & Energy Efficiency  
Pollution Prevention  
Climate Change  
Circular Economy

### Empowering Our People, Enriching Our Communities

Equality, Diversity, Inclusion and Respect  
Community Engagement  
Charitable Contributions  
Customer Experience  
Training & Development  
Health & Safety

### Enhancing Our Governance Culture and Processes

Ethical Leadership  
Data Protection and Cyber Security  
Building a Sustainable Business  
Risk Management  
Compliance

Enabled by

Robust Governance

Responsible & Inclusive Culture

Strategic Partnerships

# What is ESG at RTU Group?

## CEO INTRODUCTION

### It Starts with our Purpose

At RTU Group, ESG is a strategic lens through which we manage risk, build trust and create long-term sustainable value. It matters to us because it matters to the people we serve and work with - our customers, supply chain partners and our team.

It is embedded within our 4-year strategic plan and informs how we invest, operate and grow. Our focus is on building a resilient, sustainable business that supports both organic and acquisition-led growth, underpinned by smarter resource use, stronger governance and a people-first culture.

Our key priorities within the strategic plan include protecting our supply chain, purchasing effectively, upskilling our leadership and management team, structuring the business for further growth, maximising existing assets and delivering an ambitious sales and marketing plan. By aligning ESG with long-term success, we ensure that our business remains competitive and trusted.

### Positively Impacting our Environment

We are focused on reducing waste, using resources efficiently, and tackling climate change,

ensuring our operations support a healthier planet and a sustainable future for the communities we serve.

### Our People Power our Progress

Our people are central to everything we do. By investing in skills, safety, and a supportive culture, we empower our teams to deliver excellence and drive meaningful progress across the business.

### Strong Governance Guides Us

Strong governance underpins all our ESG efforts, ensuring integrity, managing risk, and keeping us accountable to our stakeholders. It gives us the confidence to act decisively, pursue opportunities responsibly, and build a business that is trusted, resilient, and future-ready.

### Looking ahead

Building on the momentum, we will continue to implement progress with purpose. The changes we have made and the actions we are taking are a testament to our commitment to driving meaningful impact across our organisation, within our communities and throughout our industry. I look forward to seeing the ideas, initiatives and collective effort that will shape the next chapter of our ESG journey.



**Alan Sproule**   
Chief Executive Officer,  
RTU Group



# Who We Are

RTU Group, the parent company of RTU and Colinwell Masonry, oversees the manufacture and supply of high-quality concrete products in the UK and Ireland, employing 70+ people across two sites.

Its trusted brands include:

- **RTU:** Northern Ireland market leader in ready mixed building materials for over 35 years.
- **Colinwell:** UK and Ireland market leader in masonry products and retaining wall systems for over 140 years.

With a turnover exceeding £20 million, RTU Group is committed to innovation, quality, and passion, supporting customers from builders to self-builders in delivering outstanding results. With decades of experience, RTU Group delivers tailored solutions for both large-scale projects and individual builds, while maintaining a strong focus on environmental responsibility.



# RTU Group's Story

## WHY WE EXIST

### MISSION

Our mission is to offer a consistently high-quality product and unrivalled level of service to our customers within our chosen market.

## WHAT DO WE WANT TO ACHIEVE

### VISION

To become the No.1 supplier of products and services within our chosen market.

## HOW WE DO IT

### VALUES

#### Innovation

We continually improve how we design, manufacture and deliver.

#### Quality

We never compromise on standards or performance.

#### Passion

We care deeply about our work, our customers and each other.

### CULTURE

We build a high performance, inclusive and accountable culture that empowers people, promotes responsibility, and enables individuals and teams to achieve their full potential.

### STRATEGY

Long-term sustainable profit and growth, driven by a reputation for quality, innovation, and outstanding customer service, supported by an engaged and high-performing workforce.

# Highlights From the Year




**£500K**  Read more on page 14


Invested into new industry leading waste recycling system at RTU



**95%**  Read more on page 15

Production waste diverted from landfill across RTU and Colinwell




**Strong**  Read more on page 20


Employee engagement and development focus




**Active**  Read more on page 22


Community & stakeholder engagement



**Robust**  Read more on page 26

ESG governance framework established

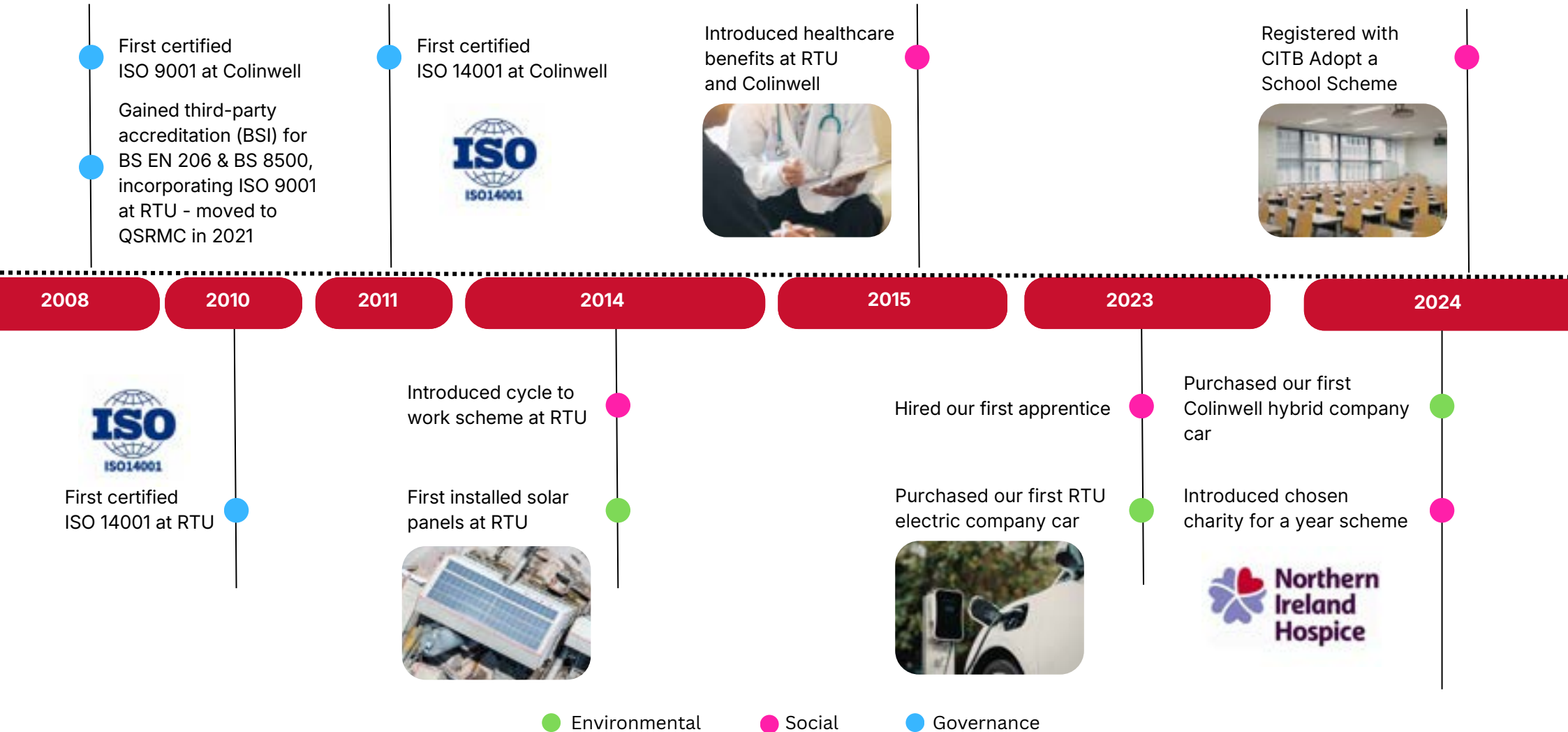


**Zero**  Read more on page 27

Data breaches or reportable incidents

# Key Milestones Over Time

This timeline outlines the key milestones shaping our ESG journey from 2008 to 2024, demonstrating the progress achieved to date and reinforcing our commitment to continuous improvement as we set our 2026 goals.



# Focusing On What Matters

## Our Approach

During the development of our ESG framework, we adopted an integrated approach aligning ESG priorities with our wider business strategy. A materiality assessment was completed to identify and prioritise the ESG topics that matter most to our stakeholders and to our business (see page 10).

This ensures our ESG focus is grounded in what creates the greatest impact, rather than attempting to address every possible issue. While many initiatives are available to organisations, meaningful progress comes from focusing effort where it aligns with both business priorities and stakeholder expectations.

## Why These Issues Matter

The topics identified in our materiality matrix represent the most significant environmental, social and governance issues for RTU Group.

These issues present both risks and opportunities for the business.

From a risk perspective, they include regulatory and environmental pressures, increasing expectations around carbon and resource efficiency, workforce capability and retention, supply chain resilience, and evolving governance

and data protection requirements. If not effectively managed, these could impact cost, compliance, operational performance and long-term resilience.

At the same time, they create clear opportunities. Improving resource efficiency, reducing waste and increasing energy performance can lower costs and environmental impact. Strengthening our people strategy supports retention, capability and innovation. Enhancing governance and supplier relationships improves trust, transparency and operational stability, supporting sustainable growth. Understanding these dynamics allows us to prioritise actions that reduce risk while creating long-term value.

## Our Plan for What Matters

This is why our ESG strategy is titled 'Our Plan for What Matters'. It reflects our focus on the issues that create the greatest impact for our business, our people and our stakeholders. ESG is embedded within our wider 4-year business strategy, supporting sustainable growth through stronger governance, smarter resource use and a people-focused culture. Our priorities include strengthening supply chain resilience, improving operational

efficiency, developing our management capability, and maximising the performance of existing assets, supported by a focused sales and marketing strategy.

## Process

Our ESG Committee led the materiality assessment, identifying and evaluating ESG topics based on their significance to stakeholders and their impact on the business.

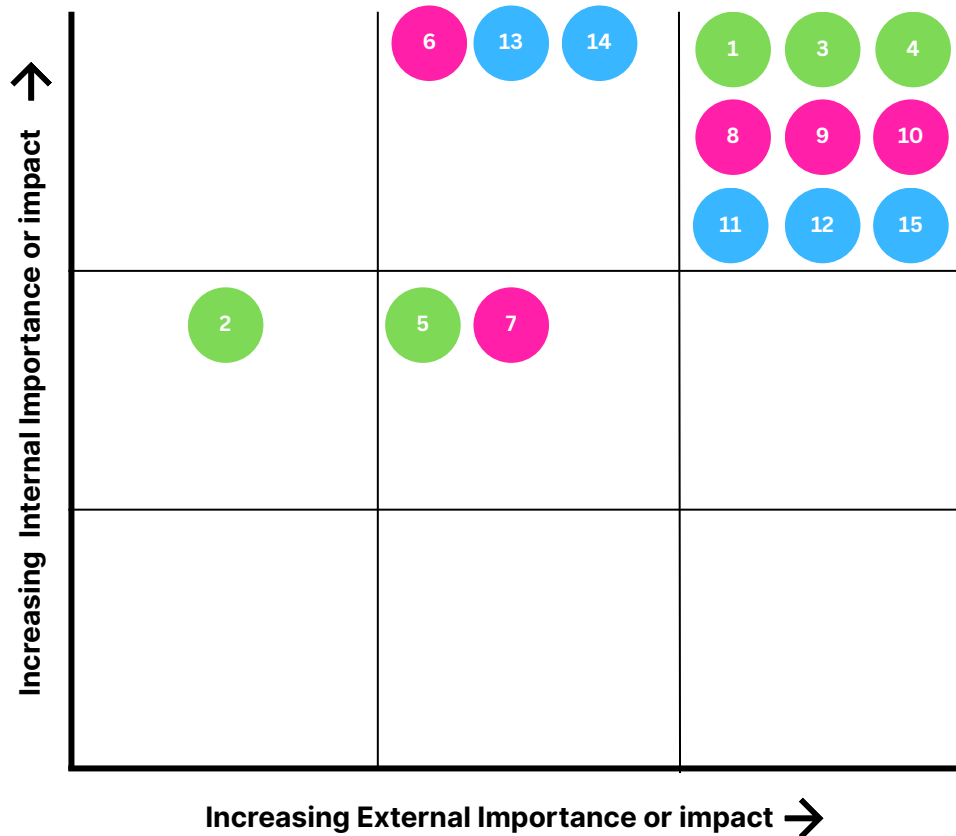
The matrix includes 15 topics across environmental, social and governance areas.

These were assessed to ensure our priorities are evidence-based and aligned to stakeholder expectations. This process ensures resources are directed towards areas of greatest impact and provides a clear framework for setting ESG targets.

## Monitoring Our Progress

ESG performance is monitored through our governance structure, with regular review cycles at management and board level. This ensures accountability, supports continuous improvement, and allows us to adapt our priorities as risks and opportunities evolve.

# Materiality Matrix



ESG Colour Key Topic

ESG	Colour Key	Topic
E	Green	1 Managing Resources Effectively (Water, Waste, Materials)
E	Green	2 Renewable Energy and Energy Efficiency
E	Green	3 Pollution Prevention (Air, Noise and Water)
E	Green	4 Climate Change – Mitigation and Adaptation
E	Green	5 Circular Economy
S	Pink	6 Equality, Diversity, Inclusion and Respect including Fair Pay
S	Pink	7 Community Engagement and Charitable Contributions
S	Pink	8 Customer Experience, Trust & Safety
S	Pink	9 Training & Development
S	Pink	10 Health & Safety
G	Blue	11 Structured, Transparent, Accountable and Morally Ethical Leadership
G	Blue	12 Data Protection/Privacy
G	Blue	13 Building a Sustainable Business
G	Blue	14 Risk Management
G	Blue	15 Compliance

## Results

The process led to the implementation of numerous actions across our organisation, strategically addressing the topics in our materiality matrix. These achievements are reflected throughout the body of this report and have positively impacted the topics listed, demonstrating the progress and focus achieved through this approach.

# Our Plan For What Matters

## Our Pillars

## Our Commitment

## Alignment to SDGs

## Our Targets



### Environmental

Understand and reduce our environmental impact by managing resources responsibly and actively contributing to climate change mitigation.



- Zero waste concrete to landfill
- Increase renewable energy to 20% at RTU
- Increase solar generation to 80,000 kWh/month at RTU
- Achieve 85% local sourcing within 30 miles
- Reduce production rejection rates
- 100% fuel-efficient driver training completion
- Increase rainwater capture to 100% at RTU
- Improve fleet fuel efficiency to 6.9 mpg at Colinwell and 6.7mpg at RTU
- Increase reuse of returned materials to create Interblock at RTU
- Increase electric/hybrid fleet to 100% Colinwell / 90% RTU



### Social

Create a safe, inclusive and supportive environment where our people, customers and communities can thrive.



- Roll out EDI training to 100% of employees
- Increase employee forum engagement (4 meetings per year)
- Introduce a long service recognition programme
- Deliver phase 2 leadership training
- Improve NPS score to 75 (RTU) and launch at Colinwell (target: 60)
- Reduce RTU vehicle accidents
- Increase charitable fundraising to £1,000
- Support 10 community organisations



### Governance

Operate with transparency, integrity and accountability to continue building a resilient and sustainable business.



- Maintain BS EN 206 & BS 8500, ISO 9001 and ISO 14001 certifications
- Maintain zero data breaches or reportable incidents
- Introduce quarterly company-wide "State of the Business" updates
- Maintain 100% supplier risk assessment coverage
- Ensure 100% completion of all risk assessment actions
- Strengthen ESG governance through regular ESG committee and board reporting
- Continue to develop and embed ESG KPIs across all business functions
- Increase employee awareness and engagement with policies and benefits

Environmental

# Nurturing Our Planet For Future Generations ↗

# Environmental

## Alignment to SDGs



### Goal

Understand and reduce our environmental impact by managing resources responsibly and actively contributing to climate change mitigation.

### Our Approach

Climate change and environmental pressures affect all organisations. As a manufacturer of ready-mixed concrete and concrete masonry products, our key impacts relate to carbon emissions, energy use, water consumption, raw material efficiency and waste management.

These impacts span our value chain, from sourcing through to production and transport. We recognise the footprint of concrete and are focused on reducing it through operational efficiency, resource optimisation and waste reduction.

Our approach is structured around resource efficiency, renewable energy and energy efficiency, pollution prevention, circular economy principles, and climate change mitigation and adaptation.

By embedding environmental considerations into operations and long-term planning, we aim to reduce our footprint while continuing to deliver high-quality, durable construction products essential to the built environment.



eXposa® Decorative Concrete by RTU

### Highlights

- £500,000 waste recycling system commissioned at RTU
- Over 7,200 tonnes of aggregate reclaimed annually at RTU
- Over 100,000 litres of grey water processed daily at RTU
- 95% production waste diverted from landfill across RTU and Colinwell
- Renewable energy increased to 17% at RTU
- 75 - 80% of company cars are now hybrid or electric (excluding fleet of lorries)
- Zero environmental incidents recorded in 2025
- Local sourcing maintained at 80% within a 30-mile radius
- Low-carbon cement alternatives used in 15% of total production at RTU

### Our Targets

- Zero waste concrete to landfill at RTU
- Increase renewable energy to 20% at RTU
- Increase solar generation to 80,000 kWh/month at RTU
- Achieve 85% local sourcing within 30 miles
- Reduce production rejection rates
- 100% fuel-efficient driver training
- Increase rainwater capture to 100% at RTU
- Improve fleet fuel efficiency to 6.9 mpg at Colinwell and 6.7mpg at RTU
- Increase reuse of returned materials to create Interblock at RTU
- Increase electric/hybrid company cars to 100% Colinwell / 90% RTU

# Reducing Our Environmental Impact

## Waste Recycling & Circular Economy

In 2025, RTU commissioned a £500,000 industry-leading waste recycling system at its Newtownabbey facility - the only system of its kind currently operating in Ireland. This investment represents a significant step forward in reducing waste, conserving raw materials and supporting a circular economy.

The recycler incorporates two high-capacity reclaimers, large grey water stirring tanks and an advanced filter press, enabling the recovery of both aggregate and water from returned fresh concrete and washings. The system has the capacity to reclaim over 50m<sup>3</sup> of concrete per hour, allowing RTU to process waste concrete from up to four mixer vehicles simultaneously.

The system reclaims c.7,200 tonnes of aggregate for reuse yearly, significantly reducing reliance on virgin raw materials. It also processes more than 100,000 litres of grey water washings per day, supporting improved water efficiency across operations. On a monthly basis, this equates to recycling over 300m<sup>3</sup> of fresh concrete waste, recovering around 600 tonnes of reusable aggregate that would otherwise be lost to landfill.

This approach delivers a clear environmental benefit when compared to traditional wedge pit systems still widely used across the industry, which are limited in their ability to recover valuable materials. By capturing both aggregate and water at scale, RTU's system materially reduces waste generation, landfill disposal and the demand for primary resources.

The waste recycler was officially opened in June 2025 by the Minister of Agriculture, Environment and Rural Affairs, Andrew Muir, who praised the innovation for improving resource efficiency and reducing manufacturing waste.

**"I was pleased to officially open RTU's pioneering waste recycling system. I was impressed to learn how this innovation will use resources more efficiently and reduce the amount of waste in the manufacturing process."**



Members of the RTU team with Minister of Agriculture, Environment and Rural Affairs, Andrew Muir



**Scan to Watch our Waste Recycler Event Launch Highlights**

**Over 50m<sup>3</sup>**

of fresh concrete reclaimed per hour capacity

**7,200 Tonnes**

of aggregate reclaimed for reuse per year - equivalent to the weight of nearly 600 double decker buses

**Over 300m<sup>3</sup>**

of fresh concrete waste recycled per month

**600 Tonnes**

of aggregate reclaimed for reuse per month

**100,000L**

of grey water washings processed daily

## Circular Economy Development

Circularity remains a key priority for RTU, with a focus on maximising material reuse and minimising waste.

A key example is the production of interlock blocks from leftover concrete. This initiative has grown steadily, recycling 200 tonnes of aggregate in 2024 to produce 150 blocks, increasing to 305 tonnes and 230 blocks in 2025, with a target of 370 tonnes and 280 blocks in 2026.

Looking ahead, RTU has set a clear goal of achieving zero waste concrete to landfill by 2026, reflecting its commitment to fully embedding circular economy principles across operations and eliminating unnecessary material loss. RTU also aims to increase the use of recovered grey water in fresh concrete production in 2026 to further reduce water consumption and waste.

2026 Goal:



**ZERO**

waste concrete to landfill

## Managing Resources Effectively

In 2025, we strengthened our approach to measuring and managing resource use across both RTU and Colinwell, enabling more targeted improvements in material efficiency, waste reduction and water management.

A key focus area has been reducing material waste within production. At Colinwell, our concrete block rejection rate was 0.9% in 2025, with a target to reduce this further to 0.8% in 2026. At RTU, ready-mix concrete rejection rates were significantly lower at 8 customer complaints per 1000 deliveries (0.083%) in 2025, with an ambitious target of 0.03% for 2026. Reducing rejection rates is critical, as it directly minimises wasted raw materials, lowers energy consumption in production, and reduces unnecessary transport emissions associated with replacement loads.

We have also prioritised local sourcing to reduce transport-related impacts and strengthen supply chain resilience. In 2025, 80% of our suppliers were located within a 30-mile radius across both businesses, with a target to increase this to 85% in 2026. This approach not only reduces carbon emissions but also supports local economies and improves supply chain reliability.

Material reuse remains a central component of our resource strategy, particularly within RTU operations. In 2025, RTU recycled c.7,200 tonnes of aggregate with a clear objective to reuse 100% of returned materials in 2026. Increasing the recovery and reuse of materials reduces reliance on virgin resources and supports the transition to a more circular production model.

We continue to maintain a 95% production waste diversion rate from landfill across both RTU and Colinwell, with a target to increase this to 97% in 2026. Diverting waste from landfill is essential in preventing environmental harm, reducing disposal

costs and supporting more sustainable waste management practices.

Water management is another key priority. In 2025, RTU harvested 80% of rainwater and wash water, with a target to reach 100% rainwater capture in 2026. In addition, water sourcing from on-site wells remains high, with Colinwell operating at 100% and RTU at 35%. Reducing reliance on mains water not only lowers operational costs but also improves long-term resilience in the face of increasing water scarcity.

Both RTU and Colinwell maintained ISO 14001 certification, providing a structured framework for environmental management. This ensures that environmental risks are actively managed, performance is continuously monitored, and improvements are embedded across operations.

## Renewable Energy and Energy Efficiency

Improving energy efficiency and increasing the use of renewable energy are central to reducing our carbon footprint and overall environmental impact.

At RTU, renewable energy accounted for 17% of total energy use in 2025, up from 12% in 2024, with a target to reach 20% in 2026. This increase has been driven in part by the addition of 90kW of solar capacity in 2024 and the resulting uplift in on-site generation.

Solar energy generation rose from 55,000 kWh per month in 2024 to 75,000 kWh per month in 2025, with a further increase to 80,000 kWh per month targeted for 2026. Increasing on-site renewable energy generation reduces reliance on grid electricity and contributes directly to lowering Scope 2 emissions.

2026 Goal:

**80,000kWh**

per month solar generation



We have also focused on reducing the embodied carbon of our products through the use of lower carbon materials. Colinwell continues to operate with 100% CEM II cement, while RTU has increased its use to 60%, maintaining this level into 2026. The use of CEM II cement significantly reduces the carbon intensity of concrete production compared to traditional cement.

RTU has also been using ground granulated blast-furnace slag (GGBS) as a low-carbon cement alternative, accounting for 15% of total production, with an aim to increase this to 20% in 2026.

Fleet efficiency remains a key area of improvement. At Colinwell, fuel efficiency improved from 6.5 mpg in 2024 to 6.7 mpg in 2025, with a target of 6.9 mpg in 2026. At RTU, efficiency improved from 6.2 mpg to 6.5 mpg, with a target of 6.7 mpg. These improvements

reduce fuel consumption, lower emissions and improve overall operational efficiency.

In 2024, RTU replaced four lorries, achieving a fuel usage rate of 3.86 litres per m<sup>3</sup>. In 2025, a further five mixer trucks were upgraded, representing an investment of approximately £170,000 per vehicle and continuing our programme of renewing around 15% of the fleet annually. The average age of the fleet is now 7 years. Fuel usage in 2025 was 3.99 litres per m<sup>3</sup>, reflecting changes in fleet composition and operational demands. In 2026, no additional fleet upgrades are planned, as the current fleet is considered fit for purpose. Instead, our focus will shift to improving driver behaviour and fuel efficient driving techniques to further reduce fuel consumption and associated emissions.

In 2026, both RTU and Colinwell are targeting 100% participation in fuel-efficient driver training. This initiative plays an important role in reducing fuel usage and emissions by promoting more efficient driving behaviours across the fleet.

In addition to wider energy initiatives, Colinwell continues to invest in operational efficiency. Its energy-efficient curing machine operates at 0.23 kWh, supporting lower energy consumption during the production process. Improving efficiency at this stage is particularly important, as curing is a core and energy-intensive part of concrete block manufacturing. Reducing energy demand at source contributes directly to lower emissions and improved overall production efficiency.

## Carbon Emissions and Baseline Development

Understanding and reducing carbon emissions is a key priority within our environmental strategy. Our operations are energy and transport intensive, with emissions primarily arising from fuel use, electricity consumption and material production processes.

In 2025, we further strengthened our approach to carbon measurement by improving data collection across fuel, energy and production activities. This work provides the foundation for establishing a comprehensive carbon baseline across Scope 1 and Scope 2 emissions.

This baseline will enable us to better understand our total carbon footprint, identify key emission sources, and track performance over time. It will also support more targeted decision-making as we continue to improve operational efficiency, increase renewable energy use, and transition to lower-carbon materials and transport solutions.

Once fully established, the carbon baseline will be used to set clear reduction targets and monitor progress year-on-year, ensuring carbon performance becomes an embedded part of our operational and strategic decision making.

We recognise that reliable carbon data is essential for meaningful climate action, and we are committed to strengthening our reporting capability in this area over the coming reporting cycles.

### Pollution Prevention (Air, Noise and Water)

Managing pollution risks is essential to protecting the environment, maintaining compliance and safeguarding relationships with local communities.

We have made strong progress in transitioning to lower emission vehicles. In 2025, 75% of company cars at Colinwell were hybrid or electric (excluding company fleet of lorries), with a target of 100% in 2026. At RTU, this figure stood at 80% in 2025, with a target of 90% in 2026. Increasing the use of low emission vehicles helps reduce air pollution and contributes to overall emission reduction.

2026 Goal:

90%

yard runoff capture and treatment



At RTU, significant improvements have been made to runoff management systems. In 2024, 80% of yard runoff was captured and treated. In 2025, infrastructure improvements, including integration with the waste recycling system, enhanced this capability, with a target of 90% capture in 2026. Effective runoff management is critical in preventing contaminated water from entering the natural environment.

Both RTU and Colinwell continue to demonstrate

strong environmental compliance. Pollution Prevention and Control (PPC) permits have been held since 1997 (RTU) and 2000 (Colinwell), with zero environmental incidents recorded in 2025. Maintaining this performance is a key priority for 2026, alongside continued staff training.

Fuel storage across both businesses remains fully compliant, with 100% adherence to bunding requirements and zero recorded spills or leaks. This is essential in preventing soil and water contamination and ensuring safe operational practices.

### Climate Change - Mitigation and Adaptation

Reducing emissions and improving long-term resilience are central to our environmental strategy.

A key focus for 2026 is achieving full participation in fuel-efficient driver training across both RTU and Colinwell. This initiative supports direct reductions in fuel consumption and Scope 1 emissions, contributing to overall carbon reduction efforts.

In addition, the durability of our products plays an important role in reducing lifecycle emissions. Allan Block retaining wall systems produced by Colinwell have a lifespan of over 120 years, while ready-mix concrete supplied by RTU has an expected lifespan of over 100 years. Long-lasting materials reduce the need for replacement, lowering the overall environmental impact across the lifecycle of construction projects.



Allan Block Retaining Wall by Colinwell

Social

**Empowering Our  
People, Enriching  
Our Communities ↗**



## Goal

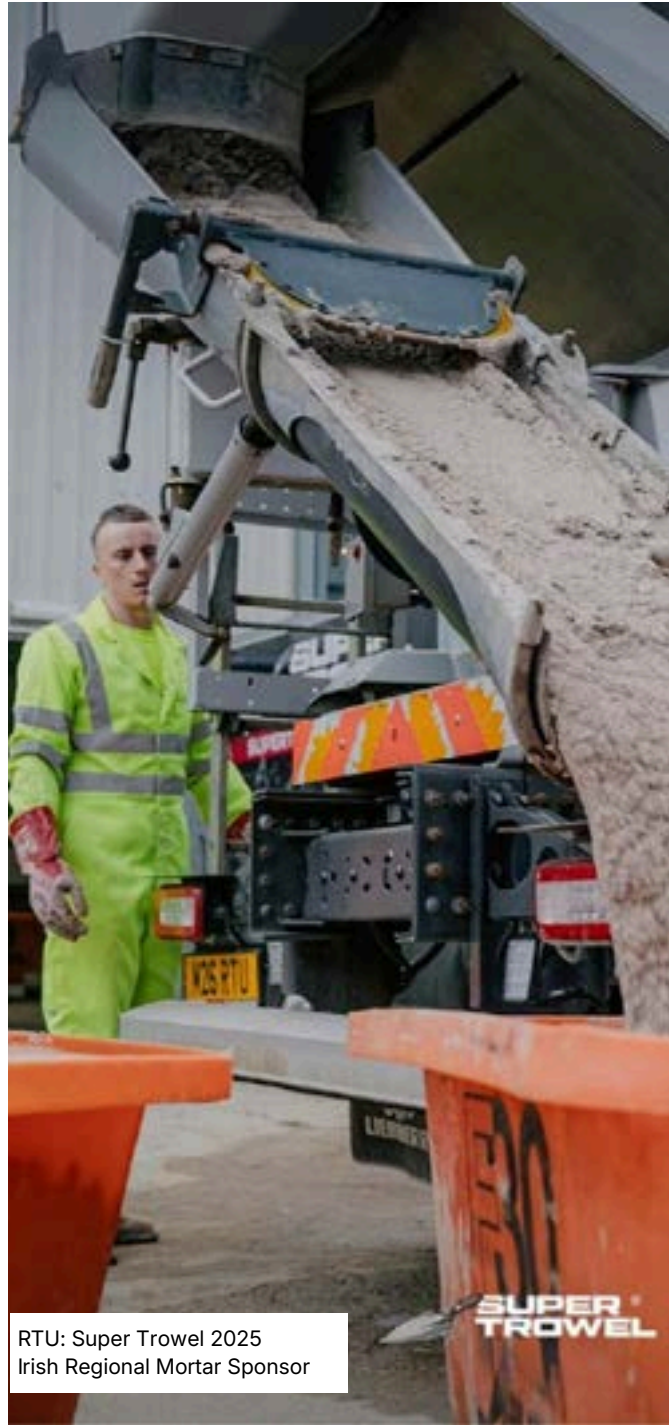
Create a safe, inclusive and supportive environment where our people, customers and communities can thrive.

## Our Approach

Our approach is grounded in the belief that our people are our most valuable asset, and their wellbeing and development are critical to our success. We recognise that listening, supporting, developing and rewarding our talent are key factors that distinguish a good employer from a great one.

In 2025, we placed a strategic focus on gathering employee feedback from RTU staff to inform our approach and drive initiatives that enhance workplace culture and professional growth. Alongside this, we continued investing in the development of a strong senior management team, cultivating expertise across operations and marketing, and creating further employment and development opportunities.

We also recognise our responsibility to customers and communities, continuing to build trusted relationships through high standards of service and ethical conduct. Investment in training, development and community engagement supports the future skills needed to build a resilient and sustainable organisation.



RTU: Super Trowel 2025  
Irish Regional Mortar Sponsor

## Alignment to SDGs



## Highlights

- Increased female representation in senior management to 12.5%
- Launched employee forum to strengthen employee voice
- Delivered leadership training (Phase 1) to management team
- Supported 2 apprenticeships (RTU)
- Achieved NPS score of 68 (RTU), demonstrating strong customer satisfaction
- Recorded 0 vehicle accidents at Colinwell
- Raised £500 for Northern Ireland Children's Hospice
- Supported 8 local community organisations

## Our Targets

- Roll out EDI training to 100% of employees
- Increase employee forum engagement (4 meetings per year)
- Introduce a long service recognition programme
- Deliver phase 2 leadership training
- Improve NPS score to 75 (RTU) and launch at Colinwell (target: 60)
- Reduce RTU vehicle accidents
- Increase charitable fundraising to £1,000
- Support 10 community organisations

# Creating a Great Place to Work and Supporting Our Communities

## Equality, Diversity, Inclusion and Respect including Fair Pay

We are committed to being an equal opportunities employer, providing career opportunities without discrimination and ensuring all employees are treated fairly and with respect, regardless of protected characteristics.

In 2025, our workforce reflected a growing level of diversity across the Group. At RTU, 7% of employees were from international backgrounds, including Romania and Australia, while at Colinwell, 5% of employees were from Algeria.

In 2026, we will roll out formal Equality, Diversity and Inclusion (EDI) training across the business, with a focus on respect and inclusion, and a target of 100% employee participation.

We believe that a diverse and inclusive working environment is vital to the success of our business and to support the health and wellbeing of our employees. We believe in rewarding all employees with fair salaries which are reviewed annually, along with the opportunity to gain additional pay in the form of a bonus or overtime depending on the role.

Improving gender diversity remains an area of focus. In 2025, three women were hired across the group, and female representation in senior management increased to 12.5%, up from 0% in 2024. While this reflects early progress, we recognise there is more to do to build a more balanced leadership team over time.

Gender Diversity (Female %)	2025	2024
Total Employees		
Senior Management	12.5%	0%

Attracting a diverse range of talent brings fresh perspectives and energy into the business, helping to drive innovation and adaptability. This approach not only strengthens our talent pipeline for future growth, but also reflects the varied communities we serve, enhancing our ability to meet their needs and build a stronger, more inclusive workforce.

To further support employee voice and inclusion, RTU Group established an Employee Forum in 2025, with representatives from different departments participating in two meetings during the year. These forums provide a platform for open discussion on business operations, policies and workplace environment. In 2026, we aim to increase engagement by holding four meetings annually.

In 2026, we will introduce a long service recognition programme to celebrate and reward employee commitment across the Group. This initiative supports our focus on employee engagement and retention, reinforcing a culture where contribution, loyalty and experience are recognised and valued.

I am proud to be the **first female on the senior management team**, contributing to an inclusive and forward-thinking culture."

**Georgia McKnight** ↗  
Head of Marketing,  
RTU Group



Retention of employees who joined RTU in 2025 was 46% by year-end, with driver roles accounting for the majority of turnover. This highlights a key focus area for improving retention in 2026. In contrast, all employees who joined Colinwell in 2025 remained in post at year-end.

### Training and Development

We believe that offering relevant learning and development opportunities will help our employees to feel valued, equip them to carry out their roles to the best of their ability and support them in developing their career at RTU Group. We want to make sure that everyone can access our range of development tools and training, so that they can achieve their full potential, whatever their individual needs are. We have training teams in each area of the business that support:

- Job role-specific training covering technical, operational, skills and leadership training
- Individually tailored training to address both employees' individual needs and specific business requirements
- Health and safety, first aid and manual handling training to ensure our employees work in a safe environment.

In 2025, we delivered Phase 1 of our leadership training programme, led by our CEO, with five participants. Phase 2 will commence in 2026, expanding participation and covering additional leadership topics.

Apprenticeships are a key part of our talent

development strategy. In RTU, we currently support two apprentices:

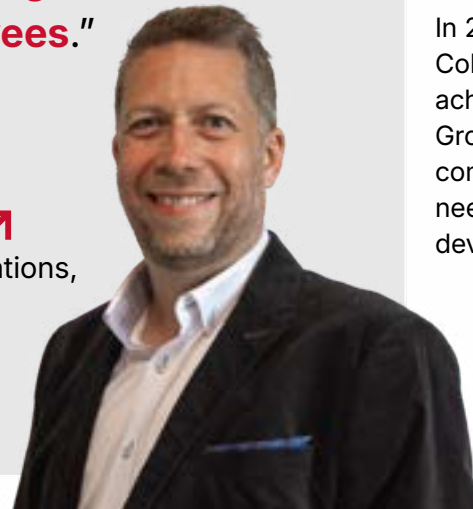
- A Mechanic/Vehicle Maintenance apprentice, supporting HGV servicing and maintenance
- An Electrical Engineering apprentice, focused on plant reliability and electrical systems

These programmes combine hands-on experience with formal education, helping to build critical skills for the future.

In addition, we have invested in health and safety capability, with employees holding IOSH and NEBOSH certifications, supporting a strong safety culture across the business.

**"I participated in Phase 1 of the leadership training programme and found it very insightful. It was also great to engage more with RTU employees."**

**Darren Walker** ↗  
Director of Operations,  
Colinwell



We also continue to invest in professional development through external qualifications:

**"Colinwell have sponsored me to complete my Level 5 Supply Chain and Operations Management Qualification with the Institute of Supply Chain Management".**

**Fernando Murphy** ↗  
Dispatch Executive, Colinwell

**"Colinwell have supported me in completing my HNC in Electrical and Electronic Engineering."**

**Joshua McIlroy** ↗  
Production Operative, Colinwell

We also recognise that employee development and engagement go hand in hand in creating a high-performing and supportive workplace. In 2025, RTU introduced an employee engagement survey to better understand employee feedback, identify areas for improvement, and shape future development initiatives. The survey achieved a 55% participation rate, providing valuable insight into employee experience across the business.

In 2026, we will expand this initiative to include Colinwell for the first time, with a target of achieving a 75% participation rate across the Group. This will enable a more consistent and comprehensive understanding of employee needs, helping to inform our training, development and wellbeing programmes.

**2026 Goal:**

**75%**

participation rate for employee engagement survey



**Health & Safety**

The health and safety of our employees is a top priority, particularly given the operational nature of our business.

In Colinwell, there were zero vehicle accidents recorded in 2025 across a small fleet of company vehicles and lorries. At RTU, which operates a significantly larger fleet, there were 15 accidents recorded across 535,459 miles, equating to 2.8 accidents per 100,000 miles.

In 2026, we aim to reduce total accidents at RTU supported by the rollout of fuel-efficient and safety-focused driver training.

Across both businesses, there were no lost time accidents recorded in 2025, reflecting a strong safety culture and effective risk management. We are committed to maintaining this performance in 2026.

We also support employee wellbeing through initiatives such as the Cycle to Work scheme, with five employees participating in 2025 and a target to increase this to six in 2026.

To ensure appropriate on-site support, we have 3

trained first aiders at Colinwell and 3 at RTU, providing immediate response capability across our operations.

A defibrillator is available on-site at RTU, ensuring immediate access to life-saving equipment and supporting our commitment to employee safety and wellbeing with plans in 2026 to roll this out at Colinwell also.

**Community Engagement & Charitable Contributions**

Supporting our local communities is an important part of our social responsibility.

In 2025, we raised £500 for Northern Ireland Children's Hospice. In 2026, we aim to increase this to £1,000, with the employee forum playing a key role in driving fundraising initiatives and engagement.



We also supported eight local community groups in 2025, including Cooke RFC. In 2026, we aim to expand this to ten organisations, strengthening our contribution to the communities in which we operate.



Super Trowel Mortar  
Sponsored by RTU



Northwest Truck Show  
Sponsored by RTU



Cooke RFC  
Sponsored by Colinwell

### Customer Experience, Trust & Safety

Delivering a consistent, high-quality customer experience is central to our business. In 2025, RTU introduced Net Promoter Score (NPS) surveys to measure customer satisfaction and identify areas for improvement. By the end of the year, RTU achieved an NPS score of 68, reflecting strong customer trust and positive service delivery. In 2026, we aim to increase this to 75.



2026 Goal:

75

NPS Score at RTU

60

NPS Score at Colinwell



Scan to Hear From  
One of Our Customers



Colinwell will introduce NPS measurement in 2026, with a target score of 60, enabling a more consistent, group-wide understanding of customer experience.

All customer interactions are guided by transparency, integrity and accountability. We comply with data protection and privacy standards to safeguard customer information, and customer feedback is acted upon promptly through a structured complaints procedure, reinforcing confidence in our products and services.

#### % of Complaints

Actioned and Resolved	2026 Goal	2025
% of Complaints Actioned and Resolved	90%	83%

By combining rigorous safety practices with attentive customer engagement, we foster a culture of trust and reliability. Our commitment to safety and transparency ensures that stakeholders can rely on us with confidence.

Through proactive monitoring, reporting, and continuous improvement, we maintain high standards of safety and trust across all operations.

External recognition also reinforces the strength of our customer offering. In 2025, Colinwell was named Best Retaining Wall Manufacturer & Distributor (UK & Ireland) at the Build Magazine Design & Build Awards for the second consecutive year. This reflects the quality, reliability and trust our customers place in our products and services.

Looking ahead, RTU will seek similar recognition for its commitment to sustainability, particularly through the introduction of its waste recycling system.



Recognised once more as 'Best Retaining Wall Manufacturer UK & Ireland' by BUILD Magazine, following our 2023 success.

Governance

# Enhancing Our Governance Culture and Processes ↗



# Governance

## Goal

Operate with transparency, integrity and accountability to continue building a resilient and sustainable business.

## Our Approach

Our ESG strategy is supported by a robust governance framework that ensures accountability, transparency and effective oversight across all ESG priorities. ESG is overseen at board level, with ultimate responsibility resting with the Board of Directors and ESG included as a standing agenda item at every meeting.

Delivery of the strategy is led by the Board and Senior Management ESG Governance Team, supported by cross-functional working groups responsible for implementation, monitoring performance and developing key ESG initiatives.

Each executive director is assigned ESG objectives aligned to the Group strategy, ensuring ESG is embedded into leadership accountability and integrated into decision making across the business.



Scan to See Our  
New Lorries in  
Action



## Alignment to SDGs



## Highlights

- Created our ESG strategy, Our Plan for What Matters. Setting the standard of what ESG means at RTU Group
- Completed our materiality assessment to inform the creation of strategic ESG targets.
- Established an ESG committee
- Set ESG objectives for each director in our executive management team
- Achieved 3<sup>rd</sup> party accreditation (QSRMC) for BS EN 206 & BS 8500 incorporating ISO 9001 at RTU and ISO 9001 certified at Colinwell
- ISO 14001 certified
- Maintained zero data breaches or reportable incidents

## Our Targets

- Maintain ISO 9001 and ISO 14001 certifications and zero reportable incidents
- Deliver quarterly company-wide "State of the Business" updates
- Maintain 100% supplier risk assessment coverage
- Ensure 100% completion of all risk assessment actions
- Strengthen ESG governance through regular ESG committee and board reporting
- Continue to develop and embed ESG KPIs across all business functions
- Increase employee awareness and engagement with governance policies and benefits

# ESG Strategy Supported By Robust Governance Framework

Our ESG strategy is supported by a robust governance framework that ensures accountability, transparency and effective oversight across environmental, social and governance priorities. ESG oversight sits at the highest level of the organisation, with the Board of Directors retaining ultimate responsibility and ESG included as a standing agenda item at every board meeting.

Delivery of the strategy is led by the Board and Senior Management ESG Governance Team and supported by working groups focused on key ESG areas.

Each Director within the Executive Management Team is assigned ESG objectives aligned to the ESG strategy, reinforcing leadership accountability and embedding ESG into decision making. This structure promotes a consistent, organisation wide approach to sustainability and ethical governance.

By ensuring senior leaders understand how ESG initiatives impact their teams, operations

and client relationships, we drive meaningful, practical change that supports long term business resilience and growth.



RTU Group Board of Directors

## ESG Governance

Board of Directors

Senior Management Team

ESG Management Team

Working Groups

- Approves strategy and monitors progress
- Dedicated focus to topics in materiality matrix
- Receives updates from ESG management team and working groups
- Agrees major projects and expenditures

- Defines strategy
- Monitors progress

- Generate ideas
- Manage projects and operational delivery
- Develops relevant KPIs
- Tracks progress

## Structured, Transparent, Accountable and Morally Ethical Leadership

Strong governance underpins our ability to operate responsibly, manage risk and build a sustainable business. We are committed to maintaining high standards of transparency, accountability and ethical leadership across all areas of RTU Group.

In 2025, we continued to strengthen internal communication and employee engagement. Healthcare benefits were utilised by 25% of employees at Colinwell and 30% at RTU, and in 2026 we will focus on increasing awareness and uptake of these benefits.

To further improve transparency, we plan to replace our yearly company-wide strategy day and introduce quarterly "State of the Business" updates in 2026, ensuring all employees - across both office and production roles - have consistent visibility of business performance, upcoming projects and strategic priorities. This builds on previous updates delivered in 2024 and supports a more informed and engaged workforce.

Our vision, mission and values are clearly defined and communicated, reinforcing a consistent direction across the organisation as reference on page 6.

Governance oversight is maintained through regular meetings across the business, including,

Board, Senior Management Team, sales meetings and ESG committee meetings.

In 2025, we developed a more structured approach to governance meetings, ensuring each forum had a clear purpose, defined agenda and appropriate representation.

This structure was rolled out in 2026, strengthening the effectiveness of our governance processes. It includes regular Board and Senior Management Team meetings, alongside dedicated quarterly ESG review meetings.

Senior management team meetings ensure full cross-functional representation, with 100% of departments included, spanning finance, operations, sales, marketing and HR.

## Data Protection and Cyber Security

We are committed to safeguarding company, client and employee data through robust cyber security and data protection controls. This includes protection of personally identifiable information (PII), intellectual property and operational data.

In 2025, we recorded zero data breaches or reportable incidents, and we aim to maintain this standard in 2026 through continued monitoring, robust systems and employee awareness.

## Building a Sustainable Business

Our long-term approach is guided by a 4-year strategic plan introduced in 2023, focused on building a resilient, sustainable business model that supports both organic growth and acquisition.

All current strategic objectives remain on track or completed, with progress reviewed regularly at board level. The next phase of the strategy is in development and is expected to launch in August 2027. Preparation for this will begin in Q2 2026 under Project Horizon, where we will review our current positioning, develop our future strategy, and define a clear execution plan with robust management structures and measurable outcomes.



“Building a sustainable business requires more than short-term performance, it depends on **disciplined financial management**, responsible investment and a **long-term view of risk and opportunity**. By integrating ESG principles into our strategic and financial decision-making, we are **strengthening the resilience of the Group** and ensuring we are well positioned for sustainable growth.”

**Franklin McIlroy** ↗  
Chief Financial Officer,  
RTU Group



### Risk Management

Effective risk management is critical to maintaining safe and reliable operations.

In 2025:

- 100% of suppliers were risk assessed, strengthening supply chain resilience
- Regular health and safety risk assessments were conducted by external specialists
- 100% of identified required actions were followed up and addressed

This structured approach ensures that risks are proactively identified, managed and mitigated.

### Supplier Governance

Our supplier approval process ensures quality, safety, environmental performance and ethical compliance are embedded within our supply chain.

Suppliers are evaluated against key criteria including quality, health & safety, environmental standards and ethics before approval. This structured approach ensures we work only with partners aligned to our values and operational standards.

As we continue to strengthen supply chain governance, we focus on building long-term partnerships based on transparency, trust and continuous improvement.

“Strengthening our supply chain governance **enhances operational efficiency** for our teams and improves service delivery for our clients. We view our **suppliers as partners in our growth**, and by building transparent and ethical relationships, we are able to **drive continuous improvement** through effective collaboration, supporting long-term sustainable success.”

**Samuel McIlroy** ↗  
Chief Operations Officer,  
RTU Group



# Framework Alignment, Policies & Accreditations

We maintain a strong compliance framework aligned with industry standards and regulatory requirements.

## Alignment to SDGs



SDGs (Sustainable Development Goals) are 17 global goals set by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all by 2030. We continue to fully support and contribute to these goals through a wide range of actions such as reducing emissions to tackle climate change.

## Policies & Procedures

We maintain a comprehensive suite of policies to support ethical, safe and compliant operations, including:

- Health & Safety Policy
- Anti-Bribery and Corruption Policy
- Compassionate Policy
- Data Breach Notification Policy
- Dignity at Work Policy
- Modern Day Slavery Policy
- Subject Access Request Policy
- Environmental Policy
- Sustainability Policy
- Quality Policy
- Whistleblowing Policy

## Accreditations



Our ISO accreditations include ISO 14001 (environmental management), QSRMC BS EN 206 & BS 8500, incorporating ISO 9001 and ISO 9001 (quality management), demonstrating our commitment to consistent, high-quality processes while prioritising environmental responsibility.



Colinwell has been awarded the BBA (Roads & Bridges) Accreditation, confirming the suitability of Allan Block retaining walls for infrastructure projects throughout the UK. Per Highways Agency (GB) and Roads Service (NI) regulations, retaining walls within 6m of a road or supporting a roadway require full TAS approval. Allan Block meets these standards and is widely used across the UK and Ireland.



Colinwell is certified under the Highway Authority Product Approval Scheme, where Allan Block is approved for use on road and transportation infrastructure managed by UK highway authorities.



Colinwell proudly holds Level 2+ Accreditation in Factory Production Control from the NSAI (National Standards Authority of Ireland). This certification supports our commitment to quality and consistency across our supply chain in the Republic of Ireland.



Colinwell carry CE Marking, demonstrating compliance with EU legislation and confirming that our products meet all applicable European health, safety, and environmental protection standards. RTU also holds CE Marking across its mortar and screed product range.

**RTU**<sup>®</sup>

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