



Inspiring People to Build Better

Sustainability Report 2023



Welcome to our 2023 Sustainability Report



Looking back on my first full year as CEO, I have been continually impressed by the focus and dedication of our people to serve the construction industry with world-class technologies that inspire people to build better. This also represents our greatest opportunity to make a positive impact.

The construction industry is under increasing pressure to reduce the greenhouse gas emissions associated with concrete production. Our products and services enable this transition, supported by significant research and innovation focused on meeting diverse customer needs. I am proud of the new technologies we have brought to market in 2023, including MasterCO₂re®, which help our industry address key challenges and specific local requirements. Thanks to our strategic partnerships, we have a strong pipeline of new developments to follow in the coming years.

As a newly formed standalone company, we have adapted and streamlined our processes to reflect the scale of the new business. Good governance underpins our efforts to continuously improve the way we operate – through effective procurement, increased energy and resource efficiency, and end-to-end supply chain management. All of which contributes to good sustainability practice.

An outstanding milestone in 2023 was exceeding our target to reduce operational CO₂e emissions two years earlier than expected – by 16% compared to a 2020

baseline. Our efforts will not stop there. We are evolving our sustainability strategy and introducing new targets for the coming years.

2024 began with Master Builders Solutions joining the UN Global Compact (UNGC) – reinforcing our commitment as a trusted and responsible partner in the construction industry’s efforts to decarbonise. We will continue to invest in the future through our research and partnerships, our environmental initiatives, and supporting our people to have safe and fulfilling careers.

Dr. Boris Gorella, CEO and Chairman of the Board of Management

Master Builders Solutions offers the technologies and services needed to tackle one of today’s biggest building challenges – reducing the CO₂e emissions associated with concrete production without compromising on performance.

This annual sustainability report holds us accountable across our business. It serves as an important tool to track our progress, share openly where improvements are needed, and confirm our future plans. I am pleased to present our 2023 report, and welcome ongoing dialogue and feedback on our progress and plans.

Dr. Shirin Fataei, Head of Sustainability





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2023 Sustainability highlights

56%
of net sales from
**products that enable
sustainable construction**
(56%* in 2022)

25%
of total workforce
are **women**
(25% in 2022)

2,700+
suppliers assessed
on ESG risk
(99 in 2022)

40%
reduction in **water
consumption** at
production sites
(29% in 2022)

7,200+
customers using our
products and services
(7,000 in 2022)

0.4
**lost time injury rate
(LTIR)** per 1 million
working hours
(0.8* in 2022)

16%
reduction in **GHG
emissions per tonne**
produced (scope 1 and 2)
(12% in 2022)

8,790
total employee
training hours
(3,018 in 2022)

* These figures were revised following our separation from MBCC Group.

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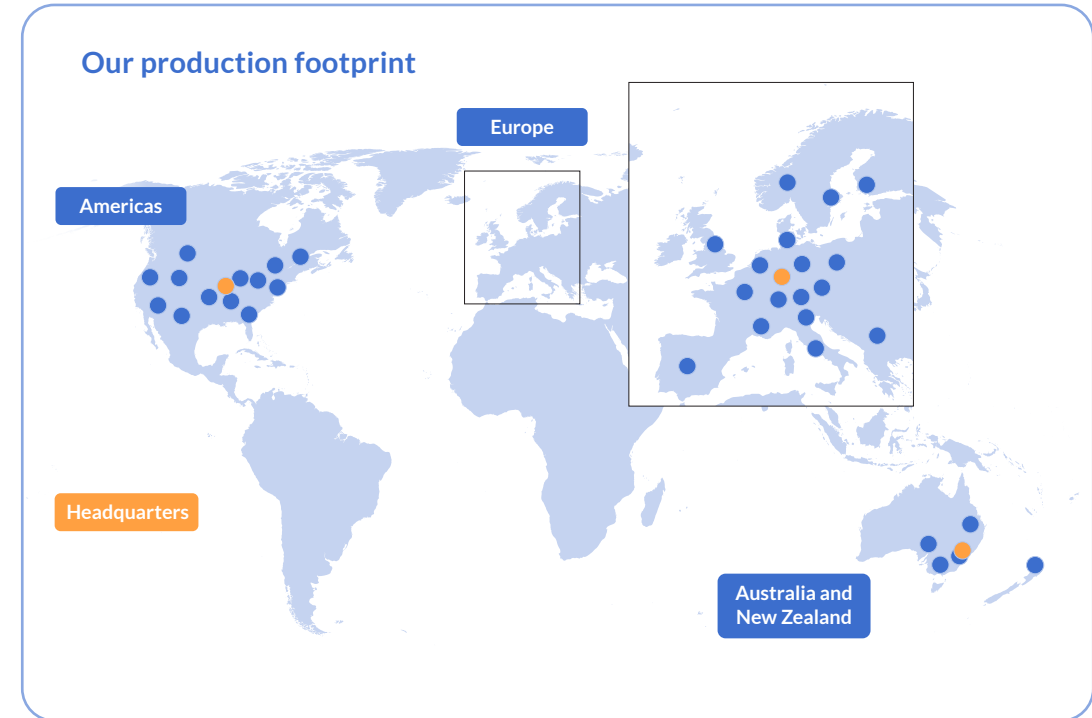
Who we are

Master Builders Solutions is a leading global manufacturer of concrete admixtures for the construction industry. Founded in 1909, we have been operating as a standalone company with the backing of private equity firm Cinven¹ since May 2023.

Guided by our vision of **inspiring people to build better**, we support and enable our industry to tackle one of today’s biggest building challenges – to reduce the CO₂e emissions associated with concrete production.

Through our three core brands – Master Builders Solutions, Fabpro Polymers, and Bluey Technologies – we provide chemical admixtures for concrete, construction systems, and technical services that support our customers to reach their sustainability goals.

Master Builders Solutions was carved out from MBCC Group at the beginning of 2023. The scope of this report covers Master Builders Solutions on a standalone basis in 2023. Where historic data are reported, these have been recalculated from original MBCC Group figures to represent Master Builders Solutions’ activities.



€900m
net sales

+7,200
customers

+1,600
employees

+80
R&D projects in the pipeline

35
production sites

¹ 'Cinven' means, depending on the context, any of or collectively, Cinven Partnership LLP, Cinven Holdings Guernsey Limited and their respective 'associates' (as defined in the UK Companies Act 2006) and/or funds managed or advised by any of the foregoing, excluding, for the avoidance of doubt, any portfolio companies in which such funds have invested and their subsidiary undertaking.

Products and services

Concrete production varies significantly by region — influenced by regulation, climatic conditions, and the availability of raw materials such as supplementary cementitious material (SCM) and aggregates. We provide local support to help over 7,200 customers identify reliable and relevant solutions for their unique context. We custom design concrete compositions to meet specific local requirements and focus our research on finding solutions to reduce CO₂e emissions, while maintaining or increasing strength or durability.

Master Builders Solutions' comprehensive portfolio of products and services enhances the performance, durability, and sustainability of concrete and construction processes. Our solutions span a variety of applications, from ready-mix and precast concrete to underground construction and concrete repair.



Chemical admixtures are essential for all forms of concrete, including ready-mix, precast, and sprayed concrete. They reduce cement content and water use, enhance durability, and control hydration, resulting in stronger, more workable concrete with up to 50%¹ lower embodied carbon. We work closely with our customers to select and design the optimal admixture for their specific concrete mix, ensuring the right balance of strength, workability, and setting time while maximizing cost efficiency and environmental benefits.

¹ By up to 50% compared with conventional solutions.



Cement additives that increase the efficiency of grinding cement, reducing energy consumption and allowing more clinker to be replaced with SCM.² This lowers the overall carbon footprint of cement.



Underground construction solutions for safe, reliable, and cost-efficient mining and tunnelling. Our comprehensive portfolio includes admixtures for sprayed concrete and ground support for mining and tunnelling, as well as chemical and cementitious grouting, rock bolting for ground stabilisation, and mine backfill technologies.



Fibre reinforcements offering an alternative to steel mesh and enabling partial or complete substitution of steel reinforcement. This enhances the durability of concrete structures with a better crack control capability. Fibre reinforcement is suitable for various applications, including ready-mix, precast, and sprayed concrete.



Construction systems including products for concrete repair and protection, performance flooring, grouts, sealants, adhesives, and waterproofing. Sold across Australia and New Zealand, the range includes performance grouts required in the construction of wind turbines.

² SCMs are ingredients added to concrete mixes to reduce cement or clinker content, reduce permeability, and influence other properties such as strength and hardening. Commonly used SCMs include fly ashes, slag cement (ground, granulated blast-furnace slag), and silica fume.

Some of our key product families are:

MasterCO₂re®. Admixtures based on ‘intelligent cluster systems’ (ICS) – an innovative ‘smart’ technology that releases polymers over time to deliver effects precisely when required. This optimises the workability and hydration kinetics of the cement, adapting to the different characteristics of both cement and the SCM.

MasterSphere®. Superabsorbent polymers as the ultimate air void system to improve freeze-thaw resistance of concrete.

Master X-Seed® and Master X-Seed® STE. Hardening accelerators which allow customers to reduce cement content, switch to lower-carbon cement, and enable a higher proportion of SCM, or reduce the need for heat curing with no loss of productivity.

MasterFiber®. Polymer and steel fibres which enhance the performance and service life of concrete, ranging in size from 0.018 mm-diameter micro-fibres to 0.7 mm-diameter macro-fibres.

MasterLife®. A range of products including shrinkage reducers, corrosion inhibitors, or waterproofing admixtures – increasing concrete durability and service life, and reducing potential concrete maintenance.

MasterSuna® RCA and SBS. Water-reducing admixtures enabling the use of recycled aggregates or low-spec sand (clay contaminated, crushed recycled aggregates) in concrete – supporting circularity and preserving natural resources.

MasterEase®. A family of advanced superplasticisers helping produce concrete with lower viscosity and improved workability. Benefits can include enhanced pumpability, water reduction, strength enhancement, ease of placing and finishing, and a reduced carbon footprint when using increased amounts of SCM.

MasterSuna® RCT. Used to treat unused fresh concrete and turn it into recycled aggregates, eliminating the requirement for on-site concrete crushing or landfill disposal.

We continuously expand the range of products and services to all regions. We launched the **MasterEase**[®] family of superplasticisers in North America and the **MasterSuna**[®] water-reducing admixtures in Australia and New Zealand. Our **ECO²NOW** app has been expanded to include additional language and currency modules, making it suitable for more markets. The application is now available across Europe, Australia and New Zealand, enabling our salesforce to quantify the benefits of our admixtures directly when speaking with our customers.

Our 300+ technical experts consult customers on a variety of topics, such as:

- **Technical services** to identify the most appropriate solution for each construction project and technical difficulties in production – spanning training, digital tools, and applications. We provide tailored guidance to our customers to maximise the environmental and commercial benefits of their products, while offering admixtures that enable lower-carbon concrete formulation.
- **Lifecycle assessments (LCAs)**. We offer LCAs to estimate the environmental effects of a single product or process from extraction of raw materials to end of life (cradle-to-grave). LCAs support us in advising our customers on a range of options and enable more sustainable decision making.
- **Environmental Product Declarations (EPDs)**. We develop EPDs – voluntary labels with verified environmental information – for our products. In North

America, our digital solutions also allow customers to create EPDs for their own concrete formulations and products.

- **MasterAtlas**[™]. This digital solution enables analysis of concrete production, transportation data, and returned volumes, allowing customers cost, time, and resource efficiencies, alongside carbon emissions reductions. The platform supports customers with real-time data to inform decision making, reduce concrete waste and enhance quality control.
- **ECO²NOW**. A digital tool to estimate the cost and cradle-to-gate emissions associated with different concrete formulations – including impacts of raw materials, transportation, and production resource consumption. The tool shows customers the economic and environmental benefits of optimising concrete composition using our admixtures in real time.

Customer feedback programme

Our French customer feedback programme incorporates a net promoter score (NPS). The results are discussed by the management team and communicated to all French employees. We undertake customer-specific research to understand any low scores and find ways to improve customer relations. In 2023, our NPS was +50, considered 'excellent' by [Bain & Co.](#) – [the creators of NPS](#).

Delivering reduced emissions on a tight deadline

Master Builders Solutions helped CSI Tunnel Systems with the rapid turnaround on a project in Scarborough, Ontario, Canada. The project was to complete 3,500 tunnel rings before the tunnel boring machine could start digging. Unfortunately, after producing 800 tunnel rings the project was months behind schedule and the concrete precaster struggled with production. That's when Master X-Seed® 44 was introduced to the project and a dramatic change took place. The concrete mix design was optimised and improved production from an 18-hour turnaround time per tunnel ring to an 8-hour turnaround per ring.

The high-early strength of Master X-Seed® 44 allowed for the next 2,700 tunnel rings to be constructed with low-carbon concrete. This resulted in an estimated CO₂e reduction of 5,915 tonnes compared with using the regional baseline low-carbon concrete. The tunnel rings were delivered ahead of schedule erasing the earlier delays.

UNICON sustainable evolution with FUTURECEM® based concrete

Unicon, Denmark's largest producer and supplier of ready-mix concrete, collaborated closely with Master Builders Solutions to refine a low carbon concrete solution based on Cementir's FUTURECEM® cement, which has a 30% reduced carbon footprint compared to conventional cement, by leveraging on a limestone - calcined clay combination.

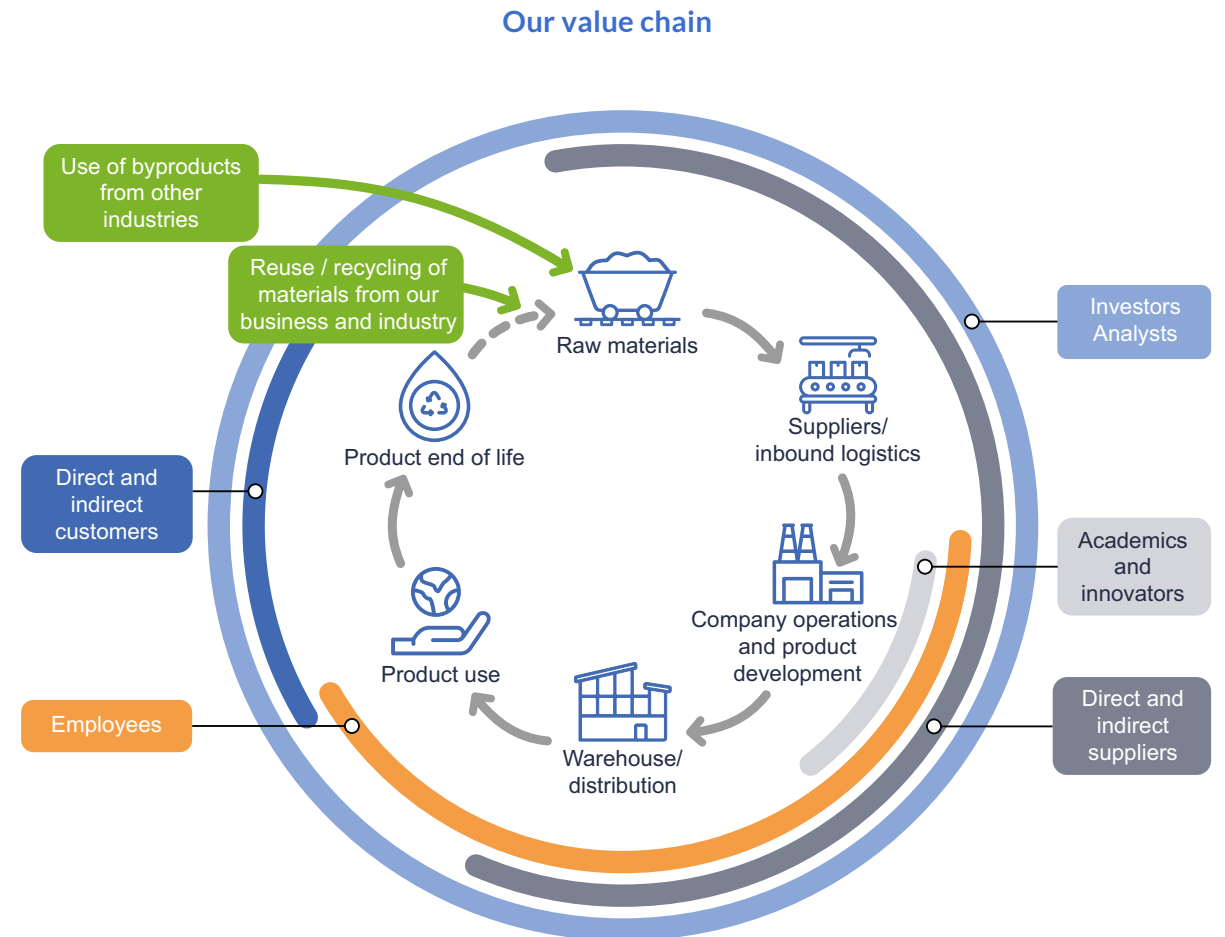
By collaborating through the entire value chain – from finding the right admixture for FUTURECEM® based concretes in the production process to refining and reintroducing curing agents for the final concrete applications – the technical partnership between Unicon and Master Builders Solutions contributed to making the new FUTURECEM® technology a success in the ready-mix market, now widely adopted.

Using MasterCO₂re® admixtures, Unicon offers FUTURECEM® based concrete with a reduced carbon footprint. Today, FUTURECEM® based concretes represent about 40% of Unicon's annual production of approx. 1 million cubic metres ready-mix concrete from 34 factories across Denmark, reaching roughly 25% of CO₂e reduction per cubic metre compared with the previous EPD.

Stakeholders across our value chain

Our stakeholders span every part of the process from raw materials manufacturing to product end-of-life. Through partnership and innovation, we work to significantly lower the carbon footprint of concrete, while maintaining and building on its essential properties as a construction material. For example:

- We serve **customers** across the concrete value chain from cement manufacturers to concrete producers, applicators, and contractors. We provide consultancy services to architects, engineers, and investors, advising on more sustainable options. Our success depends on keeping customers at the centre of our business. These insights shape our research priorities and product development.
- **Our people** are paramount to our success. We seek to support their wellbeing and development, and share our expectations of performance and conduct.
- We develop **partnerships** with academics, innovators, and industry to ensure access to the relevant know-how to meet future product needs.
- We engage in open dialogue with our **suppliers** to mitigate environmental and social risks. Together we aim to achieve more responsible human rights and environmental practices, while reliably delivering high-quality products and reducing our combined footprint.
- Engagement with **investors, analysts**, and other stakeholders keeps us focused and accountable, ensuring we meet external financial, environmental, and social performance expectations.



Our focus on innovation

Innovation is critical to addressing the challenges associated with lower-carbon cement. That is why our goal was to allocate more than 40% of our R&D budget to projects supporting sustainable construction by 2023.

In 2023, although 39% of budget was allocated to projects supporting sustainable construction, we dedicated 42% of our R&D spend to these initiatives. This figure includes projects that support reduced CO₂e emissions, provide other environmental benefits, and enhance durability to increase the service life of concrete.

We have formed long-term partnerships with more than 10 universities worldwide to solve these challenges. For example, with the **University of Malaga, Spain**, we are investigating the use of strength-enhancing admixtures and superplasticisers in mixes using limestone calcined clay cements as low-carbon binders. Calcined clays (also known as activated clays) are widely available, making them cheap to produce in large quantities.

With the **University Polytechnic de Catalunya, Spain**, we are investigating the use of alternative fibres, including recycled macro polypropylene fibre, in fibre-reinforced concrete to understand their long-term behaviour when subject to sustained loads.

In North America, we are working with:

- The **University of California, Los Angeles** and government agencies — including the US Army Corps of Engineers, the Bureau of Reclamation, and the Federal Highway Administration — to find alternatives for the lithium salts currently used

to reduce alkali-silica reaction. This project will help increase the durability of concrete used in road construction and reduce the need for premature repairs.

- The **University of Arizona** to develop an alternative to steel or steel fibre reinforcement in the manufacturing of precast tunnel segments using synthetic fibres.
- **Oregon State University** to explore low embodied carbon solutions for paving using our Master X-Seed® strength enhancer.



New entrance and exhibition building for open air museum in Germany

Faced with stringent sustainability requirements, the LWL Open-Air Museum in Detmold had originally envisaged building its new entrance and exhibition building from wood. But structural constraints meant building in concrete. Our admixtures enabled a switch to low carbon concrete which met both aims. The concrete was developed by the University of Braunschweig and supplied by concrete producer Garant Beton.

Combining MasterGlenium® ACE 484 and MasterSuna® SBS 6080 enabled use of concrete formulation with only 161 kg/m³ of CEM III/A binder, supplemented with ground granulated blast-furnace slag (GGBFS) and limestone powder.

The resulting formulation reduced CO₂e emissions by 60% compared with the industry reference value, earning the project 2nd place in the Ecological Reality category of the polis Awards 2022.

Integrating recycled material into concrete production

Increasing use of recycled thermally treated asphalt (TGA) in concrete production reduces waste and helps maintain primary aggregates in circulation as part of a circular economy. Traditionally, TGA has been used to replace up to 20% of the sand fraction in concrete and formulations require substantial and costly use of multiple admixtures.

Working in partnership with a major recycling company in the Netherlands, our challenge was to increase this replacement rate to 50% enabling them to maximise returns from TGA. The resulting concrete formulation had to be at a competitive price point and have an open time of 120 minutes before it begins to set.

Together we developed a new formulation replacing 50% sand with TGA containing MasterCO₂re® 3500. Trials demonstrated consistent and repeatable results in both laboratory and factory settings, achieving the desired open time and maintaining concrete quality.

This has enabled one of our bigger customers in the Netherlands to begin full-scale concrete production at its plant in Utrecht of a product with 40% TGA.

2. Sustainability at Master Builders Solutions

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Inspiring people to build better

The global demand for homes, offices, and infrastructure is soaring, driving a corresponding need for concrete—the world’s most widely used construction material. However, concrete production is a significant contributor to greenhouse gas (GHG) emissions, accounting for an estimated 8% of global CO₂e emissions.¹ As climate change becomes an increasingly urgent challenge, the construction industry faces growing pressure from consumers, regulators, and project sponsors to reduce its environmental impact.

At Master Builders Solutions, we are committed to inspiring a new standard in construction, one that embraces sustainability without compromising performance. As a leading global manufacturer of concrete admixtures and construction solutions, we are uniquely positioned to support our customers in addressing the dual challenges of meeting rising demand and reducing GHG emissions.

One of the most significant contributors to concrete’s carbon footprint is cement clinker², which accounts for up to 90% of the emissions from concrete production. The Global Cement and Concrete Association (GCCA) has outlined strategies for reducing clinker content, including lowering overall cement dosage, switching to lower-carbon cement, and replacing part of the cement with supplementary cementitious materials (SCMs). While these strategies are crucial, they can also compromise concrete’s strength, durability, and workability if not carefully managed. This is where our expertise comes in.

¹ <https://www.chathamhouse.org/sites/default/files/publications/2018-06-13-making-concrete-change-cement-lehne-preston-final.pdf>

² The percentage of clinker in cement (or clinker-to-cement ratio) varies. For example, ordinary Portland cement contains up to 95% clinker and the average clinker-to-cement ratio across all cement types in Europe is 73.7% (European Cement Association).

Our products and admixtures are designed to play a pivotal role in decarbonizing the construction industry. By lowering cement content, reducing clinker usage, and incorporating higher levels of SCMs, we help reduce the GHG emissions associated with concrete by 15–50%, depending on the application.³ Our solutions also reduce water demand, control strength development, and lower energy consumption during production and casting, all while improving the overall durability of the concrete. These innovations enable us to maintain concrete’s desirable properties, even when adopting low-carbon strategies. We work closely with our customers to design the optimal mix for their specific needs, ensuring sustainability does not come at the expense of performance.

Beyond individual projects, our commitment to sustainability is driven by broader trends in the construction industry. The rising demand for high-performance, environmentally-friendly buildings, coupled with increasing material costs, is pushing construction companies to seek more cost-effective and sustainable solutions. Meanwhile, advances in technology, such as sensors, software, and AI, are enabling better planning and resource management, further supporting sustainable decision-making throughout the project lifecycle.

The journey to decarbonise the construction industry is a collaborative effort that requires innovation and dedication across the entire value chain. At Master Builders Solutions, we are proud to be at the forefront of this transformation, inspiring people to build better, more sustainable structures that meet the needs of today while protecting the planet for future generations.

³ Compared with conventional solutions according to ‘Getting to net-zero, Global Cement and Concrete Association (GCCA)’ and Master Builders Solutions projects’ outcomes.

Reducing clinker in prestressed hollow core slab production

Production of prestressed hollow core slabs typically involves the use of high amounts of cement. Traditionally, high-strength CEM I 52.5 R cement is used for its fast-setting properties — essential to achieve high production rates. But it has a clinker content of more than 95%, contributing significantly to CO₂e emissions. We looked at strategies for adjusting clinker content to reduce emissions without compromising the mechanical properties of the concrete.

Partially substituting CEM I 52.5 R with mid-strength CEM IV/A (V) 42.5 R and supplemented with Master X-Seed® STE 35, a strength-enhancing admixture, we were able to reduce clinker content. This lowered CO₂e emissions by 20% compared with the previous formulation.

The low-clinker mix exhibited comparable or superior compressive strength compared with the reference mixes, ensuring the structural integrity and durability of the slabs. The optimised concrete mix also allowed for the same extrusion speed and quality as traditional mixes, without negatively affecting the production schedules.

Sustainable tunnel construction using composite shell lining

Double shell lining (DSL) is a traditional technique for lining tunnels involving a sprayed concrete layer, followed by a waterproofing sheet membrane and another concrete layer. We have developed a composite shell lining (CSL), which integrates these layers using our double-bonded sprayable waterproofing membrane, MasterRoc® MSL 345. This method not only reduces the overall lining thickness but also enhances the structural integrity of the tunnel.

The CSL technology has been deployed on a 137 m long emergency exit of the Pekel Tunnel, part of the Baltic-Adriatic corridor in Slovenia instead of the DSL approach initially planned. The tunnel is primarily composed of weathered marl.

The application of CSL helped reduce material usage and, with it, CO₂e emissions. For every linear metre of tunnel, using CSL reduced the concrete volume by 38%, the lining thickness by 40%, and CO₂e emissions by 29%. This translates to a saving of 1 tonne of CO₂e for every 2 m of tunnel constructed using CSL.

Sustainability strategy

At Master Builders Solutions, sustainability is at the core of everything we do. Our four-pillar sustainability strategy focuses on continually improving the way we operate, while inspiring and supporting our customers to build better. This approach not only helps us meet the growing demand for sustainable construction but also positions us as a leader in the global transition to a low-carbon economy. The first pillar focuses on delivering the high-quality products and services our customers expect. It is supported by three further pillars summing up how we need to operate to deliver on customer needs and requirements. Our strategy is dynamic and will be refined as needed based on the outcomes of our upcoming double materiality assessment. This ensures that we remain responsive to the evolving expectations of our stakeholders and continue to drive meaningful impact. For more details on our material topics, please refer to [page 22](#).

As we continue to advance our sustainability journey, these four pillars will guide our efforts to deliver long-term value to our stakeholders while contributing to a more sustainable and resilient construction industry. We believe that by integrating sustainability into every aspect of our business, we can inspire others to build better, creating a positive impact that extends beyond our operations to the wider world.

Our sustainability strategy pillars



Products and services. Develop products and solutions to preserve resources, lower emissions, and safeguard health and wellbeing.



Climate and environment. Reduce emissions, water consumption, and waste across our operations.



People. Support the health and safety of our employees and work towards a more diverse workforce.



Business integrity. Ensure our business is conducted in a compliant, ethical, and transparent manner.

Fostering sustainability awareness

We aim to educate our employees about key sustainability topics and trends, regularly sharing and discussing sustainability articles and videos via our sustainability channel, accessible to all employees. We held three sustainability webinars for different functions in 2023. The talks were attended by up to 280 employees and covered topics such as our carbon footprint, photovoltaic (PV) installations, our ECO²NOW and MasterAtlas™ products, and our energy efficiency programme. We shared 30 articles and videos on our channel to increase employee awareness of sustainability topics.

We provide online webinars and individual training for our employees globally on sustainable construction and tools such as lifecycle assessments (LCAs) and Environmental Product Declarations (EPDs). Our local marketing and sales teams offer webinars for customers in local languages.

Our interview guides in North America include questions on sustainability to ensure we embed the topic within conversations from the start of employees' time with us. All new hires must attend a session on sustainability in their induction programme, which covers why the topic is important for business and how our solutions reduce the embodied CO₂e of concrete.

In 2023, we introduced sustainability into our Building Together meetings for employees of North America. This includes sustainability initiatives employees can adopt at work or personally, including energy efficiency and recycling measures.

Community engagement

We take pride in supporting our local communities. In 2023, we volunteered with the [Greater Cleveland Food Bank](#) to package more than 720 bags of food for distribution to communities in need throughout Cleveland, Ohio. Every year members of our Polish team complete a relay run in Krakow as part of [Poland Business Run](#) – a charity initiative that raises awareness and funds for people with musculoskeletal disabilities.



Sustainability governance

Sustainability is integrated across our organisation. Our Group Management Board consists of four members and has overall accountability for sustainability topics and sets related performance targets. Its work is overseen by the Advisory Board, which includes representatives from our private equity owner Cinven. The Group Management Board and the Advisory Board formally meet regularly.

At the executive level, the Sustainability Leadership Council (SLC) – chaired by our COO – ensures the topic remains a strategic priority for our company. The CEO and SLC update the Group Management Board on sustainability issues at least twice a year, and more often when necessary.

The SLC is advised by our Head of Sustainability, who is responsible for the development, implementation, and regular review of our sustainability strategy, and by the ESG Council. The ESG Council brings together representatives of key functions, such as operations, procurement, human resources, and compliance, supporting the Head of Sustainability in the delivery of our sustainability goals.

Our Group Head of Operations, Supply Chain and EHSQ is accountable for Environment, Health, Safety and Quality (EHSQ) and is supported by our site-level specialists who monitor adherence with environmental and compliance requirements.

Our employees complete regular mandatory training at every site, and we ensure compliance with ESG standards through global audits by independent experts.

We adhere to all relevant regulation in the countries where we operate, including topics such as chemicals and environment. Our Code of Conduct and group policies set out our values and ensure a high level of ethics and transparency across our value chain.

Our sustainability governance structure



Sustainable procurement

Between May and December 2023, we worked with approximately 900 direct suppliers to source raw materials and around 520 logistic partners to deliver our products to customers. A certain share of our raw materials, such as polyethylene glycols or alkanolamines, are derived from ethylene. We also source raw materials derived from natural ingredients such as gluconates or sugar.

We encourage sustainable practices throughout our value chain. We expect our suppliers to adhere to the same high standards we maintain in our business in terms of human rights, labour and social standards, anti-discrimination, anti-corruption, and environmental protection. Any concerns about compliance breaches and human rights issues could be reported by suppliers and other shareholders using our grievance mechanisms on [page 53](#).

We require all suppliers to commit to our [Supplier Code of Conduct](#) as part of our general purchasing terms and conditions. It specifies our approach to safety, human rights risks, and the environment. By the end of 2023, 100% of 'relevant suppliers' had signed up to our Supplier Code of Conduct,¹ in line with our 2023 target. As a next step, we expect 100% of all new suppliers to sign our Supplier Code of Conduct, alongside existing relevant suppliers.

We launched a 'sustainable procurement' training programme for our buyers in September 2023, emphasising the importance of social responsibility and human rights within the supply chain. The training also included an introduction to GHG emissions and the necessity of close collaboration with direct suppliers to obtain environmental product information, such as product carbon footprint, LCA results, and information for Environmental Product Declaration (EPDs). We expect 100% of our buyers to complete the training in 2024.²

Conducting **lifecycle assessments (LCAs)** of products requires access to proper environmental data to ensure accuracy and reliability. Despite the large number of datasets in public databases, some chemicals and raw materials are not yet included or quantified. In 2023, we verified our first EPD for a high-range water reducer, based on supplier-specific LCA data for the main raw material. This would not be possible without continuous engagement between our procurement team and the supplier.

¹ We classify relevant suppliers as suppliers of critical materials and services representing more than 15% of our total supplier spend in 2023.

² We originally planned for all buyers to complete the training in 2023. Since the training was launched at the end of Q3 2023, we extended the deadline to allow enough time for all relevant team members to complete the programme in 2024.

Supply chain due diligence

We are committed to implementing robust processes that assess and mitigate risks, promote ethical practices, and uphold our sustainability objectives. As part of our sustainable procurement programme launched in 2023, we conduct risk identification, vendor selection, and evaluation processes to assess the sustainability performance of potential new suppliers. Screening covers 13 potential ESG risks based on industry and location. Our buyers are responsible for performing the evaluation before selecting a new supplier. We use third-party software to perform our supply chain due diligence.

At the start of 2024, we screened more than 2,700 suppliers – both direct and indirect – accounting for over 80% of our total spend during the 2023 financial year. Our top 125 suppliers – representing more than 58% of our spend – were subject to an in-depth assessment. The process confirmed that our major suppliers are in low-risk regions for forced or child labour, with relevant environmental regulations to ensure proper waste treatment and lower probability of environmental pollution. Potential risks associated with GHG emissions are prominent as many companies were historically not equipped to measure their emissions. However, our close collaboration with major direct suppliers indicates substantial progress in recent years.

Many suppliers are now able to provide detailed emissions data for their products, such as Product Carbon Footprints (PCFs) and LCAs. All of our major suppliers also report their annual GHG emissions publicly, reflecting a growing commitment to transparency and sustainability across the industry.

Following on from this assessment, we have invited the top 55 suppliers to complete a self-assessment questionnaire covering environmental pollution, human rights, and health and safety. Our aim is to further expand our supply chain due diligence programme in coming years and cover more long-term suppliers in our environmental and social assessment.

Conflict minerals

Since becoming a standalone business, conflict minerals and their derivatives are no longer a material issue for our business. However, we monitor the situation closely. Should designated conflict mineral-based materials become part of our portfolio, we will work to ensure our supply chain is free of human rights risks by:

- Complying with all applicable regulations, such as the US Dodd-Frank and EU Conflict Minerals Regulation (EU Regulation 2017/821).
- Aligning with industry-accepted initiatives, such as the Responsible Minerals Initiative.

Material topics

Our first major materiality assessment was conducted in 2021 based on peer and industry mapping, expert input on megatrends, and approximately 50 interviews with key stakeholders (read more about our stakeholders on [page 11](#)). This process identified nine material issues:

- Business ethics.
- Climate and emissions.
- Diversity and inclusion.
- Health and safety.
- Innovation and research.
- Responsible products.
- Supply chain sustainability.
- Transparency.
- Waste and the circular economy.

This was supplemented in Q2 2024 by an ESG risk assessment, which confirmed that the most material issues for our industry and operational regions are environmental pollution, GHG emissions, waste management, substances of concern, and health and safety.

We are currently transitioning our materiality assessment process to incorporate the double materiality requirements under the EU's Corporate Sustainability Reporting Directive (CSRD). In the meantime, we are working on the basis that the nine material issues previously identified are still the most relevant to our business.



Aligning with global frameworks

Throughout 2023, we have been working to align our sustainability efforts more closely with international frameworks, leading us to join the UN Global Compact (UNGC) in early 2024. This requires us to apply the ten UNGC

principles in our strategy and operations. We are also guided by the UN Sustainable Development Goals (SDGs). The areas where we think we can make the biggest contribution are:



We promote inclusive and sustainable economic growth, full and productive employment, and decent work for all. We are committed to ensuring our employees' health, safety and wellbeing. Highlights of 2023:

- Reduced LTIFR¹ to 0.4, compared to 0.8² in 2022.
- 47%+ of our employees covered by collective bargaining agreements.



We contribute to innovations that supports more resilient and sustainable infrastructure while improving our own operations to reduce our negative environmental impact. 2023 highlights include:

- 3% of total expenditure on innovation, R&D, and technical support.
- 80+ R&D projects in the pipeline.



Our products and services directly enable more sustainable construction and help reduce the volumes of concrete waste generated during construction and demolition. In 2023:

- 16,200 tonnes of concrete waste avoided per use of MasterAtlas™.
- 66+ tonnes of returned concrete treated with MasterSuna® RCT for reuse, instead of ending up in landfill.



We follow best practice to reduce resource consumption, waste generation, and wastewater disposal within production. Our products and services enable responsible concrete production. 2023 highlights include:

- >8% electricity consumption from renewable sources.
- 20% and 41% reduction³ in wastewater and water consumption, respectively.



Our key focus of our products and services is to support the construction industry in their decarbonisation plans. We also committed to 15% reduction of our production-based emissions. In 2023, we:

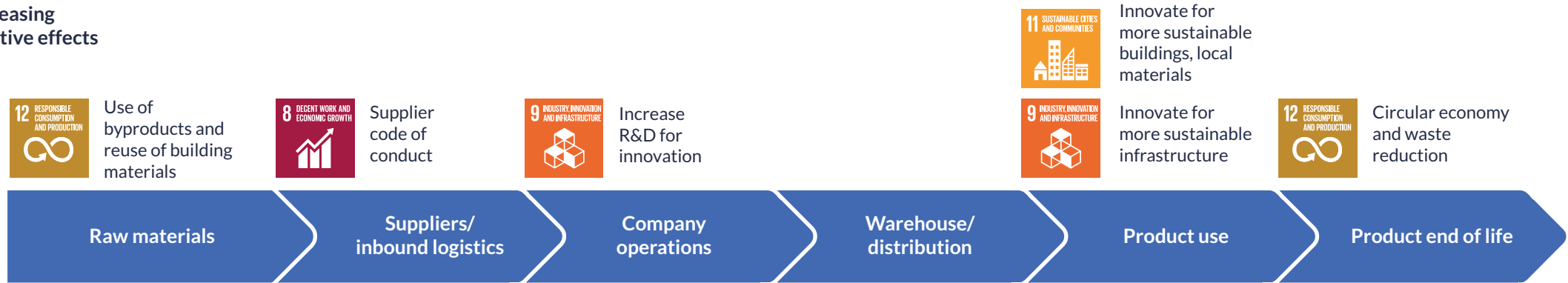
- Reduced production-based scope 1 and 2 emissions by 16% per tonne produced.
- Began monitoring our scope 3 emissions.

1 LTIFR: lost time injury frequency rate (LTIFR) per 1 million working hours.
 2 Number is corrected from our 2022 Sustainability Report, as one LTI in 2022 was not within our operational scope (separation from MBCC Group).

3 Production-based and compared to 2020.

Mapping the United Nations Sustainable Development Goals (SDGs) to our value chain

Increasing positive effects



Reducing negative effects

Advances in mining with LC3 cemented paste backfill

Mine backfilling using cement paste helps to fill and stabilise underground cavities, making it safe to work in the mine. Master Builders Solutions worked on a project at an operational copper mine designed to use alternative cementitious materials and innovative superplasticisers and reduce emissions associated with cemented paste backfill (CPB) systems.

The trial explored several mix designs incorporating ordinary Portland cement (OPC), calcined clay, ground granulated blast-furnace slag (GGBFS), limestone, and gypsum alongside two polycarboxylate ether (PCE) superplasticisers to enhance workability and mechanical properties.

Compositions using limestone calcined clay cement (LC3) demonstrated up to a 50% reduction in CO₂e emissions compared to traditional OPC-based backfill. This translates to an estimated reduction of 500 kg CO₂e per tonne of backfill material used. For a mine producing 10,000 tonnes of backfill, this would translate to an annual saving of approximately 5,000 tonnes CO₂e.

When dealing with challenging systems using either low cement content or challenging calcined clay with a high specific surface, this study demonstrated and emphasized the imperative need for high-performance admixtures, which are crucial to enable the widespread use of these new low carbon binders.

Using MasterCO₂re® for clinker reduction in KP1 precast walls

KP1, a leading manufacturer of precast concrete elements, was looking to develop a new product range using CEM III/A cement in place of CEM I cement to lower the carbon footprint. Incorporating MasterCO₂re® 5030 enabled the switch and achieved a 50% reduction in CO₂e emissions per cubic metre of concrete.

The addition of MasterCO₂re® 5030 admixture provided improved workability retention and viscosity and facilitated the reduction of the water-cement ratio to increase mechanical strength at early age. Using Master X-Seed® 150 further enhanced the setting time and early strength development. Early-age mechanical resistances were successfully maintained, ensuring the structural integrity and durability of the precast walls. The optimised mix demonstrated a compressive strength of around 20 MPa at 10 hours with the steaming, demonstrating the efficacy of the new formulation maintaining the production rate with this low clinker concrete formulation.

KP1 has now begun producing precast walls based on the formulation at its site in Poincy, France.

3. Environmental stewardship

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Environmental stewardship strategy

At Master Builders Solutions, environmental stewardship is founded on a dual approach of supporting our customers to reduce their impacts by using our products and services, while reducing our own greenhouse gas (GHG) emissions, energy and water consumption, and waste.

More than half of our sales come from products that enable sustainable construction – these are products that facilitate incremental reductions in the construction industry’s environmental footprint.

Through a combination of upgrades, energy efficiency measures, and a shift to renewable energy, we have surpassed our operational emissions and wastewater reduction targets. We have also made progress on reducing water use. We recognise, however, that there is still work to do to improve our waste management.

Key targets and progress

	KPI	2022	2023	Target
Products, services & advocacy	% of net sales from products that enable sustainable construction ¹	55.7% ²	55.8%	>45% by 2025 ³
Climate and emissions	Reduction in CO ₂ e emissions per tonne produced	-12%	-16%	-15% by 2025 (2020 baseline)
Waste and the circular economy	Reduction in non-hazardous waste per tonne produced	-9%	-6.6%	-15% by 2025 (2021 baseline)
	Reduction in wastewater per tonne produced	-35%	-22%	-15% by 2025 (2020 baseline)

- 1 Products that enable sustainable construction are those that can be used potentially to reduce embodied carbon of (reinforced) concrete, preserve water resources, improve early strength, replace / reduce thermal curing, improve durability and longevity of concrete structures, allow self-healing of concrete, enhance cement strength, increase the dosage of (recycled) difficult aggregates in concrete recipes, and recycle returned concrete. Other products include admixtures for geopolymers, repair mortars, and wind turbine grouts.
- 2 Figures for 2022 were revised following our separation from MBCC Group, revealing that products enabling sustainable construction already made up over half of our net sales.
- 3 This target was defined in 2021 for a different business setup. We are in process of setting a new target that reflects our current business and progress more accurately.



Energy and GHG emissions

We are working to improve energy management across our business, supported by continual improvement in how we measure emissions across our value chain. In calculating emissions, we follow the guidance set out in the GHG protocol.

Since 2020, we have been monitoring scope 1 and 2 (location-based) emissions from our production sites. In 2022, we expanded our calculations with help of external advisors. We reviewed our business scope and identified 11 categories of scope 3 emissions as relevant, with purchased goods and services, upstream transportation and distribution, and downstream transportation and distribution as the major contributors. This feasibility study also highlighted the need to improve input data quality in advance of the 2023 GHG calculations. In 2023, we expanded our calculations to include refrigerant gasses in scope 1 emissions, market-based scope 2 emissions and indirect emissions across our value chain (scope 3). Read more about our emissions calculation methodology on [page 58](#).

In 2023, scope 1 and 2 (market-based) emissions with 24,306 tonnes of CO₂e accounted for 2% of our total emissions, of which electricity represented almost 56%. With 1,121,678 tonnes of CO₂e, indirect emissions across our value chain (Scope 3) accounted for 98% of the total, with 71% of these emissions traced to purchased goods and services. Detailed GHG emissions data are available on [page 61](#).

Reducing our consumption and emissions

We exceeded our target to reduce CO₂e emissions per tonne produced by 15% against a 2020 baseline – two years ahead of expectations. By the end of 2023, emissions per tonne decreased by 16%.

Ongoing energy efficiency improvements have been fundamental to reaching our target. In 2023, we conducted energy audits across sites in Austria, Canada, Czech Republic, Finland, France, Norway, Poland, Romania, Spain, Sweden, the UK, and the US to identify potential efficiencies. We also installed a temporary measurement system at our five biggest sites by energy consumption to assess energy usage over the full year. This enabled us to identify additional energy-saving measures, which we have already started to implement.

To expand our renewable electricity production beyond two locations – Pooraka, Australia and Oosterhout, the Netherlands – we assessed the potential for photovoltaic (PV) installation at all sites in 2022. In 2023, we initiated PV installations in Myslenice, Poland and Ploiesti, Romania and began work at two sites in Italy.

In June 2023, we replaced the steam boiler at our site in Treviso, Italy, installing a boiler rated at 93% efficiency and cutting natural gas use at the plant by around 10%. In a pilot project at this site, we changed our supply of a key ingredient from its temperature-sensitive bulk form to solid form. This allows us to eliminate the need for heating on site and reduce energy consumption by close to 80,000 kWh per year once fully implemented (corresponding to 21 tonnes CO₂e).

CSH nanoseeds – a key ingredient in our Master X-Seed® range – are currently produced centrally in a 20-tonne reactor in Germany. In 2023, we developed a new manufacturing process which uses a small-scale reactor similar in size to a mobile phone. The smaller reactors require less energy, reducing consumption per tonne produced by 45%. The process change also enables us to transfer production to the regions, reducing transport costs and emissions. The first sites in the US will begin manufacturing nanoseeds soon.

Our Supply Chain Management team is responsible for our logistics activities both globally and locally. They also run initiatives to reduce logistics costs and emissions, such as selecting logistics partners that use EcoFuel and switching to intermodal transportation (combining rail, water and road transportation) over standard road haulage. In 2023, intermodal transportation increased from 41% of outbound freight at our two sites in Italy to 48%.

After several years of successful operation in Australia and New Zealand, Denmark, and the US, our tank monitoring programme is being expanded across Europe. The programme reduces delivery frequency from our sites to customers, improves inventory management, and promotes bulk distribution without any disruptions in stock levels. Germany and France were added to the programme in 2023, followed by Benelux, Italy, Poland, and Spain in 2024.

We expanded the MasterMatrix® range by developing **MasterMatrix® LF**, an innovative technology allowing customers to produce concrete mixes with lower volumes of fine particles, either from aggregates or cementitious materials. With the move away from coal-fired energy generation, fly ash is less available. Launched in 2024, MasterMatrix® LF presents an alternative, allowing our customers to maintain original workability and pumpability without having to substitute fly ash with other sources of fines.



Supporting our customers to decarbonise

In the construction industry, the bulk of scope 3 emissions originate from purchased materials, particularly concrete. Therefore, our priority is enabling our customers to reduce their indirect emissions. In 2023, 56% of our net sales were from products that enable sustainable construction¹, surpassing our target of 45% by 2025 for the second year running. Figures for 2022 were revised following our separation from MBCC Group, revealing that products enabling sustainable construction already made up over half of our net sales.

Sustainability is moving up customers' agendas in response to regulatory changes and demand from building project sponsors – both public and private – for lower-carbon concrete. This has stimulated an appetite for cross-industry collaboration, and we are working increasingly closely with cement manufacturers to support the move to second generation lower-carbon cements. These contain even lower volumes of clinker, or are based on alternative materials such as activated clay or limestone. Read more about our product and services on [page 7](#).

An example of such collaborations is our work with Omya, where we are helping the industry replace fly ash and/or part of cement with alternative materials. Through scientific research, we are jointly demonstrating how to reformulate concrete with limestone, using our superplasticisers.

¹ Products that enable sustainable construction are those that can be used potentially to reduce embodied carbon of (reinforced) concrete, preserve water resources, improve early strength, replace/reduce thermal curing, improve durability and longevity of concrete structures, allow self-healing of concrete, enhance cement strength, increase the dosage of (recycled) difficult aggregates in concrete recipes, and recycle return concrete. Other products include admixtures for geopolymers, repair mortars, and wind turbine grouts.

Clinker accounts for 10% of the volume of traditional concrete, but is responsible for around 90% of emissions. Reducing the clinker content offers significant potential to reduce GHG emissions. But it often comes at the expense of concrete workability, rheology and strength.

Master Builders Solutions has invested heavily in research to address these challenges, resulting in the launch of **MasterCO₂re**[®] in 2023. The product – based on 'intelligent cluster systems' technology – contains polymers that react and adapt to the characteristics of different proportions of cement and SCMs. The polymers are released over time, initially helping to reduce water content and subsequently to maintain workability. MasterCO₂re[®] creates concrete with a lower viscosity than conventional superplasticisers, making it easier and faster to pump and place.

Use of MasterCO₂re[®] also promotes the formation of a dense and homogeneous structure of cement hydrates, ensuring the strength of the final concrete. The product has quickly gained ground in Europe as a high-range water reducer for low-carbon concretes.

Waste and circular economy

To achieve its emissions reduction goals and make better use of resources, the construction industry needs to transition to a more circular model. Within our business, we are working to reduce waste per tonne produced, focusing on cutting unnecessary packaging and minimising 'off-spec' (out of specification) waste – final products that do not fulfil our quality requirements. We are also partnering with customers to help them make better use of excess or recycled concrete, while investigating opportunities for further waste reduction.

Reducing waste in our operations

We aim to limit waste as much as possible before exploring options for recycling or energy recovery. Where there is a need to dispose waste, we follow a defined hierarchy first of incineration, followed by chemical neutralisation and finally disposal in authorised landfill sites where there is no expected negative impact on human health or the environment.

Facilities used for waste treatment and disposal must have authorisation from the relevant regulatory bodies. Where government authorisations are not mandated, the facility must be subject to regular evaluation – to ensure it adheres to regulatory

standards and implements environmental impact mitigation best practices. The preliminary evaluation must be an on-site inspection conducted by specialists with the requisite expertise and qualifications. In 2023, we conducted waste audits at 15 of our 35 sites. We expect to complete the audit of all sites by the end of 2025.

MasterSuna® RCT enables producers to transform returned concrete into reusable material, reducing the need for on-site concrete crushing or disposal to landfill, as well as reducing costs. An engineered powder polymer, MasterSuna® RCT gels fresh concrete, resulting in very rapid stiffening. This significantly minimises cement hydration and strength development, creating concrete that can be easily broken into a gravel-like material suitable for backfill or as road base. The product is packaged in water-soluble bags which can be added directly into the drum of a ready-mix concrete truck, offering a seamless solution for concrete producers. In 2023, more than 66 tonnes of returned concrete were treated with MasterSuna® RCT to transform it into reusable material, reducing waste and landfill impact.

By the end of 2023, we reduced the volume of non-hazardous waste we generate per tonne produced by 6.6% relative to a 2021 baseline. Concrete samples are one type of non-hazardous waste, we produce in our research laboratories. This type of waste has high density and is independent of the production volumes. Five of our production sites treat these concrete wastes for reuse in the construction industry as recycled aggregates. Another source of non-hazardous waste is off-spec product which we are aiming to minimize. In terms of packaging, according to our waste management guideline, intermediate bulk containers (IBCs) used to deliver products and raw materials are to be recycled and reused. The sites that implemented this measure are reusing IBCs more than five times in average. In Australia, we conducted a pilot to replace composite cement bags with twin-ply treated kraft-paper bags – rendering them fully recyclable or compostable/biodegradable. The bags, under optimal composting conditions, break down completely within 4 weeks. We are now in the process of making the switch for all the bags used with cementitious products.

In 2023, we generated a total of 7,645 tonnes of waste, with 40% classified as hazardous and the remainder as non-hazardous. While we have not established specific targets for hazardous waste reduction, we actively track and monitor these waste streams to identify potential mitigation measures and ensure responsible management. Notably, 28% of our sites reported no hazardous waste generation throughout the year. These efforts underscore our commitment to minimizing environmental impact and continuously improving our waste management practices.



Supporting our customers to reduce waste

We include detailed information in our technical and safety data sheets on product storage, helping customers maximise product shelf life, reduce wastage, and ensure proper disposal of end-of-life products. While we provide an indication of how long products are expected to last if stored correctly, many products are usable beyond this time – we work with customers to adjust dosing to be able to use older products rather than dispose of them.

Waste is a significant issue for the concrete industry, which generates roughly the same amount of concrete waste worldwide as virgin concrete produced in North America each year. Our products enable concrete producers to transform returned concrete into usable material suitable for construction backfill, road base and other applications, or to use recycled material within concrete formulations.

Up to 10% of every batch of concrete is returned.¹ Traditional approaches to minimising waste associated with returned concrete – such as crushing and creating blocks – require extensive processing, which increases costs and reduces profit margins. Demand has been growing in North America for more cost-effective and sustainable ways to deal with returned concrete.

MasterAtlas™ was launched in North America in March 2023, giving customers the ability to consolidate data across the concrete lifecycle spanning concrete production, transportation data, and returned volumes. The users of this programme documented, on average, 7% of their production returning to the plant. The Returned Concrete Programme provides an automated assessment and recommends options for reuse, including tailored dosing of our MasterSet® DELVO admixtures to incorporate the returned concrete into new batches. Our data show that over 16,200 tonnes of waste per user could be avoided by using MasterSet® DELVO – meaning a significant amount of waste, no longer entering the waste stream.

The use of MasterAtlas™ helps reduce manual intervention, ensures returned concrete is dealt with quickly and accelerates the pace of concrete deliveries to customers, resulting in estimated savings of 22,000 USD per lorry per year. It also reduces the use of virgin materials by up to 50%, cutting waste and GHG emissions.

1 https://www.nrmca.org/wp-content/uploads/2020/06/CCA_Study_Final_Report9-07.pdf



Water and chemicals

We use water as a product ingredient, a coolant, a solvent, in cleaning processes, and for domestic use. We strive to reduce water consumption and reuse water wherever feasible in a bid to reduce wastewater by 15% per tonne produced by 2025 (against a 2020 baseline). Through a combination of small-scale initiatives across our sites, we have achieved our goal two years ahead of target, reducing wastewater per tonne produced by 22%.

Reducing water in our operations

Wastewater treatment facilities in production sites reduce the level of contaminants in the wastewater to a level where it can be reused in production or washing purposes. Our site in Oosterhout, the Netherlands has approved a wastewater treatment system which will come on stream in 2024. At several sites we have systems in place to evaporate clean water and concentrate the amount of contaminated water, meaning smaller volumes need to be treated before reuse or discharge. We reuse the clean water in our production mixed with fresh water.

Following a review of water use across our sites, we found our site in Reynolds, Georgia, US generated significantly more rinsewater than other sites – costing the business several hundred thousand USD, as well as using precious resources. An investigation revealed unnecessary water consumption, as all tanks were being rinsed after use, regardless of the product being loaded on the next shipment. The site was also not set up for collection of wastewater. In 2024, we will install new tanks to collect rinsewater that can be used to pre-rinse tanks, and additional meters for monitoring use of freshwater to clean tanks. These measures are expected to cut water consumption at the site by around 25%.



Cooling water reuse delivers long-term savings

When our Sagstua production site in Norway opened 13 years ago, average daily water use for product cooling alone was 65,000 litres – enough to fill more than nine Olympic sized swimming pools annually. The original system consisted of a cooling jacket for the mixing tank, through which water flowed once before being disposed. The potential for savings and reduced impact was clear.

In 2013, we installed a cooling tower and implemented an almost closed loop system – enabling water to circulate multiple times between the cooling jacket and the tower. Excess heat between cycles is removed using the cooling tower fan or via the on-site heat exchanger, which enables some of the thermal energy from the outgoing cooling water to contribute to heating up water for use in product manufacturing.

Water use for product cooling dropped by 95% as a result, to just 3,000 litres each day. Over the past 10 years we estimate this system has avoided use of approximately 110 million litres of water. Cooling towers are now a standard inclusion for any new Master Builders Solutions production site with cooling needs. At Sagstua we plan to ramp up production by 50% later in 2024. The current cooling tower will be sufficient to cope with this increase – enabling further water savings without the need for additional construction work.

Environmental safety

We have robust environmental safety measures in place to prevent the release of chemicals during operational activities. These include prompt containment and clean-up protocols for any spills. We employ specialised treatment and handling of hazardous substances to ensure their safe disposal and preventing environmental impact. We aim to reduce generation of hazardous substances, lower the toxicity of substances used, and minimise or eliminate the use and release of persistent organic pollutants (POPs) to protect both human health and the environment. Our employees receive comprehensive training to safely handle and manage hazardous substances, ensuring adherence to best practice.



Air pollution

We are committed to minimising air pollution and ensuring a clean and safe environment for our employees and the communities where we operate. Although we do not produce or release nitrogen oxides, carbon monoxide, or sulphur oxides, we acknowledge the presence of some volatile organic compounds (VOCs) and dust in our processes. To address this, we have implemented advanced dust extraction systems to capture and reduce dust emissions effectively.

There is an air emission inventory available at all our production sites, identifying sources of air pollution. We use monitoring systems, source-specific testing, material balance, emissions factor applications, or other estimation techniques depending on context to calculate pollutant-specific emissions.

We monitor olfactory emissions rigorously to limit potential external impacts, aiming to surpass pre-established regulatory emissions thresholds. This proactive approach is designed to mitigate any adverse effects. Similarly, we monitor and report on any VOC emissions associated with our raw materials, ensuring transparency and adherence to environmental standards. The measured VOC content in our production sites was zero in 2023.

Our workers are equipped with appropriate health and safety equipment to protect them from any potential exposure. By prioritising these measures, we demonstrate our commitment to reducing our environmental footprint and safeguarding the health and wellbeing of our workforce and surrounding communities.





Biodiversity

Our due diligence and site risk assessments show a low likelihood of biodiversity loss due to our operations. However, we recognise that construction activities have an impact on ecosystems and biodiversity through climate change, pollution, and natural resource use. Aggregates sourcing, in particular, can imbalance sensitive ecosystems. Our products support reduction or reuse of aggregates and other materials, helping to lessen this effect.

There is increased scrutiny on the industry and how it will assess, address, and disclose ecosystem damage and biodiversity loss via the Taskforce for Nature-related Financial Disclosures, the Science Based Targets Network and other initiatives. As we update our materiality assessment and prepare our business to report in line with the requirements of the Corporate Sustainability Reporting Directive, we will continue to monitor the issue and evaluate its importance to the company.

4. Social responsibility

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Building a strong, diverse workforce

Our 1,666 employees¹ in 36 countries are the core of our business. It is crucial we maintain a strong, diverse workforce, protect employee human rights and wellbeing, engage with employee needs, and communicate transparently.

Following our updated business model, we reshaped our strategy and redefined our values in 2023. Our strategy focuses on market and volume growth, sustainability, and commercial excellence, which is founded on our values of integrity, safety, performance, accountability, and agility. The dedication, expertise, and contribution of all our employees are integral to successful delivery of our strategy and supporting goals.

Master Builders Solutions strives to create a supportive working environment with numerous development opportunities. We prioritise recruiting internally, which is embedded into our HR policies. Roles must be open internally for at least five days before being advertised externally. Our connections with universities worldwide help us recruit the best talent.

In 2023, we focused on adapting our human resources processes to align with our reshaped business model. Our leadership team changed. Our workforce now comprises more people with a broad skillset, while retaining focused expertise for key roles. We continued programmes to engage our employees, broaden their knowledge, and enable them to gain more responsibility.

¹ As of 31 December 2023

Supporting our employees with fair remuneration, a strong pension programme, and benefits helps retain talent. Our part-time and full-time employees receive the same benefits within each region, such as sponsored bike leasing in Germany, and a world-class company-sponsored employee retirement account in North America.

Key targets and progress

Topic	KPI	2022	2023	Target
Health and safety	Lost time injury rate	0.8 ²	0.4	<0.51 by 2025
Diversity and inclusion	% female employees	Total: 25% Board (L1): 0% Senior Leadership Team: 10%	Total: 25% Group Management Board (L1) ³ : 0% Senior management (L2) ⁴ : 25%	For the number of female employees at all hierarchy levels to correspond to the percentage of women in our workforce.

² Number is corrected from our 2022 Sustainability Report, as one LTI in 2022 was not within our operational scope (separation from MBCC Group).

³ The definition of Level 1 and Level 2 governance bodies was revised after separation. The Group Management Board consists of the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, and Chief Transformation Officer.

⁴ Senior management is defined as team leads who report directly to the Group Management Board.

Employee relations

We are committed to protecting the rights of all employees, including those who are not covered by a collective bargaining agreement (CBA), as our [Code of Conduct](#) requires. The right to freedom of association and collective bargaining is essential for maintaining trust and constructive dialogue. In countries where there are legal restrictions to this right, we look to open communication within the framework of national law and local circumstances.

Employees must receive at least one day of rest every seven days. Local management is responsible for ensuring employees do not work more than their agreed hours. There may be local variations due to different shift models at our plants.

We have established elected work councils in several countries, including Belgium, Denmark, Finland, France, Germany, Italy, the Netherlands, Spain, and Switzerland, ensuring strong employee representation. Worldwide, more than 49% of our workforce is represented by trade unions and / or work councils, with 46% of them covered by CBAs. In Belgium, France, Italy, and Spain, all employees are covered by CBAs.



Diversity and inclusion

Our success relies on ensuring an inclusive environment with space for different perspectives, including diversity of age, gender, education, and thought. Diversity at Master Builders Solutions means the inclusion of and collaboration between people with different ways of thinking, backgrounds, experiences, skills, and individual qualities across the entire company.

Diversity and inclusion (D&I) initiatives are essential to securing equal opportunity and pay for all employees. We aim to develop KPIs for these topics by 2025. Gender diversity is an ongoing challenge, due to lower female representation in the chemical and construction industries. Following the restructuring of our organisation in 2023, 25% of senior manager roles are now held by women.¹ We will continue focusing on increasing the percentage of women in our workforce in 2024, particularly in leadership positions, as well as the percentage of veterans and disabled people. We remain committed to matching the percentage of female employees at all hierarchy levels to the total percentage of women in our overall workforce.

Modules on equal treatment are mandatory for all employees as part of our compliance training programme. Our US employees must complete additional D&I and workplace harassment training. In 2024, we will roll out mandatory online training on the German General Equal Treatment Act for all executives.

If any of our employees experience an incident of discrimination or harassment, we encourage them to report the incident to a designated employee or use our anonymous SpeakUp reporting line. We thoroughly investigate all reported incidents, also by conducting interviews. Read more about reporting concerns on [page 53](#).

Gender pay gap

We are committed to closing our gender pay gap and providing equal wages for employees with the same role. We link compensation to job titles to support this. We carry out a detailed gender pay gap assessment annually, including an analysis of employees covered by collective bargaining agreements. See [page 65](#) for more detailed data.

¹ Senior management is defined as team leads who report directly to the Group Management Board.

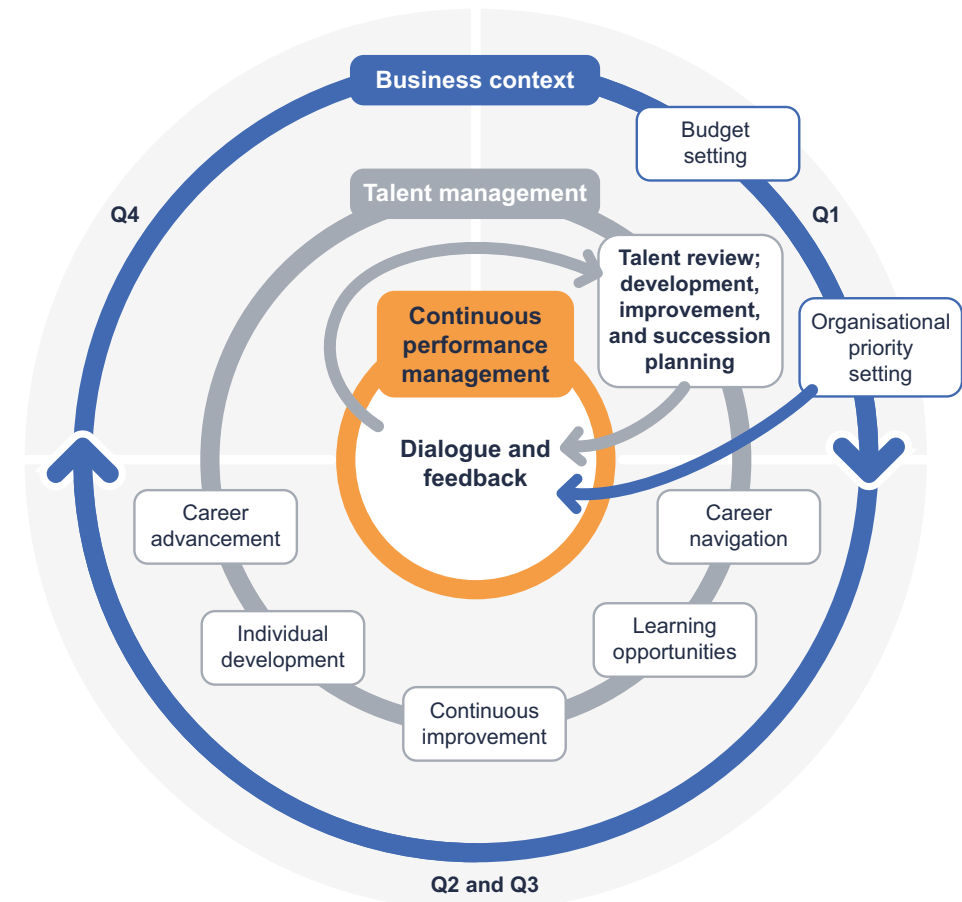
Workforce development and engagement

We engage our employees regularly, supporting them to advance in their careers. We ensure a **continuous performance management** process for our employees, mandating annual reviews and encouraging mid-year reviews. All employees apart from those in Germany use the same performance management form, covering personal development goals, accomplishments, and demonstration of corporate values. For employees in Germany, the performance review process is agreed with the local Work Council and individually conducted between employees and their line managers.

Employees can stay up to date with the business, participate, and ask questions through management meetings and global and local townhall sessions – held regularly since January 2024. In 2023, we conducted one global townhall, 14 local townhalls in Europe, and two townhalls in Australia and New Zealand. In North America, we run monthly Building Together townhall calls, covering a wide range of topics including our financial performance, our products, performance recognition, retirement, and sustainability. These meetings also strengthen employee relations.

We continue to provide essential training to our employees on topics such as health and safety. Our employees spent over five hours in training on average, mostly dedicated to health and safety topics. Our e-learning platform – Master Builders Solutions Academy – provides mandatory trainings on anti-bribery, etc., and voluntary courses on topics such as marketing, our products, and the wider concrete industry. We encourage and financially support employees to pursue further education opportunities on an individual basis. Read more about training data on [page 65](#).

Annual talent management cycle



Management training and engagement is a significant focus. In the US, managers meet monthly to discuss key topics, including collaboration, succession planning, and retention. We held two global management meetings in 2023, and provided management training to 70 employees in North America on performance management, leave, and the Americans with Disabilities Act.

Our Australia and New Zealand teams implemented a new talent management programme in 2023 – which we will roll out as best practice to other regions. We also conducted succession planning for all key functions globally, helping us retain skills.

We conducted a global survey for all employees in leadership positions and used the findings to influence our strategy and values. Management teams now have a goal to increase their team employee net promoter score (eNPS).

Employee engagement initiatives in North America

- **A Day in the Life.** A monthly showcase of how different functions support the business and our customers. Each function displays their talent through demonstrations, lunch-n-learns, and networking – either in person or virtually.
- **Culture Club.** An employee group that runs social, community, and health-focused activities. This includes social activities for our employees, weekly virtual training sessions on topics such as health and wellness, and community volunteering events – for example food bank donations and a Habitat for Humanity walk.
- **Impact Champions.** A peer-to-peer recognition programme based on our values. Employees nominate colleagues as ‘Impact Champions’ for going above and beyond their role and exemplifying our core values. Monthly emails to all North America employees spotlight the nominees and their achievements. Over 160 Impact Champions were nominated in 2023.

In 2024, we will continue to focus on updating our policies and processes and training managers on discrimination, harassment, recruitment, and unconscious bias. We will also align our succession planning process across regions and sites, and in North America we are investigating the prospect of a formal mentoring programme.



Workforce health, safety, and wellbeing

We support employees’ health, safety, and wellbeing via dedicated systems and processes – including our accident incident management system (AIMS) database, cross-site audits, regional training platforms, incident reports, and monthly meetings to share and instil best practice. Our environment, health, and safety (EHS) representatives at each site conduct regular audits to ensure our processes and equipment are safe. We perform risk assessments and share all risks and hazardous areas with employees, as legally required.

We secured our first standalone ISO Matrix certificate in 2023, covering 91% of our 35 production sites with ISO 9001 and 31% of sites with ISO 14001. This included health and safety audits in which no major non-conformities were found. We updated our EHS policies to align with our new business structure. We will update the other EHS documents as part of a full audit running from September 2024 through to 2025. For our production sites without ISO certification, we have EHS policies and procedures in place aligned with ISO 9001, 14001, and 45001.

Health & safety audits

	2022	2023
Number of health and safety audits	9	18
Average audit score	>85% ¹	90.7%

¹ Excluding the then recently acquired Fabpro site in Kingman, Kansas, USA, which scored 63%.

Our AIMS database tracks incident data and follow-up actions. In relevant cases, we report on the incident to share learning and critical actions with other sites, to mitigate risk. For example, we changed our safety spectacles to safety goggles for certain tasks at all sites in 2023 when, following an incident in Treviso, we found spectacles insufficient to prevent eye irritation.

We encourage joint health and safety committees with both worker and management representatives at our production sites. Currently we have health and safety committees at 12 production sites in Europe and one in the US, corresponding to 58% of our total workforce. The committees meet regularly to discuss occupational health and safety, incidents, site inspection plans, and process safety enhancements.

Our monthly Building Together meetings with all employees in North America host a number of business topics. One of the topics is health and safety challenges facing our employees, as well as potential solutions that include plant & construction site safety and mental health support. For instance, after discussing the safety risk of forward parking, we encouraged reverse parking through in-person trainings and incentives such as raffles for prizes.

In 2023, our team in Australia and New Zealand adopted a new, cloud-based safety reporting tool (called SafetyCulture) – enabling employees to easily report safety data, including potential hazards, near misses, and safety incidents. We run monthly reports on the data, and all incidents are immediately flagged to the Head of Safety.

Training is critical

Our operations in North America, Europe, Australia, and New Zealand use different training platforms, but all cover issues related to transport and distribution, occupational health and safety, process safety, and environmental factors. In 2023, we trained 958 employees at our production sites on operational health and safety, as well as on environmental topics. We delivered over 3,000 individual health and safety trainings in 2023, including 2,340 in North America, 657 in Europe,¹ and 126 in Australia and New Zealand. Our e-learning platforms send automated emails encouraging completion of mandatory training.

Online modules are supplemented by site-level training. We have a clear training structure for all our operators and contractors, which includes refresher training if there is a change in the workforce. We track employee training data by site. For example, in Treviso, Italy, we trained 138 employees for a total of 1,410 hours.

We typically have an annual safety day, which includes an introduction from the CEO and presentation on a globally-relevant safety topic, followed by site-specific safety topics. There was no safety day in 2023 as we focused on adapting our business model and reorganising the EHS function. We plan to hold one in October 2024 for all production sites, alongside two regional events and one at our global headquarters.

¹ Plus further staff in our site in Kaisten, Switzerland.

Our lost time injury rate (LTIR) decreased from 0.8² to 0.4, with no work-related high-consequence injuries or fatalities. In 2023, our production sites in Swinton, UK and Krieglach, Austria celebrated 5,000 and 4,500 days without an LTI, respectively. See [page 66](#) for more detailed data.

White Ribbon workplace accreditation

In 2023, we were accredited by [White Ribbon](#) across all sites in Australia and New Zealand. The initiative aims to raise awareness and prevention of violence, harassment, and discrimination against women in the workplace.

The process took over a year and included employee communications and behaviour training, such as how to prevent and respond to gender-based violence in the workplace.

² Number is corrected from our 2022 Sustainability Report, as one LTI in 2022 was not within our operational scope (separation from MBCC Group).

Customer health and safety

Chemical regulations are rapidly changing, including new regulations in several jurisdictions, requirements for notification on hazardous chemical mixtures, and new Safety Data Sheet (SDS) format requirements including nanomaterials, for example. Meanwhile, requests for product compliance statements and certificates are increasing. We commit to the chemical industry's global Responsible Care initiative to support safe chemical management, as well as adhering to all relevant chemicals regulations. This includes:

- Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) in the EU.
- Toxic Substances Control Act (TSCA), Canadian Environmental Protection Act, 1999 (CEPA), and California Proposition 65 (Prop 65) in North America.
- Industrial Chemicals Act 2019 in Australia.
- Hazardous Substances and New Organisms Act (HSNO) in New Zealand.

Before launching new products, we evaluate the health and safety risks, proactively communicate with all stakeholders in the value chain on hazards and risks, and — where possible — avoid using potentially harmful raw materials that have specific labelling requirements.

Some of our Master X-Seed® products incorporate nanoparticles. Our use of them does not pose a risk to the environment or people, as they are suspended in liquid mixtures before becoming part of the hardened concrete.

We provide comprehensive labels and an SDS for all products globally to enable customers to handle our products safely. The SDS includes information on hazards, risk mitigation, transport safety, and waste management. For countries with national or regional regulatory requirements on SDS format and content, we ensure the SDS meets those requirements and is provided in the relevant national language(s). Where no requirements exist, we follow the UN SDS guidelines. When the SDS is updated, we send the revised version to all customers who have purchased our products in the previous 12 months. We also provide the SDS to our customers upon request.



Approach to human rights

We uphold the human rights of stakeholders across our value chain. This includes, but is not limited to, the elimination of human trafficking and child and forced labour, the principle of non-discrimination, fair compensation and benefits based on local market conditions, adequate working hours and paid leave, recognition of the freedom to associate and collective bargaining, and robust security measures.

Our [Code of Conduct](#), Business Partner Due Diligence Procedure, Human Resources Policies, and Data Protection Policy underpin our human rights due diligence. In 2023,

we continued to have zero reported cases of forced or child labour in our operations, in line with our policies, nor did we become aware of any in our supply chain.

If there is a breach of our Code of Conduct or any other incident involving a violation of human rights, we encourage our employees to report the incident to a designated employee or use our anonymous reporting line SpeakUp. Read more about reporting concerns on [page 53](#).

Alignment with external frameworks and principles

We are committed to acting in accordance with international human rights standards.

Guiding principles

United Nations Guiding Principles on Business and Human Rights

Universal Declaration of Human Rights

International Labor Organization (ILO) Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy

Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises

Reporting frameworks

Global Reporting Initiative (GRI)

United Nations Global Compact (UNGC)

5. Ethical conduct

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Compliance, ethics, and risk

We take a rigorous approach to safeguarding the integrity of our business. This includes ensuring ethical conduct and compliance at all times, and conducting the necessary due diligence for managing risks. Ethics, risk, and compliance continue to gain global significance and attract regulatory scrutiny, and we focus even more on compliance-related investigations every year.

Compliance management

Our compliance management system is based on the IDW PS 980 auditing standard. Core elements include:

- **Culture.** Encouraging a favourable compliance culture.
- **Goals.** Defining compliance goals and objectives.
- **Risk assessment.** Systematically identifying and analysing compliance risks.
- **Programme.** Designing the programme and processes from a risk perspective.
- **Organisation.** Identifying the functions to implement the compliance programme.
- **Communication.** Communicating the compliance programme and organisation.
- **Monitoring and improvement.** Procedures for constantly monitoring and improving the compliance management system.

In 2023, we revised our approach to compliance and rebuilt our compliance programme to align with our current business model and ensure continued adherence across all business functions. Group Legal & Compliance developed a new Policy Framework to streamline our policy landscape and ensure future policies follow a clear, strategic direction. We released a revised [Code of Conduct](#), updated the existing compliance documents, and created new ones as needed. All business functions reviewed and revised the corresponding policies and procedures in accordance with the new Policy Framework. The rebranded SpeakUp system and targeted audits addressing compliance risks are integral to the new programme, alongside a strong focus on continuous training and education. The Group Management Board reviewed and approved all changes, ensuring consistency and alignment with the new business model.

Tackling corruption remains a priority, given the relatively high risk of this issue in the construction industry. We rolled out a new Anti-Corruption Policy to support our zero-tolerance stance on the issue, building on several anti-corruption procedures we had in place previously.

We provide policies, guidance, and training to support all employees to adhere to our high standards of legal compliance and business ethics. To ensure supply chain due diligence, we are committed to implementing robust processes that assess and mitigate risks, promote ethical practices, and uphold our sustainability objectives. Read more about supply chain due diligence on [page 21](#).

Compliance risk assessment

We made comprehensive revisions to our Compliance Risk Assessment in 2023, involving all function heads and building on the review performed in 2021 as part of MBCC Group. We generalised and aggregated the risks, defining 12 group-level compliance risks – all categorised as medium or low. We already monitor these issues and have defined further, specific measures to ensure we continue to manage them appropriately and mitigate their impact.

As part of our 2024 enterprise risk assessment, we will re-evaluate the risks through interviews with the relevant risk owners and identify actions to minimise any new risks. We are also implementing a comprehensive risk-based training programme.

Compliance governance

With the support of our owner Cinven, we established a new governance model in 2023. Our Advisory Board monitors the conduct of the Group Management Board – read more on [page 19](#). The Advisory Board has established the Audit Committee which is now responsible for overseeing the risk assurance functions, including Compliance. The Group Management Board delegated responsibility for the development and implementation of a Compliance Management System to the Chief Compliance Officer (CCO). As part of the Group Legal & Compliance division, the CCO reports via the Chief Financial Officer to the Group Management Board and regularly reports directly to the Audit Committee.

Compliance responsibilities are shared between the CCO and other functions, as described in our Compliance Management Framework Policy. We engage an external compliance officer to provide support to the CCO as needed. The Group Legal & Compliance team also supports on compliance-related topics based on the level and type of risk.

In October 2023, the European Commission launched an investigation into various companies in the construction chemicals sector, including Master Builders Solutions, on suspicion of anti-competitive behaviour – particularly in relation to the supply of chemical admixtures for concrete, mortar, and cement additives. Authorities in *inter alia* the UK and the US took parallel action. The investigations are at an early stage at the time of publication. Following public announcement of the investigations by regulators and as is common in the US and Canada, various unquantified class actions have been filed in the US and Canada against producers of chemical admixtures, including against Master Builders Solutions.

As part of our business transformation, we will continue updating and strengthening our compliance programme. We are working to ensure that any newly acquired business aligns with Master Builders Solutions' compliance standards and is effectively integrated into our compliance programme in a timely manner, in accordance with our acquisition guidelines.

Compliance training

We are committed to ensuring all employees are educated on regulatory requirements applicable to their role and responsibilities on an ongoing basis. Master Builders Solutions adopted MBCC Group's training programme in 2023, which covered all the high-risk areas, including anti-trust, anti-money laundering, anti-bribery and corruption, and data privacy. We offer training online to all employees.

Through our e-learning platform Master Builders Solutions Academy, we oversee the external learning management system we use, ensuring the maintenance of proper documentation and attendance records. Group Legal & Compliance is responsible for selecting and reviewing the compliance content from our external training provider.

In 2021, we rolled out the following online training courses in all regions except North America. All should be completed at least once every two years:

- **Compliance basics.** Covers the basics of compliance, equal treatment, and anti-corruption. Mandatory for all employees globally.
- **Compliance advanced.** A training session covering anti-trust and conflicts of interest. Mandatory for all employees globally.
- **Trade secrets and insider training.** Mandatory for target employees.
- **Anti-money laundering.** Mandatory for target employees.

The training programme in North America covers more topics due to specific regional risks and regulations. The following online compliance training was rolled out to relevant employees in North America:

- Anti-trust and competition law.
- Complaints and investigations for managers.
- Anti-bribery and corruption.
- Confidential information and intellectual property.

The two-year training programme was in place from January 2021 to December 2023. Of those with access to online training, more than 97% of employees completed compliance basics and 93% completed compliance advanced.¹

In January 2024, we launched a new cycle of the compliance training programme globally, aligned with our new business. It is available in all relevant local languages and covers all major compliance risks. Training is assigned based on role, with the basics of compliance, equal treatment and non-discrimination, Code of Conduct, anti-trust, anti-corruption, handling conflicts of interest, whistleblowing protection, and data protection, and is mandatory for all employees with access to online training globally.

¹ Employees on production sites received in-person training by their respective site managers.

We plan to roll out deep-dive training for targeted functions, covering topics such as anti-corruption for purchasing, sales and marketing, anti-money laundering, export control and sanctions, and data protection for HR and managers. We also train our site workers on basics of compliance, equal treatment and anti-discrimination. The training must be completed within two months of being rolled out. Master Builders Solutions Academy tracks completion rate and alerts the relevant line manager if the training is not completed on time.

Our target completion rate for mandatory training is generally 100%. However, we understand that 100% completion is difficult to achieve because of data errors, absences, and resignations. Our targeted key performance indicators (KPIs) by the end of 2025 include:

- 75% of target employees to complete training on the basics of compliance, equal treatment, Code of Conduct, and anti-trust.
- 80% of target employees to complete training on anti-bribery, handling conflicts of interest, whistleblowing protection, data protection, anti-money laundering, export control, and dealing with embargos.
- 100% of target employees to complete specialised training on anti-trust and the General Equal Treatment Act.
- We will take additional measures to increase the completion rate beyond our targets.



Reporting concerns

We place great importance on maintaining effective, accessible, and confidential compliance reporting channels – not only in the jurisdictions where such channels are mandatory. We encourage all employees to raise concerns directly to a senior manager in confidence, ensuring no disadvantage to anyone raising an issue. Employees can contact their manager, their head of department, the CCO, Group Head of Audit, Group Head of HR, or the CEO.

SpeakUp

If employees feel uncomfortable raising concerns directly to a colleague, we have an anonymous SpeakUp channel operated by an external service provider. Employees can use SpeakUp to confidentially report allegations of a breach of the Code of Conduct, company policies, or suspected or actual misconduct.

In 2023, we rebranded SpeakUp, actively encouraging employees to use the platform should they wish to report a concern. The channel is publicised to employees through leaflets, posters, and various electronic communications. Internal Audit verifies that posters and flyers are available at all sites to ensure SpeakUp remains visible and accessible.

SpeakUp is open to external parties through our website. We inform business partners of the channel during onboarding and in our Supplier Code of Conduct. Contractors, suppliers, members of local communities, shareholders, and other stakeholders can report any suspected compliance breaches to the CCO via letter or our SpeakUp channel for business partners.

Investigating concerns

As stated in our Internal Investigations Procedure, we investigate every reported concern to ensure corrective measures are implemented for all. Upon receiving an allegation, Group Legal & Compliance promptly informs the Investigation Committee. This committee is responsible for following up on concerns. It comprises key personnel, including the CCO, the Head of HR, the Head of Internal Audit, and a designated Lead of the Investigation – chosen based on their relevant function, the subject of the allegation, and the identity of the accused person. The Lead of the Investigation is responsible for conducting and finalising the investigation within a maximum of three months. If an allegation involves a Group Management Board Member, a local managing director, or a member of the Investigation Committee, that person is not involved or informed about either the allegation or investigation, and the investigation is handled externally.

2023 reported concerns

Group Compliance received five reported incidents in 2023. Upon review of these reports, two were identified as justified compliance incidents. Following the investigation results, corrective follow-up measures were agreed and implemented to mitigate the identified risk and ensure a more robust compliance framework. For the other three reported incidents, no non-compliant behavior was detected.

We did not receive any reported concerns from external business partners. In 2023, there were no concerns raised about child or forced labour in our operations, nor did we experience any data breach incidents.

United Nations Global Compact

To provide transparency on our sustainability performance, we aim to publish a United Nations Global Compact (UNGC) Communication on Progress annually – Master Builders Solutions became a UNGC signatory as a standalone business in 2024, which calls on companies to align their strategies and operations with its ten principles.



Group audits

The Internal Audit function conducted 12 on-site audits in 2023. Each covered various compliance topics, such as availability of SpeakUp posters and leaflets, training programmes, conflicts of interest, trade controls, equal treatment, and entertainment and gift policies. Some audits were conducted regularly following an audit plan for identified sites, and some were single audits on specific topics.

Our annual audit plan is based on a risk model and includes audit requests by the Group Management Board. It can be adapted throughout the year as needed. Audit requests such as Compliance Audits take priority and replace other audits if necessary.

All audits are planned around a general theme covering basic compliance risks and effectiveness of internal controls in administration and business processes, including finance, HR, sales, production, procurement, and IT. This gives Group Audit the flexibility to adapt audit topics to the risks encountered during fieldwork. Audits are usually conducted on site by one auditor within a maximum of three weeks.

Approach to tax

Compliance with tax laws and regulations

We are committed to complying with all tax laws and regulations in our regions of operation, and to maintaining open and constructive relationships with tax authorities.

Compliance for Master Builders Solutions means paying the appropriate amount of tax, at the place and time required by applicable tax laws and regulations. We file our tax returns in due time and make all necessary disclosures to the tax authorities, while claiming reliefs and incentives where available under law.

Tax law can be subject to interpretation, in which case we interpret the applicable law with due consideration. We source external tax advice where necessary to ensure we take tax positions that are grounded in prevailing opinions and relevant jurisprudence.

Tax governance and risk management

The Global Head of Tax is responsible for the tax function and regularly informs our Chief Financial Officer about all significant tax issues, including their current and future effect on the company's finances. Our internal Tax Compliance Management System (TCMS) ensures tax compliance and risk management within the organisation.

TCMS supports the roll-out of tax guidelines and requirements across the business to ensure the compliance, reliability, effectiveness, and efficiency of our tax function. These guidelines are binding for all employees and provide the basis for the day-to-day work of all our employees who deal with tax matters. We provide regular training to raise awareness of the importance of tax compliance. We collaborate with tax authorities with honesty, integrity, respect, and fairness. We are open and transparent regarding our tax affairs and significant transactions.

Cybersecurity and data privacy

We are committed to protecting everyone in our value chain from data breaches and cyber-attacks and support the resilience of our business through security policies and training. Our [Code of Conduct](#), [Data Protection Policy](#), and [IT Security User Policy](#) include guidelines on cybersecurity and data privacy.

IT Security User Policy

Our IT Security User Policy aims to ensure the secure handling and use of information. It covers all relevant IT security topics that end-users must adhere to – including device security, secure passwords, asset and information security, secure handling of data, and treatment of guest users. We have revised the policy to align with our current business model and robust IT security standards, available to all users via an internal SharePoint channel and is proactively given to new joiners.

Training

All employees with access to online training are required to complete our IT Security Training annually. The training covers all topics outlined in our IT Security User Policy. Using gamification, it demonstrates how employees should approach real-life scenarios and includes a mandatory test. Users who do not have a dedicated company laptop and use kiosk PCs – such as employees working in production or logistics – receive training from shift leads or supervisors. This ensures that every employee

with a User ID is aware of our IT Security User Policy. If users have not completed it, reminders are sent, and the respective line managers are informed. In 2023, our employees spent an average of 22 minutes on IT security and data training globally.

Channels to report security concerns

Our third-party IT service provider offers 24/7 support to the Master Builders Solutions' user base through several channels – including the ServiceNow Platform, email, live chat, and phone. Users are encouraged to raise security concerns to the third party – following which dedicated specialists investigate the reported case. Suspicious emails can be reported directly via our email platform, initiating review by the IT Security team.

IT migration

A Transition Service Agreement was put in place in May 2023, allowing Master Builders Solutions to operate on the MBCC Group IT environment for one year. Over a 12-month period, we established Master Builders Solutions' own IT environment, with the migration of systems, applications, users, and data completed in April 2024. Data and information protection are critical during migration and were closely supervised by the Monitoring Trustee appointed by the anti-trust regulators and Group Legal & Compliance during the separation process.

6. Further information

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About this report

Published: 1 October 2024.

The Master Builders Solutions Sustainability Report 2023 includes information from fiscal year 2023 (covering 1 January to 31 December 2023). The legal entities covered in this report are listed on [page 67](#). We report in line with the most recent GRI Standards. This report is not audited.

See our website for more information on how Master Builders Solutions' products and services, programmes, policies, and targets enable sustainable construction:

<https://master-builders-solutions.com/>.

GHG emissions reporting methodology

Master Builders Solutions has followed the GHG Protocol for our greenhouse gas (GHG) emissions accounting and reporting, covering scopes 1, 2, and 3. We defined organisational boundaries using the GHG Protocol's operational control approach, ensuring we account for 100% of the GHG emissions from operations over which we have control. We used the relevant Australian (Australian Department of Climate Change and Energy Efficiency), Canadian (Environment Canada), UK (DEFRA), US (Green-e) and international (International Energy Agency and Association of Issuing Bodies) GHG emission conversion factors to convert the relevant data into GHG emissions. In market-based calculations, specific market-based factors are used, where available via AIB (market-based factors for Europe). For the rest of the world, until residual mix emission factors are published for other countries, location-based (i.e., grid) emission factors are used.

We regularly review the methodology we use to calculate GHG emissions to increase the accuracy of our inventory, particularly for scope 3 emissions. This ongoing review enables us to better understand and reduce our scope 3 emissions, fostering internal engagement and improvement. Any adjustments, e.g., to the base year for calculations, will be made based on the guidelines set out in the GHG Protocol.

Accounting policy

<p>Scope 1</p>	<p>Scope 1 emissions include emissions from the use of refrigerant gases, natural gas in stationary fuel combustion and petrol and diesel in mobile fuel combustion.</p> <p>Fuel consumption is based on actual invoiced utility data and measured in cubic metres or litres. It was provided for each site where the company has operational control (owned and leased sites).</p> <p>Use of refrigerant gases was provided for each site in kg.</p>
<p>Scope 2</p>	<p>Scope 2 emissions include consumption of electricity at company sites and via electric car fleet. Master Builders Solutions does not purchase any steam.</p> <p>The company has disclosed dual scope 2 emission reporting, both location-based and market-based emissions to provide a comprehensive view of our impact.</p> <p>Electricity purchased using a green electricity tariff in Austria, Norway, Spain, and Switzerland has been treated as zero emissions.</p>
<p>Scope 3</p>	<p>Master Builders Solutions has reviewed its total scope 3 GHG emissions based on The Corporate Value Chain (scope 3) Accounting and Reporting Standard set out in the GHG Protocol. Based on its analysis, the company's most significant category is 1. purchased goods and services (extraction, production, and transportation of goods and services purchased or acquired and includes raw materials, packaging, and services).</p> <p>Other categories identified as relevant are:</p> <p>2. Capital goods. Extraction, production, and transportation of capital goods purchased.</p>

Accounting policy

<p>Scope 3 continued</p>	<p>3. Fuel and energy-related activities. Extraction, production, and transportation of fuels and energy purchased (combustion is accounted for in scopes 1 and 2).</p> <p>4. Upstream transportation and distribution. Transportation and distribution purchased in the reporting year. This includes inbound logistics, outbound logistics (e.g., of sold products), and transportation and distribution between the company's own facilities.</p> <p>5. Waste generated in operations. Disposal and treatment of waste generated at sites.</p> <p>6. Business travel. Transportation of employees for business-related activities.</p> <p>7. Employee commuting. Transportation used by employees to get to work.</p> <p>9. Downstream transportation and distribution. Transportation and distribution of raw materials and products that are beyond the company boundary conditions and organised and purchased by a third party.</p> <p>10. Processing of sold products. Processing / transformation of the intermediate products sold into their final state. This category includes estimated scope 1 and 2 emissions from processing.</p> <p>12. End of life treatment of sold products. Scope 1 and 2 emissions from the disposal of concrete made including our products.</p> <p>Spend, activity and distance-based methodologies were used to calculate emissions for relevant scope 3 categories.</p>
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Data annex

Products and innovations

Topic	KPI	2022	2023	Target
Products, services & advocacy	% sales from products that enable sustainable construction ¹	56% ²	56%	>45% by 2025 ³
Focus on innovation	% R&D budget allocated for projects that support sustainable construction	42%	39%	>40% by 2023
	% R&D spend allocated for projects that support sustainable construction	37%	42%	—

- 1 Products that enable sustainable construction are those that can be used potentially to reduce embodied carbon of (reinforced) concrete, preserve water resources, improve early strength, replace/reduce thermal curing, improve durability and longevity of concrete structures, allow self-healing of concrete, enhance cement strength, increase the dosage of (recycled) difficult aggregates in concrete recipes, and recycle return concrete. Other products include admixtures for geopolymer, repair mortars, and wind turbine grouts.
- 2 Figures for 2022 were revised following our separation from MBCC Group, revealing that products enabling sustainable construction already made up over half of our net sales.
- 3 This target was defined in 2021 for a different business setup. We are in process of setting a new target that reflects our business and progress more accurately.

Sustainable procurement

Topic	KPI	2022	2023	Target
Human rights training	% of buyers trained on human rights due diligence	—	63%	100% by end of 2024
Supplier ESG risk assessment ⁴	Total suppliers assessed with regards to ESG risks (% of covered spend)	35% of spend (99 suppliers)	>80% of spend (2,700+ suppliers)	—
Supplier Code of Conduct	Relevant suppliers ⁵ which accepted and adhered to the Supplier Code of Conduct	72% of relevant spend	100% of relevant spend	100% by end of 2023

- 4 The ESG risk assessment is done in the first quarter of the following year. That means suppliers in 2022 were assessed in Q1 2023 and suppliers for 2023 in Q1 2024.
- 5 We classify "relevant suppliers" as suppliers of critical materials and services representing more than 15% of our total supplier spend. In 2023, we will revisit our approach to include both risk and spend as prioritisation choice-points.

Certifications and coverage

	North America	Europe & UK	Australia & New Zealand	Total sites
Number of production sites	13	17	5	35
Number of sites certified to ISO 9001	12	16	4	32 (91.4%)
Number of sites certified to ISO 14001	0	11	0	11 (31.4%)
Number of sites certified to ISO 45001	0	2	0	2 (5.7%)

Greenhouse gas (GHG) emissions

	2021	2022 ¹	2023 ²
Scope 1 [tCO ₂ e]	5,553	4,937	10,710
Scope 2 – location-based [tCO ₂ e]	11,650	11,958	10,996
Scope 2 – market-based [tCO ₂ e]	–	–	13,596
Scope 3 [tCO ₂ e]	–	–	1,121,678
1. Purchased goods and services	–	–	816,509
2. Capital goods	–	–	10,110
3. Fuel- and energy-relation activities (market-based)	–	–	5,838
4. Upstream transportation and distribution	–	–	202,900
5. Waste generated in operations	–	–	687
6. Business travel	–	2,884	2,983
7. Employee commuting	–	880	816
8. Downstream transportation and distribution	–	–	71,219
10. Processing of sold products	–	383	351
12. End-of-life treatment of sold products	–	3,676	10,264

¹ In the feasibility study for scope 3 emissions, we estimated GHG emissions of all relevant categories. The scope 3 emissions we are disclosing in the 2022 column are the ones still comparable with our current business, considering that the input data for other categories might have include historical data from MBCC Group.

² The calculation methodology was improved in 2023 to cover more categories. For scope 1 and 2, refrigerant gasses and non-production emission sources were added. For end-of-life treatment of sold products, emissions increased due to including the transportation of concrete waste to the treatment facilities. In 2022, we only considered emissions due to concrete demolition and waste treatment.

Energy, waste and water

	2020	2021	2022	2023	Change from baseline	Target by end of 2025
Energy						
Natural gas [m ³]	1,523,669	1,739,705	1,532,712	1,428,658	-6.2%	–
Liquid fuel [m ³]	262	248	232	291	11.2%	–
Fleet activities [litres]	–	–	–	3,175,113	–	–
Refrigerant gasses [kg]	–	–	–	64	–	–
Scope 1 – production-based [tCO ₂ e]	5,010	5,553	4,937	3,590	-28.3%	–
Scope 1 – total [tCO ₂ e]	–	–	–	10,710	–	–
Electricity [kWh]	32,642,004	34,620,152	34,579,806	30,588,347	-6.3%	–
Produced renewable electricity onsite [kWh]	–	–	260,610	284,690	–	–
Purchased green electricity [kWh]	–	–	2,249,884	2,175,498	–	–
Scope 2 – production-based [tCO ₂ e]	11,240	11,650	11,958	10,996	-2.2%	–
Emissions intensity scope 1 and 2 per produced ton [kgCO₂e / t]	24.1	21.9	21.1	20.3	-16.1%	-15% (baseline 2020)
Waste						
Non-hazardous waste [t]	3,547	5,321	4,932	4,562	-14.3%	–
Hazardous waste [t]	2,969	3,168	1,724	3,083	-2.7%	–
Non-hazardous waste per produced ton [kg/t]	5.3	6.8	6.2	6.3	-6.6%	-15% (baseline 2021)
Water						
Wastewater [t]	112,070	104,788	85,843	89,902	-19.8%	–
Water usage [m ³]	826,835	846,346	585,383	488,450	-40.9%	–
Wastewater per produced ton	159.9	133.4	106.8	124.8	-21.9%	-15% (baseline 2020)

Employees

	2022	2023
Total number of employees	1,586	1,666
Permanent contracts (%)	—	95.1%
Temporary contracts (%)	—	3.6%
External contracts (%)	—	1.3%
Workforce by contract type¹ and region		
Permanent contracts	—	1,585
Europe	—	919
North America	—	518
Australia / New Zealand	—	148
Temporary contracts	—	59
Europe	—	16
North America	—	43
Australia / New Zealand	—	0
External contracts	—	22
Europe	—	9
North America	—	1
Australia / New Zealand	—	12

	2022	2023
Total number of employees	1,586	1,666
Full-time employees (%)	96.7%	96.8%
Part-time employees (%)	3.3%	3.2%
Workforce by employment type and region		
Full-time employees	1,533	1,613
Europe	876	892
North America	551	562
Australia / New Zealand	106	159
Part-time employees	53	53
Europe	52	52
North America	0	0
Australia / New Zealand	1	1
Workforce by age distribution		
Under 29 years old	117	162
30 – 49 years old	749	823
Over 50 years old	592	677
Missing age information	128	4

Diversity

	2022	2023
Total number of employees	1,586	1,666
Male (%)	75.0%	75.2%
Female (%)	25.0%	24.8%
Workforce by contract type and gender		
Permanent contracts	—	1,585
Male	—	1,191
Female	—	394
Temporary contracts	—	59
Male	—	48
Female	—	11
External contracts	—	22
Male	—	14
Female	—	8

	2022	2023
Workforce by employment type and gender		
Full-time employees	1,533	1,613
Male	1,179	1,242
Female	354	371
Part-time employees	53	53
Male	11	11
Female	42	42
Workforce by region and gender		
Europe	928	944
Male	657	652
Female	271	292
North America	551	562
Male	448	480
Female	103	82
Australia / New Zealand	107	160
Male	85	121
Female	22	39

¹ Contract type data is unavailable for 2022, as historical data are not accessible. Number of temporary contracts = total employees – (permanent employees + external employees).

Turnover and new hires

	2022	2023 ¹		2022	2023 ²
Total number of turnovers	209	201	Total number of new hires	150	194
Turnover rate ³	13.2%	12.1%	New hire rate ⁴	9.5%	11.6%
Turnover by region			New hires by region		
Europe	83	109	Europe	85	108
North America	104	71	North America	52	51
Australia / New Zealand	22	21	Australia / New Zealand	13	35
Turnover by gender			New hires by gender		
Male	153	154	Male	108	142
Female	56	47	Female	42	52
Turnover by age group			New hires by age group		
Under 29 years old	27	36	Under 29 years old	42	36
30 – 49 years old	71	88	30 – 49 years old	78	90
Over 50 years old	52	77	Over 50 years old	30	44
Missing age information	59	–	Missing age information	–	24

1 Turnovers between 2nd of May and 31st of December 2023.
 2 New hires between 2nd of May and 31st of December 2023.
 3 Turnover rate = number of turnover / total headcount by the end of the year.
 4 New hire rate = number of new hires / total headcount by the end of the year.

Governance bodies⁵

	2022	2023 ⁶		2022	2023 ⁷
Level 1	4	4	Level 2	20	20
Level 1 by region			Level 2 by region		
Europe	2	4	Europe	14	18
North America	1	0	North America	5	1
Australia / New Zealand	1	0	Australia / New Zealand	1	1
Level 1 by gender			Level 2 by gender		
Male	4	4	Male	18	15
Female	0	0	Female	2	5
Level 1 by age group			Level 2 by age group		
30 – 49 years old	1	1	30 – 49 years old	7	9
Over 50 years old	3	3	Over 50 years old	13	11

5 In 2023, we redefined our organisation.
 6 Level 1 in the redefined organisation: Group Management Board
 7 Level 2 in the redefined organisation: Senior management (team leads with direct report to the Group Management Board)

Employee training data¹

Training hours per types of training	2022	2023
Compliance and ethics	1,368	499
Diversity & inclusion	138	23
Environment, health, and safety	487 ²	7,465
Information security and IT	30	596
Sustainability and ESG	Not documented	125
Career development – finance	23	5
Career development – procurement and supply chain	39	17
Career development – product & services	933	60
Total training hours	3,018	8,790

¹ In-person management training in North America is not included in these figures.

² Data for 2022 did not include any onsite in-person trainings.

Salary distribution by gender³

Job grade	Annual basic salary of females / males per job grade (median)	Annual basic salary of females / males per job grade (average)	Total target cash of females / males per job grade (median)	Total target cash of females / males per job grade (average)
1.1	–	–	–	–
1.2	–	–	–	–
2.1	98.9%	98.6%	93.7%	94.6%
2.2	101.7%	100.5%	102.3%	101.0%
3.1	100.5%	99.8%	100.3%	99.5%
3.2	100.7%	103.6%	103.1%	104.2%
4.1	95.3%	96.5%	95.5%	95.9%
4.2	90.6%	88.4%	90.7%	88.9%
5.1	109.7%	107.6%	112.0%	109.5%
5.2	105.3%	101.6%	106.2%	102.9%
6.1	86.1%	86.4%	85.3%	85.4%
6.2	85.8%	87.7%	86.8%	88.5%
7.1	–	–	–	–
7.2	99.5%	104.9%	103.3%	106.5%
Tariff	95.3%	93.3%	95.0%	92.4%
Total	96.6%	95.6%	97.2%	95.4%

³ Does not include leasing employees, external contractors, employees on unpaid leave, employees not on payroll and senior executives for which a different compensation logic is applied.

Occupational health and safety

KPI	2022	2023	Target
Total equivalent FTE ¹	1,560 ²	1,638	–
Number of hours worked (million hours)	2.5	2.6	–
Number of work-related fatalities (own workforce)	0	0	–
Number of work-related fatalities (contractors)	1	0	–
Number of high-consequence work-related injuries	0	0	–
Number of recordable work-related injuries	2 ³	1	–
Number of days lost due to work-related injuries	21	10	–
Lost time injury frequency rate (LTIFR) ⁴	0.8	0.4	≤ 0.51 by 2025
Lost time injury (LTI) severity rate ⁵	0.0084	0.0038	–
Number of reported near misses	21	19	–
Number of process safety incidents (PSI)	2	3	–

1 Excluding employees on leave.

2 Estimated, as historical data are unavailable.

3 Number is corrected from our 2022 Sustainability Report, as one LTI in 2022 was not within our operational scope (separation from MBCC Group).

4 Per 1,000,000 (1 million) working hours.

5 Defined as (number of days lost due to injuries) x 1,000 / total hours worked.

Reported concerns and incidents

Topic	KPI	2022	2023	Target
Child or forced labour	Number of reported cases of child or forced labour in operations	0	0	0
Data protection	Data breach incidents	0	0	–
Reported incidents	Number of reported incidents to corporate compliance through SpeakUp (whistleblowing)	0	2	–
	Number of reported incidents to corporate compliance through other channels	3 ⁶	3	–
	% of investigated incidents	100%	100%	–
Confirmed incidents	Number of confirmed incidents	0	2	–
	which led to disciplinary measures / dismissal	0	0	–
	which led to corrective measures	0	2	–

6 These reports were all HR-related and investigated locally.

Entities covered by this report

Bluey Technologies Pty. Ltd.	Australia	Construction Research & Technology GmbH	Germany	Master Builders Solutions España S.L. Sucursal EM Portugal	Portugal
MB Solutions Australia Pty. Ltd.	Australia	Master Builders Solutions Deutschland GmbH	Germany	Master Builders Solutions Romania SRL	Romania
Master Builders Solutions GmbH	Austria	Master Builders Solutions Holdings GmbH	Germany	MBS CZ-SK s.r.o., organizačná zložka Slovensko	Slovak Republic
Master Builders Solutions Admixtures Systems Belgium B.V	Belgium	MB Trading GmbH	Germany	Master Builders Solutions GmbH Podružnica Ljubljana	Slovenia
Master Builders Solutions Romania SRL – Bulgaria Branch	Bulgaria	Master Builders Solutions UK Ltd. Ireland Branch	Ireland	Master Builders Solutions España S.L.	Spain
Master Builders Solutions Canada Inc.	Canada	Master Builders Solutions Italia S.p.A.	Italy	MBS Sverige AB	Sweden
Master Builders Solutions GmbH Podružnica Zagreb za trgovinu	Croatia	MBS Polska Sp. z o.o. – nuolatine buveine	Lithuania	Master Builders Solutions Schweiz AG	Switzerland
MBS CZ-SK s.r.o.	Czech Republic	MBS Nederland B.V.	The Netherlands	Master Builders Solutions UK Ltd	UK
Master Builders Solutions Denmark A/S	Denmark	MB Solutions New Zealand Limited	New Zealand	Great Lakes Polymer Technologies, LLC.	USA
Master Builders Solutions Finland Oy	Finland	Master Builders Solutions Norway AS	Norway	Master Builders Solutions Admixtures US, LLC	USA
Master Builders Solutions France S.A.S.	France	MBS Polska Sp. z o.o.	Poland		

GRI index

Disclosure		Location	Notes and omissions
GRI 2: GENERAL DISCLOSURES			
2-1	Organisational details	Who we are, page 6	
2-2	Entities included in the organization's sustainability reporting	Data annex, page 67	
2-3	Reporting period, frequency and contact point	About this report, page 58 Page 76	
2-4	Restatements of information	Pages 23 , 39 , 45 , and 66	
2-5	External assurance	About this report, page 58	
2-6	Activities, value chain and other business relationships	Products and services, page 7 Engaging with stakeholders across our value chain, page 11	
2-7	Employees	Data annex, page 63	
2-8	Workers who are not employees	–	Omitted. Information unavailable / incomplete.
2-9	Governance structure and composition	Sustainability governance, page 19	

Disclosure		Location	Notes and omissions
2-10	Nomination and selection of the highest governance body	Sustainability governance, page 19	
2-11	Chair of the highest governance body	Sustainability governance, page 19	
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability governance, page 19	
2-13	Delegation of responsibility for managing impacts	Sustainability governance, page 19	
2-14	Role of the highest governance body in sustainability reporting	Sustainability governance, page 19	
2-15	Conflicts of interest	Compliance governance, page 50 Reporting concerns, page 53 Group audits, page 55	
2-16	Communication of critical concerns	Compliance governance, page 50 Reporting concerns, page 53	
2-17	Collective knowledge of the highest governance body	Sustainability governance, page 19	

Disclosure		Location	Notes and omissions
2-18	Evaluation of the performance of the highest governance body	—	Omitted. The performance of the Group Management Board is evaluated by the owner, Cinven.
2-19	Remuneration policies	—	Omitted. Confidentiality constraints.
2-20	Process to determine remuneration	—	Omitted. Confidentiality constraints.
2-21	Annual total compensation ratio	—	Omitted. Confidentiality constraints.
2-22	Statement on sustainable development strategy	Letter from our CEO, page 2	
2-23	Policy commitments	Aligning with global frameworks, page 23 Compliance management, page 49	
2-24	Embedding policy commitments	Compliance, ethics, and risk, pages 49-50 Compliance training, pages 51-52	
2-25	Processes to remediate negative impacts	Compliance, ethics, and risk, page 49 Reporting concerns, page 53	

Disclosure		Location	Notes and omissions
2-26	Mechanisms for seeking advice and raising concerns	Compliance, ethics, and risk, page 49 Reporting concerns, page 53	
2-27	Compliance with laws and regulations	Compliance governance, page 50	
2-28	Membership associations	—	Omitted. Information unavailable / incomplete
2-29	Approach to stakeholder engagement	Stakeholders across our value chain, page 11	
2-30	Collective bargaining agreements	Employee relations, page 40	
GRI 3: MATERIAL TOPICS			
3-1	Process to determine material topics	Material topics, page 22	
3-2	List of material topics	Material topics, page 22	
GRI 201: Economic performance			
3-3	Management approach	Who we are, page 6	
201-1	Direct economic value generated and distributed	—	Omitted. Information unavailable / incomplete.

Disclosure		Location	Notes and omissions
201-2	Financial implications and other risks and opportunities due to climate change	Energy and GHG emissions, page 28	
201-3	Defined benefit plan obligations and other retirement plans	–	Omitted. Information unavailable / incomplete.
201-4	Financial assistance received from government	None.	
GRI 204: Procurement practices			
3-3	Management approach	Supply chain due diligence, page 21	
204-1	Proportion of spending on local suppliers	Omitted. Information unavailable / incomplete.	
GRI 205: Anti-corruption			
3-3	Management approach	Supply chain due diligence, page 21 Compliance management, page 49	
205-1	Operations assessed for risks related to corruption	Supply chain due diligence, page 21	
205-2	Communication and training about anti-corruption policies and procedures	Compliance management, page 49 Compliance training, page 51	

Disclosure		Location	Notes and omissions
205-3	Confirmed incidents of corruption and actions taken	2023 reported concerns, page 54	
GRI 207: Tax			
3-3	Management approach	Approach to tax, page 55	
207-1	Approach to tax	Approach to tax, page 55	
207-2	Tax governance, control, and risk management	Approach to tax, page 55	
207-3	Stakeholder engagement and management of concerns related to tax	Approach to tax, page 55	
207-4	Country-by-country reporting	–	Omitted. Information unavailable / incomplete.
GRI 301: Materials			
3-3	Management approach	Waste and circular economy, page 31	
301-1	Materials used by weight or volume	Reducing waste in our operations, page 32 Data annex, page 62	Partial inclusion
301-2	Recycled input materials used	Reducing waste in our operations, page 31	Partial inclusion
301-3	Reclaimed products and their packaging materials	Reducing waste in our operations, pages 31-32	Partial inclusion

Disclosure		Location	Notes and omissions
GRI 302: Energy			
3-3	Management approach	Energy and GHG emissions, page 28	
302-1	Energy consumption within the organization	Energy and GHG emissions, page 28 Data annex, page 62	
302-2	Energy consumption outside of the organization	–	Omitted. Information unavailable / incomplete.
302-3	Energy intensity	–	Omitted. Information unavailable / incomplete.
302-4	Reduction of energy consumption	Energy and GHG emissions, page 28 Data annex, page 62	
302-5	Reductions in energy requirements of products and services	–	Omitted. Information unavailable / incomplete. See emissions per produced tonne KPI on page 27 .
GRI 203: Water and effluents			
3-3	Management approach	Water and chemicals, page 34	
303-1	Interactions with water as a shared resource	Water and chemicals, page 34	

Disclosure		Location	Notes and omissions
303-2	Management of water discharge-related impacts	Water and chemicals, page 34	
303-3	Water withdrawal	Water and chemicals, page 34 Data annex, page 62	
303-4	Water discharge	Water and chemicals, page 34 Data annex, page 62	
303-5	Water consumption	Water and chemicals, page 34 Data annex, page 62	
GRI 304: Biodiversity			
3-3	Management approach	Biodiversity, page 37	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	–	Omitted. Information unavailable / incomplete.
304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity, page 37	
304-3	Habitats protected or restored	None.	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	–	Omitted. Not applicable.

Disclosure		Location	Notes and omissions
GRI 305: Emissions			
3-3	Management approach	Energy and GHG emissions, page 28	
305-1	Direct (Scope 1) GHG emissions	Energy and GHG emissions, page 28 Data annex, page 61	
305-2	Energy indirect (Scope 2) GHG emissions	Energy and GHG emissions, page 28 Data annex, page 61	
305-3	Other indirect (Scope 3) GHG emissions	Energy and GHG emissions, page 28 Data annex, page 61	
305-4	GHG emissions intensity	Data annex, page 62	
305-5	Reduction of GHG emissions	Reducing our consumption and emissions, page 28 Data annex, pages 61-62	
305-6	Emissions of ozone-depleting substances (ODS)		Omitted: Not applicable. See Air pollution, page 36
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Omitted: Not applicable. See Air pollution, page 36

Disclosure		Location	Notes and omissions
GRI 306: Waste			
3-3	Management approach	Waste and circular economy, pages 31-32	
306-1	Waste generation and significant waste-related impacts	Waste and circular economy, pages 31-32	
306-2	Management of significant waste-related impacts	Waste and circular economy, pages 31-32	
306-3	Waste generated	Waste and circular economy, page 32 Data annex, page 62	
306-4	Waste diverted from disposal	Waste and circular economy, pages 32-33	Partial inclusion
306-5	Waste directed to disposal	Waste and circular economy, page 32	Partial inclusion
GRI 308: Supplier environmental assessment			
3-3	Management approach	Supply chain due diligence, page 21	
308-1	New suppliers that were screened using environmental criteria	Supply chain due diligence, page 21	
308-2	Negative environmental impacts in the supply chain and actions taken	Supply chain due diligence, page 21	

Disclosure		Location	Notes and omissions
GRI 401: Employment			
3-3	Management approach	Building a strong, diverse workforce, page 39	
401-1	New employee hires and employee turnover	Data annex, pages 63-64	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Building a strong, diverse workforce, page 39	
401-3	Parental leave		Omitted. Information unavailable / incomplete.
GRI 403: Occupational health and safety			
3-3	Management approach	Workforce health, safety, and wellbeing, page 44	
403-1	Occupational health and safety management system	Workforce health, safety, and wellbeing, page 44	
403-2	Hazard identification, risk assessment, and incident investigation	Workforce health, safety, and wellbeing, page 44	
403-3	Occupational health services	Workforce health, safety, and wellbeing, page 44	

Disclosure		Location	Notes and omissions
403-4	Worker participation, consultation, and communication on occupational health and safety	Workforce health, safety, and wellbeing, page 44	
403-5	Worker training on occupational health and safety	Training is critical, page 45	
403-6	Promotion of worker health		Omitted. Information unavailable / incomplete.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce health, safety, and wellbeing, page 44 Customer health, safety, and wellbeing, page 46	
403-8	Workers covered by an occupational health and safety management system	Workforce health, safety, and wellbeing, page 44	
403-9	Work-related injuries	Training is critical, page 45 Data annex, page 66	
403-10	Work-related ill health	Zero cases.	
GRI 404: Training and education			
3-3	Management approach	Workforce development and engagement, page 42	
404-1	Average hours of training per year per employee	Workforce development and engagement, page 42	

Disclosure		Location	Notes and omissions
404-2	Programs for upgrading employee skills and transition assistance programs	Workforce development and engagement, pages 42-43	
404-3	Percentage of employees receiving regular performance and career development reviews	1,285 permanent employees in all countries except Germany (77.1%).	
GRI 405: Diversity and equal opportunity			
3-3	Management approach	Diversity and inclusion, page 41	
405-1	Diversity of governance bodies and employees	Data annex, pages 63 and 64	
405-2	Ratio of basic salary and remuneration of women to men	Gender pay gap, page 41 Data annex, page 65	
GRI 406: Non-discrimination			
3-3	Management approach	Diversity and inclusion, page 41 Compliance training, page 51	
406-1	Incidents of discrimination and corrective actions taken	2023 reported concerns, page 54	

Disclosure		Location	Notes and omissions
GRI 407: Freedom of association and collective bargaining			
3-3	Management approach	Employee relations, page 54 Our approach to human rights, page 47	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Based on the ESG risk assessment conducted in Q2 2024, we have no risk (low risk) with regards to freedom of association and collective bargaining agreements in countries and industry we operate.	
GRI 408: Child labor			
3-3	Management approach	Approach to human rights, page 47	
408-1	Operations and suppliers at significant risk for incidents of child labor	Approach to human rights, page 47	
GRI 409: Forced or compulsory labor			
3-3	Management approach	Approach to human rights, page 47	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Approach to human rights, page 47	

Disclosure		Location	Notes and omissions
GRI 414: Supplier social assessment			
3-3	Management approach	Supply chain due diligence, page 21	
414-1	New suppliers that were screened using social criteria	Supply chain due diligence, page 21	
414-2	Negative social impacts in the supply chain and actions taken	Supply chain due diligence, page 21 Approach to human rights, page 47	
GRI 416: Customer health and safety			
3-3	Management approach	Customer health and safety, page 46	
416-1	Assessment of the health and safety impacts of product and service categories	100%	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None.	

Disclosure		Location	Notes and omissions
GRI 417: Marketing and labeling			
3-3	Management approach	Customer health and safety, page 46	
417-1	Requirements for product and service information and labeling	All Master Builders Solutions product and service labeling complies with relevant regional and global legal requirements.	
417-2	Incidents of non-compliance concerning product and service information and labeling	None.	
417-3	Incidents of non-compliance concerning marketing communications	None.	
GRI 418: Customer privacy			
3-3	Management approach	Cybersecurity and data privacy, page 56	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None.	



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For more information, please contact Shirin.Fataei@masterbuilders.com

