Mark Harris
Holywell, UK

Mark joined Kingspan through the acquisition of Kooltherm® Insulation in 1996. Since then Mark has worked in a number of roles in both our Insulated Panels and Insulation Boards divisions and is now Divisional Technical Director for Insulated Panels.

Tested systems, at large-scale, are critical for evaluating real-life performance. I’ve been with Kingspan Group for 22 years and am passionate about our unique range of high performance insulation systems and the benefits they offer to our clients and end users. As a divisional technical director in the insulated panel business my focus is on helping develop and deliver tested and certified systems in critical performance areas that include fire safety, property protection, sustainability and lifetime reliability.

Mark has extensive experience in the industry and has been at the forefront of the development of high performance thermosetting polymer based insulation systems and solutions. Mark and his department have been an integral part of the wider Kingspan team in developing, certifying and promoting the merits of our innovative and best-in-class insulated panel technology, QuadCore™, and to driving its rollout globally.
Sustainability Report

Kingspan’s vision
To be a global leader in sustainable business and establish a leading position in providing ethical, renewable and affordable best practice solutions for the construction sector.

We know that the built environment has an important role to play in combating climate change and we pledge to take the lead in meeting that challenge.

Our commitment to sustainability is instilled at every level of the Group and at every step in the manufacturing process.

In developing our approach to sustainability, we have built on materiality assessments conducted at a divisional level as well as incorporating guidelines from recognised associations such as the Sustainable Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD), of which Kingspan is a signatory. Kingspan recognises that it has a responsibility as a business leader to contribute towards the United Nation’s Sustainable Development Goals (SDGs) and over the next few pages we demonstrate how we are making a difference.

Product Passionate

- Kingspan’s primary SDG impact is through our high performance insulation materials and the positive impact they have on the energy consumption of buildings and, therefore, climate change. 41% of our revenue in 2018 was generated by the sale of products which improve energy efficiency.
- At Kingspan, innovation is at the core of who we are. We invest annually in research and development in order to drive efficiency improvements and increase circularity in our high-performance products.
- Our product set, from insulation technologies to rainwater harvesting, offer solutions to build more sustainable cities.
- The thermal performance of our insulation means it can be used in thinner applications, helping architects to create spaces as the world becomes more urbanised.
- Kingspan Light & Air manufactures products which allow natural light and ventilation into a building, thereby improving the ambient conditions for its inhabitants.
- Kingspan Water & Energy sells solutions for sourcing, storing and protecting water.
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- Kingspan Water & Energy sells solutions for sourcing, storing and protecting water.

Planet Passionate

- Net Zero Energy – Since 2011 Kingspan has been on a journey to attain Net Zero Energy throughout our operations. In 2018 we achieved 75% NZE and we are on track to achieve 100% by 2020.
- Plastic bottle recycling - In 2018, through the acquisition of The Synthesia Group, Kingspan recycled 256 million PET plastic bottles for use in our products. We aim to reach 500 million by 2023.
- We recently entered into a partnership with The Goldilocks Foundation, a venture which collects waste in the Spanish seas for recycling or repurposing where possible.
- In 2018 Kingspan recycled 69% of its waste, down from 78% in 2017, as acquired businesses had a dilutive impact. We aim to minimise waste across our businesses and will share best practice from our more mature businesses: our UK and Ireland panel facilities achieved zero waste to landfill in 2018 and the target is to achieve this across Paneli Western Europe; and our European Data & Flooring Technology achieved 100% of waste to recycling in 2018.

People Passionate

- Following on from a tremendous experience, Kingspan employees continue to volunteer for The Junior Achievement programme, helping to educate and inspire young students.
- Kingspan takes the welfare of our employees very seriously and we are proud that 2018 was another year with zero fatalities across the Group. Our lost time injury frequency rate fell by almost 4% or over 9% excluding the impact of acquired businesses.
- Kingspan recently became a signatory for the Task Force on Climate-related Financial Disclosures. We are also a gold member of RE100 and we respond to The CDP in relation to Climate Action.
- At Kingspan, we are committed to supporting partners which are driving results against the SDGs.

In 2018 the total energy saved* by our insulation systems is equivalent to:

- Over one hundred and ten million barrels of oil
- Taking twenty million cars off the road
- The annual output of sixty-six power stations
- Up to 4.7 times the annual electricity consumption of Greater London

* These figures relate to sales of Insulated Panels and Insulation Boards between 1993 and 2018.
Product Passionate Case Studies

Sustainable buildings

The Hub: The UK’s First Electricity Cost Neutral Logistics Building

The logistics sector is undoubtedly a very large energy user, but a sector which acknowledges its impact on the environment and is looking to find its place in the greener future of sustainable building. IM Properties, a UK based investor developer, looked at how it could create a world-class sustainable logistics facility and developed the UK’s first electricity cost neutral logistics building – The Hub.

The Hub is the UK’s first building which could eradicate electricity bills by combining Kingspan’s high performance insulated panel and rooftop solar PV products with next generation battery technology to make the building energy self-sufficient. In the process, the development, which holds an Assured Performance Certificate (APC), can potentially offset 115,956 tonnes of CO2 annually. It is estimated that the building will consume 90% of the energy it generates.

The Hub will use roof-mounted, solar photovoltaic panels to supply electricity straight to the building for immediate use. Any extra power produced is then used to charge a battery which supplies the building with power whenever there is a dip in electricity production from the building’s own solar panels, ensuring that there is never any business interruption. The battery can also be solar charged or charged from the grid when electricity is cheaper, allowing the power to be used during more expensive periods in a process known as peak shaving. Any extra electricity generated from the building can also be exported back to the UK’s electricity grid further enhancing the building’s electricity cost neutrality.

The innovative project combination of battery and solar PV technology could be a game-changer for large energy users, like the logistics sector, which could be a game-changer for large energy users, like the logistics sector, who understand the importance of cost neutrality.

Sustainable cities

Ripley Town Centre achieves Prestigious Green Star Rating

Located in the centre of Ripley, Queensland, the Ripley Town Centre is on track to become the sustainable urban hub for the community.

The AUD$1.5 billion project has earned the 5 Star Green Star Design & As Built accreditation after demonstrating initiatives to reduce the impact of climate change, promote sustainability within the built environment and improve quality of life.

Innovative design and planning led to the installation of 1,800 individual solar panels, rainwater harvesting and stormwater systems and integration of a public transport hub.

Sustainable buildings

Bloomberg’s European Headquarters – The World’s Most Sustainable Office Building

One of London’s most iconic buildings, Bloomberg’s award-winning London-based European headquarters occupies 5.2 acres, providing approximately 1.1 million square feet of sustainable office space to 4,000 of Bloomberg’s employees. The completion of the high specification building marks the culmination of years of planning and development for both Bloomberg, its partners and Kingspan Data & Flooring Technology.

Sustainability is at the heart of every design-choice which resulted in Bloomberg’s HQ being named the world’s most sustainable office building with a BREEAM rating of 98.5%. The building, a zero-landfill operation, employs the most sustainable of building materials. Rainwater from the roof, basins and showers, is captured, treated and recycled to serve vacuum flush toilets. When weather conditions are temperate, the building’s distinctive bronze blades can open and close, allowing the building to operate in a “breathable” state which is complemented by smart CO2 control air distribution according to the approximate number of people occupying the building.

Bloomberg’s desire was to create a building which looks to the future, reflects the company’s commitments in practice to sustainability and encourages active working for its employees – the development’s interiors do just that, with sit-to-stand work stations for all employees and a central ramp spanning six floors that encourages movement through the building on foot.

The installation of 37,000m² of Kingspan raised access flooring and 34,000m² of Kingspan Attiro real wood engineered floor covering makes the Bloomberg HQ a landmark project for Kingspan Data & Flooring Technology and supports Bloomberg’s vision to create an environment that promotes wellbeing and encourages collaboration and active working.

Product Passionate Case Studies

Australia, Coles Ripley

Medline Water Tanks

Kingspan is proud to have four Medline Steel tanks installed. Together, the tanks have the potential to harvest 25,200 litres of rainwater a year. The rainwater will be reused for toilets and landscape irrigation.

The Medline shape was selected for maximum storage, efficient use of space and to accommodate large commercial fittings.

The made to measure nature of Kingspan’s water tanks proved to be advantageous for this project as the client wanted a commercial tank system that would take up most of the available space, allowing for maximum water storage capacity.

UK, The Hub Birmingham

Insulated Panels: AWP (Curved), Trapezoidal Wall

Roof: Trapezoidal Roof with Energy Rooftop Solar PV Fire Rating: (Panels) - LPCB 1181
Part 1 and as Family LPS Grade EXT-B and are FM approved to 4880 and 4471

UK, Bloomberg European Headquarters

37,000m² of Kingspan raised access flooring and 34,000m² of Kingspan Attiro real wood engineered floor

Birmingham & Strategic Report — Sustainability Report

Kingspan Group plc — Annual Report & Financial Statements 2018

Part 1 and achieve LPS Grade EXT-B and are FM approved to 4880 and 4471

Panels)

Trapezoidal Roof with Energy Rooftop Solar PV

Fire Rating:

Roof:

(Trapezoidal Wall, Insulated Panels:)

UK, The Hub Birmingham

Insulated Panels: AWP (Curved), Trapezoidal Wall

Roof: Trapezoidal Roof with Energy Rooftop Solar PV Fire Rating: (Panels) - LPCB 1181
Part 1 and as Family LPS Grade EXT-B and are FM approved to 4880 and 4471
Fire testing and research
Kingspan takes the issue of fire safety extremely seriously. We have been researching and testing the performance of our products for decades to find suitable solutions for even the most demanding projects.

We have conducted almost 2,000 external fire tests to national and international standards for compliance across global regulatory regimes. Only those that can achieve rigorous standards are recommended for use in sensitive applications.

Fire test certification
During our research, the importance of system testing rather than material testing has been proven numerous times. Large-scale system testing underpins the fire safety credentials of Kingspan’s high performance closed cell rigid insulation products and systems, including BS 8414, AS 5113, LPS 1180 and 1208; FM 4470, 4471, 4880, 4881, 4882, and 4924; En 1364, 1365 & 1366, ISO 11925-1 and 15786; LEPIR II; NFPA 285 and 286; and SP Fire 105.

Kingspan’s high performance closed cell rigid insulation systems offer fire performance benchmark to large scale system testing. Only those that can achieve rigorous standards are suitable for many high-rise applications. The Group’s rapid growth also adds complexity:

- Increasing demand for products leads to an increase in manufacturing energy demand.
- Growth through acquisitions adds new facilities at different levels of development and energy efficiency.
- Employees must be encouraged to take responsibility for their own environmental footprint and to support the Net Zero Energy strategy.

Kingspan Kooltherm® and KoolDuct® products can achieve:

- Euroclass rating as good as B1-s1,d0.
- Class 0 to UK building regulations when tested to BS 476 Pt 6 & Part 7.
- Kingspan Kooltherm® can achieve:
  - A Flame Spread Index (FSI) of 5 and a Smoke Developed Index of 0 when tested to BS 476 Part 2.
- KoolDuct® can achieve:
  - A Flame Spread Index (FSI) of 5 and a Smoke Developed Index of 0 when tested to BS 476 Part 2.

Kingspan Kooltherm® and KoolDuct® products lead the fire performance benchmark to ensure safe building envelopes.

Case studies
Independently researched real fire case studies have proven the performance of Insurer Certificated insulated panels and thermra roofing boards and Therma roofing boards across the world. We have been building up a comprehensive library of real fire case studies over the years. The fire performance and test results for the full Kingspan range are available in the relevant Kingspan literature.

Fire performance/outputs
Fire Performance Certification of products and systems incorporating Kingspan’s high performance closed cell rigid insulation cores:

- Approval to large scale insurance industry fire certification standards including the Loss Prevention Certification Board (LPS) and FM Approvals (FM);
- up to 60 minutes fire insulation and integrity (EI60) according to EN 1354 Part 2 & 3 and ASTM E119;
- up to FR60 according to UK Insurance Industry Standard LPS 1208;
- up to 240 minutes fire integrity and heat radiation (E240 and EW240) according to EN 1364 Part 2;
- up to 90 minutes insulation, integrity & load bearing capacity (RE90) according to EN 1365 Part 2.

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- Increasing demand for products leads to an increase in manufacturing energy demand.
- Growth through acquisitions adds new facilities at different levels of development and energy efficiency.
- Employees must be encouraged to take responsibility for their own environmental footprint and to support the Net Zero Energy strategy.

Despite these obstacles, in 2016 the Group over-achieved on its 50% target by 7%. In 2018 the NZE % currently stands at 75%. 2018 saw a large contribution from acquisition activity which had a significant impact on the NZE %, adjusted for acquisitions the NZE % would have been 80%.

In 2018 Kingspan committed to the Science Based Targets Initiative. For Kingspan, this means a 10% reduction in emissions by 2025, off the base year of 2017. This isn’t the only target set for 2025. Kingspan is also committing to reduce its absolute emissions from purchased goods and services, business travel, transport and distribution, and end-of-life treatment of sold products by 10%.

“ At Kingspan, we are dedicated to sustainable business practices, from our products, to our processes and our people, which is why we are delighted to sign up to the Science Based Targets Initiative. This provides measurable targets for our business to achieve and will ensure that we continue to match our words with actions that make a real difference.”

Gene M. Murtagh, CEO of Kingspan.
Our Net Zero Energy Committee is a global team consisting of 17 dedicated and passionate people representing all businesses and all geographies. This team collaborates and shares best practice in order to deliver our ambitious 2020 goal through our three-step strategy.


The Chair of the committee, Gene Murtagh, reports Net Zero Energy developments directly to the CEO, Mark Harris.

Save More

Improving the energy efficiency of our operations remains the highest priority across the Group. A wide range of projects were implemented on many sites during 2018 including the following:

- LED lighting installations including daylight dimming and occupancy sensing;
- Optimised daylighting solutions including roof and wall lights;
- Heat recovery systems;
- Compressed air system improvements;
- Insulation to reduce heat loss;
- De-centralisation fans to improve heat distribution;
- Low energy process equipment installation;
- Transitioned forklifts from LPG to renewable energy;
- Optimised the use of lower gauge steel in access floor panels, saving welding energy;
- Power factor correction systems.

A key part of the “Save More” strategy has been employee awareness and training. Implementation of Energy Management Standard ISO 50001 in several of our manufacturing sites has also been effective in driving energy efficiency improvements and increased use of sub-metering has facilitated accurate targeting of energy saving opportunities. Our efforts to make further improvements will continue in 2019 and beyond and we are already working on some significant opportunities that have the capability of delivering over 100,000kWh per annum savings.

Generate More

A key foundation of our “Generate More” strategy has been investing in on site generation. In 2018 5.9% of our total energy use was generated from renewable sources on our own manufacturing sites, and we have ambitious targets to grow this. The technologies presently in use include:

- Solar PV;
- Solar thermal;
- Biomass heat;
- Biomass CHP (electricity);
- Wind;
- Anaerobic digestion.

A particular highlight of 2018 was the erection of a 1.5MW wind turbine at our Holywell facility. It stands at over 75 metres in height and has blades which span 26 metres. The turbine was switched on in December and we anticipate that the machine will generate over 1.5GWh of electricity per annum.

In 2018 Kingspan announced plans to recycle the equivalent of 500 million plastic bottles per annum in our products by 2023, growing from 256 million in 2018. We are delighted to have recently partnered with The Ecoalff Foundation, a venture which collects waste in the Spanish seas with the objective of recycling or repurposing it where possible. We look forward to announcing further initiatives which will help us to reach our goal over the coming months.

Orangeworks achieved 100% recycled technology achieved 100% recycled materials.

Buy More

The purchase of renewable energy from the grid is an important part of our strategy. Our preferred option is to purchase certified renewable energy (both electricity and gas) direct from our suppliers but where this is not possible we have made purchases of Guarantees of Origin (GOs) in Europe, Renewable Energy Certificates (RECs) in North America and International Renewable Energy Certificates (RECs) in other regions as necessary.

In 2018 Kingspan announced plans and acts to reduce demand for, and delivery of renewable energy. The private sector accounts for around half of the world’s electricity consumption. Switching this demand to renewables will accelerate the transformation of the global energy market and aid the transition to a low carbon economy. RE100 is an initiative of The Climate Group in partnership with CDP, as part of the We Mean Business coalition.

CDP climate list

Kingspan is proud to continue to respond to CDP, formerly The Carbon Disclosure Project. In 2018 we achieved an A- Climate Change rating which puts us among the top 400 companies in the world in terms of leading on environmental practices.

Carbon Trust Standard

Our operations in the UK have been awarded the Carbon Trust Standard in recognition of our various initiatives to manage and reduce carbon emissions. The Carbon Trust Standard is designed to provide a robust, objective analysis of a company’s carbon performance over a number of years. Organisations must be able to display both annual reductions in energy usage over a period of three years, and prove that they have the necessary management procedures, plans and targets to continue to achieve further year-on-year carbon reductions in the future.

Our Data & Flooring Technology manufacturing site in Red Lion US is one of the largest consumers of water in the Group and in 2018 the conservation of water amounted to 1.1 million gallons (which is 71% of total usage) through water recycling.

Accreditation

RE100 Kingspan is a gold member of the RE100. RE100 is a collaborative, global initiative of influential businesses committed to 100% renewable electricity, working to increase demand for, and delivery of renewable electricity. The private sector accounts for around half of the world’s electricity consumption. Switching this demand to renewables will accelerate the transformation of the global energy market and aid the transition to a low carbon economy. RE100 is an initiative of The Climate Group in partnership with CDP, as part of the We Mean Business coalition.

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2018 Actual

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<tr>
<td>360</td>
<td>320</td>
<td>280</td>
<td>250</td>
<td>180</td>
<td>160</td>
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</tbody>
</table>
People Passionate

What has been achieved at Kingspan would not be possible without the people that work hard every day to drive the company forward. A dynamic and motivated workforce is key to delivering against the future growth strategy of the business. For this reason, talent is at the heart of future planning at Kingspan.

Kingspan’s leadership team holds an annual Talent Forum in September to review succession plans, metrics on key positions hired throughout the year and to forecast future talent gaps as part of our human capital risk assessment.

Attract
We have a number of initiatives at Kingspan to attract top talent. One of the key, group wide, initiatives is the graduate programme which saw applications in 2018 up over 150% on prior year.

Retain
At Kingspan we use multiple tools to drive talent retention. These include traditional motivational tools such as reviews and objective setting, but there is also the opportunity to join a network of people across the Group to drive real change through innovation and sustainability initiatives. Over 4 months in 2018 we ran a Global Digital Challenge, which incorporated 34 teams, spanning 34 countries and yielded such remarkable results that we announced 6 winners. In 2011, Kingspan initiated a target to be Net Zero Energy by 2020, people from all over the group had the opportunity to drive actions to reduce energy consumption and to generate on site renewable energy.

Develop
Kingspan has developed three leadership development programmes over the past 24 months and over 170 current and future leaders have attended these programmes. The first level is geared to our graduate employees who join the “Yours to Shape” development programme, which takes place in 4 modules over 12 months. During this programme each graduate programme is assigned a senior executive as their mentor. The second programme, our newest leadership programme – PEAK (Programme for Executive Acceleration in Kingspan), is aimed at middle management. This comprises of two residential modules with on-going external coaches assigned to participants and regular webinars on key issues e.g. digitalisation and innovation. Thirdly, we partnered with the International Institute for Management Development in Lausanne for a customised, global leadership programme for our current top talent who are operating at the most senior level worldwide.

Equal opportunities, employee rights and diversity
Kingspan is committed to providing equal opportunities from recruitment and appointment, training and development to appraisal and promotion opportunities for a wide range of people, free from discrimination or harassment and in which all decisions are based on work criteria and individual performance.

Protect
Kingspan takes the safety of our employees incredibly seriously. All accidents, as well as near misses, are recorded and reviewed. Health and Safety (H&S) is under ongoing review at a facility and divisional level and a Group H&S Committee sits at least twice a year. It is an opportunity for all divisions and geographies to share best practice and discuss operational experiences that will improve the welfare of all our employees.

Several initiatives have been rolled out to encourage H&S in our facilities, including safety culture surveys and questionnaires, poster campaigns, guest speakers who shared their experiences of living with an injury and e-learning training platforms.

Kingspan is proud to have gone through another year with zero fatalities in our business. Absolute last time accidents were up year on year but primarily driven by the impact of acquisitions, the frequency rate fell by almost 6% or over 9% if you exclude the impact of acquisitions.

Gender balance, % Female

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>2018</td>
<td>81%</td>
<td>19%</td>
</tr>
<tr>
<td>2017</td>
<td>83%</td>
<td>17%</td>
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Injury Frequency Rate

<table>
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<tr>
<th>Year</th>
<th>Rate per 100k hours</th>
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<tbody>
<tr>
<td>2018</td>
<td>1.5</td>
</tr>
<tr>
<td>2017</td>
<td>1.6</td>
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</table>

Zero fatalities in 2018 (2017: zero)
Kingspan grew out of a family business and those family values continue to shape how we engage with our communities today. Decades on, Kingspan remains deeply rooted in the community of Kingscourt, Ireland, where the business was founded. Being engaged in our local communities is a core element of the culture of Kingspan. It is important that our businesses have the flexibility to support initiatives which are relevant to the local workforce and to the communities in which they operate. In 2018 we are proud to have supported a wide range of initiatives, including: runs against cancer, stimulating the local environment through beekeeping, children's craft competitions for local schools, festive family box donations and multiple sponsorship and fundraising events.

Kingspan Water & Energy gives the gift of water – Australia
Kingspan reached out to the Liverpool Plains Shire to donate a 104,000 litre tank filled with drinking water. The council chose to install the tank at Currabubula, a town 18 km outside of Tamworth with a community of about 330 people. This community of people were mainly relying on bore water for drinking due to the drought conditions in the area. The bore water was not ideal for drinking as it contained too much iron and calcium.

The tank was installed at Currabubula War Memorial Hall - an ideal location with great accessibility from all angles and is situated right across from Currabubula Public School.

Junior Achievement programmes help to create a culture of enterprise within the education system. They also help young people prepare for the world of work, giving them skills in communication and preparing for interviews. In 2018 JAI programmes and workshops reached over 60,000 students, partnered with over 540 schools and received the support of over 3,000 volunteers. Kingspan volunteers worked with over 300 students in schools local to our facilities.

Our policies

Arms

→ Comply with all local laws in the countries we operate in.
→ Ensure supply chain accountability.

Modern slavery
Slavery and human trafficking are abhorrent crimes and we all have a responsibility to ensure that they do not continue. At Kingspan we pride ourselves on conducting our business ethically and responsibly.

The Modern Slavery Act 2015 became UK legislation and required all large UK companies and businesses who supply goods or services in the UK to publish a slavery and human trafficking statement each financial year on their website. Kingspan is fully committed to ensuring that modern slavery is not taking place in our business or any of our supply chains. We adopted and published our policy statement at the end of 2016 and all our businesses are responsible for ensuring supplier compliance with the legislation.

Supply chain engagement
Kingspan engages with its supply chain to minimise the environmental impact of its raw materials, using its purchasing power to bring about lasting and positive change. Kingspan has developed an ethical and procurement strategy for procuring materials and services in a sustainable way, and we seek to build and maintain long term relationships with key suppliers and contractors to ensure that they are aligned to the same standards. Many of our suppliers are accredited to ISO 9001, ISO 14001 and OHSAS 18001, which cover quality, environmental and health and safety management systems.

Customer experience programme
Everything that our customers experience with Kingspan matters to us. Whether it’s the performance of our product solutions, the responsiveness of our service teams or the efficiency of our deliveries, we strive to provide a positive experience to all our customers. To help us achieve our strategic goal we have introduced four key commitment areas into our businesses on which we are focusing as part of our customer excellence programme:

→ Deliver a memorable customer experience.
→ Develop the employee experience, so our teams never want to work for anyone else.
→ Measure what our customers and employees actually experience.
→ Continue to innovate.