



# Sustainability and ESG Report FY 2024

# RUBIX



# Contents

## About this report

This is our fifth Sustainability and ESG Report. It presents our strategy, commitments and progress on the sustainability and environment, social and governance (ESG) topics most material to the Group.

Unless specified otherwise, all new data is reported for our Financial Year (FY) 2024: 1 January to 31 December.

► Find out more about the scope and basis of our ESG reporting on page 60.

### Introduction

- 02 Contents
- 02 About this report
- 03 About Rubix
- 05 Rubix sustainability strategy and purpose
- 07 Welcome message from our CEO
- 09 The Rubix Uptime Index
- 10 Highlights of the year

### Our customers

- 12 How we deliver value for our customers
- 14 Adding value with *the Rubix Solution*
- 15 Our product categories
- 16 Supporting our customers on ESG
- 18 Helping customers reduce energy and greenhouse gas emissions
- 21 Helping customers reduce waste and packaging
- 24 Helping our customers keep their people safe
- 25 Supply chain: a vital link to customer value

### Environment

- 27 Reducing our own impact
- 28 Reducing environmental impacts in our operations
- 33 Our climate strategy and roadmap
- 40 Reducing environmental impacts in our supply chain

### Governance

- 53 Responsible business in practice
- 59 Materiality assessment
- 60 Sustainable Development Goals

### Social

- 43 Our workforce: safe, engaged, productive
- 44 Keeping our people safe
- 47 Employment practices, employee engagement and talent development
- 50 Diversity, equity and inclusion (DEI)

### Appendix

- 62 GRI content index



# About Rubix

Rubix is the leading industrial distributor in Europe by market share, with a pan-European footprint and access all premium brands.

## Who we are

Europe's largest supplier of industrial maintenance, repair and overhaul (MRO) products and services

Experts in specifying, providing and installing an unrivalled range of industrial products and solutions, with customised value-added services

A trusted partner in supporting customers' ESG priorities through a diverse range of high-performance products and value-added services, underpinned by strong technical expertise

## Our business

**c.400<sup>1</sup>**  
operating locations  
across 22 European countries<sup>2</sup>

**27**  
distribution centres

**c.8,900**  
employees, of which 3,400  
are staff with specialised  
technical skills and knowledge

## FY 2024 at a glance

**€3.05bn**  
in revenues

Retained EcoVadis  
Gold for the third year  
running

Employee Net Promoter  
Score (eNPS) of  
**+40**

<sup>1</sup> Rubix's facilities include distribution centres, warehouses, fulfilment branches, branches, service centres and offices. They exclude Rubix Insites™ where Rubix has a presence on customer premises.

<sup>2</sup> Austria, Belgium, Czech Republic, France, Germany, Hungary, Iceland, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Slovak Republic, Spain, Switzerland, UK, Norway, Denmark, Sweden and Finland. Throughout the report, the abbreviation 'DACH' represents our operations in Germany, Austria and Switzerland, and 'Benelux' represents our operations in Belgium, Netherlands and Luxembourg. Operating locations refer to the number of sites reporting environmental data and exclude customer sites where we have Rubix presence through Insite™ services.



## About Rubix continued

Our scale increases our buying power, attracts new European key accounts and allows us to forge new ways to deliver industrial products and solutions across Europe.

We supply bearings, mechanical power transmission components, flow technology and fluid power products, machining, cutting, tooling and general maintenance products, together with associated logistics and technical services. We offer a wide variety of solutions from thousands of suppliers to over 220,000 customers.

## What differentiates Rubix?

Delivering industry solutions to meet diverse customer needs and production processes

Expanding digital solutions and services

Committed to excellence: anticipating customer needs, transformative delivery, innovative thinking

Technical and multi-specialist expertise, delivering sustainable savings to our customers

Deep knowledge of supplier products, vast distribution network

Well-established sustainability and ESG credentials, decarbonisation roadmap, ESG targets, EcoVadis Gold rated for three years in a row

➤ For more on who we are, see our website [here](#).





# Rubix sustainability strategy and purpose

## Purpose with impact

The operating context for European industry is characterised by rapid change, increasing complexity, high energy costs, new regulatory requirements and a range of supply chain risks.

### Aligning with recognised frameworks

Our strategy aligns with best practices and globally recognised frameworks:

- > Global Reporting Initiative (*GRI*, page 62)
- > Task Force on Climate-related Financial Disclosures (TCFD) framework (*Rubix Limited FY 2024 Annual Accounts*, pages 12-36)
- > Science Based Targets initiative (*SBTi*, page 28)
- > IFRS Foundation-ISSB and CSRD-EFRAG-ESRS requirements and guidance, where applicable
- > UN Sustainable Development Goals (SDGs): five SDGs and eight associated targets.

At Rubix, we are proud to play a vital role in keeping the wheels of industry turning across Europe. But we are more than a distributor of industrial products and services – we are a partner in progress. Our purpose is to help customers improve performance, reduce waste and operate more sustainably thanks to our technical expertise and deep roots in European industry.

We take a structured and strategic approach to managing ESG risks and opportunities across our value chain. This is core to our value proposition; by embedding sustainability into our operations and solutions, we help customers enhance efficiency, productivity and resilience.

Our commitment is clear: to deliver measurable sustainability impact through smarter processes, better data and trusted partnerships. This is how we create value – for our customers, our stakeholders and the industries we serve.

- > **Supporting our customers as a trusted partner:** as a distributor, we help reduce environmental impact through *the Rubix Solution*, improving energy efficiency, extending product life and reducing waste.
- > **Managing ESG risk and opportunity:** being a trusted partner also means running our business responsibly. That includes how we manage our own operations, how we work with suppliers and how we meet the expectations of customers who rely on us to support their sustainability goals.

Sustainability is embedded in Rubix's business model and growth strategy as a driver of long-term value. Our ESG strategy focuses on the areas where we can make the most meaningful impact, manage risks and create shared value across the industrial value chain. It is shaped by stakeholder expectations, guided by our materiality assessment and delivered through clear policies, actions and targets.

The core elements of the strategy are:

- > **Enabling customer progress:** supporting our customers on their sustainability/ESG journeys to achieve shared progress towards socially and environmentally responsible and sustainable business practices.
- > **Driving environmental performance:** minimising the Group's environmental impacts, working towards sustainable and circular resource use, and achieving sustainable growth.
- > **Social impact:** keeping our people safe, maximising their wellbeing, investing in and supporting their professional development, and striving to build an inclusive and diverse organisation.
- > **Embedding ESG across our business and supply chain:** promoting ethical and responsible business practices across our operations and supply chain, and collaborating with brands whose products we distribute to enhance our sustainability-related commercial offering.



## Rubix sustainability strategy and purpose continued

Engagement with our suppliers and customers enables us to support 'green' transformations in industry, while keeping the wheels turning.

During the year, we worked with key customers to understand their priorities and challenges, and incorporated the insights into the Group's ESG roadmap. Our strategy continues as described with a strong focus on sustainability attributes of products and services, energy efficiency in our operations, packaging reduction and opportunities to influence industry practices, such as the business case for sustainability.

- For more on how we create value for customers, see page 11.
- For more on our materiality assessment, see page 59.
- For more on SDGs, see page 60.





# Welcome message from our CEO



Franck Voisin,  
Group CEO

Welcome to the fifth ESG report from Rubix. This year's update reflects the progress we've made in embedding sustainability across our operations and in how we support our customers to improve their own sustainability performance.

As I look back on 2024, the landscape for European manufacturing continued to shift. Regulatory frameworks became more demanding, particularly around emissions, packaging and supply chain disclosures. Volatility in energy and material costs remained a challenge, while expectations around transparency and sustainability continued to rise.

For many of our customers, the need to stay focused on their core operations made support from partners in other areas more critical than ever. This presents a clear opportunity for Rubix to step in with technical and sustainability expertise: helping customers run MRO more efficiently, reducing complexity and unlocking performance gains across maintenance and supply chain.

Rubix plays a critical role in enabling customer performance. As a leading MRO distributor, we help customers improve profitability, productivity, quality and resilience. Through the products and services we provide, we also support their ESG ambitions – whether that's eliminating material waste, lowering energy consumption, enhancing workplace safety or addressing carbon emissions across their value chain. This is where our strategy creates the most value: by embedding sustainability into the everyday decisions that drive industrial performance.

At the same time, we continue to strengthen our own operations across 22 countries. We've focused on improving process efficiency, reducing packaging, investing in training, strengthening supplier relationships, and enhancing employee engagement and workplace conditions. These improvements are essential to how we deliver value, ensuring we continue to lead by example.

*// As a leading MRO distributor, we help customers improve profitability, productivity, quality and resilience. Through the products and services we provide, we also support their ESG ambitions. //*



## Welcome message from our CEO continued

This dual focus – supporting customer outcomes while improving our own performance – is what underpins the trusted partnerships we've built across the value chain. It's also what enables us to respond with confidence to the evolving expectations of European manufacturing.

Turning from strategy to delivery, I'm pleased to highlight several key outcomes from 2024:

- › Retained our EcoVadis Gold rating with a seven-point improvement, placing Rubix in the top 3% of rated companies
- › Reduced packaging use, improved energy efficiency and lowered supply chain greenhouse gas emissions
- › Achieved an Employee Engagement Index of 76% and a Net Promoter Score of +40
- › Maintained strong focus on employee diversity and safety
- › Continued development of the *Rubix Solution* portfolio and Rubix exclusive brands
- › Strengthened ESG data governance, with a new ESG Data Accounting Policy and upgraded systems for Scope 1 and 2 emissions.

These outcomes reflect not only internal progress, but also the strength of our external partnerships. In 2024, we worked closely with suppliers and customers to better understand their environmental priorities and challenges. Our focus on data enabled deeper analysis of product credentials and more informed conversations with key accounts. This feedback loop continues to shape our ESG roadmap, with actions focused on three key areas: energy and emissions reduction across operations, transport and logistics; packaging reduction; and supporting more sustainable decision-making in MRO procurement, helping customers consider environmental impact alongside performance, cost and reliability.

What stands out most in this year's report is how our strategy continues to deliver meaningful results – not just internally, but across the value chain:

- › Our value proposition is strengthened by our engineering expertise, robust ESG governance and supply chain efficiencies.
- › Our leadership is reinforced by our geographic scale, operational excellence and innovative business model.
- › Our governance, insight and formal management systems help us turn ESG challenges into commercial opportunities.

I invite you to explore this report to learn more about our progress, partnerships with our customers and suppliers, and ESG performance. I'm proud of what we've achieved and look forward to further progress in the years ahead.

Franck Voisin,  
Group CEO, Rubix,

August 2025



# The Rubix Uptime Index

If the factory is the beating heart of manufacturing, uptime is its oxygen and our purpose is to keep the wheels of industry turning, right across Europe.

Combine that with our unique perspective on European manufacturing – thanks to our market leading position and unparalleled geographic reach – and it makes sense that we would know uptime like nobody else.

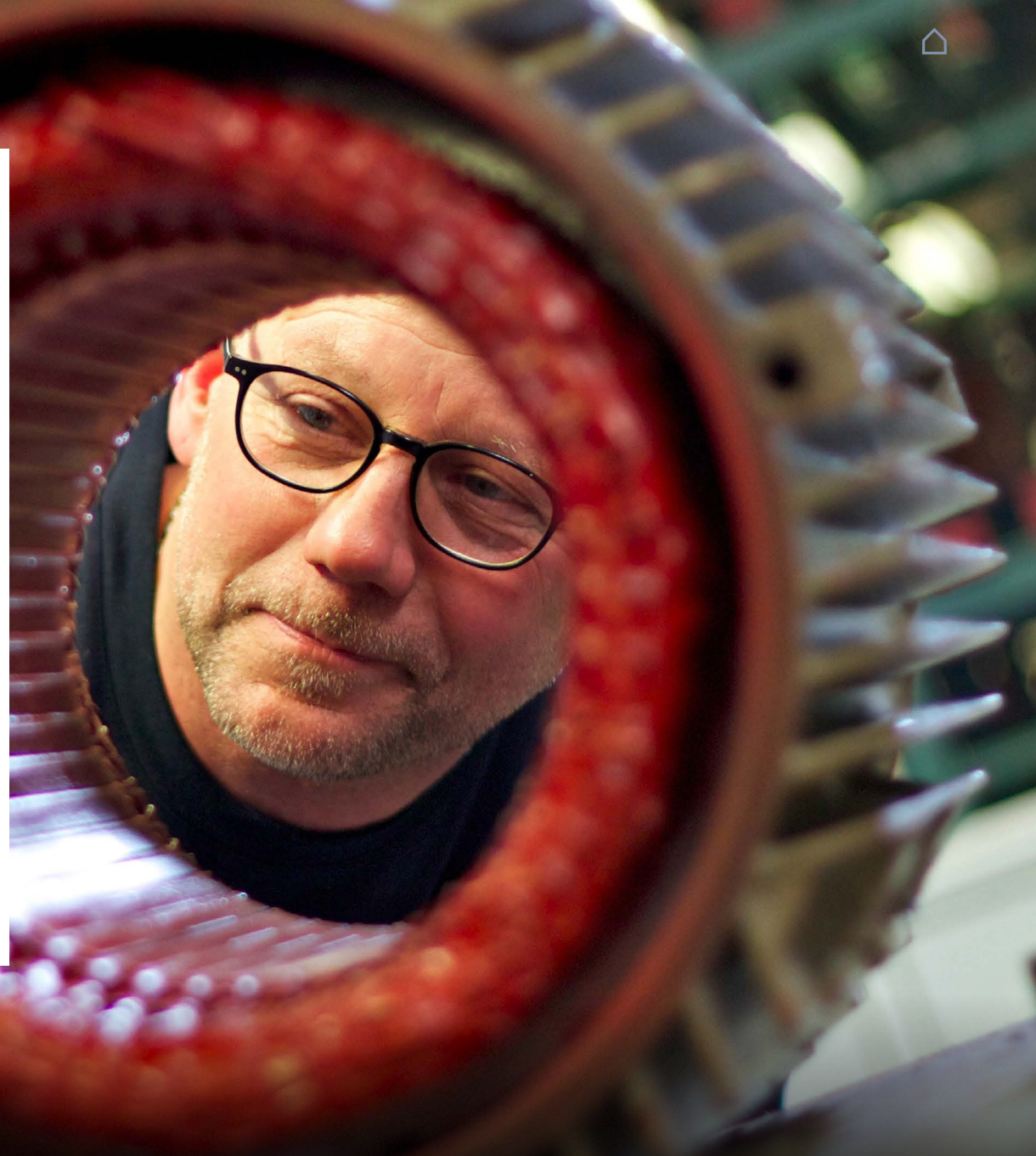
Most importantly, we can help to protect and improve uptime better than anyone else.

That's why we launched The Uptime Index. It's a health check for European manufacturing that is owned, produced and published by us, serving as a constant reminder of the value we bring.

The Index measures confidence in the European manufacturing and is based on responses to questions relating to maintenance needs, long-term investment appetite, access to spare parts, availability of skilled staff and effective predictive maintenance. The index score is a normalised indicator on a scale from 0 to 100. Launched in June 2025, the index stands at a respectable 74.



74





# Highlights of the year

As Europe's leading industrial distributor, we serve around 220,000 customers. We work with customers across a wide range of sectors to achieve process efficiencies, industrial solutions and sustainability goals. Our entrepreneurial workforce delivers *the Rubix Solution* safely, responsibly and in collaboration with our suppliers.

<sup>3</sup> Calculated as annual spend on packaging material purchased normalised against revenue. Last year's metric was restated from -5.3% to -6.5% to align the revenue figures used as the denominator with the published audited revenue, ensuring consistency in calculations.

<sup>4</sup> Defined as lower and middle management positions. See page 50.

## Enabling industrial efficiency and productivity in Europe

### Creating value for our customers

Page 11

- > Rubix published the Uptime Index which assesses economic confidence and technical expertise in European manufacturing
- > We continue to promote *the Rubix Solution* portfolio and Sustainable Manufacturing Mark 
- > **Expanded** our offering of service solutions with sustainability attributes; with the introduction in Poland of thermal insulation services, supporting customers to save energy and costs (for further details see page 20)
- > **Ongoing customer engagement** on regulatory changes, technical updates and the EcoVadis assessment

## Responsible operations and supply chains

### Environment

Page 26

- > Refreshed our climate roadmap and science-based targets
- > **30%** of our total electricity is from renewable sources. Rubix Germany, Netherlands and Spain have now predominantly switched to renewables
- > Packaging intensity decreased by **3.7%** (2023: decrease by 6.5%<sup>3</sup>)
- > Suppliers: **69%** of core suppliers have set (or committed to) science-based targets, representing 22% of 2024 supplier spend

### Social

Page 42

- > Additional tailored health and safety training programme aimed at warehousing and technical centre employees
- > Average annual training time completed by each employee in the Rubix Academy – our e-learning platform: **2hrs 55 mins**
- > Engaged workforce: Employee Net Promoter score of **+40** (2023: +39)
- > **22%** (2023: 21%) of our managers<sup>4</sup> are female employees

### Governance

Page 52

- > Retained **EcoVadis Gold** for third year 
- > Also retained B rating in **CDP Climate** 
- > **Continued to align our climate-related disclosures** with the TCFD framework; preparatory alignment with CSRD
- > Suppliers: **64%** (2023: 63%) of spend relating to Rubix exclusive brands is compliant with Business Social Compliance Initiative (BSCI) country risk assessment
- > **New ESG Data Accounting Policy** for improved data controls, validation and monitoring across the Group



# Our customers

Our ambition is to help customers integrate sustainability into MRO in ways that improve efficiency, reduce waste and strengthen industrial performance.

- 12 How we deliver value to our customers
- 14 Adding value with *the Rubix Solution*
- 15 Our product categories
- 16 Supporting our customers on ESG
- 18 Helping customers reduce energy use and greenhouse gas emissions
- 21 Helping customers reduce waste and packaging
- 24 Helping our customers keep their people safe
- 25 Supply chain: a vital link to customer value





# How we deliver value for our customers

## Our goals:

# 1

### Maintain 'trusted partner' status

- With sustainable practices and robust governance across our value chain, enabling positive impacts for customers and in our own operations.

# 2

### Help customers implement sustainable products and services

- Enhancing customer procurement of sustainable choices at scale.

# 3

### Collaborate with suppliers to support informed, sustainable choices

- Working with core partners to improve the availability and quality of sustainability information that helps customers make better procurement decisions.

For the third year, we retained our EcoVadis Gold rating in 2024, with a seven-point increase in our score to 78/100. This ranks us in the top 3% of more than 150,000 companies rated by EcoVadis globally.



We provided our fourth CDP climate submission in 2024 and retained a score of B, above the global average score of C.



➤ Find out more on our website [here](#)

## How we deliver value for our customers continued

### What challenges are our customers facing?

In June 2025, we launched our first [Uptime Index](#), a health check for the European manufacturing sector. The Index reflects some of the challenges and growth opportunities faced by our customers.

The industrial landscape is characterised by volatility and disruption, fierce competition and a rapid pace of change. Challenges range from supply chain dislocation, tariffs and inflation to geopolitical uncertainty, sustainability and shifting customer demand. Collectively, these factors are forcing manufacturers to prioritise agility and efficiency.

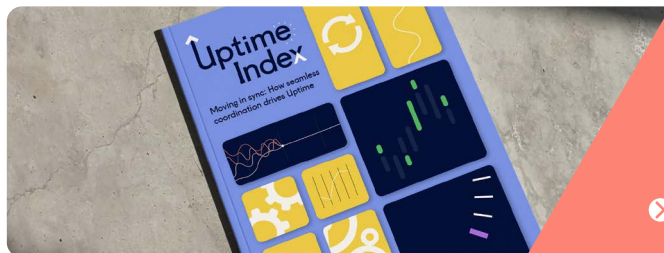
Business-specific issues also play their part. As businesses grow, so does complexity. Acquisitions, new technology or expansion into new territories increases cost and can impact efficient communication, requiring manufacturers to improve alignment across the business.

On top of rising to these challenges, there are clear benefits from coordination, alignment and agility: efficient businesses cost less to run. Total Cost of Ownership (TCO) in highly coordinated businesses is lower. Improved efficiency, reduced waste and a sharper ability to adapt to changes or disruption allows teams to recover from setbacks faster, delivering improvements in uptime and enhanced competitiveness.

### What are our customers' priorities?

We listen to our customers to understand what their priorities are and their expectations of Rubix. In addition to our research through the Uptime Index, customer satisfaction surveys and ongoing customer dialogue have identified the following priorities:

- > **Comprehensive consolidation capabilities:**  
A trusted supplier is one that can meet customers' industrial solution requirements with a diverse product and services portfolio, and extensive supply chain relationships.
- > **Operational efficiency and impact:** Products and services that improve operational efficiency and help reduce environmental impacts, such as energy management, carbon emissions, packaging and PPE waste.
- > **Sustainability-related product information:**  
Customers are increasingly looking for clearer, more consistent data on the environmental characteristics of products and services to support their internal reporting and procurement decisions.



### How is Rubix responding?

We're responding to our customers' challenges with an offer that adds value where it matters. We have a proven track record of delivering solutions and benefits to customers both nationally and across Europe, including:

- > Access to technical expertise and exceptional product knowledge
- > Extensive stock holding and availability, reducing downtime
- > Technical product innovation
- > Quality assurance and traceability
- > Reduced energy consumption
- > Increased production efficiency
- > Increased production time
- > Reduced lead times
- > Advice on compliance and safety
- > Advice on sustainable products for our customers' specific applications, where reliable data is available from our suppliers
- > Opportunity to consolidate to one distributor with technical MRO expertise, providing a broad range of industrial products
- > E-commerce solutions driving efficiency.

➤ For more on how we add value for our customers, click [here](#).

# Adding value with *the Rubix Solution*

*The Rubix Solution is a one-stop shop  
helping customers solve their manufacturing  
and operational challenges.*

Rubix is Europe's leading industrial distributor by market share, operating from approximately 400 locations in 22 European countries. But we offer far more than a wide geographical coverage.

Our multi-specialist teams have the knowledge and technical expertise to help our customers solve their manufacturing and operational challenges. This is *the Rubix Solution*.

We support a wide range of industries and businesses of all sizes, each with different needs and priorities. With *the Rubix Solution*, we provide a one-stop shop of products and services tailored to meet each customer's individual needs in delivering uptime, efficiency, safety, sustainability, cost saving, procurement effectiveness and working capital reduction.

➤ See more [here](#).

**A Europe-wide presence:  
c.400 locations in  
22 European countries**





# Our product categories

## Mechanical power transmission

Bearings and linear motion, gearboxes, motors and electrical power transmissions, other mechanical power transmission.

## Fluid and flow technology

Pneumatics, hydraulics, seals and vibration technology, process equipment and instrumentation.

## Machining, cutting and tools

Tools and metrology, cutting tools and machining, welding, brazing, soldering and maintenance equipment.

## Protection, hygiene, safety, chemicals

PPE, safety and hygiene, chemicals and adhesives.

## Underpinned by our exclusive brands



Precision cutting tools



Head to toe protection



Power transmissions you can trust



Lower-cost, quality-assured bearings



Quality tools engineered for industry



Essential industrial products

## Our services

### Technical services

Application engineering; air leakage surveys; condition monitoring; cutting tools and engineered solutions; aluminium profile and linear motion; pumps and process; components; design and assembly; engineering and technical centres; product proving centre.

### Logistic services

Insite™; Inscan™; Invend™ vendor managed inventory; inventory profiling.

### Digital services

Webshop; personalised webshop; punchout; electronic document interchange.



# Supporting our customers on ESG

A central part of *the Rubix Solution* is helping customers to meet their sustainability and ESG ambitions with the products and services Rubix provides. Our expert teams understand our customers' ESG priorities alongside their commercial ones and *the Rubix Solution* brings together thousands of products and services to help customers achieve positive ESG impact.

From lower TCO, extending product lifespan with repairs, and adopting more efficient technology to safety initiatives, energy efficiency and waste minimisation, *the Rubix Solution* can support customers with ESG in many areas. Examples of ESG aspects of *the Rubix Solution* are shown to the right.

## Energy

Read more on page 18

We help customers reduce energy use and improve operational processes through targeted solutions and technical expertise.

14%

of manufacturing energy consumption can be used up by leakage from compressed air systems.

Motor-driven systems represent around **65%** of electricity consumption in industries<sup>1</sup>.

Remanufactured products have **79% to 99%** lower embodied carbon emissions than new products.

## Waste

Read more on page 21

We help customers reduce packaging waste, recycle used PPE and extend product life through repair and maintenance strategies that support more circular operations.

Waste packaging collection logistics systems are in place and plastic packaging materials are being replaced by alternatives. PPE recycling projects are in place in France, Italy and the Netherlands.

Thousands of vending machines in customers' facilities in 2024 enabling up to **60%**<sup>2</sup> reduction in the consumption of different PPE.

Reducing operational impact: Rubix packaging is increasingly reusable, recyclable and recycled.

## Safety

Read more on page 24

We offer a wide-ranging catalogue of around **300,000** PPE products, offering head-to-toe protection, to support workplace safety across industries.

Industrial vending solutions provide only approved PPE equipment on the shop floor, backed up with audit data.

PPE experts on hand to audit customer sites and recommend solutions for staff safety.

PPE outsourcing by Rubix defines the right safety packages for every employee.

## Supply chain

Read more on page 25

We help customers streamline sourcing, reduce complexity and unlock efficiencies through consolidated procurement strategies.

Trusted supply chains: high-quality relationships built over many years with a diverse supply base.

Rubix is targeting a **35%** absolute reduction in Scope 3 emissions from its supply chain and the use of the products it sells, which calls for greater engagement with suppliers on their emissions.

<sup>1</sup> According to the IEA's 2023 World Energy Outlook.

<sup>2</sup> Estimate based on observed reductions at a customer site following the deployment of our Vendor Managed Inventory (VMI) solution. Results may vary depending on implementation context and usage patterns.



## Supporting our customers on ESG continued

### How satisfied are customers with Rubix's support on ESG?

Our latest customer engagement survey was carried out in April 2025 across our 22 operating countries. With more than 6,000 responses, the results showed 92.3% (2024: 91%) of our customers rate our knowledge and expertise on sustainable solutions as excellent or satisfactory.

This year, we also refreshed the set of questions in the survey focused on better understanding how customers view the environmental value of our services, which were introduced for the first time last year. These updates offer us deeper insight into how Rubix supports their sustainability goals.

We are pleased to report for the first time that 91.3% of respondents rated the capability of our technical services to improve operational efficiency as positive. Similarly, 88.2% of customers rated our services positively in terms of supporting energy management and helping to reduce environmental impact.

#### Customer responses<sup>3</sup>:

**92.3%**

rate our knowledge and expertise on sustainable solutions as excellent or satisfactory.

**91.3%**

rate the capability of our technical services to improve operational efficiency as excellent or satisfactory.

**88.2%**

rate our services positively in terms of supporting energy management and helping reduce environmental impact.

### Collaborating on ESG data

Many customers are looking to their suppliers for ESG data that supports their own sustainability objectives and targets.

#### Our own operational performance

We collaborate with our customers when they request data on Rubix's ESG performance. This is particularly relevant for carbon emissions data, where Rubix's emissions contribute to customers' Scope 3 greenhouse gas emissions from their supply chains.

Our energy and climate-related reporting and science-based targets help our customers track Rubix's contribution to their supply chain emissions and suppliers' sustainability progress.

➤ Full details of our science-based targets are provided in the Environment section on page 28.

### Product data

Customers are increasingly asking for information about the environmental credentials of the products they buy from us. Getting accurate and comprehensive product environmental data across the supply chain is a major challenge globally, and even more so for us, as a trusted distributor of millions of products from thousands of diverse suppliers.

This is where our unique position in the industrial value chain and our ability to collaborate with suppliers becomes instrumental. With active dialogue, businesses can gather critical data points that help them to accurately assess the environmental impact of their products and verify their sustainability claims.

Suppliers have valuable information about the materials, manufacturing processes and supply chain logistics associated with the products they produce. This data is essential to accurately assess and report on the environmental impact of their products and validate the sustainability claims they make to consumers. Rubix continues to collaborate with suppliers on data availability and to support customers in accessing and consolidating this information.

<sup>3</sup> Percentages reported based on customers who responded to these questions.



# Helping customers reduce energy use and greenhouse gas emissions

In times of increasing costs and environmental concerns, customers are seeking solutions that deliver energy efficiency and financial savings while also keeping production lines moving. Our teams have the extensive experience and deep product knowledge to meet these needs. We can advise on and deliver the most suitable solutions to reduce energy consumption.

**20–30% of the energy used by air compressors can be lost through air leaks.**

➤ Download our 'Quick wins to cut energy waste' white paper [here](#).

➤ For more on our operational greenhouse gas emissions, see page 29.

## Energy-efficient products

From bearings and seals to motors and hydraulics, Rubix provides a huge range of products that, when specified and installed by our multi-specialist teams, provide long-lasting, energy-efficient performance.

Energy losses can occur at many points in a system, so all components should be optimised. In Europe, normal motor-driven systems are estimated to be around 36% efficient, whereas optimised systems can reach 72%. Around 70% of motors in use across Europe have a low energy efficiency rating<sup>4</sup> and 20–30% of electricity used by compressors is lost through air leaks, which can be avoided<sup>5</sup>.

In the field of power transmission, for instance, our exclusive Mecaline power transmission and pneumatic products are designed in collaboration with world-leading manufacturers to deliver efficiencies and cost savings.

Meanwhile, in our motor and gearbox categories, our super-fast installation service is combined with deep knowledge of low-voltage IE3 motors to maximise energy savings. For example, considering the factors needed for effective motor and gearbox pairing – such as input speed, ratio, mounting, duty cycle and operating environment – ensures an efficient and long-lasting installation.

<sup>4</sup> IEA World Energy Outlook 2016: pages 312–313, 316 and IEA 2022 4E Technology Collaboration Programme – EMSA Electric Motor Systems Annex (slide 8).

<sup>5</sup> Rubix Limited white paper 'Quick wins to cut energy waste' (page 7).

## Energy management services

In addition to specifying and supplying products that support energy savings, we offer a range of value-added services designed to help customers manage and reduce energy consumption. Our 'Quick wins to cut energy waste' white paper aims to help customers understand the scale of opportunities that exist to reduce inefficiency and cost while reducing carbon footprint. The guide details how Rubix can support customers across system design, procurement, installation and maintenance to increase energy efficiency.

### Air leak survey and repair

Air leaks are one of the largest sources of avoidable energy waste in factories using compressed air. Air compressors typically account for around 30% of a factory's electricity bill, and wear and tear of components in compressed air systems can lead to around 20–30% of this energy being wasted.

Our air leak survey and repair service finds and fixes leaks, generating savings for our customers. Our surveys detail energy loss, costs and potential carbon savings using a methodology developed in line with the Greenhouse Gas Protocol. We recommend action to fix leaks and suitable replacement parts, which can be fitted by Rubix if required. A follow-up audit confirms the expected benefits have been delivered.

2024

**12,000**

(2023: 9,500)

Number of recordable leaks identified on customer premises.

**11,280**

(2023: 5,970)

Estimated emissions of greenhouse gases (tCO<sub>2</sub>e) avoided from repaired leaks.



## Rubix Spain and Portugal optimises industrial steam for major petrochemical customer



Generating, using and managing steam in industrial processes uses a lot of energy. This comes with the risk of energy wastage. In Rubix Spain and Portugal, our technical expertise in energy saving solutions is keeping a global petrochemical customer's steam systems in peak condition – and delivering big financial and energy savings at the same time.

In 2024, as part of a long-standing customer relationship, our team delivered a full-service solution covering thermal engineering assistance, steam trap diagnostics and maintenance across four of the client's sites.

Using the latest diagnostic technology, our technical experts supported the client in identifying inefficiencies in their system. Once these were identified, we got into action, delivering technical inspections, repairs, operational adjustments to the system and the installation of condensate recovery skids (to compensate for changing pressure conditions).

Working in collaboration with the customer, Rubix's end-to-end service supported the client in saving more than 47MWh of energy in 2024, equating to 8,557 metric tonnes of CO<sub>2</sub> reduction and delivering annual cost savings of almost €1.6 million. It's now back to 'full steam ahead' for this Rubix customer.





## Rubix Poland cuts thermal energy losses for its clients by up to 90%

Rubix recently supported a major food sector customer in identifying and addressing a significant source of energy loss. By installing custom-fit thermal insulation across steam and hot water systems at one site, the customer achieved estimated savings of €450,000, with full payback in just two months.

Rubix technical experts were able to use their deep industrial process and sector knowledge, and the vicinity to the customer, to help them identify the potential inefficiency, conduct an energy audit and devise the energy saving solution.

We worked with a local manufacturer to specify and install high-performance insulation covers in just three months. Thermal covers can reduce heat loss by up to 90% (at high operating temperatures) compared to uninsulated components, delivering clear cost benefits and lower greenhouse gas emissions. They are also resistant to chemicals, effective for both high and low temperature insulation, and suitable in a food production setting.

This service is currently being rolled out in other sectors for more customers and Rubix has installed the solution in 20 production plants to date.



## Online condition monitoring

Unplanned downtime is a big operational and financial risk for our customers, whether for general equipment or critical infrastructure. Our condition monitoring service tackles these risks with constant analysis, either on-site or remotely.

We can then run bespoke predictive maintenance schedules to reduce the risk of parts failure, costs of urgent repairs or long delivery times for critical replacement parts.

## Efficiency TCO calculator

More than 70% of industrial motors in use across Europe have an energy efficiency rating of IE2 or lower<sup>6</sup>. This signals significant scope for energy savings by upgrading to more efficient motors. Our proprietary efficiency calculator evaluates the payback period for motor repairs or upgrades at our customers' sites. Rubix experts then recommend the best products for the job, including from our exclusive brands (see page 15). This is a great example of uniting product and service to strengthen relationships.

<sup>6</sup> IEA 2022 4E Technology Collaboration Programme – EMSA Electric Motor Systems Annex (slide 8).



# Helping customers reduce waste and packaging

We use our experience and product knowledge to help our customers reduce waste. Some of the benefits in working with Rubix for MRO products and services include:

- › Supporting customers in selecting the right product for each application to maximise performance and efficiency
- › Providing condition monitoring services to anticipate repair needs and extend product lifetime where possible
- › Increasing the use of recycled materials, improving packaging quality and durability, and reducing packaging weight for products packaged by Rubix
- › Helping reduce waste generated during customer operations through better product selection, maintenance and end-of-life handling.

## Helping customers reduce waste and packaging continued

### Vendor Managed Inventory (VMI) services

Our VMI services are integrated within our customers' operations. They offer solutions for efficient and effective stock management, which can save money and help to reduce waste.

# 1

#### Inscan™

is a barcode-driven stock check system that ensures items are replenished on time. Inscan™ improves inventory visibility and provides greater control of costs and productivity.

# 2

#### Kiosk

is an automated stock replenishment solution for Rubix supplied goods. It's ideal for all products in stores areas that are typically managed by an employee.

# 3

#### Insite™

is our strategic on-site service that embeds a Rubix branch and team within a customer's site. It helps reduce the cost of industrial supplies by consolidating suppliers, substituting OEM products and improving stock profiling. ESG benefits include Rubix energy management and technical product training on-site, Rubix experts on-site to identify improvement opportunities and fewer transport movements for the delivery of parts.

# 4

#### Instore™

is our industry-leading stores management solution that helps prevent excess stock keeping. It manages a customer's stores inventory for both consumable and durable items. The software solution provides real-time updates and integrates with a customer's Enterprise Resource Planning system to provide a seamless solution.

# 5

#### Invend™

is our on-site vending machine solution that gives customers 24/7 access to their most in-demand industrial consumables, such as gloves, masks and other PPE. Located next to customers' production lines, our Invend™ machines help avoid waste and maximise productivity by reducing walk and wait time for employees. Over a 12-month period, an Invend™ machine can reduce consumption of some PPE items by up to 60%. Our Invend™ machines are remotely monitored ensuring the most frequently used products are always in stock. Invend™ has the added safety benefit that employees always have access to the PPE they need for their role and they minimise unnecessary movement of workers on the production line.

*Our Invend™ machines can reduce consumption of some PPE items by up to 60%*



## Helping customers reduce waste and packaging continued

### Repair services

Our repair services also play an important role in lowering customers' environmental impacts. Very often a part can be repaired instead of being completely replaced. For example, customers can typically save up to 70% of the cost of purchasing a new tool, while extending the tool's life, by using our as-new regrind and recoating service.

Rubix repair and replacement services are delivered in partnership with suppliers or independently. Our condition monitoring platform is normally offered alongside repair services to enable continuous analysis of the asset condition.

### Gearbox repair more cost effective than replacement

Facing a renew or repair dilemma, a key customer in the shipbuilding industry asked Rubix to service two large gearboxes used for lifting boats at one of its sites. Without a servicing solution, the now obsolete units would have needed to be replaced with significant cost and downtime, and result in greater environmental impact.

Working with one of our specialist gearbox suppliers, we provided an end-to-end service to overhaul both gearboxes, each weighing around four tonnes. The complete repair and reconstruction of the internal gears took six months and saved the customer around €100,000 compared with replacing the units.

### Packaging

Packaging design is vital to deliver products safely, protected and undamaged. As a trusted partner, we're also committed to delivering our products in recyclable packaging and to minimise packaging waste.

We continue to optimise our packaging across our operations through a range of initiatives, working on both lowering the consumption of primary packaging while still preventing damage during transit, and are nearing 100% recyclability for the packaging used. Rubix UK and Benelux have, for example, implemented an initiative to phase out bubble wrap, plastic jiffy bags, plastic tape and plastic void air bags. These are being replaced by recycled materials, including brown void paper and brown or branded paper tape.

➤ For more about our packaging initiatives, see page 38.

We also look for opportunities to phase packaging out. For example, gloves delivered via our Invend™ services are often folded onto themselves and not wrapped in plastic. In Benelux, we offer a circular return flow of clothing and shoes and use returnable crates for shipments to our branches.

➤ To find out more about how we reduce our operational environmental impact, see page 27.

## A second life for PPE

Rubix works with specialist partners in Europe: Eco'Logic Recyclage in France, Gaia Circular in the Netherlands and ESO in Italy. With these partners, we are expanding the collection and recycling of used PPE from our customers' operations.



This pan-European service means customers can divert end-of-life workwear from landfill or incineration. PPE that can be recycled includes gloves, safety shoes, helmets, goggles, ear defenders and masks.

Workers place worn out items in collection boxes, which can be placed close to Rubix vending machines. This allows for the centralised management of all PPE-related operations on the factory floor. The items are collected by the service provider and processed to recover valuable secondary raw materials. These are then re-integrated into various manufacturing sectors. This not only contributes to a more 'circular economy', but it also helps customers comply with local waste legislation, and reduce greenhouse gas emissions. If required, Rubix can provide customers with a life cycle analysis profile of the materials for use in their own environmental management.

**To date, working with our partners, we have recycled 16.6<sup>7</sup> tonnes of used PPE.**

Together, we turn industrial waste into opportunity, driving circularity one item at a time.

<sup>7</sup> Reported by our partners as 12 tonnes Eco'Logic Recyclage, 2.9 tonnes with Gaia Circular and 1.7 tonnes with ESO.

# Helping our customers keep their people safe

Through the products and services we provide, we aim to support customers in keeping their people safe at work. We offer around 300,000 items of PPE in our product catalogue, giving customers a huge range of options for head-to-toe protection. We also offer fall protection, site safety and hygiene equipment to help customers provide a safer working environment.

Our PPE customisation service connects our customers with our expert teams and leading suppliers to find tailored safety solutions that meet their specific needs.

Our Invend™ vending machine service, for instance, allows customers to specify approved PPE equipment and can provide an audit trail of the items issued from our machines. Invend™ not only ensures the right PPE is always available, by locating vending machines on the production line, it also minimises unnecessary movement of workers on the factory floor.

Our Kiosk vendor service automates stock replenishment for products that are either too large for the Invend™ solution or of a hazardous nature.

➤ For more on our Vendor Managed Inventory services, see page 22.

Several of our solutions, such as condition monitoring and repair services, can also help mitigate safety risk indirectly, for example, relating to a part failure, fire or fluid leakage. Likewise, wherever there are people doing repetitive work on a production line, automation can help improve productivity and safety.

## Customer safety audits

Beyond safety-related products, we also provide PPE audits, which are delivered in collaboration with our core suppliers. Audits focus on the most common risks, injuries and mitigation measures such as hand, hearing and foot protection. The audits support greater awareness of safety risks and how to reduce them: clear information, access to PPE and guidance on how to use it.

An example is face-fit testing for safety masks, which is a service offered by Rubix and is a legal requirement in some countries for all masks being used.

Through the audit process, we use our technical knowledge to provide guidance on specific safety risks, such as 'trigger time' and exposure duration.



We offer around 300,000 items of PPE  
for head-to-toe protection

# Supply chain: a vital link to customer value

MRO procurement is a complex industry. We provide value to our customers by meeting their needs through our multi-specialist value proposition:

- > Our technical knowledge of customer production processes
- > Our understanding of supplier products and specific market requirements
- > Our extensive and deep product range across multiple categories and brands.

Rubix sources hundreds of thousands of industrial parts for its customers and delivers an expanding and diverse range of industrial solutions for customers. We have built high-quality relationships over many years with our suppliers, both at Group and local levels. The delivery of our diverse product catalogue and extensive services offering is supported by thousands of supplier partners worldwide.

Buying from Rubix allows customers to consolidate their purchasing, using fewer suppliers and bringing the following advantages:

- > Working with a trusted partner with strong ESG credentials
- > De-risking customer procurement for reliability, flexibility and scale
- > Technical support and solutions that deliver ESG benefits, ranging from reduced energy and waste to strengthened safety management
- > Collaboration with our suppliers on value chain carbon emission reductions, and delivering insights on product ESG credentials
- > Additional focus and efficiency on logistics and packaging.

## Working with suppliers

Our approach covers the entire life cycle of a product or service to manage environmental, social and economic impacts at each life cycle stage. We do this through collaboration on initiatives that improve safety, reduce emissions or contribute to the 'circular economy'.

We encourage suppliers to bring new ideas to market via specific supplier conferences and meetings. For example, Rubix had eight stands, featuring 25 selected suppliers, at the annual Health and Safety Day event hosted by a major automotive customer in Hungary, May 2024.



## Customer benefits from supplier engagement

We're always looking for better ways to meet customer expectations and strengthen our commercial offer, with training and supplier collaboration playing a key role.

Rubix France conducted formal interviews with a sample of 20 suppliers in 2024-2025 to ensure we have the best information available from our select suppliers on product sustainability credentials. This research informed training provided to category managers on responsible sourcing e.g. labels and certification systems, compliance, safety, labour practices, human rights risk, energy efficient/lower carbon alternatives, product materials and impact traceability.

- > To find out more on supplier performance, engagement and governance, see pages 40, 56 and 57.
- > See also our TCFD report and supplier engagement, page 13 of Rubix Limited FY 2024 Annual Accounts.



# Environment

Our ambition is to decarbonise our operations and drive circularity in packaging, and to collaborate with our suppliers and customers to reduce environmental impact across the value chain.

- 27 Reducing our own impact
- 28 Reducing environmental impacts in our operations
- 33 Our climate strategy and roadmap
- 40 Reducing environmental impacts in our supply chain



# Reducing our own impact

## Our goals

- › Deliver a long-term strategy for Rubix to reach net-zero greenhouse gas emissions: Progressing against our science-based targets for Scope 1, 2 and 3 emissions, and cutting energy use, waste and packaging.
- › Contribute towards a net-zero industrial value chain: Strengthening supplier engagement, targets and collaboration to improve packaging, logistics and overall environmental performance, leading to benefits for customers from low-carbon products and services.

## Our 2024 highlights

### 58.8%

New science-based target to reduce Scope 1 and 2 carbon emissions by 58.8% by 2034 (from a 2024 baseline)

### 35%

New science-based target to reduce Scope 3 emissions in our supply chain by 35% by 2034 (from a 2023 baseline)

### 30%

of our total electricity use in 2024 came from renewable sources (2023: 18.7%)

### -17.8%

reduction in our market-based Scope 2 emissions reflecting the shift to more renewable electricity

### -3.7%

Our packaging intensity reduced by 3.7% in 2024 (2023: -6.5%)

➤ Find out more about our science-based targets on page 28.





# Reducing environmental impacts in our operations

Minimising our impact on the environment is a fundamental part of our multi-specialist offer and position as a trusted partner. Across all Rubix operations, our environmental priorities, in line with our materiality assessment, include reducing energy consumption and carbon emissions through green energy procurement, increasing building efficiency and greening our fleet, minimising waste and promoting circularity. As an industrial distributor, the way we manage and move goods, particularly in relation to transport and our warehouse operations, plays a critical role in our carbon footprint and is central to our efforts to reduce environmental impact.

## Energy and greenhouse gas emissions

### Our policy approach and delivery

Operational environmental impacts represent a principal operational risk. Control measures are in place to identify and control all types of risks. Environmental policies require full compliance with all relevant environmental legislation. They are sponsored by the Group CEO and apply to all Rubix operations.

In 2024, we enhanced our environmental data management by introducing a Group-wide ESG Data Accounting Policy. This policy sets out a consistent set of data controls, validation processes and monitoring capabilities across our operations, enabling more accurate tracking of our environmental impacts.

We've also put in place standardised methodologies for long-term data collection across all operations to enhance data integrity and the integration of environmental data from every corner of Rubix. New data dashboards are now tracking our Group and site-by-site performance data. These provide detailed insights to the ESG Committee, country ESG leads and operational teams.

➔ *For details on our environmental policies and ISO 14001-certified management systems, please see the governance section, page 55.*

### Revised science-based targets

Following the extensive ESG data governance improvements put in place during 2024 and a request from the Science Based Targets initiative (SBTi) to revisit our Scope 3 downstream supplier engagement target as an industrial distributor<sup>1</sup>, we decided to revise our near-term science-based targets using the SBTi methodology and resubmit them for validation.

The decision to revise our science-based targets ensures that they are based on our latest and most accurate baseline data, which has benefitted from the extensive improvements we made in 2024 to our data governance. This is 2024 data for Scope 1 and 2 emissions and 2023 data for our Scope 3 emissions. Scope 3 emissions have a one-year time lag compared to Scope 1 and 2 due to the complexity and timing of the data. We have also adjusted the boundaries to enhance the percentage of our emission sources that are included in the targets.

<sup>1</sup> We initially submitted a downstream supplier engagement target, aiming for 30% of suppliers by spend to have science-based targets by the end of 2028. This reflected the collaboration opportunities available to an industrial distribution business like Rubix, rather than a manufacturer, where reducing downstream value chain emissions requires engagement with upstream manufacturers. Following the SBTi's feedback, we have revised this to an absolute supplier engagement target.



## Reducing environmental impacts in our operations continued

### Scope 1 and 2 target

The new Scope 1 and 2 target commits Rubix to a 58.8% absolute reduction in market-based greenhouse gas (GHG) emissions by 2034 from the new 2024 baseline<sup>2</sup>.

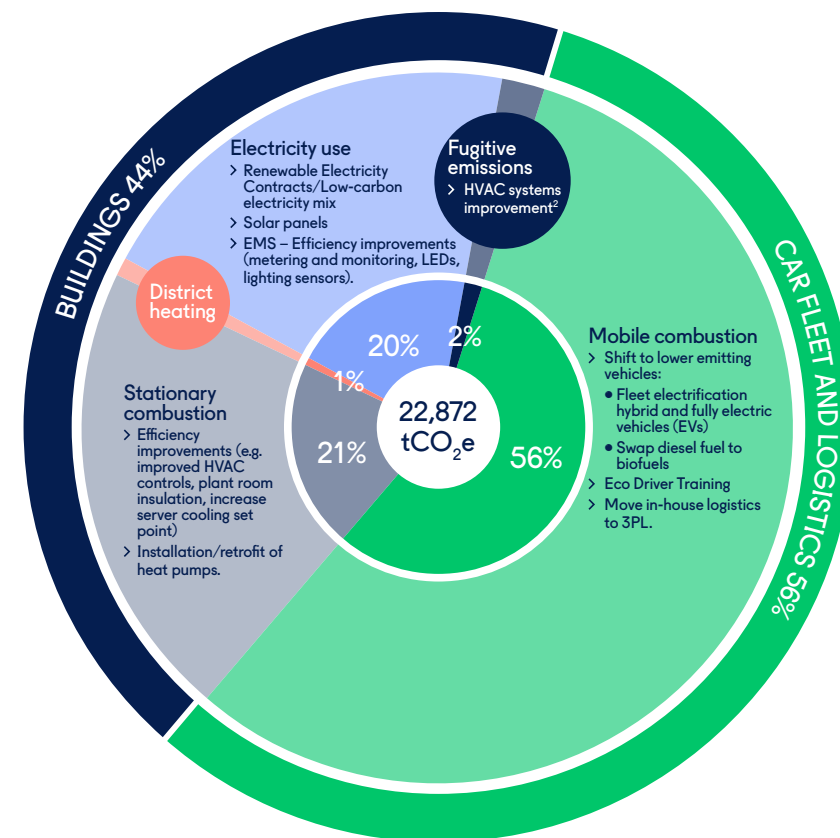
As per the SBTi methodology, our Scope 1 and 2 target is aligned with the 1.5°C climate change pathway set out by the Paris Climate Agreement.

### Scope 1 and 2 emissions by source in FY 2024

Mobile combustion from our fleet of vehicles and in-house logistics is our largest source of Scope 1 emissions. Fuel use for heating and other stationary activities and fugitive emissions make up the remainder of our Scope 1 emissions. Scope 2 emissions come from purchased electricity and a very small percentage from district heating.

Our climate roadmap (page 33) aims to deliver carbon reductions in all areas, with a focus on three critical levers that tackle our biggest sources of Scope 1 and 2 emissions. These are greening our vehicle fleet to reduce emissions from mobile combustion, optimising building efficiency to allow us to do more using less energy while reducing emissions from stationary sources, and sourcing low-carbon energy with renewable electricity contracts and on-site solar panels to reduce our Scope 2 emissions.

### Scope 1 and 2 emissions by source in FY 2024



<sup>2</sup> The science-based targets method requires a minimum boundary of 95% of emissions to be included in any Scope 1 and 2 target. Our revised target covers 98% of Rubix's Scope 1 and 2 emissions. Fugitive emissions from cooling equipment, which accounts for 2% of Scope 1 and 2 emissions, are excluded.



## Reducing environmental impacts in our operations continued

### Scope 3 target

We operate a distribution business model where we purchase products from suppliers for resale to customers. This means the proportion of our emissions that are Scope 3 is higher than most other companies. In 2023, 99% of Rubix's total carbon footprint was from Scope 3 emissions.

Within our 2023 Scope 3 emissions, 98% came from three sources related to the products we buy and distribute:

- Category 1 purchased goods for resale – 47%
- Category 11 use phase of sold products – 39%
- Category 12 end-of-life treatment of sold products – 12%.

This poses challenges for setting and achieving Scope 3 targets as we have limited influence on suppliers to reduce greenhouse emissions from their operations or from the goods we buy for resale.

We have set a new science-based target to reduce Scope 3<sup>3</sup> emissions by 35% by 2034 from a 2023 baseline. The new target covers Categories 1, 11 and 12<sup>4</sup> of Scope 3 emissions.

To achieve this target, we will engage with suppliers and promote various approaches, including science-based targets. As at March 2025, the time of publication for Rubix Limited FY 2024 Annual Accounts, 69% of Rubix Group core suppliers have set, or have committed to set, science-based targets, representing 22% of total supplier spend in 2024.

<sup>3</sup> Our previous science-based target for Scope 3 emissions was for 30% of suppliers by spend to have science-based targets by the end of 2028.

<sup>4</sup> Including for Category 1: Goods purchased for resale (representing 97.8% of the category); for Category 11: Tools and Maintenance (representing 99.6% of the category), and Category 12: Expected end-of-life emissions from all products sold.

### Task Force for Climate-related Financial Disclosures (TCFD)

Rubix released its fourth TCFD report as part of Rubix Limited FY 2024 Annual Accounts (pages 12-36) in March 2025. The TCFD framework provides a comprehensive and universally recognised standard for climate-related financial disclosures. We find the TCFD recommendations provide a useful framework for integrating climate-related matters into our business model and our reporting, and for reviewing the physical and transition risks and opportunities that climate change present to Rubix.

Since publishing our Annual Accounts, we have undertaken a review of our Scope 1, 2 and 3 emissions, as well as our science-based targets, driven by ongoing improvements in data processes and practices. This included applying updated emission factors, in line with the SBTi methodology. Therefore, the Scope 1, 2 and 3 data reported in this FY 2024 ESG Report supersedes previously published data.

### Performance

|                                                                                                             | 2024                 | % change | 2023                   | 2022                   |
|-------------------------------------------------------------------------------------------------------------|----------------------|----------|------------------------|------------------------|
| Total Scope 1 and 2 location-based emissions (tCO <sub>2</sub> e)                                           | 22,872 <sup>5</sup>  | +2.1%    | 22,405 <sup>5</sup>    | 21,150                 |
| Scope 1 emissions (tCO <sub>2</sub> e)                                                                      | 18,101 <sup>5</sup>  | +1.5%    | 17,832 <sup>5</sup>    | 16,687                 |
| Scope 2 emissions location-based (tCO <sub>2</sub> e)                                                       | 4,772 <sup>5</sup>   | +4.3%    | 4,573 <sup>5</sup>     | 4,464                  |
| Scope 2 emissions market-based (tCO <sub>2</sub> e)                                                         | 4,665 <sup>5,6</sup> | -17.8%   | 5,674 <sup>5,6</sup>   | 6,730 <sup>6</sup>     |
| Scope 3 emissions (tCO <sub>2</sub> e) <sup>2</sup>                                                         | –                    | n/a      | 2,266,179 <sup>7</sup> | 2,286,308 <sup>7</sup> |
| Scope 1 and 2 emissions per unit of revenue (tCO <sub>2</sub> e/million euro)                               | 7.5 <sup>5</sup>     | +5.4%    | 7.1 <sup>5</sup>       | 7.1                    |
| Total energy consumption (MWh), accounting for electricity and energy from stationary and mobile combustion | 100,716              | +1.1%    | 99,575 <sup>8</sup>    | 92,821 <sup>8</sup>    |
| Renewable electricity as a percentage of total electricity use                                              | 30.0                 | +60.4%   | 18.7                   | 14.0                   |

<sup>5</sup> Restated from previously reported figures of Total Scope 1 emissions (tCO<sub>2</sub>e) of 18,199 (2024) and 18,036 (2023), Total Scope 2 emissions, location-based (tCO<sub>2</sub>e) of 4,632 (2024) and 4,499 (2023), and Total Scope 2 emissions, market-based (tCO<sub>2</sub>e) of 4,680 (2024) and 5,600 (2023) in our Rubix Limited FY 2024 Annual Accounts. In line with GHG Protocol best practices and as part of our most recent submission of science-based targets, Altruistiq, a carbon accounting platform, has implemented automatic emission factor updates to ensure the latest versions are applied to all calculations. These updates have been applied retrospectively to all historical data, including FY 2023 and FY 2022, to provide the most current and accurate emissions analysis.

<sup>6</sup> For district heating consumption, location-based emission factors were used in our market-based Scope 2 calculations due to the limited availability of supplier-specific or residual mix factors for district heating markets. The GHG Protocol recognises this market reality and allows location-based factors when preferred market-based options aren't available.

<sup>7</sup> Restated from the previously reported figures of Scope 3 emissions (tCO<sub>2</sub>e) of 28,625,551 tCO<sub>2</sub>e (2023) and 23,601,832 tCO<sub>2</sub>e (2022) in our Rubix Limited FY 2024 Annual Accounts. The restatement comes from updating our Category 1, extending it beyond the previous scope focused on goods purchased for resale, to include all relevant indirect spend, and Category 11, following a review of product categories in scope. Regarding the latter, due to our diverse client base across multiple industries, including aerospace, automotive, construction, chemicals, food and beverage, metals, packaging, pharmaceuticals, and utilities, it is not always possible to precisely determine the end use of each product or the related emissions. To address this challenge, we engaged an environmental consultancy to implement a hierarchical assessment framework at the product category level. This framework evaluates whether a product should be included in our carbon footprint based on three key criteria: energy usage, product type and end-use estimation.

<sup>8</sup> Restated from previously reported figures of Total energy consumption (MWh) of 99,585 MWh (2023) and 92,932 MWh (2022) in our Rubix Limited FY 2024 Annual Accounts. In line with GHG Protocol best practices and as part of our most recent submission of science-based targets, Altruistiq, a carbon accounting platform, has implemented automatic conversion values updates to ensure the latest versions are applied to all calculations. Updates have been applied retrospectively to all historical data, including FY 2023 and FY 2022, to provide the most current and accurate analysis.

## Reducing environmental impacts in our operations continued

### Scope 1 and 2 emissions

In 2024, our Scope 1 emissions increased by 269 tCO<sub>2</sub> or 1.5% year-on-year. Although mobile emissions, our largest source of Scope 1 emissions, declined slightly, this was offset by a slight increase in fuel use for heating and by reporting fugitive emissions from our HVAC (heating, ventilation and air conditioning) systems for the first time. Fugitive emissions make up 2% of our combined Scope 1 and 2 emissions.

Our market-based Scope 2 emissions decreased by 17.8% in 2024, reflecting progress under our Renewable Energy Policy, which supported an increase in renewable electricity use across Rubix to 30% (2023: 18.7%).

This reduction occurred despite a 3.7% year-on-year increase in reported electricity consumption, driven by enhanced data accuracy resulting from our new ESG Data Accounting Policy and Data Ecosystem Map. These data improvements also mean our 2023 emission figures have been restated. As a result of the higher electricity consumption, location-based Scope 2 emissions rose by 4.3% compared to 2023.

Emissions intensity for our combined Scope 1 and Scope 2 location-based emissions also increased during 2024 by 5.4% to 7.5 tCO<sub>2</sub>e per million euro of revenue. This increase can mostly be attributed to improvements in reported data, as mentioned above.

| Scope 1 and 2 emissions by source | 2024 (%) | 2023 (%) <sup>9</sup> | 2022 (%) <sup>9</sup> |
|-----------------------------------|----------|-----------------------|-----------------------|
| Scope 1                           | 79%      | 80%                   | 79%                   |
| Natural gas                       | 19%      | 20%                   | 29%                   |
| Diesel                            | 43%      | 48% <sup>10</sup>     | 43%                   |
| Petrol                            | 13%      | 10%                   | 6%                    |
| Fugitive emissions                | 2%       | n/a                   | n/a                   |
| Other <sup>11</sup>               | 2%       | 2%                    | 1%                    |
| Scope 2                           | 21%      | 20%                   | 21%                   |
| Electricity consumption           | 20%      | 20%                   | 21%                   |
| Acquired heat                     | 1%       | 1%                    | 0%                    |

<sup>9</sup> Scope 1 and 2 emissions by source for 2023 and 2022 have been restated from the figures originally reported on page 32 of our FY 2023 ESG Report. This update follows a 2024 review of operational control across all Rubix sites, conducted as part of our enhanced data governance efforts and to better evaluate the feasibility of implementing emission reduction initiatives at each location. Additionally, as noted in footnote 5, and in line with GHG Protocol guidance and our latest science-based targets initiative submission, we have updated the emission factors used in our calculations to reflect the most current data available as of H1 2025.

<sup>10</sup> Upward trend in diesel use in 2023 is partially driven by improved attribution to correct fuel types.

<sup>11</sup> Other emissions sources include emissions from fuel oil, gas oil, heating oil, propane gas and liquefied petroleum gas (LPG) totalling 472.2 tCO<sub>2</sub>e in 2024, 502.2 tCO<sub>2</sub>e in 2023 and 124.2 tCO<sub>2</sub>e in 2022.

### Independent verification

Our Scope 1 and 2 emissions data for 2024 (both location-based and market-based) have been independently verified to ISO 14046-3 by Carbon Calculated at a limited level of assurance. Current and historic verification statements are available on our website at <https://rubix.com/sustainability>





## Reducing environmental impacts in our operations continued

### Scope 2 emissions by region

We report our Scope 2 emissions using both the location-based and market-based methodologies. Reporting market-based emissions allows us to monitor our progress against the energy sourcing lever of our climate roadmap, as we move towards our science-based target and goal to reach 100% renewable electricity in the future.

| Scope 2 emissions by region                | 2024 (tCO <sub>2</sub> e)   |                           | 2023 (tCO <sub>2</sub> e)   |                           | 2022 (tCO <sub>2</sub> e) |              |
|--------------------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|---------------------------|--------------|
|                                            | Location-based <sup>5</sup> | Market-based <sup>5</sup> | Location-based <sup>5</sup> | Market-based <sup>5</sup> | Location-based            | Market-based |
| France                                     | 411                         | 261                       | 294                         | 230                       | 297                       | 744          |
| DACH (Germany, Austria, Switzerland)       | 886                         | 163                       | 1,074                       | 322                       | 1,678                     | 2,878        |
| UK, Ireland and Iceland                    | 730                         | 1,389                     | 647                         | 1,328                     | 296                       | 399          |
| Benelux (Belgium, Netherlands, Luxembourg) | 891                         | 211                       | 1,003                       | 1,200                     | 709                       | 343          |
| Italy                                      | 757                         | 1,212                     | 626                         | 1,088                     | 583                       | 854          |
| Spain                                      | 347                         | 263                       | 343                         | 519                       | 362                       | 387          |
| Eastern Europe                             | 665                         | 841                       | 525                         | 631                       | 477                       | 649          |
| Nordics                                    | 85                          | 326                       | 61                          | 357                       | 62                        | 475          |
| Total                                      | 4,772                       | 4,665                     | 4,573                       | 5,674                     | 4,464                     | 6,729        |

# Our climate strategy and roadmap

## Reducing our Scope 1 and 2 emissions

We have identified and measured the main sources of our Scope 1 and 2 emissions and the key actions we can take across Rubix to reduce these emissions.

Near-term target:

**58.8%**

Absolute reduction in Scope 1 and 2 emissions against 2024, by 2034, awaiting SBTi validation.

Net zero ambition:  
by 2050

## Driving down emissions across our value chain (Scope 3)

|                       | Energy sourcing                                                                                                                                                                                                                                                                                                   | Building efficiency                                                                                                                                                                                                                                                                                                               | Fleet management                                                                                                                                                                                                                                                                                                |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this means       | Transitioning to low-carbon and renewable energy sources                                                                                                                                                                                                                                                          | Using less energy to do more, by optimising infrastructure and operations                                                                                                                                                                                                                                                         | Managing our fleet consciously, steering it towards greener solutions                                                                                                                                                                                                                                           |
| Steps we are taking   | <ul style="list-style-type: none"> <li>Increasing renewable electricity tariffs or certified renewable energy</li> <li>Installing solar panels on-site</li> <li>Replacing gas heating with electric or heat pump systems</li> <li>Review energy purchase agreements (PPAs) to reduce emissions</li> </ul>         | <ul style="list-style-type: none"> <li>Install LED lighting, motion sensors and daylight harvesting</li> <li>Smart heating and cooling systems</li> <li>Improve building insulation, reduce air leaks</li> <li>Energy audits at high-consumption sites</li> <li>Promote employee behaviour change to reduce energy use</li> </ul> | <ul style="list-style-type: none"> <li>Substitute diesel/petrol vehicles with plug-in hybrid, electric vehicles or Hydrogenated Vegetable Oil (HVO) biofuels</li> <li>Fleet policy that favours EVs when leasing new vehicles</li> <li>On-site charging stations for EVs</li> </ul>                             |
| What we have achieved | <ul style="list-style-type: none"> <li>30% of Rubix electricity came from renewable sources in 2024</li> <li>75% of sites in Germany; 90%+ in the Netherlands; 77% in Spain; use RECs-backed electricity</li> <li>Solar panels installed in the Netherlands, Germany, Italy, Spain, Hungary and Poland</li> </ul> | <ul style="list-style-type: none"> <li>LED lighting upgrades across multiple sites</li> <li>Heat pumps installed in Spain and Germany</li> <li>Locally led improvements tailored to site needs are helping us drive meaningful change across our footprint</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Major markets are transitioning fleets to hybrid and EVs</li> <li>On-site EV charging stations installed in France</li> <li>Around 8% of our fleet is composed of EVs, with a total share of around 30% of vehicles that can be classified as lower emissions</li> </ul> |

### Supply chain engagement

| What this means         | Engaging our supply chain, aiming to reduce the impact of the products we distribute                                                                                                                                                                                                      |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Steps we will be taking | <ul style="list-style-type: none"> <li>Building a Scope 3 engagement strategy</li> <li>Improving data quality and visibility</li> <li>Exploring opportunities to collaborate with suppliers</li> <li>Identifying areas where we can influence emissions across the value chain</li> </ul> |

Our most material Scope 3 emissions come from the products we re-sell as a distributor. While our ability to directly reduce these is limited, we recognise the importance of addressing them in collaboration with the brand manufacturers.

Near-term target: **35%**

Absolute reduction in Scope 3 emissions against 2023 baseline, by 2034.



## Rubix business travel

Mobile combustion of fuels is Rubix's largest source of Scope 1 direct greenhouse gas emissions, mainly from business travel. For this reason, Rubix is steadily adopting EVs, especially amongst its fleet of cars. The switch is being led by Rubix France, UK and Benelux, where updates to the fleet policy are promoting the uptake of lower-emission vehicles, such as hybrid and EVs, as lease contracts are renewed.

For example, in the Benelux region, the share of EVs, as of the end of Q1 2025, stands at 30%, a six percentage points increase since December 2024 and a 10 percentage points increase since December 2023. Additionally, over 70% of newly leased vehicles in the country will now be EVs.

Across Rubix, we estimate around 8% of our fleet is composed of EVs, with a share of around 30% of vehicles that can be classified as lower emissions.



## Reducing environmental impacts in our operations continued

### Renewable electricity

Our Group Renewable Energy Policy has been developed in line with best practice and guidance issued by bodies such as RE100. Our aim is to reduce emissions from the electricity we purchase in line with the best options available across our different locations, as set out in our climate roadmap (page 33). This includes renewable electricity tariffs and installing on-site renewable energy installations, such as solar panels. We expect to achieve this goal initially using green tariffs, with RECs purchases only being permitted as a temporary measure where required.

Over time, we will make greater use of on-site renewables and, if appropriate, renewable power purchase agreements to localise supply and play our part in building renewable energy capacity.

In 2024, 30% of the Group's electricity came from renewable sources, up from 18.7% in 2023. Our ambition is to reach 100% renewable electricity across our operations, supporting our near-term SBTi decarbonisation targets.



### Continuing the shift to renewable power

In 2024, we continued to switch on more renewable electricity across Rubix to reduce our Scope 2 greenhouse gas emissions. Following the switch in 2023 of 75% of our Germany sites to renewable electricity, this year around 90% of sites in Rubix Netherlands switched to 100% renewable electricity backed by Renewable Energy Certificates (RECs) and delivering approximately 2,300 MWh annually.

Additionally, in July 2024, Rubix Spain signed a REC-backed renewable electricity procurement contract for around 75% of its sites. When current contracts at the remaining sites run out, we will aim to switch them to renewable electricity sources too.

The shift to renewable electricity also comes with other key benefits for our operations, such as the consolidation of electricity procurement with one supplier. This not only simplifies our procurement of green electricity, but it can also give an overall cost saving, as we saw in one country with a saving of up to 17% compared to 2023 via switching to renewable contracts.

90% of sites in Rubix Netherlands now use

100%  
renewable electricity

### Setting the blueprint for Rubix's site of the future



Our largest site, based in Plattling, Germany, is setting the example for Rubix's site of the future: low-carbon and efficient. The site already uses 100% renewable electricity as well as an HVAC system based on heat pumps.

In addition, in March 2024, as part of our strategic energy management initiatives across Rubix, a new rooftop solar panel system came online at Plattling. The installation generated a third of the site's annual electricity needs (5,465 MWh) in the first nine months.

Our local operations continue to engage with landlords and test the feasibility for energy management initiatives across our sites, creating the conditions for further expansion of on-site electricity generation at Rubix.





## Reducing environmental impacts in our operations continued

### Scope 3 emissions

The table below outlines our Scope 3 emissions from all emission categories in the value chain that are relevant to Rubix. Our Scope 3 data have a one-year time lag compared to Scope 1 and 2 emissions due to the complexity and timing of the data.

Our Scope 3 emissions far outweigh our Scope 1 and 2 emissions and totalled 2.3 million tonnes of CO<sub>2</sub>e in 2023.

| Scope 3 emissions by category                                                     | 2023 <sup>12</sup> (tCO <sub>2</sub> e) | 2022 (tCO <sub>2</sub> e) |
|-----------------------------------------------------------------------------------|-----------------------------------------|---------------------------|
| 1. Purchased goods and services <sup>13</sup>                                     | 1,066,511                               | 1,030,583                 |
| 2. Capital goods <sup>13</sup>                                                    | 5,743                                   | 2,274                     |
| 3. Fuel and energy-related activities (not included in Scope 1 & 2) <sup>14</sup> | 5,353                                   | 5,111                     |
| 4. Upstream transportation and distribution <sup>15</sup>                         | 14,074                                  | 12,848                    |
| 5. Waste <sup>16</sup>                                                            | 5,742                                   | 1,231                     |
| 6. Business travel <sup>17</sup>                                                  | 879                                     | 759                       |
| 7. Employee commuting <sup>18</sup>                                               | 6,689                                   | 1,947                     |
| 8. Upstream leased assets <sup>19</sup>                                           | 64                                      | 59                        |
| 11. Use of sold products <sup>20</sup>                                            | 879,700 <sup>7</sup>                    | 864,697 <sup>7</sup>      |
| 12. End-of-life treatment of sold products <sup>20</sup>                          | 281,239                                 | 366,752                   |
| 13. Downstream leased assets <sup>21</sup>                                        | 187                                     | 48                        |
| Total                                                                             | 2,266,179                               | 2,286,308                 |

<sup>12</sup> Due to the complexity of data and reporting timeframes, our Scope 3 data is presented with a one-year time lag compared with our Scope 1 and 2 data. This means our latest full year of data is for 2023.

<sup>13</sup> Emissions reported using spend-based data, using data from Rubix Group Financial Reporting. Spend data was mapped against the available ISIC classifications in the emission factor database of our third-party data platform solution provider Altruistiq, using Exiobase 3 IPCC 2021 GWP 100 v1.0 and an LCA approach, in line with their own independent methodology accredited against ISO 14064.

<sup>14</sup> Activity data-based calculation, leveraging utility data collected at regional and facility level across the Group.

<sup>15</sup> The Group adopts a combined approach of activity data-based and spend-based calculation, depending on data granularity available. Activity data-based calculation, including Fuel-based, and Distance-weight-based methods, was used where data was available from third-party logistics providers. Spend-based calculation was used where such activity data was unavailable.

<sup>16</sup> The Group adopts a combined approach of activity data-based and spend-based calculation, depending on data granularity available. Activity data-based reporting is used where waste and wastewater data is available through our service providers.

<sup>17</sup> Activity data-based calculation, using Distance- & Passenger-Based Method, leveraging data collected on business travel. Spend-based calculation was adopted, where activity data on business travel was unavailable.

<sup>18</sup> Location-based average data method, leveraging information on # of employees and number of days working from home at regional level, and regional average emission factors.

<sup>19</sup> Activity data-based calculation, using site level consumption. In 2024, we reviewed operational control of all Rubix sites as part of our enhanced data governance efforts, and to assess the ability of implementing emission reduction initiatives at each site. This review resulted in a reclassification of 64 tCO<sub>2</sub>e from Scope 1 and 2 to Scope 3 Upstream leased assets for 2023, and 59 tCO<sub>2</sub>e for 2022.

<sup>20</sup> Emissions are modelled based on calculations for representative products within each product category, based on those most commonly sold, taking a range of sizes and weights into account, and applying relevant country emission factors for the point of sale.

<sup>21</sup> Activity data-based calculation, using site level consumption. In 2024, we reviewed operational control of all Rubix sites as part of our enhanced data governance efforts and identified one site that was sub-let for part of 2022 and 2023. This review resulted in a reclassification of 187 tCO<sub>2</sub>e from Scope 1 and 2 to Scope 3 Downstream leased assets for 2023, and 48 tCO<sub>2</sub>e for 2022.



## Reducing environmental impacts in our operations continued

### Emissions calculation methodology

Rubix's Scope 1, 2 and 3 greenhouse gas emissions are calculated using the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard. Rubix uses an operational control approach for reported emissions. In 2024, we conducted a review of our sustainability processes, data ecosystem and governance. As part of this work, we reviewed operational control of different sites within Rubix to assess the ability of implementing emission reduction initiatives at each site (e.g. ability to change electricity provider contracts or installing solar panels).

For a small number of sites, this review resulted in a reclassification from Scope 1 and 2 to Scope 3 upstream leased assets. In addition, we identified one site that was sub-let for part of 2022 and 2023, leading to a reclassification from Scope 1 and 2 to Scope 3 downstream leased assets.

Full details on our approach to calculating our carbon emissions is available in our TCFD report within the Rubix Limited FY 2024 Annual Accounts, page 30.

### Our next steps on energy and climate change

We will continue our journey to decarbonise Rubix's operations and supply chain in line with our climate roadmap (page 33). This includes working on the three critical levers that will deliver reductions in our main sources of Scope 1 and 2 emissions and engaging with suppliers to promote emission reductions in our supply chain. We anticipate validation of our new science-based targets by the SBTi during 2025. We will also continue to review what net zero looks like for Rubix, which, as a distributor, has a significantly larger than average proportion of Scope 3 emissions (99%) within our carbon footprint.





## Reducing environmental impacts in our operations continued

### Waste management

We seek to minimise the amount of waste we produce across our locations. The key principles of our Group policy on waste and materials use are:

- Encouraging re-use and recycling of packaging across the Group and working with local partners to enhance waste re-use and recycling
- Pursuing projects to maximise internal re-use of packaging materials
- Maintaining centralised printing and e-business initiatives to reduce paper consumption
- Making use of packaging innovations (such as substituting for recycled materials and materials made from organic starches).

Our packaging reduction efforts have resulted in a steady decline in the last years in our packaging intensity, which is our packaging material purchased normalised against revenue. Packaging intensity in 2024 was down 3.7% adding to the 6.5% reduction achieved in 2023.

Across our sites, we are nearing 100% recyclability for most of our packaging items and working towards eliminating virgin plastic, expanding FSC®-certified packaging and increasing the percentage of recycled material used in our packaging. In our distribution centres we are investing in automated packaging machines, which cut cardboard packing boxes to size, so that we use as little cardboard as possible. This also means boxes are typically smaller, allowing more to fit into a delivery van which improves logistics efficiency.



In the UK, we have also installed two cardboard shredding machines at our National Distribution Centre in Wolverhampton, allowing us to repurpose old cardboard as void fill material. Across our other UK sites, Rubix has launched an initiative to phase out plastic-based packaging materials – including bubble wrap, padded envelopes, plastic tape, and plastic void air bags. These are being replaced with more sustainable alternatives such as recycled brown void paper and paper tape.

To further reduce packaging use, we employ pre-stretched plastic pallet wrap, which minimises material consumption. We are also actively exploring alternatives to non-recyclable plastic picking bags, including trials with potato starch-based bags and others made from flexible sugar cane.

Similarly, in our Benelux region, we have adopted biodegradable plastic for bubble wrap, reinforcing our commitment to sustainable packaging across different geographies.

All cardboard that enters our operations is recycled through sorting and compacting on-site, and the boxes we use are made from recycled cardboard. We have also introduced a new re-use scheme for rubber waste which means that rather than being disposed of it is now re-used for industrial matting.

We also work with our customers to help them reduce and recycle waste from their operations. More details can be found in the customer section on page 21.

In 2023, 9% of our waste was recycled. We aim to increase the amount of waste that is recycled and reduce the total amount of waste generated over the coming years, while also improving the accuracy of reported data and minimising estimated data.

#### Waste management

| Waste disposal type <sup>22</sup> | 2023   | 2022  |
|-----------------------------------|--------|-------|
| Landfilled                        | 9,968  | 1,036 |
| Recycled                          | 1,048  | 84    |
| Combusted                         | 203    | 4,835 |
| Total                             | 11,219 | 5,954 |

<sup>22</sup> Waste quantities are reported in tonnes, where weight data was available.



## Reducing environmental impacts in our operations continued

### Hazardous waste

There is no routine use of hazardous substances in Rubix operations. Hazardous substances on our premises are limited to those products we sell to customers and products used for cleaning/hygiene.

Small quantities of hazardous waste can be generated in our distribution operations through products that can no longer be sold, for example through damage, being out of date or products being wrongly delivered or delivered with short dates. We aim to minimise these instances through careful product storage and effective stock planning.

Any hazardous waste generated is disposed of by licensed and authorised contractors in accordance with all applicable legislation. All sites also have trained response teams to deal with any emergency, for example spillages.

We continue to reduce the amount of waste generated from the above streams by improving purchasing agreements, booking in procedures and working with suppliers to make sure that goods are supplied suitably packaged. These efforts are already showing results in our UK operations, where we have reduced the spend on disposal of hazardous waste by 86% (from a 2015 baseline).

In our engineering operations hazardous waste is generated as part of normal engineering operations. All hazardous waste is managed and segregated into waste streams for correct disposal. Hazardous waste streams include:

- > Waste oils and lubricants
- > PPE, uniform and rags
- > Greases
- > Contaminated filters
- > Contaminated water from wash stations
- > Vessels and packaging that contained hazardous chemicals.

Any hazardous waste generated in our distribution and engineering operations is disposed of by licensed and authorised contractors in accordance with all applicable legislation.

All sites also have trained response teams to deal with any emergency, for example spillages. All sites with wash stations have interceptors which are periodically cleaned by licensed contractors.

### Water consumption

As a distributor, rather than a manufacturer, Rubix is not a large consumer of water. Our water consumption is typically limited to domestic uses at our sites, such as for drinking and sanitary facilities and cleaning. Only a small amount of water is used in our operational activities. We will continue to report water consumption annually, alongside activities to reduce consumption.

#### Water consumption

| Water withdrawal and discharge <sup>23</sup> | 2023    | 2022   |
|----------------------------------------------|---------|--------|
| Total water withdrawn (m <sup>3</sup> )      | 108,664 | 66,750 |
| Total water discharged (m <sup>3</sup> )     | 103,210 | 58,721 |

<sup>23</sup> Historical data restated to reflect improvements in our data systems.

# Reducing environmental impacts in our supply chain

## Our policy approach and delivery

At Rubix, our suppliers are fundamental to business success. We establish strong partnerships, as part of Rubix's Supplier Code of Conduct, asking them to share our commitment to regulatory compliance, human rights, business ethics and environmental responsibility. We expect suppliers to adhere to the Code, which not only represents our policy, but is equivalent to the standards we expect of employees, and that our customers expect of us.

➤ For further details on our Supplier Code of Conduct, click [here](#).

We are actively monitoring upcoming product origination regulations, including the EU Corporate Sustainability Due Diligence Directive (CSDDD), the EU Deforestation Regulation, and the EU Carbon Border Adjustment Mechanism (CBAM). We are committed to ensuring that Rubix remains fully compliant with all relevant laws as they come into place.

At the same time, we are active in capacity building and ESG engagement with suppliers, as we rely on their maturity and collaboration to obtain relevant product information (see also page 56).

Our science-based targets (see page 28) cover the Group's most significant Scope 3 greenhouse gas emissions, which relate to the purchase, use and disposal of the products we buy and distribute to customers. This management approach allows us, at the appropriate level, to influence and support upstream emissions reductions, where required.





## Reducing environmental impacts in our supply chain continued

### Performance

Core actions in 2024 and early 2025 included:

- Training in France on sustainable procurement for all business units
- Continuous supplier monitoring in Germany via the online supply chain management platform 'PreWave'
- Rubix exclusive brands: supplier monitoring and audits in line with the amfori BSCI standard.

As distributors, our strength relies on our relationships with suppliers. We engage with them regularly to check our policy is applied not only in their operations, but upstream to their suppliers too. Examples of topics covered by such engagement include engagement on leasing and energy management, field trials and feasibility studies, and science-based targets. As at March 2025, the time of publication for Rubix Limited FY 2024 Annual Accounts, 69% of Rubix Group core suppliers have set or have committed to set science-based targets (representing 22% of the total 2024 supplier spend).

*As distributors, our strength relies on the relationship that we have with our suppliers. And, as part of our approach, we engage with them regularly to ensure our policy is applied not only in their operations, but upstream to their suppliers too.*

### Supplier greenhouse gas emissions and product data

As well as engagement, policies, actions and targets, we are working with suppliers to develop a database on product sustainability credentials. At the heart of this is the capability to provide good quality data which we can rely on to deliver value for Rubix and for our customers. Data points cover external certifications and availability of product carbon footprint data.

Going further, we also work with suppliers to reduce primary packaging, and to seek cleaner and more efficient transport, including direct shipment to customers where feasible.

### Transporting customer deliveries

We recognise that our customers need their suppliers to implement lower-carbon transport and logistics, and to minimise all packaging with a focus on eliminating single-use items.

In line with our objective to deliver supply chain improvements, we are seeking to track greenhouse gas emissions related to customer deliveries. In partnership with transport and logistics providers in the UK, for instance, we have rolled out a reporting platform to aggregate emissions from our third-party logistics providers. This allows us to have emissions data associated with customer deliveries. This builds on our work in Spain and the Benelux region, where we have carbon emissions reporting for deliveries available through delivery partners.

At the same time, to address transport-related emissions, we are actively collaborating with logistics partners to implement more sustainable delivery solutions. In 2024, we continued our partnership with DHL in the Netherlands through their GoGreen programme, which aims to reduce the environmental footprint of logistics operations by optimising supply chains, using low-emission transport methods and supporting carbon offset initiatives.

In parallel, across the Group, we are engaging with customers to drive logistic-related emissions reductions with initiatives such as order consolidation and minimum order value fees, which improve logistics efficiency without affecting customer service levels.

➤ For more on details of packaging optimisation in our operations, see page 38.

# Social

Our ambition is to protect and invest in our people through a clear focus on safety, wellbeing and skills.

43 Our workforce: safe, engaged, productive

44 Keeping our people safe

47 Employment practices, employee engagement and talent development

50 Diversity, equity and inclusion (DEI)





# Our workforce: safe, engaged, productive

## Our goals

### A safe place to work:

Targeting zero harm across our operations, including zero preventable accidents, and maintaining a strong culture of health and safety reporting across all geographies.

### A highly engaged workforce:

Strengthening internal capability through structured learning and development through the Rubix Academy, building an enhanced sense of wellbeing, and maintaining an inclusive workplace free from any form of discrimination.

At Rubix, we are reshaping the traditional model of European industrial distribution, and our people are at the heart of that change. Their expertise and drive power our ambition.

We are equally committed to providing a culture where they're supported to do what they do best, built on safe working practices, effective mechanisms of engagement and respect for different perspectives. We act responsibly in how we engage with colleagues, communities and stakeholders.



# Keeping our people safe

## Our policy approach and delivery

Health and safety is a principal operational risk and measures are in place to identify, control and mitigate risk, as per our Group Risk Register.

Our Health and Safety Policy guides our approach to the health and safety of Rubix personnel and visitors to Rubix premises and sites. It is sponsored by the Group CEO, applies to all Rubix operations and requires full compliance with all relevant health and safety legislation. Country-level CEOs and operational and health and safety teams manage policy delivery with guidance from the Group function as necessary.

Formal management processes and training procedures are in place across the Group, accompanied by formal reporting and review mechanisms. Every employee is therefore made aware of safe working practices relevant to their roles, to prevent accidents and to better understand how to respond appropriately if one occurs. Accidents, incidents, near misses and work-related ill health are investigated, followed by remediation and prevention actions as appropriate.

## Performance

Our key goals are a safe workplace, healthy working conditions, a culture of safety and continuous improvement in all aspects of health and safety. We aim for zero preventable accidents and our medium-term Group-level target is a lost time accident rate (LTAR<sup>1</sup>) of 0.3 by 2027.

In 2024, we achieved an LTAR of 1.0 (2023: 0.6), against our target of 0.5 for the year. Despite being below our 2021 LTAR of 1.6, we attribute the change in performance this year to a combination of strengthened data governance and enhanced monitoring efforts. We also continued to strengthen the safety culture by increasing the awareness through regular updates in management meetings, and by rolling out additional safety communications like posters and signs for minimising accidents in our operational environments.

Our safety teams have corrective action plans in place to continue improving our safety performance, including strengthened safety management across warehouses and technical centres. Examples of such actions include transport-related training and external auditing (see below for more), a near-miss reporting programme and a new standardised audit protocol for our EU sites.

| Metric                                      | 2024 | 2023 | 2022 |
|---------------------------------------------|------|------|------|
| Lost time accident rate <sup>1</sup> (LTAR) | 1.0  | 0.6  | 0.8  |

<sup>1</sup> LTAR is calculated by dividing the total number of lost time accidents in the year by the number of hours worked in the year, multiplied by 200,000. LTAR includes incidents on Rubix sites as well as at customer sites e.g. Rubix Insites™ on customer premises.





## Keeping our people safe continued

### Health and safety training

Our operational activities span across our warehouses, offices and distribution network. Across the Group, main health and safety hazards are slips, trips and falls, manual handling and forklift and other transport incidents. A preventative approach is key to mitigate these hazards and our near-miss programme, which gained momentum in 2024 and into 2025, is instrumental in preventing them. Several of our countries have adopted the easy-to-use SafetyCulture app (formerly iAuditor) for better data collection, which has led to an increase in near-miss reporting and more effective incident prevention.

Health and safety training provides a control measure to help manage relevant operational safety risks. Rubix provides frequent training and audit processes focusing on, for example, PPE, handling hazardous materials, working at height, manual handling, fire safety and wellbeing. Training is mandatory for all new hires and temporary workers when they start work. In addition, our country operations deliver an annual health and safety refresher course for warehousing and technical centre employees.

The Rubix Academy provides online safety courses in our operating languages for employees with access to a computer at work. It is accompanied by face-to-face sessions for all other employees without access to computers, such as warehouse operatives.

### Safer warehousing and technical centres

Across the Group, we have around 30% of our employees working in our warehousing and technical centre sites.

These require a more tailored safety management approach, as operations with potential higher risk activities, such as handling of chemicals or gases for onward sales to customers, working with hydraulic systems or delivering maintenance tasks on customer sites.

In 2024, we commissioned an external auditor to identify sites with these activities, and conduct an independent audit of site risk. Subsequently, as part of our commitment to maintain safer operations, improvement points were listed for the sites that scored as higher risk – accounting for around 10% of those assessed. So far, more than 90% of actions have been completed to address the points listed.

We also increased our training focus at these sites. Of this target cohort, 97.2% have already completed the mandatory training as at end of 2024. This will continue in 2025, when the second phase of the training programme will take place, including building a Group-wide approach for refresher training.



### Safety awareness action

Recognising that safety is a priority for all employees – not just those in technical roles – Rubix continues to focus on improving safety performance through consistent training and awareness.

These efforts aim to encourage both employees and contractors to make safe choices in their daily work. Examples of safety training across several Rubix operations, in addition to our dedicated safe warehouse and technical centres training, included:

- **Driver safety:** we provided a specialist training day for 39 people at road safety centres, focusing on hazard awareness, maintenance and accident prevention
- **Safe cycling:** information and exercises relating to e-bikes and e-scooters was provided at our sites through the year, including helmets and braking with care
- **Visibility safety day:** using a mobile warehouse simulator inside a truck, employees were able to detect and eliminate trip and slip hazards under different lighting conditions and try out a slip simulator using various footwear
- **Equipment briefings:** PPE supplier presentations, including gloves and skin protection products.

## Keeping our people safe continued

### Safety controls and audits

Internal audits and visits are overseen by the Group's Environment, Health and Safety Director.

In 2024, we expanded the rollout of the SafetyCulture app across additional Rubix locations, building on its initial introduction in 2023. The platform enhances data quality and reporting consistency, embeds mandatory health and safety controls, and provides a real-time dashboard to monitor safety performance. Its reporting outputs are accessible across the Group, enabling shared learning and continuous improvement among employees and contractors alike. Across our 22 operating countries, the SafetyCulture app continues to support the elevation of safety standards through more transparent and accessible reporting.

Earlier in 2025, we introduced a standardised audit protocol to be implemented across our operations, including over 100 sites with specific technical activities deemed higher risk. This initiative is designed to identify corrective actions and drive continuous improvement in safety performance. We also remain committed to conducting external audits at ISO 45001-certified sites and those identified as higher risk, reinforcing our focus on maintaining robust health and safety practices.



### Rubix Germany boosts wellbeing awareness

Well-managed wellbeing also contributes to a safer workplace. In 2024, we trained 15 mental health first aiders in Germany and informed colleagues of their new skills and availability on the Rubix intranet. We promoted the support available through our intranet, Viva Engage, and ran monthly calls to discuss mental health and upgrade awareness.

Remaining active is essential for not only physical but also mental health. In Spring 2025, as part of the Mental Health Awareness Month, Rubix joined forces with a third-party sports service provider in Germany, allowing our employees to use gyms, swim centres and online courses. Rubix makes a financial contribution to help make access to exercise affordable to everyone.

*// Absolutely amazing initiative. I'm glad to be a part of Wellbeing Event here in Rubix, thank you for organising it! //*

Participant feedback





# Employment practices, employee engagement and talent development



Positive working relationships, career development opportunities and good workplace practices enhance each employee's experience while making Rubix a productive and competitive centre of excellence for the European industries.

Our Rubix Code of Conduct and Ethics sets the foundation for this. It sets out our ways of working, aimed at upholding equal opportunity and creating a workplace that is free from harassment, bullying and discrimination of any kind. Across our 22 operating countries, we also adapt our approach to local requirements and country-level regulations.

- Our employment practices are set out in the Rubix Code of Conduct and Ethics.
- Non-financial KPIs, such as employee engagement, have been linked to executive directors' remuneration for several years. In 2023, non-financial KPIs were expanded to include a climate-related target. Find out more on page 17 of Rubix Limited FY 2024 Annual Accounts.

## Employee engagement

We recognise the importance of strong working relationships, open communication and supporting people to do their best work. Our HR policy framework helps teams across the Group provide effective onboarding, training and development opportunities.

Our approach is underpinned by a Group-wide evaluation of employee engagement, which tracks the factors affecting employee sentiment using an employee engagement index (EEI) and an employee Net Promoter Score (eNPS).

Employee engagement continues to be a focus across the Group, with steady progress in participation and feedback. In 2024, our EEI score continued to improve to 76% (2023: 75%; 2022: 73%). Meanwhile, our eNPS was +40 for the year (2023: +39; 2022: +26).

The data reflects the Group's ongoing efforts to ensure employees understand their role in delivering Rubix's commercial strategy, while benefitting from the training required for career development and a working environment that enables them to thrive.

Regular communication from the Group's senior management team continues to play an important role in keeping employees informed and connected. This is complemented by monthly Team Time sessions led by line managers, where teams discuss key topics relevant to customers and the business. Internal communication channels include Viva Engage (our intranet), live broadcasts from senior leaders, video messages and Rubix TV, featuring episodes on Group leadership, site tours and industrial solutions.

| Metric                    | 2024 | 2023 | 2022 |
|---------------------------|------|------|------|
| Employee engagement index | 76%  | 75%  | 73%  |



## Employment practices, employee engagement and talent development continued

### Talent development

Our Group-wide employment practices include diverse training opportunities through our Rubix Academy, and annual appraisal and development processes, to support employee growth through structured training, feedback and onboarding. In addition, initiatives such as the Women in Business Programme support leadership development and career progression across the organisation..

#### Rubix Academy – Our learning management system

The Rubix Academy provides a range of training material, including technical product training across our full range of product categories, compliance with laws and regulations, ethics, information security, anti-bribery and corruption, wellbeing and safety.

It is flexible so employees can complete their modules at a time that works for them, apart from mandatory training. To make sure everyone can find the time to learn, we launched Qstream, a new Rubix Academy tool designed to make training more compelling and engaging. It uses the principles of microlearning to break down training into easy-to-digest pieces.

The Rubix Academy e-learning courses are available in seven languages. The average attendance per employee (completed training) in 2024 in the Rubix Academy was 2hrs 55mins (2023: 4h 53mins)<sup>2</sup>.



### Rubix Germany kicks off a talent programme

We continue to develop ways to better apply the skills and experience already within our workforce to benefit both Rubix and our customers.

Across our Germany operations, we launched a company-wide talent development programme in partnership with an external agency that provides impactful trainings for leaders across all levels.

12 motivated colleagues from different areas of the business will go on a joint development journey over the next year, with workshops, reflection, practical tasks and space for personal growth.



### Employment benefits

Employee benefits are provided in accordance with national legislation and reflect local employment practices. The components differ by region in relation to local legislations and norms, but include defined contribution pension schemes, long-service awards, profit sharing schemes and bonus/commission plans.

<sup>2</sup> For more on employee benefits, see page 59 of the Rubix Limited FY 2024 Annual Accounts.

<sup>2</sup> Average for employees in Rubix Academy for recommended courses, excludes optional courses. The year-on-year decrease relates to the fact that the vast majority of our mandatory programmes were not required for refresh in 2024.



## Employment practices, employee engagement and talent development continued

### Representation

Rubix recognises the right to freedom of association and collective bargaining. Around 60% of our workforce is covered by collective agreements with unions and works councils, primarily in France, Germany, Austria, Switzerland, Belgium, Netherlands and Luxembourg.

Collective agreements include topics such as health, holiday entitlement, working hours, paid and unpaid absence, grievance, minimum pay increase and workplace changes. In Rubix UK, specific monthly employee forums between employees and management are in place. In Italy, where 10% of employees are union members, there is no collective agreement, but Rubix management attends quarterly meetings to discuss employment affairs.

### Fair pay and benefits

Rubix is committed to paying fair, competitive wages to all our employees. Salary benchmarking is a standard part of our HR procedures. We use a global third-party external benchmarking tool to regularly monitor if our salaries are competitive.

In the UK, our operations also publish a Gender Pay Gap review, available [here](#).





# Diversity, equity and inclusion (DEI)

We are committed to creating a workplace where everyone feels respected, included and able to contribute fully. Our approach to DEI is supported by the Rubix Code of Conduct and Ethics, and guided by a clear framework and set of initiatives to promote fairness and opportunity across the business.

We recruit, develop and reward employees based on merit, and regardless of gender, ethnic origin, age, religion, sexual orientation, gender identity, disability or any other factor unrelated to performance or experience.

## Diversity, equity and inclusion performance

The Group recognises the value of a diverse workforce. Our annual employee engagement survey shows that Rubix employees believe they can succeed regardless of protected personal characteristics, education or background. Nearly three-quarters of Rubix employees (73%) agreed that Rubix is inclusive, up from 71% in 2023<sup>3</sup>. We continue to monitor progress annually.

## Programmes and networks for a diverse workforce

As part of our commitment to promoting a diverse workforce, we undertake a range of initiatives, including:

- › 'Women in Business' senior management development programme for those in middle management roles: over an 18-month programme, delegates benefit from focused workshops on a range of business and leadership topics, mentoring by a senior leader and a series of personal development workshops. Currently, the first cohort has completed the programme, with the second one currently underway, and a third scheduled to commence in H1 2026.
- › We launched a Europe-wide recruitment campaign in seven languages with the message 'bring your difference'. The campaign applies to all roles and countries, and was designed to feature employees from diverse backgrounds, with the aim of encouraging a broader range of candidates to apply.
- › Employee communication initiatives featuring lived experiences of employees, so that we each appreciate what it is like to 'walk in others' shoes'.

### Male and female employees by employee category

|                                | 2024 |        | 2023 |        | 2022 |        |
|--------------------------------|------|--------|------|--------|------|--------|
|                                | Male | Female | Male | Female | Male | Female |
| Directors of Rubix Limited     | 83%  | 17%    | 83%  | 17%    | 100% | 0%     |
| Senior leadership team         | 85%  | 15%    | 84%  | 16%    | 83%  | 17%    |
| Other employees                | 71%  | 29%    | 72%  | 28%    | 72%  | 28%    |
| Employees who are managers     | 78%  | 22%    | 79%  | 21%    | 79%  | 21%    |
| Employees who are non-managers | 70%  | 30%    | 70%  | 30%    | 71%  | 29%    |

<sup>3</sup> Response to 'employees agreed that Rubix has an inclusive culture, with diversity being encouraged at all levels.'

## Diversity, equity and inclusion continued

### Supporting career progression through mentoring

Mentoring is a key part of the Women in Business Programme, offering structured, developmental conversations to support career progression. In 2024, it continued to provide a valuable space for reflection, learning and practical guidance from senior leaders across the Group.

**// At Rubix, we believe in the power of diverse voices and the Women in Business Programme is an example of how we are fostering talent and leadership. //**



**Agnieszka Szkodzinska** Managing Director, Rubix Poland

### Women in business update

Rubix continues to support women in middle management as they take the next step in their careers. Participants benefit from learning alongside experienced professionals and from structured mentoring across the Group. Recent strategic workshops introduced practical tools used by leading consulting organisations, which participants are already applying in their day-to-day work. The programme is aimed at helping to build confidence, motivation, networks, diverse thinking and resilient leadership.

We will monitor how many participants are promoted to senior leadership team roles within 24 months of graduation from the women in business programme. We also have a goal of 100% of all high-potential women in 'n-3' roles to be invited to attend a leadership development programme by 2029.





# Governance

Our ambition is to create long-term value for stakeholders by ensuring strong oversight of our business model and managing risks responsibly, with social and environmental considerations embedded throughout.

53 Responsible business in practice

59 Materiality assessment

60 Sustainable Development Goals





# Responsible business in practice

## Our goals:

- › Provide the foundation for Rubix as a trusted partner to every customer.
- › Ensure transparency and accountability to help maintain ethical standards across our business and the value chain.
- › Oversee the identification, assessment and performance disclosures relating to ESG and sustainability impacts, risks and opportunities.

Our approach to business integrity is core to how we build trust with our stakeholders. The Group already maintains a range of policies, procedures and governance channels in relation to business ethics and other ESG topics. In 2024, strengthening our ESG data governance has been a key focus, as we improved ESG data processes, notably a reassessment of data boundaries, new ESG data governance arrangements, enhanced data controls and validation, and revised science-based targets for greenhouse gas emissions.

*In 2024, strengthening our ESG data governance has been a key focus, as we improved ESG data processes*

The Group has clear governance structure to oversee delivery of its ESG and sustainability strategy.

- › The Group's Board of Directors is accountable for ESG strategy. The Group CEO is the Board-level sponsor for ESG and meets the Group HR Director and Group Head of Sustainability at least monthly.
- › Day-to-day oversight is delegated to the ESG Committee, comprising members of the Executive Board and chaired by the Group Head of Sustainability. Monthly reviews of the Group ESG strategy are conducted; resulting updates to the Executive Board are led by the Group CEO, as required.
- › Each country senior leadership team has a management sponsor for ESG and a dedicated ESG data lead to support the execution of the ESG strategy, using standardised data to report on progress of ESG initiatives and improvement measures; they also share best practices between regions.

The Audit Committee supports the Board of Directors in overseeing risk management procedures, including how ESG-related risks and opportunities are identified and managed. The Audit Committee monitors the Group's progress with climate-related disclosures and approves climate-related disclosures in the Annual Accounts. Our Group Head of Sustainability provides ESG performance and governance-related updates to the Audit Committee at least twice a year.

## Corporate integrity

We do not favour any political party, group or individual, or involve ourselves in party political matters. We join industry associations where membership provides value to our business, investors and other stakeholders. We take part in global, national and regional organisations, and initiatives that inform our sustainability approach and standards, helping us better manage our risks. Mandatory training on the Rubix Code of Conduct, the Whistleblowing Policy and our third-party run whistleblowing line (SafeCall) and other policies is delivered within the relevant Rubix Academy course.



## Responsible business in practice continued

### Managing risk

The Group applies an integrated approach to business risk management whereby, as far as possible, risk identification, evaluation and response are carried out by respective Group functions with the relevant operational responsibility and experience, such as ESG, internal control, and health and safety. The operational management of identified risks is facilitated through several means, such as Group policies and procedures, training, internal controls, reporting reviews and approval processes, all of which are coordinated and overseen by the related Group functions. The Board reviews these activities regularly.

Operational risks are assessed by management teams of the Group's subsidiaries and reviewed, together with appropriate mitigation, by Group management and the Board regularly. A formal Group-wide review of strategic risks is performed by the Board annually and appropriate processes and controls are put in place to monitor and mitigate these risks within the risk management structure.

### Rubix management approach

We have Group-wide policies governing how we manage ESG topics, such as human resources, health and safety, energy, environment, greenhouse gas emissions accounting, information security, procurement and corporate governance. Our policies are supported by a range of formal management systems. All employees are required to adhere to Group policies.

At the core of corporate integrity at Rubix are employees' personal integrity and regulatory compliance. The Rubix Code of Conduct and Ethics sets out the Group's requirements around how all our employees should conduct business. The Code defines our policy approach on conflicts of interest, free and fair competition, antitrust laws, lobbying and political activities. It is complemented by other standalone policies, such as our Anti Bribery and Corruption Policy, Competition Policy, Facilitation of Tax Evasion and Corporate Criminal Offence Policy, Gifts and Hospitality Policy, and Sanctions Policy.

An annual conflict of interest declaration applies to all senior leadership team members (including direct reports of our CEO and their direct reports), as well as specific in-scope roles based on the level of potential risk. The Group Head of Internal Control maintains a register of any potential conflicts declared through this annual process and any arising are investigated, with outcomes reported to the Audit Committee. As part of continuous improvement, in 2024, we established a standardised Group-wide approach for employees to report any corporate integrity-related incidents. This is in addition to our existing whistleblowing channels.

The following governance instruments are core to our environmental management approach:

- › **Group Environment Policy** – the overarching policy governs related sub-policies as well as actions in the following areas: energy-efficient lighting in warehouses, renewable electricity contracts, on-site solar panels, electric and hybrid fleet vehicles, sustainable packaging, property management, logistics solutions, online sales and technical support processes, greenhouse gas emissions accounting and data improvements through the value chain.
- › **GHG Emissions Reporting and Rebaselining Policy** – formalises our approach to emissions reporting and sets out how and when we update our emissions baseline to reflect structural or methodological changes.
- › **Group ESG Data Accounting Policy** – formalises our approach to disclosing ESG key performance indicators.
- › **Country ESG Data Ecosystem Maps** – define the scope and boundaries of our environmental reporting.



## Responsible business in practice continued

The following governance instruments are core to managing safety, engagement and people at Rubix:

- › **Health and Safety Policy** – provides for a working environment that ensures the health and safety of our employees, customers, contractors and visitors.
- › **Whistleblowing Policy** – aims to prevent non-compliance, malpractice or other wrongdoing and provides employees, contractors, former employees, job applicants, suppliers and related parties a mechanism to anonymously raise concerns using a confidential, third-party, multi-language whistle-blowing hotline, in a manner that protects whistle-blowers from any reprisal. All incidents are reviewed by Group Legal Counsel and Internal Audit and reported to the Audit Committee as required.
- › **Dignity at Work Policy** – ensures all employees have the right to work in a safe and supportive environment.
- › **Parental Leave policies** – help balance professional and personal commitments by following relevant legislation and Rubix's position on maternity and paternity leave, shared maternity and paternity leave, and adoption leave.
- › **Recruitment Policy** – ensures that the best employees are brought into the company by taking a consistent and fair approach towards the evaluation of applicants.

› Governance and human resources policies are available [here](#).

While all our operations align with our Group-wide policies and implement their own management systems accordingly, external certifications are managed in each of our operating countries according to local market needs. Across the Group, we have the following external certifications in place<sup>1</sup>:

- › ISO 9001 quality management systems in place across operations with 76% of Rubix full-time equivalent employees (FTEs).
- › ISO 14001 environmental management systems in Czech Republic, Denmark, Finland, France, Germany, Norway, Spain, Sweden, Switzerland and the UK; representing 56% of Rubix FTEs.
- › ISO 45001 occupational health and safety management systems in Czech Republic, Denmark, Finland, France, Germany, Italy, Norway, Spain, Sweden, Switzerland and the UK; representing 57% of Rubix FTEs.
- › ISO 50001 energy management system in Spain, representing 5% of Rubix FTEs.
- › ISO 27001 information security management system across two central entities, which together underpin 89% of our digital sales. The remaining 11% of digital sales channels also have cybersecurity controls in place, with plans to extend formal certification to a small number of locally managed sites.

<sup>1</sup> The Group reports ISO certification coverage based on FTE employed by each certified entity, and any year-on-year trend may be affected by changes in employee numbers. In 2024, we do not report any major entities that dropped certification.

Additional ESG-related coverage in other reports and policies are available at <https://rubix.com> and include:

- › Rubix Limited FY 2024 Annual Accounts for our disclosures against TCFD Framework (pages 12-36)
- › Past third-party assurance reports on Scope 1 and 2 greenhouse gas emissions
- › Modern Slavery Statement 2024-25
- › Our Code of Conduct and Ethics
- › Supplier Code of Conduct
- › UN Global Compact reporting.



## Responsible business in practice continued

### Governance and our supply chains

Our aim is to maintain high standards in our supply chain in line with our Supplier Code of Conduct. We also collaborate with our suppliers to implement solutions that help our customers improve safety, lower emissions and support circular practices.

➤ For more on our Supplier Code of Conduct, click [here](#).

#### Supplier monitoring, engagement and partnership

We continue to collaborate with our suppliers to deliver against our ESG commitments, including:

- Reducing carbon emissions across our value chain
- Packaging quantity reductions and increasing the recycled content of packaging
- Logistics featuring cleaner technology and lower and/or zero greenhouse gas emissions
- ESG performance information about products supplied and supplier business commitments, and collaborating with Rubix to improve sustainability performance.

Rubix works with a wide range of suppliers to source the products our customers need. We expect suppliers to uphold high ethical standards in line with our corporate values and our Supplier Code of Conduct. Suppliers and subcontractors are expected to operate ethically, comply with applicable laws and meet relevant standards in their business and employment practices. As regulations such as EU Deforestation Regulation and ESG standards evolve, we will continue to update the Supplier Code of Conduct to reflect relevant requirements and align with our contractual and reporting obligations.

Our supplier ESG monitoring programme, piloted in Germany and France, covers selected core strategic and local suppliers. It combines specialist software with targeted questionnaires to assess sustainability performance. We plan to expand this monitoring across all operations using a third-party platform.



## Responsible business in practice continued

### Rubix exclusive brands and supplier standards

Rubix offers own-brand products across all key product categories, from power and tools to safety and fluids. Stringent monitoring of supplier factories for our exclusive brands is carried out in higher risk countries. Country risk is determined using the classification set out in the amfori BSCI Code of Conduct audit protocol.

Rubix monitors supplier compliance with BSCI standards via audits and annual site visits, depending on the risk profile. The protocol covers social, human rights and environmental impacts. Auditors are free to speak to anyone in the facilities, and workers participate in the claims verification process. In 2024, around 64% of exclusive brand procurement spend was from suppliers that are compliant with BSCI requirements, against a target of at least 60% (2023: 63%). Having exceeded this target already, we have established a revised target of 90% of exclusive brand procurement spend to be from suppliers that are compliant with BSCI requirements, over a three-year procurement cycle, by 2029.

We recorded no contract terminations or exit plans in 2024. Corrective action plans, follow-up audits and engagement take place if any non-compliance is identified. Exit plans are developed if improvement plans are unachievable. The Group has a good track record in driving higher standards and performance improvements among suppliers through auditing and engagement.



We are a member of amfori  
We act for a more sustainable supply chain  
with amfori BSCI

➤ For more on our exclusive brands, see the customer section on page 15.

➤ For more on the BSCI, see [www.amfori.org](http://www.amfori.org).



### France: training buyers

We engage with suppliers to identify ESG solutions that support customer needs, such as improving product information, enabling more sustainable packaging or reducing delivery-related emissions. Internally, it's equally important that our customer engagement and sales teams have access to this information to support customer progress.

In 2024, we introduced responsible procurement training for category and product managers in France. Reflecting customer expectations, we ran workshops across our French business units to equip teams with the knowledge to address customer requirements on compliance, safety, equal opportunity, human rights risks and lower-carbon alternatives. The training also covered product and material-specific certification systems such as FSC®, NF Environnement, EU Ecolabel and OEKO-TEX®, their respective sustainability impacts, and supply chain traceability.

➤ For more on customer solutions and benefits, see page 12.



## Responsible business in practice continued

### Bringing sustainable innovations to market

- We have introduced a PPE recycling service for customers in France, Italy and the Netherlands in collaboration with specialist partners. The service provides easy-access recycling bins on customer sites to enable more recycling of PPE items.  
➤ Find out more on page 23.
- We've started delivering a service in Rubix Poland that provides insulation covers for customers' hot water and steam systems to cut energy wastage through heat loss.  
➤ Find out more on page 20.
- Our repair services often need to take an innovative approach. We supported a customer to repair and service two gearboxes from its heavy lifting equipment. Repairing the gearboxes saved the customer around €100,000 compared to replacing the now obsolete units.  
➤ Find out more on page 23.
- For more on value chain emissions and science-based targets, logistics and packaging initiatives, see the environment section on page 26.

### Basis for reporting

We apply internal controls and validation processes to ensure reported data reflects actual performance, including the principles governing quality of information within the GRI Standards and greenhouse gas accounting principles.

Due to the nature of our business as a distributor, assigning boundaries around data is a complex task. We have evolved our data reporting for value chain emissions since 2022 and are reviewing ESG data systems, controls and governance in view of upcoming reporting obligations over the next years. In 2024, we reviewed our operational control of different Rubix sites as part of site-based emission reduction initiatives. As a result, we re-designated some site data from Scope 1 and 2 categories to the Scope 3 category 'upstream leased assets'. Where historical data is restated following this operational boundary review, this is clearly marked with footnotes. Further information on this can be found on page 13 of the Rubix Limited FY24 Annual Accounts.

We also apply the Precautionary Principle which requires caution and review before taking decisions with due regard to risk appetite and tolerance, in order that unintentional consequences or trade-offs do not arise owing to a lack of data on complex matters, common in sustainability management.

The scope of the Report includes all Rubix operations. Rubix uses an operational control approach for reported emissions. The following are excluded from our environmental footprint: Rubix Insites™ and Invend™ within customer premises. Any sites acquired within the FY after 31 March are reported in the following year's Annual Accounts, in line with our Group Rebaselining Policy.

We continue to align our reporting approach to best practice frameworks, such as the Global Reporting Initiative (GRI) Standards (see page 62) and the Financial Disclosures (TCFD; see Rubix Limited FY 2024 Annual Accounts, pages 12-36).



# Materiality assessment

High priority topics, validated by the Executive Board, for our 2022 DMA were:

- Occupational health and safety in the workplace, prevention of hazards
- Customers' positive impacts via *the Rubix Solution* enabling improvements
- Energy and greenhouse gas emissions
- Waste collection, treatment and disposal (includes hazardous waste), sustainable packaging and recycling
- Sustainable transport and logistics (distribution, customer service, business travel)
- Business ethics guiding behaviour, transactions, corporate governance and integrity, anti-discrimination, corporate social responsibility and fiduciary responsibilities
- Business continuity: planning and preparation needed to ensure our company will have the capability to perform its critical business functions during emergency events.

The Group conducted a materiality assessment in 2022, with additional supporting analysis in 2025, to determine a validated list of priority sustainability/ESG topics, in line with the quality of Content Principles of the GRI, supported by the Materiality Implementation Guidance (EFRAG, 2024).

In preparation for the Corporate Sustainability Reporting Directive (CSRD) requirements, we started a Double Materiality Assessment (DMA); we note the delays and simplification (the EU Omnibus Directive). Our reporting approach is planned in line with best practices. Our materiality assessments are informed by research on the impacts, risks and opportunities affecting the business, its stakeholders and the environment and society.

We continue to engage with key stakeholder groups, including customers, employees and suppliers, using dedicated meetings, surveys, interviews, presentations and workshops. Stakeholders' inputs were weighted accordingly and used to generate a score for the relative priority to help guide the Group's future actions.

Our ESG strategy continues to focus on key areas where we have the greatest potential to have a positive impact. Primarily this is enabling customers to create value by managing impacts and opportunities, using *the Rubix Solution*, for instance. In parallel, core to the Rubix ESG strategy are energy, transport, logistics and emissions reduction in operations, materials use in packaging and supplier engagement.

- Our TCFD disclosures, including our climate-related risk ESG governance, are set out in more detail on pages 12 to 36 of the Rubix Limited FY 2024 Annual Accounts.
- Our ESG Report 2022 (page 15) provides descriptions of our material topics.





# Sustainable Development Goals

We recognise the role we can play in advancing the United Nation SDGs through the actions we take as a business and the influence we have on the value chain. In line with our strategy, we have identified five SDGs where we can make the biggest contribution.



As Europe's largest supplier of MRO products and services, *the Rubix Solution* is helping accelerate energy efficiency across industrial operations.



As an employer across 22 countries, we are committed to providing a safe and productive workplace that contributes to European economic growth – and that enhances diversity and representation across the sector.



Our sustainable manufacturing solutions help our customers build the infrastructure they need to bridge the transition to a green economy.



We continue to implement measures to reduce waste, improve efficiency and remove packaging – this includes collaborating with suppliers to align to recognised sustainability standards.



We have set long-term climate goals, and we continue to align our approach to leading guidance including the TCFD.

## We contribute to advancing these SDGs, notably:

- > We make better use of energy, particularly for our customers, and increase our use of renewables. See pages 18 and 35.
- > We provide employment for, and develop the careers of, our thousands of employees, in a safe and fair workplace. See pages 42-51.
- > We provide *the Rubix Solution* collaboratively with suppliers, we are expanding our Sustainability Mark, and we offer a range of product innovations for customers. See pages 12-25.
- > We are reducing the environmental impact of our packaging and reducing waste on our sites and those upstream in the supply chain. See pages 21 and 38.
- > We have set science-based targets for reducing carbon emissions, creating value through our products and services for our customers by helping them reduce their environmental impact and adhering to the TCFD framework. See pages 18 and 28.



# Appendix

62 GRI content index





# GRI content index

Rubix Group has reported in accordance with the GRI Standards for the period 01/01/2024 to 31/12/2024.

| GRI Standard/other source      | Disclosure                                                                       | Location                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General disclosures            |                                                                                  |                                                                                                                                                                                                                                                                                                                                                            |
| GR 2: General disclosures 2021 | 2-1 Organizational details                                                       | The Rubix Limited FY 2024 Annual Accounts ("AA") pages 1, 39                                                                                                                                                                                                                                                                                               |
|                                | 2-2 Entities included in the organization's sustainability reporting             | Our FY 2024 Sustainability and ESG Report ("SR", this document) page 2<br>AA pages 1, 106                                                                                                                                                                                                                                                                  |
|                                | 2-3 Reporting period, frequency and contact point                                | SR page 2                                                                                                                                                                                                                                                                                                                                                  |
|                                | 2-4 Restatements of information                                                  | SR page 58; AA page 30                                                                                                                                                                                                                                                                                                                                     |
|                                | 2-5 External assurance                                                           | SR page 31; AA pages 30-31, 42, also available on the sustainability section of our website or the following link: <a href="https://rubix.com/wp-content/uploads/2025/05/Rubix-Limited-2024-GHG-Verification-Opinion-2024-03-20-v1.0.pdf">https://rubix.com/wp-content/uploads/2025/05/Rubix-Limited-2024-GHG-Verification-Opinion-2024-03-20-v1.0.pdf</a> |
|                                | 2-6 Activities, value chain and other business relationships                     | SR pages 3-4, AA pages 39, 106                                                                                                                                                                                                                                                                                                                             |
|                                | 2-7 Employees                                                                    | SR pages 3, 50; AA pages 43, 92                                                                                                                                                                                                                                                                                                                            |
|                                | 2-8 Workers who are not employees                                                | The average number of temporary workers was 263 FTEs – this is the average FTE (not headcount) over the reporting period. Numbers of temporary workers are generally higher in the summer months (holiday cover etc.), and when additional people are required to provide resource for special projects.                                                   |
|                                | 2-9 Governance structure and composition                                         | SR pages 53-54; AA pages 7, 14-17, 40-41                                                                                                                                                                                                                                                                                                                   |
|                                | 2-10 Nomination and selection of the highest governance body                     | AA pages 7, 39                                                                                                                                                                                                                                                                                                                                             |
|                                | 2-11 Chair of the highest governance body                                        | AA page 7                                                                                                                                                                                                                                                                                                                                                  |
|                                | 2-12 Role of the highest governance body in overseeing the management of impacts | SR pages 53-54; AA pages 16-17, 37-38                                                                                                                                                                                                                                                                                                                      |
|                                | 2-13 Delegation of responsibility for managing impacts                           | SR pages 53-54; AA page 16                                                                                                                                                                                                                                                                                                                                 |
|                                | 2-14 Role of the highest governance body in sustainability reporting             | SR page 53; AA pages 7, 14                                                                                                                                                                                                                                                                                                                                 |
|                                | 2-15 Conflicts of interest                                                       | SR page 54; AA page 7                                                                                                                                                                                                                                                                                                                                      |
|                                | 2-16 Communication of critical concerns                                          | SR pages 53, 54, 55; AA page 7;<br><a href="https://rubix.com/wp-content/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf">https://rubix.com/wp-content/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf</a>                                                                                                                                                 |



## GRI content index continued

| GRI Standard/other source      | Disclosure                                                        | Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General disclosures            |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| GR 2: General disclosures 2021 | 2-17 Collective knowledge of the highest governance body          | SR pages 53-54; AA pages 7-8, 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                | 2-18 Evaluation of the performance of the highest governance body | We use annual performance reviews for each member of our board and other governance committees, conducted by the Group CEO. This feedback mechanism builds on specialist advice received in previous years from a third party. In response to the evaluations, no significant changes to the composition of the highest governance body and organisational practices were required.                                                                                                                                                                                                                                                                                                           |
|                                | 2-19 Remuneration policies                                        | AA pages 17, 59                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                | 2-20 Process to determine remuneration                            | AA page 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                | 2-21 Annual total compensation ratio                              | In 2024, the ratio of the CEO total remuneration to entire workforce median was 39:1. For the context, the median ratio of the chief executive's pay to that of the median FTSE 350 employee in 2023/24 was 52:1 (Source: Staffing Industry Analysts).                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                | 2-22 Statement on sustainable development strategy                | SR pages 5-6; AA pages 3, 7, 9, 17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | 2-23 Policy commitments                                           | SR pages 28, 40, 44, 54, 55; AA pages 7, 34-36.<br>Policy documents are available on our website, such as:<br>- Our Values <a href="https://rubix.com/our-values/">https://rubix.com/our-values/</a><br>- Our Whistleblowing Policy at <a href="https://rubix.com/wp-content/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf">https://rubix.com/wp-content/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf</a><br>- Our people-related policies at <a href="https://rubix.com/people-policies/">https://rubix.com/people-policies/</a><br>- Our Code of Conduct and Ethics, and Supplier Code of Conduct at <a href="https://rubix.com/sustainability/">https://rubix.com/sustainability/</a> |
|                                | 2-24 Embedding policy commitments                                 | SR pages 28, 40, 44, 53-55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                | 2-25 Processes to remediate negative impacts                      | SR pages 49, 53-55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | 2-26 Mechanisms for seeking advice and raising concerns           | SR pages 47, 49, 53-55; AA pages 4, 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                | 2-27 Compliance with laws and regulations                         | AA pages 7, 15, 24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | 2-28 Membership associations                                      | AA page 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                | 2-29 Approach to stakeholder engagement                           | SR pages 17, 25, 27, 30, 33, 41, 47, 49, 50, 57; AA pages 6, 13, 15-16, 25, 35-38, 40-41, 43                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                | 2-30 Collective bargaining agreements                             | SR page 49; AA page 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



## GRI content index continued

| GRI Standard/other source     | Disclosure                                                                     | Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Material topics               |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| GRI 3: Material Topics 2021   | 3-1 Process to determine material topics                                       | SR page 59                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                               | 3-2 List of material topics                                                    | SR page 59                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Anti-corruption               |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| GRI 3: Material Topics 2021   | 3-3 Management of material topics                                              | SR pages 47, 53-55, 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption                      | Our SR pages 48, 54; AA page 7<br>Operations are visited by our Group Internal Audit team to check processes are in place to mitigate risks of corruption such as gifts and hospitality registers, and to check communications are in place such as SafeCall posters for whistleblowing. We have not identified significant risks related to corruption through this work.                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                               | 205-2 Communication and training about anti-corruption policies and procedures | SR page 48<br>Business partners: our anti-corruption stance is also documented and communicated to suppliers via our Supplier Code of Conduct. Our whistleblowing hotline is open to anyone who deals with Rubix in a work-related capacity; this includes business partners.<br>Employees: our anti-corruption policies and procedures are communicated to all employees via email, our internal communication platform and intranet, as well as being discussed locally, such as in local management forums.<br>Training rates: anti-bribery and corruption training average completion rate across regional/country and Group senior leadership population: 100%. Average anti-bribery and corruption training rate for all other employees across Group and regional/country populations: 89.2%. |
|                               | 205-3 Confirmed incidents of corruption and actions taken                      | There have not been any incidents of corruption recorded during the year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Energy                        |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| GRI 3: Material Topics 2021   | 3-3 Management of material topics                                              | SR pages 28-37, 54-55; AA pages 40-41                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| GRI 302: Energy 2016          | 302-1 Energy consumption within the organization                               | SR page 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                               | 302-2 Energy consumption outside of the organization                           | SR page 29-30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                               | 302-3 Energy intensity                                                         | SR page 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                               | 302-4 Reduction of energy consumption                                          | SR page 30                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                               | 302-5 Reductions in energy requirements of products and services               | SR pages 18-20, 30, 33, 36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



## GRI content index continued

| GRI Standard/other source   | Disclosure                                                                            | Location                              |
|-----------------------------|---------------------------------------------------------------------------------------|---------------------------------------|
| Material topics             |                                                                                       |                                       |
| Emissions                   |                                                                                       |                                       |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics                                                     | SR pages 28-37, 54-55; AA pages 40-41 |
| GRI 305: Emissions 2016     | 305-1 Direct (Scope 1) GHG emissions                                                  | SR pages 29-31                        |
|                             | 305-2 Energy indirect (Scope 2) GHG emissions                                         | SR pages 29-32                        |
|                             | 305-3 Other indirect (Scope 3) GHG emissions                                          | SR pages 30, 36                       |
|                             | 305-4 GHG emissions intensity                                                         | SR pages 30-31                        |
|                             | 305-5 Reduction of GHG emissions                                                      | SR pages 30-36                        |
|                             | 305-6 Emissions of ozone-depleting substances (ODS)                                   | n/a                                   |
|                             | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | n/a                                   |
| Waste                       |                                                                                       |                                       |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics                                                     | SR pages 38, 54-55                    |
| GRI 306: Waste 2020         | 306-1 Waste generation and significant waste-related impacts                          | SR pages 38-39                        |
|                             | 306-2 Management of significant waste-related impacts                                 | SR pages 38-39                        |
|                             | 306-3 Waste generated                                                                 | SR page 38                            |
|                             | 306-4 Waste diverted from disposal                                                    | SR page 38                            |
|                             | 306-5 Waste directed to disposal                                                      | SR page 38                            |



## GRI content index continued

| GRI Standard/other source                       | Disclosure                                                                                                          | Location                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Material topics                                 |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Supplier environmental assessment               |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                                                                   | SR pages 40-41, 54-55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria                                                 | SR pages 40-41, 56-57                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                 | 308-2 Negative environmental impacts in the supply chain and actions taken                                          | SR pages 25, 40-41, 56-58                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Occupational health and safety                  |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                                                                   | SR pages 44, 54-55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| GRI 403: Occupational Health and Safety 2018    | 403-1 Occupational health and safety management system                                                              | SR pages 54-55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                 | 403-2 Hazard identification, risk assessment, and incident investigation                                            | SR pages 44-46<br>The main work-related hazards relate to slips, trips and falls; manual handling; accidents relating to vehicle use; and accidents involving forklift trucks in our warehouses. Work-related ill health that results in lost time is captured in our lost time accident reporting.                                                                                                                                                                                                                                                                                                                                                                  |
|                                                 | 403-3 Occupational health services                                                                                  | SR pages 43-46<br>Employee health records are kept in a secure location or server accessible only to authorised personnel. Access is restricted to those who need the information for legitimate purposes, such as HR professionals or other designated employees. Authorised personnel are made aware of the importance of confidentiality and the consequences of unauthorised disclosure. Rubix keeps a record of explicit consent obtained from employees before accessing their health records to ensure compliance with relevant data protection and privacy laws. Audits are conducted periodically to identify and address any potential breaches or misuse. |
|                                                 | 403-5 Worker training on occupational health and safety                                                             | SR page 45                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                 | 403-6 Promotion of worker health                                                                                    | SR pages 44, 46                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                 | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | SR pages 24, 44-46                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                 | 403-8 Workers covered by an occupational health and safety management system                                        | SR page 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                 | 403-9 Work-related injuries                                                                                         | SR page 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                 | 403-10 Work-related ill health                                                                                      | SR pages 44-46                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



## GRI content index continued

| GRI Standard/other source                                      | Disclosure                                                                                                           | Location                                                                                                                                                                                                              |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Material topics                                                |                                                                                                                      |                                                                                                                                                                                                                       |
| Training and education                                         |                                                                                                                      |                                                                                                                                                                                                                       |
| GRI 3: Material Topics 2021                                    | 3-3 Management of material topics                                                                                    | SR pages 47-48, 54-55                                                                                                                                                                                                 |
| GRI 404: Training and Education 2016                           | 404-1 Average hours of training per year per employee                                                                | SR pages 10, 48<br>On average, the learning completed per employee at the Rubix Academy amounts to 2 hours and 55 minutes.                                                                                            |
|                                                                | 404-2 Programs for upgrading employee skills and transition assistance programs                                      | SR page 48                                                                                                                                                                                                            |
|                                                                | 404-3 Percentage of employees receiving regular performance and career development reviews                           | SR page 48                                                                                                                                                                                                            |
| Diversity and equal opportunity                                |                                                                                                                      |                                                                                                                                                                                                                       |
| GRI 3: Material Topics 2021                                    | 3-3 Management of material topics                                                                                    | SR pages 50, 54-55                                                                                                                                                                                                    |
| GRI 405: Diversity and Equal Opportunity 2016                  | 405-1 Diversity of governance bodies and employees                                                                   | SR page 50<br>Due to the decentralised nature of the Group, including stand-alone IT systems for each business, our ESG reporting at Group-level around 405-1 is limited to gender diversity by employment category.  |
|                                                                | 405-2 Ratio of basic salary and remuneration of women to men                                                         | SR page 49<br>Gender Pay Gap report available for our UK business at <a href="https://gender-pay-gap.service.gov.uk/">https://gender-pay-gap.service.gov.uk/</a>                                                      |
| Freedom of association and collective bargaining               |                                                                                                                      |                                                                                                                                                                                                                       |
| GRI 3: Material Topics 2021                                    | 3-3 Management of material topics                                                                                    | SR pages 49, 54-55                                                                                                                                                                                                    |
| GRI 407: Freedom of Association and Collective Bargaining 2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | SR pages 49, 57<br>The rights of freedom of association and collective bargaining is one of the 13 criteria under amfori BSCI supplier code relating to supplier assessments conducted for exclusive brand suppliers. |
| Supplier social assessment                                     |                                                                                                                      |                                                                                                                                                                                                                       |
| GRI 3: Material Topics 2021                                    | 3-3 Management of material topics                                                                                    | SR pages 54-55, 56-57                                                                                                                                                                                                 |
| GRI 414: Supplier Social Assessment 2016                       | 414-1 New suppliers that were screened using social criteria                                                         | SR pages 56-57                                                                                                                                                                                                        |
|                                                                | 414-2 Negative social impacts in the supply chain and actions taken                                                  | SR pages 56-57                                                                                                                                                                                                        |



Find out more at [rubix.com/sustainability/](https://rubix.com/sustainability/)

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