Sustainability & ESG Report

FY 2023

RUBIX

About Rubix

As Europe's leading industrial products and services provider, we supply bearings, mechanical power transmission components, flow technology and fluid power products, and machining, cutting, tooling and general maintenance products. Together with the associated logistics and technical services, we offer a wide variety of solutions from thousands of suppliers to over 220,000 customers.

We are differentiated by our:

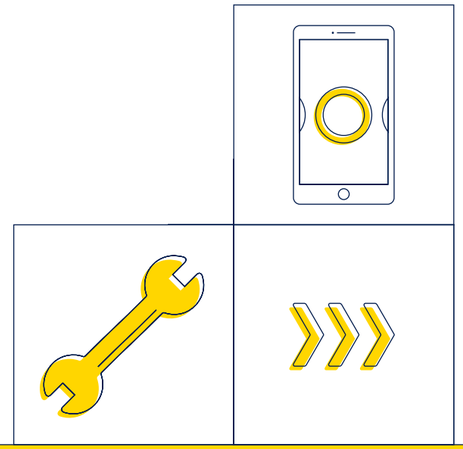
- Unparalleled technical and multi-specialist expertise to deliver against diverse industry requirements and customer production processes.
- In-depth understanding of supplier products, a vast distribution network and a wide range of digital solutions.
- Strong ESG credentials, from EcoVadis Gold to an established climate roadmap and carbon emission reduction targets.

About this report

In our fourth stand-alone Environmental, Social and Governance (ESG) Report, we continue to disclose our strategy, commitments and progress on the sustainability topics most material to the Group, as confirmed through our materiality assessment process.

Unless specified otherwise, all data is reported for our Financial Year (FY) 2023, that is the period from 1 January 2023 to 31 December 2023. The scope of the Report includes all Rubix operations. Our environmental data is reported for sites where the Group has operational control and excludes Insites™ where we have a Rubix presence at customer premises, delivering on-site technical support and stock management services. Any sites acquired within the financial year after 31 March are reported in the following report, in line with our Group Rebaselining Policy.

We continue to align our reporting approach to best practice frameworks, such as the Taskforce for Climate-related Financial Disclosures (TCFD, see Rubix Limited's 2023 Annual Report and Consolidated Financial Statements for the year ended 31 December 2023 ("our 2023 Annual Report"), from page 12) and the GRI Standards (see pages 54-59 in this report), for example.



Who we are

- European market leader for industrial MRO products and services distribution.
- Experts in specifying, providing and installing an unrivalled range of industrial products and solutions, with customised value-added services.
- A trusted partner in supporting our customers to reduce their environmental impact through our products and services.

Our business

- c.900 operating locations across 22 European countries[1].
- 29 Distribution Centres.
- c.9,200 employees, of which 3,500 are staff with specialised technical skills and knowledge.

FY 2023 at a glance

- €3.15bn (+5.3% growth) in revenues.
- Retained EcoVadis Gold.
- Employee net promoter score (eNPS) of +39 (up by 13 points on 2022).

Table of contents

Welcome message from our CEO 04

How we create value 06

Our ESG approach and strategy 07

Our customers 11

Our operations and people 26

Our suppliers 44

ESG governance, including GRI Content Index 49

1. 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, abbreviations for DACH represent 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 customer sites where we have Rubix presence through Insite™ services.

Welcome message from our CEO

Our purpose is to keep the wheels of industry turning – right across Europe – and we're proud of being a vital and trusted partner to our customers.

As the market-leading, pan-European distributor of industrial products and services, our unrivalled geographic coverage, unique multi-specialist value proposition and best-in-class operations enable us to build strong relationships with customers and suppliers.

Market leadership is a great privilege. But it's about more than just commercial opportunity; it means that we're in the ideal position to help reduce the environmental impact of European manufacturing.

Our business model ensures that we can do exactly that. Working closely with our suppliers, we apply the deep technical expertise and specialist knowledge of our people to customer challenges, providing a wide range of products and services to meet their needs.

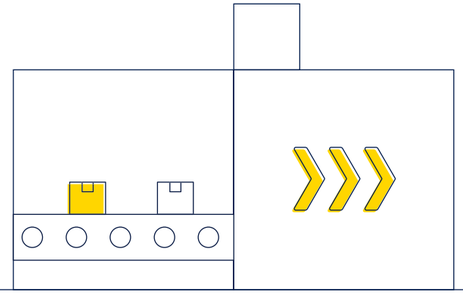
On environmental, social and governance impacts, risks and opportunities, our well-established approach enables us to strengthen trust with key stakeholders and deliver results that support Europe's green industrial transition.

> We help customers drive their businesses forward.
>
> We support their need for profitability, productivity, quality, consistency and energy efficiency. We work with them as a trusted partner to reduce complexity in their supply chain, and to improve the control and transparency of their MRO activity and spend.

As a trusted partner with an entrepreneurial approach, a diverse portfolio and extensive technical knowledge, we support our customers to find and implement solutions, simplify their buying process and consolidate their industrial needs.

This could be optimising a motor-driven system for energy savings, finding the right product for the job to ensure lower operating costs and unplanned downtime for our customers, while extending the life of products in use to minimise waste and contribute to the circular economy.

Whether it is working towards 'net zero by 2050', or 'transition to a green economy', our customers also have their own ESG strategies to deliver value for their own customers and stakeholders. Therefore, being a trusted partner represents a significant opportunity for Rubix, for the customer and for our suppliers. By focusing on creating value for them, we can contribute to their goals whilst driving positive change across the European industrial sector.



As a trusted partner, our ESG priorities include:

- Supporting customers to achieve their ESG and wider sustainability ambitions:
  - Through the Rubix Solution we aim to earn their trust, providing high-quality products and services that deliver positive sustainable impacts.

See pages 11-25.

- Driving continuous improvement in Rubix's operations, while maintaining robust governance and reporting:
  - Ensuring excellence, insight and critical thinking in the highest governance body overseeing the management of the organisation's impacts on the economy, environment and people.

See pages 9 and 49.

  - By using our improved greenhouse gas emissions accounting to track progress on our science-based target to reduce operational emissions by 42% and our supplier engagement target, both submitted for Science Based Targets initiative (SBTi) for validation.
  - Ensuring we maintain deep technical knowledge and expertise.
  - Delivery of high-quality solutions by a highly engaged workforce.
  - Creating a diverse and inclusive workforce, such as through our Women in Business programme.

See pages 26-43.

- Raising standards in our supply chain, and deepening relationships with suppliers:
  - Deepening our engagement and improving the data from key strategic supplier partners, as well as expanding the use of greenhouse gas reduction targets.
  - Continuing to implement risk-based supply chain assessments.

See pages 44-48.

So, with these strategic priorities and extensive ways of how we add value for our customers in mind, I am pleased to note a few operational ESG highlights, the details of which you can find in this report.

For example, we retained our EcoVadis Gold rating, continued to progress against our climate roadmap, with our Scope 1 and 2 emissions per million EUR sales reducing by 2.9% since 2022 and our highly engaged workforce returning a well-above-average Employee Engagement Index (EEI) of 75%.

I am proud to share our achievements and ESG roadmap with you in this report, and we look forward to receiving your feedback.

Franck Voisin, Group CEO, Rubix,

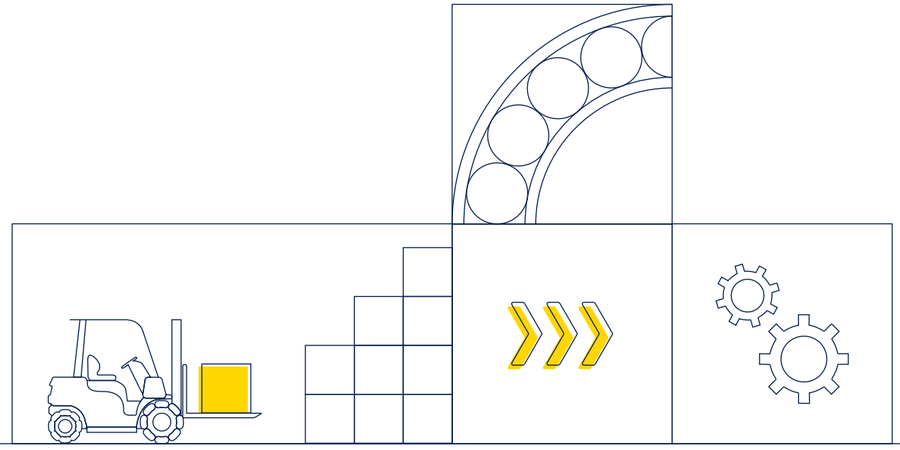
August 2024

How we create value

At Rubix, we create value for our customers and wider stakeholders as the reliable consolidator of a vast range of industrial products, solutions and services, providing consistent quality cost-effectively.

While we create value commercially by delivering operational efficiencies, increasing productivity and optimising inventory management, our sustainability credentials and initiatives are increasingly becoming more prominent in delivering added value for our customers.

- Rubix is the trusted partner and responsible operator enabling customers to deliver their own extensive, long-term corporate ESG strategies. Our teams solve challenges to keep our customers' businesses moving forward, while delivering bespoke, strategic packages of products and services.
- As customers work on more efficient, cleaner and greener ways of operating, Rubix is well-placed to build value, an inherent component of our business model. Through our diverse portfolio of industrial products and services, we help customers reduce negative impacts and cultivate positive opportunities, by saving energy, enabling a safer workplace for their employees or avoiding waste.
- As a distributor of products manufactured by thousands of companies worldwide, we recognise that strong and sustainable relationships with our suppliers are fundamental to our success. We take active measures to integrate our ESG approach into our supplier relationships.



Highlights of the year

As we continue to work with our customers as Europe's leading industrial distributor and a trusted partner, we support them in implementing operational efficiencies, consolidating industrial solutions and achieving their own sustainability goals.

Our engaged and entrepreneurial workforce delivers a diverse range of Rubix solutions to 220,000 customers across Europe, safely, responsibly and in collaboration with our suppliers, to enable ESG impacts for customers.

Accelerating Europe's green industrial transition

Our customers
Page 11

- Expanding the Rubix Solution portfolio and Sustainable Manufacturing Mark.
- Ongoing engagement with our customers to deliver sustainability impact.
- 18% more energy-saving opportunities identified for our customers through air leakage surveys[5].

Our operations
Page 26

- 2.9[3]% year-on-year reduction in our Scope 1 and 2 emissions intensity, normalised against revenue.
- Packaging intensity decreasing by 5.4%[4].
- Rubix DACH region expanded renewable electricity usage, with c.75% of sites switching to green tariffs.

Our people
Page 37

- An engaged and entrepreneurial workforce: Employee Net Promoter score of +39[2] (compared to +26 in 2022).
- Advanced health and safety training launched for warehousing and distribution employees.
- 'Women in Business' programme launched to increase female representation in senior management.

Our suppliers
Page 44

- Launched an ESG engagement campaign and supplier assessment template for strategic Group suppliers, focusing on packaging, science-based targets and low-carbon deliveries.
- 63% of spend relating to Rubix Exclusive Brands is compliant with Business Social Compliance Initiative (BSCI) country risk assessment.
- 61% of strategic Group suppliers by spend have science-based targets in place[6].

ESG governance As a foundation to all Rubix operations, our governance in 2023 featured two Board-level ESG Committee meetings, linking executive remuneration with carbon emission reduction targets, strengthening internal control processes informing ESG risk, continued reporting against the Task Force for Climate-related Financial Disclosures (TCFD) Framework and wider recognition such as EcoVadis Gold and CDP B rating.

i See page 49 for more.

2. Corrected from the previously reported figure of 36 in our FY 2023 Annual Report.
3. Restated from the previously reported figure of 1.7% reduction in our FY 2023 Annual Report, as we realigned our reporting boundaries with that of our Rebaselining Policy.
4. Calculated as annual spend on packaging material purchased normalised against revenue.
5. Refers to increase in number of 'Total surveyed open leaks' between 2023 and 2022.
6. Accounts for suppliers with validated as well as committed science-based targets, as at time of publication. We will continue to review our wider supplier base on whether they have science-based targets in place, and encourage those without them to set out their climate roadmap and targets.

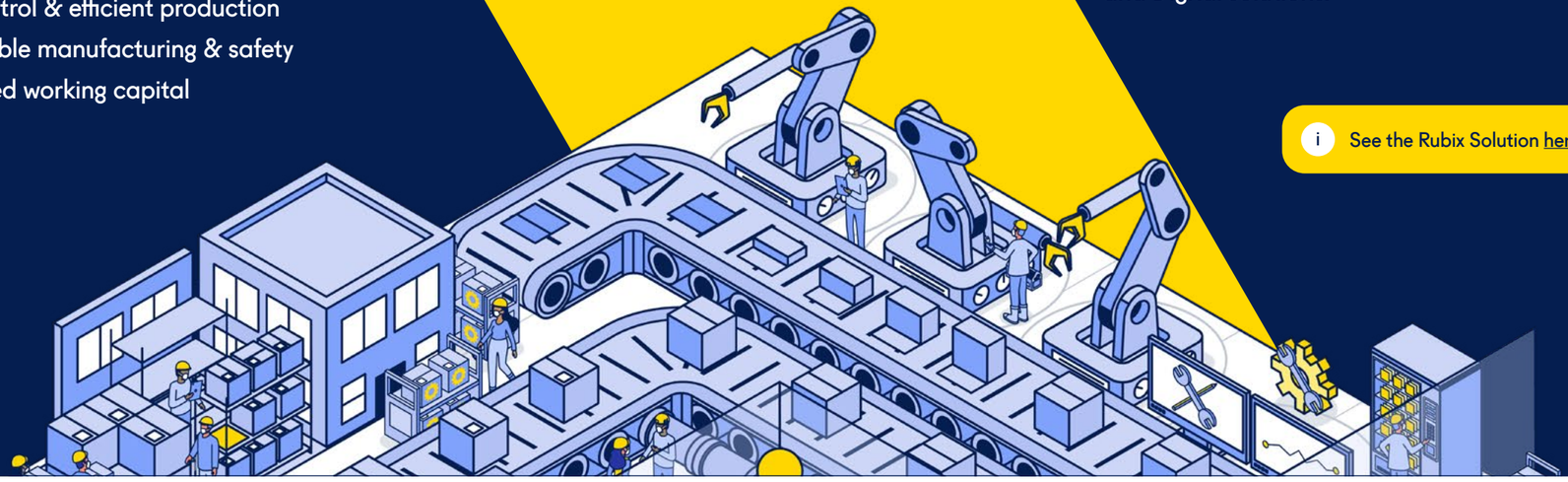
The Rubix Solution

Real value comes from the Rubix business model: our experts' deep technical knowledge of the right product and service, aimed at meeting the needs of European manufacturing.

Customer needs

- Uptime
- Easy & efficient buying
- Cost control & efficient production
- Sustainable manufacturing & safety
- Optimised working capital

Serviced directly on their factory floor



Deep technical knowledge and solutions that Rubix offers

Technical knowledge & advice on product range, Logistics & inventory services, Technical services and Digital solutions.

i See the Rubix Solution here.

Delivering our purpose with sustainability impact

Our purpose is to keep the wheels of industry turning, right across Europe.

Set against this context, in a rapidly changing world, Rubix has a formal and structured response to delivering positive sustainability impact, and managing ESG risks and opportunities relating to material sustainability matters.

i For more on materiality, please see page 51.

As we support our customers to improve operational efficiencies, reduce energy and waste, and improve productivity, ESG is a foundational element of our customer value proposition.

- Delivering positive sustainability impact: our outward-looking assessment of significant negative impacts on society and the environment shows that as a distributor, and not a manufacturer, we can create real impact through supporting our customers in reducing their environmental impact through Rubix Solution. Still, as a responsible business, we continue to deliver ESG initiatives as set out in this report to reduce our own operational environmental impact, maintain strong employee engagement and conduct business ethically.
- Managing ESG risk and opportunity: related to sustainability is the more inward-looking assessment of the financial, regulatory or market effects that the wider set of ESG risks and opportunities presents to businesses. By effectively managing these, the business can then increase sales and innovation, maintain reputation and avoid regulatory risks. Across the Rubix value chain, relevant ESG risks and opportunities we manage are set out in this report and our annual accounts.

Robust ESG governance

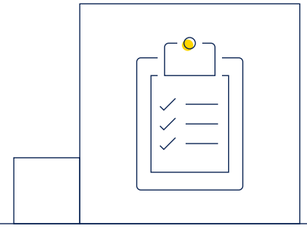
The Group is committed to ensuring that its business model creates value for stakeholders in a socially and environmentally responsible manner, with high ethical and sustainable business standards applied across the value chain. Core to it are Board-level oversight of ESG impacts, risks and opportunities; enterprise risk management; and ESG policies, programmes, procedures and management systems.

Our annual report describes the principal risk factors affecting Rubix (p4) and governance structures including Board-level oversight, risk management processes, the strategic risks and the mitigation measures.

i See our 2023 Annual Report, page 17.

We recognise changing climate and weather variability, as well as market and macroeconomic factors, can present operational risks and opportunities for facilitating the transition to a lower carbon economy. These are also set out in our FY 2023 Annual Report, alongside our management approach.

i See our 2023 Annual Report, page 12.



Rubix ESG strategy

ESG is integral to the Group's business model and strategic growth priorities. Our ambition is to leverage our unique position in the industrial value chain to accelerate the delivery of Europe's green industrial transformation and fulfil our purpose of keeping the wheels of industry turning in a sustainable manner.

The Group's ESG strategy and roadmap are developed around the Group's priority ESG risk and opportunity topics. Our previous materiality assessment is still relevant to the 2023 reporting cycle, with the materiality process and topics described on page 51. The strategy accounts for a range of topics and their related impacts, risks and opportunities:

- Customers: supporting our customers on their ESG journeys to achieve shared progress towards socially and environmentally responsible and sustainable business practices.
- Operational excellence: minimising the Group's environmental impacts, working towards sustainable and circular resource use, achieving sustainable growth and operating as a responsible business.
- People: maximising the wellbeing of employees, investing in and supporting their professional development, and striving to build an inclusive and diverse organisation.
- Supply chain: ensuring that our supply chain is aligned with our ESG principles and is an enabler of the Group's sustainability-related commercial offering.

The strategy accounts for the feedback and perspectives of Rubix's primary stakeholders, and for Rubix's broader contribution to industry and society, notably any potential or actual positive and negative impacts on society and the environment.

We also recognise wider frameworks, such as the UN Sustainable Development Goals (SDGs), to understand the relationship between business, supply chains and their potential to guide us in demonstrating shared value. We identify five SDGs and eight targets under these, which the Group contributes towards through our ESG strategy and initiatives.

i See page 52 for more.

Our strategy principally aligns with five SDGs

Aligning with best practice as a trusted partner

We align our ESG and sustainability approach and reporting with globally recognised frameworks, including:

- Global Reporting Initiative (GRI, see p55).
- Task Force for Climate-related Financial Disclosures (TCFD) framework (see Annual Report, p12).
- Science Based Targets initiative (SBTi): Rubix carbon emissions reduction targets have been submitted to SBTi for validation, an internationally recognised organisation assuring such targets.
- Ongoing preparations as IFRS-ISSB and CSRD-ESRS requirements and guidance are phased in the UK and across the EU, where applicable to our business.

Our customers

Our Ambition

Enabling our customers to meet their ESG ambitions through our products and services.

Strategy objectives

01 Maintain status as the 'trusted partner' for our customers

- Continue to deliver sustainable practices, overseen by robust governance arrangements across our value chain.
- Contribute to our customers' carbon reduction journeys by reducing our own environmental impact.

02 Support our customers in implementing sustainable product and services

- Expand the Rubix Sustainable Manufacturing mark across our product categories, and promote environmental benefits to customers.
- Support customers to prioritise sustainable options at scale in their procurement practices.

03 Collaborate with our suppliers to make more sustainable solutions available to our customers

- Working with core Rubix suppliers: maintain and update our inventory of products with the requisite sustainability credentials and certification.
- Expand the use of third-party digital monitoring platform to track ESG performance of strategic suppliers.

External recognition of how we create ESG value

We retained our EcoVadis Gold rating in 2023, ranking us in the top 3% of companies rated for sustainability performance in our sector globally.

Find out more on our website here.

We provided our third CDP climate submission in 2023, achieving a score of B, above both the global average (C) and the average for the Trading, Wholesale, Distribution, Rental and Leasing sector.

The trusted partner enabling Europe's green industrial transition

We are the leading European industrial distributor by market share and the only one with a pan-European footprint, carrying all premium brands. We are a multi-specialist provider of products and services, backed by a growing digital business and robust ESG credentials.

We serve customers of all shapes and sizes, with the ability to offer a range of industrial products and solutions that meet diverse needs of the industries and customers we serve. Given the diversity of our customers, their ESG priorities vary in response to the material topics related to their markets and operating environments.

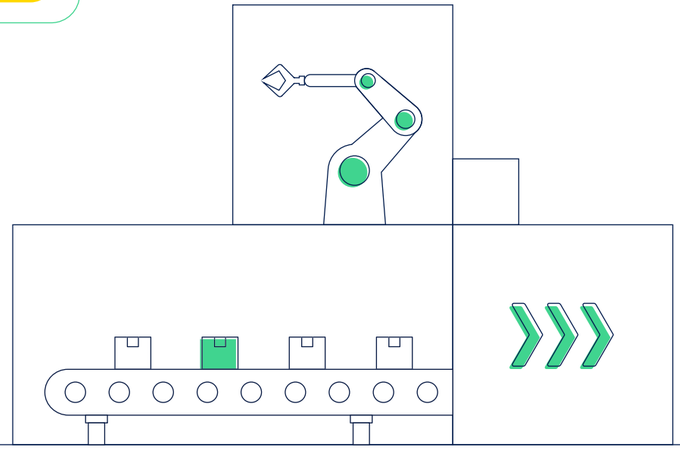
As a trusted partner that continues to meet their need for efficiency, quality, supply chain excellence and geographic spread, we provide added value through our robust ESG credentials, and products and services that reduce their environmental impact.

Our approach to managing ESG

From executive governance to toolbox talks and 'Team Times', we have in place a series of policies, internal controls, metrics and targets on how we manage areas such as energy and climate change, health and safety, recruitment, maintaining an engaged workforce, information security, responsible procurement and corporate integrity.

i For more on our governance arrangements, see page 49, and our 2023 Annual Report, page 13.

i Download our Rubix Code of Conduct and Ethics at https://rubix.com/sustainability/.



How we add value through the Rubix Solution

Rubix is the trusted partner with multi-specialist teams that help customers to consolidate the supply of industrial solutions. Being a one-stop-shop offers our customers principal and immediate benefits in procurement logistics and packaging efficiencies, as well as excellent supply chain visibility.

It is a clear opportunity for all: for customers, for Rubix and for our suppliers, with whom we work closely to realise opportunity. At Rubix, we are a resilient enabler of change woven into the fabric of European industries, delivering value for our customers.

From lower total cost of ownership (TCO) and extending life of products through effective repairs, to waste minimisation and energy efficiency, the Rubix Solution brings together thousands of products and services to help customers achieve positive ESG impact.

Our range of high-quality exclusive brands is offered alongside other leading brands at competitive prices and with unrivalled availability at any European site.

These are delivered by our expert teams who understand our customers' strategic commercial and ESG priorities.

i For more on how we add value for our customers, please visit https://rubix.com/adding-value/.

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

- CUTLINE — Precision cutting tools
- GISS — Head to toe protection
- MECALINE — Power transmissions you can trust
- PTN — Lower-cost, quality-assured bearings
- Roebuck — Quality tools engineered for industry
- Spartex — 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

Logistics services Insite™; Inscan™; Invend™ – Vendor Managed Inventory; Inventory profiling

Digital services Webshop; Personalised Webshop; Punchout; Electronic document interchange

Added value for customers

Each product and service helps meet the diverse needs of customers relating to productivity, efficiency, cost-effectiveness, safety and environmental impact. The Rubix Solution becomes a resource that gives customers confidence in ESG, from deploying new efficient technology, or reporting their CO_2e savings, to the total cost of ownership benefits from repairs and upgrades.

Energy	Waste	Safety	Supply chain
Read more on p16	Read more on p20	Read more on p23	Read more on p24
We create impact by delivering energy-saving and process improvement opportunities	We support customers in reducing and managing waste more efficiently	**c.300,000** PPE products available in our catalogue for head-to-toe protection	Extensive benefits for customers from procurement consolidation
14% of manufacturing energy consumption can be used up by leakage from compressed air systems	Waste packaging collection logistics systems are in place and plastic packaging materials are being replaced by alternatives	Vending managed services provide only approved PPE equipment on the shop floor, backed up with audit data	Trusted supply chains: high-quality relationships built over many years with a diverse supply base
Motor-driven systems represent around **65%** of electricity consumption in industries[7]	Thousands of vending machines in customers' facilities in 2023 enabling a reduction in the consumption of different PPE of up to **60%**	PPE experts on hand to audit customer sites and recommend solutions for staff safety	**60%** of Rubix suppliers by spend to have science-based targets by the end of 2028
Remanufactured products have 79% to 99% lower embodied carbon emissions than new products	Reducing operational impact: Rubix packaging is increasingly reusable, recyclable and recycled	PPE outsourcing by Rubix defines the right safety packages for every employee	

7. According to the IEA's 2023 World Energy Outlook.

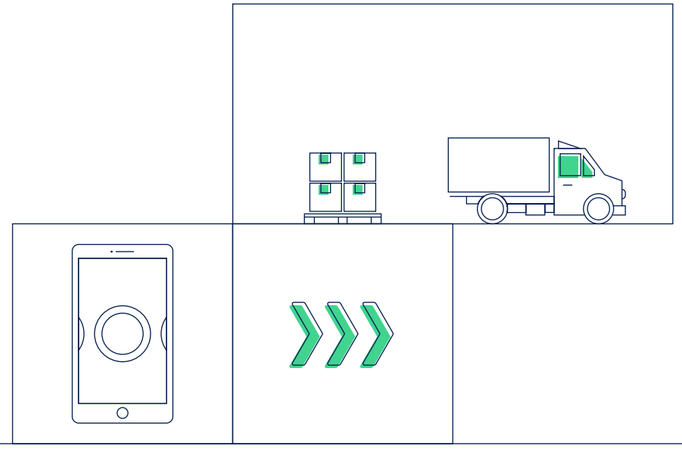
Listening to our customers

Our customer satisfaction surveys and ongoing consultations indicate the following customer priorities:

- A trusted supplier that can meet their industrial solution requirements via a diverse product and services portfolio, and extensive supplier relationships.
- Products and services that improve operational efficiencies and help reduce environmental impacts, such as delivering carbon emission reductions, reducing packaging waste and PPE.
- Information on through-the-value-chain environmental attributes of Rubix Solution products and services.

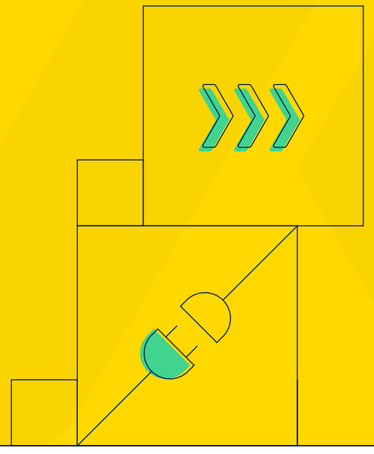
Our most recent customer engagement survey[8], conducted in April 2024, shows 91% of our customers are either satisfied with our approach or rate it as 'excellent', when it comes to having the knowledge and expertise on sustainable solutions. In addition, we had a 3% year-on-year increase in satisfaction when it comes to our ability to offer a range of technical services that improve operational efficiency, at 90%. Similarly, we achieved a 4% year-on-year increase, with 89% of our customers agreeing our services, such as leak detection, predictive maintenance and repair services, improve energy management and minimise environmental footprint.

8. Percentages reported based on customers who responded to these questions.



Energy

At Rubix, our teams have extensive experience and deep product knowledge to enable the most suitable solutions to reduce energy consumption. Customers want energy efficiencies leading to bottom line savings and improved energy security, and through our products and services, they can see the benefits range from cost savings while keeping production lines moving, to increased production efficiencies and environmental impact reduction.



Energy products

Our suppliers provide a range of products, such as bearings and seals, that, when specified and installed with multi-specialist engineering services, provide long lasting, energy-efficient performance. In the field of power transmission, for instance, our exclusive Mecaline products are designed in collaboration with world-leading manufacturers to deliver efficiencies and cost savings.

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

Energy management services

Energy losses 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 and 20–40% of electricity used by compressors is lost through air leaks, which can be avoided[9].

Making energy efficiency gains accessible

Customers want to minimise energy consumption and emissions by reducing product use-phase greenhouse gas emissions. To help customers understand the scale of opportunity to reduce cost and inefficiencies, while reducing carbon footprint, we've developed our 'Quick Wins' Energy Management Services guide. Readers can find out how we support customers across system design, procurement, installation and maintenance to increase energy efficiency in the guide, freely available online.

9. Sources: IEA World Energy Outlook 2016: pp312-313, 316 and IEA 2022 4E Technology Collaboration Programme – EMSA Electric Motor Systems Annex (slide 8).

Air leak survey and repair

Air leaks are the largest source of avoidable energy waste, caused by wear and tear of components such as seals or valves. Through our air leak survey and repair services, we can find and fix leaks to generate savings. Air compressors typically account for around 30% of the factory electricity bill, and of that, around 20–30% is lost through air leaks.

How we help customers quantify savings

Rubix air leak surveys involve a comprehensive audit and report of energy losses, costs and potential avoided greenhouse gas emissions. In 2023, we refined the emissions estimation methodology[10] in this service working with a carbon accounting specialist, in line with the Greenhouse Gas Protocol. We also recommend parts and actions to fix any leaks, which can be completed by Rubix if required. A follow-up assessment checks the expected cost and carbon emission reductions, and suggests improvements to equipment.

	2023
Number of recordable leaks identified on customer premises	9,500
Estimated emissions of greenhouse gases avoided from repaired leaks (tCO_2e)	5,970

Case study

Compressed air leak detection yields huge savings

When a system springs a leak, Rubix service technicians spring into action. In 2023, for example, they identified 151 leaks for a German plastics manufacturer, saving an estimated €112,666 per year. The impressive savings came from reducing energy by 180,544 kWh (56t CO_2e) each year. An investigation and a few repairs can more than pay off. The Rubix follow-up report was then used by the customer to support their ISO50001-2018 certification process.

Sustainable Manufacturing Mark

To inform and inspire customers about the ESG opportunities available from Rubix, we are expanding the number of products and services eligible for our new label. Launched in 2023, the Sustainable Manufacturing Mark aims to support our customers in identifying and implementing solutions that help identify leaks and quantify inefficiencies and cost savings.

So far, the Mark is applied to air leakage services, while products and services delivering motor-driven system efficiencies are also being evaluated.

10. Carbon saving opportunities reported are estimated using the location-based approach in line with the Greenhouse Gas Protocol guidance on emissions accounting; by multiplying a location-based emissions factor with an estimate of air leak power consumption. Factors are based on annual averages for country grid carbon intensities. Power consumption of air leaks is estimated using the energy efficiency of an average air compressor and an air leak measurement from a single day sample of observational data. The methodology was tested and updated in 2023, when Altruistiq, a third-party carbon data and analytics solution provider, conducted a review of the assumptions and calculations. The review highlighted two areas for improvement in the old methodology, namely, the usage of non-standardised, customer-defined emissions factors and the exclusion of power consumed during the 'unload' phase of compressors, which were promptly addressed.

Online condition monitoring

Unplanned downtime can be a huge operational risk for our customers, so our condition monitoring services are tailored to their manufacturing and processing environments, from general equipment to critical infrastructure. Constant analysis, directly on-site or remotely, allows us to run bespoke predictive maintenance schedules. This reduces the risk of failure, costs of urgent repairs and long, unanticipated delivery time for critical replacement parts. At the same time, our data can be used to recommend changes to production that also improve site safety.

Investing in system health checks can present a significant opportunity to realise cost savings and long-term energy efficiency improvements, as illustrated by CompCare, a Rubix UK company.

Optimising compressed air systems

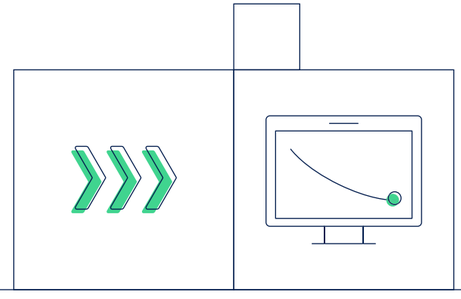
CompCare, a Rubix company, audited a major food company's compressed air systems at two of its large production facilities. Data loggers were installed to calculate compressed air and energy usage and quantify potential energy savings that could be achieved through system improvements.

Using a data-driven approach, CompCare recommended and implemented several changes to deliver efficiency gains, including combining two systems to create a single system, reducing system air pressure, installing and intelligent control system to better match air supply and demand, and upgrading compressor equipment to more efficient models.

17%
reduction in energy consumption

£140,000
reduction in related costs

18 months
return on investment



Asset tracking survey

Manufacturing and process components are assessed individually but also as a system to help our customers optimise their energy use. Customers are provided with data from the asset surveys to support energy efficiency decisions; and Rubix specialists will be on-site to assess machinery, identify critical assets and resolve problems all at the same time. Future benefits are provided as the Rubix Asset Tracker database will hold relevant information for use in predictive maintenance related to the assets.

i Find out more about how we support customers in effective energy management on page 3 of our 'Quick wins to cut energy waste' white paper.

Efficiency TCO calculator

Given the importance of motor efficiency in production systems, Rubix uses a proprietary efficiency calculator to evaluate the payback period for motor repairs and upgrades. Rubix experts then recommend the best products, including those from our exclusive brands, such as Mecaline. Over 70% of industrial motors in use across Europe have an energy efficiency rating of IE2 or lower, so there is likely to be significant scope for achieving energy savings by upgrading to more efficient models of motor. This is a great example of uniting product and service to strengthen relationships.

Insite™ – a Rubix point-of-sale on customer premises

Cost savings and ESG benefits extend to all corners of a customer's operations, from energy management training, to plant safety and maintenance, and technical product training on-site.

Through our Rubix branches at customers' manufacturing sites, known as Insite™, we create strong customer relationships, with fewer transport movements plus experts on hand to identify opportunities for improvements. Customers also recognise easier access to related services such as store management.

i Find out more about procurement services on our website: https://solution.rubix.com/easy-efficient-buying.

Case study

Vibration analysis: A major steel company

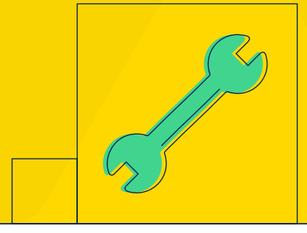
Our vibration analysis service allows early detection of wear, fatigue and failure in rotating machinery. Rubix engineers measure the absolute and relative vibration in critical machinery, assess severity and propose actions.

In this case, the company's bearings were vibrating excessively, causing unnecessary wear on the bearings and their housings, in turn leading to machine breakdowns and production slowdowns. The required upgrade took place within the next scheduled maintenance shutdown, eliminating bearing-related breakdown and delivering significant cost savings, with "not even a minute's downtime".

Waste

Our extensive experience and deep product knowledge enable us to identify and implement opportunities to reduce waste. The value we bring to our customers and waste management performance improvements from Rubix products and services include:

- Extended product lifetime.
- Use of recycled materials.
- Packaging quality, durability and weight reduction.
- Waste generation during manufacturing and usage.
- Recyclability at product end-of-life.



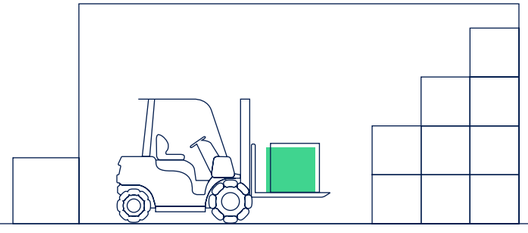
Repair services

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 save typically up to 70% of the cost of purchasing a new tool, while extending the tool life, by using our as-new regrind and recoating service.

At Rubix, we apply our deep experience in running motor maintenance programmes to optimise motors and motor-driven components in production processes. Our broad range of energy-efficient products from well-known suppliers is utilised alongside our own exclusive brands. Rubix repair and replacement services are delivered in partnership with customers, or independently. Our condition monitoring platform is normally offered to enable continuous analysis of the asset condition, including waste, recycling and energy consumption.

Cutting the chain of waste

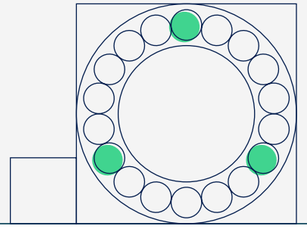
We installed a new cutting chain machine in partnership with a leading supplier, supporting our customer in reducing waste.



Case study

Remanufactured products: Slewing bearing and the circular economy

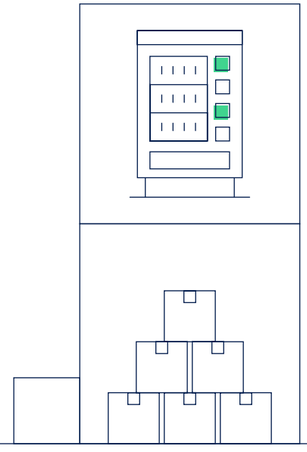
Working with a leading supplier, we supported a major Rubix steel-making customer in the UK to replace a bearing with a remanufactured one, which contributed to reducing waste generated while also avoiding 23.3 tCO_2e emissions. In addition, this significantly reduced the lead time as remanufacturing was much quicker and more cost-efficient than sourcing a brand-new replacement that would have had to be custom-made in over six months.



Vendor Managed Inventory (VMI) services

On the theme of waste reduction more broadly, our VMI services also play a significant role. We offer five services:

1. Inscan™ is a barcode-driven stock check and replenishment process for greater control of costs and productivity.
2. Kiosk provides automated stock replenishment for Rubix-supplied goods and is ideal for all products in stores areas that are typically managed by an employee.
3. Insite™ is our strategic service, placing teams on the ground to help customers achieve cost savings by consolidating vendors and delivering opportunities to reduce the total costs associated with industrial supplies.
4. Instore™ manages inventory for consumable and durable items with real-time updates.
5. Invend™ ensures permanent stocks of the most in-demand industrial consumables, with 24/7 line-side access to the products a team needs, thus helping avoid waste and maximise productivity.



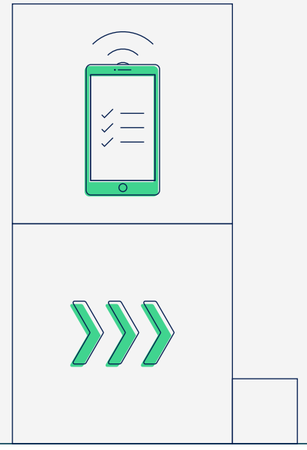
Our installed base of vending machines helps customers manage consumables, such as gloves, masks and other PPE. Over a 12-month period, our vending machines can enable a reduction in the consumption of different PPE of up to 60%. The value created for our customers include:

- Reduced walk and wait time for employees, with vending machines physically placed on production lines.
- Remotely monitored to ensure correct stock and most frequently used products are always available.
- Reduced waste and optimised safety practices, giving our customers the ability to monitor PPE dispensing rates against desired frequencies and their employees easy access to all PPEs required for their roles.

Case study

Instore™ prevents excess stock-keeping

Our industry-leading stores management solution, Instore™, helps manage customer stores inventory for both consumable and durable items. The software provides real-time transactional information using wi-fi scanners and report updates while integrating with most available ERP systems. The software controls key attributes including expendability (single issue items such as seals), durability and re-workability such as reprocessing cutting tools.



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 streamline both the packaging materials we use, and how packing is done. Rubix UK and Benelux have, for example, implemented an initiative to phase out bubble wrap, plastic jiffy filled 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.

i Find out more about our packaging initiatives on page 35.

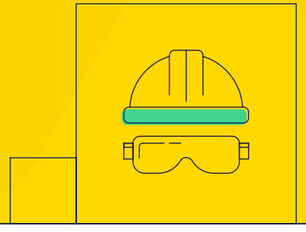
In addition, where possible, we look for opportunities to phase packaging out. For example, gloves delivered via our Invend™ services are often folded onto themselves and not wrapped in plastic. In Benelux, we offer a circular return flow of clothing and shoes, and use returnable crates for shipments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

i See page 29 to find out more about how we reduce our operational environmental impact.

Safety

Through a wide range of our products and services, such as our automation, condition monitoring, PPE audits and VMI services, we support our customers in providing a safer working environment and avoiding unsafe conditions.

Rubix's extensive selection of PPE ranges from head-to-toe protection, fall protection and site safety to hygiene equipment. Through these, we enable our customers to have easy, efficient access to the right PPE. For example, our exclusive 'GISS' brand for head-to-toe protection has guaranteed availability at any European site, and our PPE customisation service allows customers access to our team and the leading suppliers to find a solution that meet the needs.



Our Invend™ vendor service, for instance, offers a range of customer benefits including the specification of approved PPE equipment and an audit trail of the items issued. And our Kiosk vendor service automates stock replenishment for products that are either too large or of a hazardous nature.

In addition to our safety-centric services, other solutions we provide, 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.

Case study

GISS Gloves – safe and cost-effective

A leading recycling company spent many years looking for a suitable protective glove for their workforce that meets their industrial safety requirements. Our expert PPE audit recommended the GISS Nitrile E Cut Rated Glove to meet all the safety and comfort requirements, well within budget. Staff are able to wear the gloves for longer periods thus maintaining productivity and reducing waste.

Customer safety audits

We provide PPE audits, delivered by our main core suppliers, with specific focus on the most common risks and injuries, such as hand, hearing and foot protection. The outcome is greater awareness of risk and mitigation: clear information, access to PPE and guidance on how to use it. Face-fit testing for respiratory protection, for example, is a legal requirement in some countries and relates to all masks in use.

Our technical knowledge accompanies the audit process to provide guidance on specific safety risks, such as 'trigger time' and exposure duration. Our condition monitoring equipment, such as thermal imaging and vibration analysis, helps with predictive maintenance and therefore equipment breakdown prevention.

Similarly, our vending services are formulated to minimise unnecessary movement of workers on the production line; the benefits reported include increases in productivity and safety.

i See more on our VMI services above, on page 21.

Supply chain

As Rubix 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 level. The delivery of our diverse product catalogue and extensive services offer is supported by thousands of supplier partners worldwide.

Buying from Rubix allows customers to consolidate their purchasing, using fewer suppliers. Consolidation brings the following advantages:

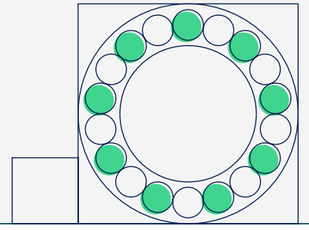
- Due diligence, including Supplier Code of Conduct requirements and audits.
- Working with a trusted partner with strong ESG credentials.
- De-risking customer procurement for reliability, flexibility and scale.
- Technical support and solutions that deliver ESG benefits, ranging from reduced energy 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.

Case study

Supplier collaboration cuts delay

A slewing ring bearing at a German refinery had lasted 30 years before requiring replacement. Whilst a Rubix sales representative managed to secure the required part from the manufacturer, the delivery time was too long: the spare part would have had to be specially made.

Working with trusted suppliers, we cut the service time from 30 weeks to four by repairing a failed part instead of replacing it. Our specialist supplier reconditions even old bearings, and only four weeks later the machine was up and running: an alternative solution for the customer, saving time and money.



Supplier collaborations

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 mining and steel customer in Germany, May 2023.

Collaboration and improving ESG data

Customers benefit from day-to-day collaboration with our teams. This means we can respond to their varying needs, from carbon disclosures, product transparency and other partnerships on ESG-related data to help them track their sustainability progress.

For example, customers who want carbon emissions data and expect their suppliers to contribute to reducing carbon emissions, will benefit from the Group's climate-related disclosures and requirements for core suppliers, such as science-based targets, packaging and transportation-related data. Our target is that 30% of suppliers[11] by spend will have science-based targets by the end of 2028.

11. Suppliers of purchased good for resale, accounting for suppliers of our most material Scope 3 emission categories.

Still, getting accurate and comprehensive product environmental data across the supply chain to substantiate the claims is a major challenge globally. This is where collaborating with suppliers becomes instrumental. Through such active dialogue, businesses can gain access to critical data points that will enable them to accurately assess the environmental impact of their products and verify the authenticity of their sustainability claims. So how can this be achieved?

Suppliers have valuable information about the materials, manufacturing processes and supply chain logistics associated with the products provided. This data is essential for businesses to accurately assess and report on the environmental impact of their products and validate the sustainability claims they make to consumers.

Supply chain ESG monitoring

As we continue to deliver against our ESG commitments, we closely work with our suppliers on:

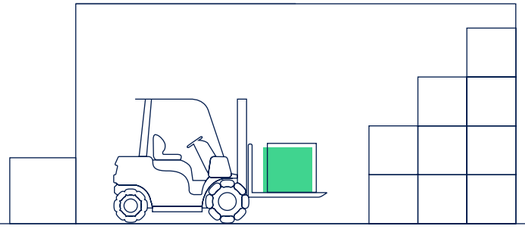
- Supplier commitment to science-based emissions reduction targets.
- Packaging reductions and elimination of single-use packaging and non-recycled plastic.
- Deliveries to and on behalf of Rubix that feature cleaner technology and lower and/or zero greenhouse gas emissions.
- ESG performance information about products supplied and supplier business.
- Commitments to collaborating with Rubix to improve sustainability performance.

Our supplier ESG monitoring programme, piloted in our DACH region, monitors some of our core strategic and local suppliers, making use of specialist software and ad-hoc questionnaires. We expect to begin rolling out expanded monitoring of core strategic suppliers via a third-party platform across all operations.

Supplier contracts are being revised to include these new requirements, alongside new, formal reporting obligations. These new requirements represent a tightening and increased specificity of the standards we require adherence to, as part of our work to implement and advance the principles of our Supplier Code of Conduct. They will enable us to work with suppliers to accelerate progress towards a more sustainable future.

i See also our TCFD report and supplier engagement, page 30 of our FY 2023 Annual Report.

i See more on how we manage the impact from our supply chain on page 44.



Our operations and people

Our Ambition

Decarbonise our operations, promote circularity, and protect and contribute to the ongoing health, wellbeing and development of our workforce.

Strategy objectives

01 Deliver a long-term strategy for net zero by:

- Setting science-based targets covering Scope 1, 2 and 3 emissions.
- Reducing waste, cutting energy use, minimising packaging and optimising logistics.
- Aiming for 100% renewable electricity across our operations by 2025.

02 Ensure a safe place to work by:

- Targeting zero harm across our operations, including zero preventable accidents.
- Integrating health and safety tracking and reporting across all geographies.

03 Create a highly engaged workforce by:

- Providing a high standard of learning and development opportunities through the Rubix Academy.
- Creating a diverse and inclusive workplace where the best ideas can thrive.

Snapshot KPIs

Metric	2023	2022	2021
Scope 1 and 2 emissions per unit of revenue, tonnes CO_2e/million euro[12]	6.9	7.1	8.5
Scope 3 emissions per unit of revenue, tonnes CO_2e/thousand euro[12, 13]	9.1	7.9	N/A
Lost time accident rate[14] (LTAR)	0.6	0.8	1.6
Employee engagement index	75%	73%	70%
Gender ratio of employees in senior management positions[15], male:female	84:16	83:17	86:14

12. Restated from the previously reported figures of normalised Scope 1 and 2 emissions of 6.8 (2023), 7.0 (2022), 8.2 (2021) and normalised Scope 3 emissions of 7.8 (2022) in our FY 2023 Annual Report, as we realigned our reporting boundaries with that of our Rebaselining Policy. This also means that year-on-year reduction in normalised Scope 1 and 2 emissions is restated from the 1.7% figure reported in our 2023 Annual Report, to a reduction of 2.9%.
13. The Group started reporting Scope 3 data in FY 2022 against all relevant categories of the GHG Protocol's Scope 3 Standard.
14. Lost time accident rate 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.
15. Includes the Group Executive Board and regional management teams, plus direct reports or those at equivalent levels.

Our policy approach to sustainable operations

We have a series of policies in place that guide how we manage our operations Group-wide. These include policies for how we manage human resources, health and safety, energy use and greenhouse gas (GHG) emissions accounting, information security, procurement and corporate governance. Our policies are supported by a range of formal management systems.

At Group level, we set out our carbon emission reduction roadmap and priority areas for targeting emissions reductions. Our country operations then review opportunities to improve efficiencies and reduce our carbon footprint, and deliver a range of decarbonisation initiatives. These include:

- Continued roll-out of energy efficient technologies, such as LED lighting in our warehouses.
- Shifting to renewable electricity contracts across the operations by 2025.
- Implementing and planning new on-site solar panel installations for renewable electricity generation.
- Accelerated conversion to electric and hybrid vehicles in our fleet of company cars.
- Integration of environmental requirements as decision criteria for leases in new buildings.
- Proactive engagement with landlords to encourage green investment in properties that we lease.
- Optimisation of route planning to reduce the frequency of customer deliveries.
- Improving data reporting, such as through logistics partners, to account for actual emissions data at customer level.
- Increasing traction from our virtual sales model, providing our customers greater access to our sales and technical support experts while reducing travel.

To support our carbon reduction roadmap, Rubix also has a Group-wide Renewable Electricity Policy that sets out our aim to have 100% renewable electricity across all our operations by 2025. We also have a GHG Emissions Reporting and a Rebaselining Policy to formalise and support how we communicate our approach to emissions reporting.

We will continue to strengthen our suite of environmental policies by launching a stand-alone Group Environment Policy and formalising our sustainable packaging policy approach in 2024.

Furthermore, to guide our employees and ensure their safety and wellbeing, we have the following policies:

- Code of Conduct and Ethics – provides guidelines and the requirements of behaviour that we expect and demand from all our personnel when working for and collaborating with Rubix. It also defines our policy for avoiding conflicts of interest, promoting free and fair competition and compliance with anti-trust laws, and lobbying and political activities.
- Health and Safety Policy – sets out our position on providing and maintaining a working environment that ensures the health and safety of our employees, customers, contractors and visitors.
- Whistleblowing Policy – allows employees, contractors, former employees, job applicants, suppliers and related parties to anonymously raise compliance-related concerns in a responsible and effective manner, helping

to detect and prevent serious malpractice or wrongdoing, particularly in relation to corruption, harassment and abuse of power. The policy also includes our commitment to protecting the whistleblower raising a concern, whether internally or externally, and our requirement that whistleblowers must not suffer any detrimental treatment as a result of raising a concern.

- Dignity at Work Policy – sets out Rubix's ethos that all employees have the right to work in a safe and supportive environment.
- Paternity and Maternity policies – support colleagues in balancing professional and personal commitments by following relevant legislation and Rubix's stance 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.

In addition, the Group utilises a confidential, third-party whistleblowing hotline, available in all language we operate in. Any incidents reported are reviewed by Group Legal Counsel and Internal Audit, and reported to the Audit Committee as required.

Management systems and external certifications

All local operations are required to follow Rubix policies and management systems. In addition, the management systems in some of our entities are externally certified to relevant ISO standards. External certifications are managed in each of our operating countries according to local market needs and specific business relevance.

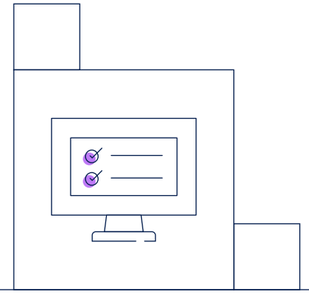
Across the Group we have the following external certifications in place[16]:

- ISO 9001 quality management systems in each of our regions.
- ISO 14001 environmental management systems and ISO 45001 occupational health and safety management systems in Czech Republic, Denmark, Finland, France, Germany, Norway, Spain, Sweden and the UK.
- ISO 50001 energy management system in Spain.

i For more on our ESG governance arrangements, see 49, and for our TCFD reporting, see page 12 of our 2023 Annual Report.

i To download a copy of the Rubix Code of Conduct and Ethics, please visit https://rubix.com/sustainability/.

i For more on adding value, please visit https://rubix.com/adding-value/.



16. External management system certifications are in place in entities that represent 70% of our Group headcount for ISO 9001, 63% for ISO 45001, 55% for ISO 14001 and 4% for ISO 50001.

Minimising our environmental impacts

Our guiding vision: Minimise our environmental impacts, work towards sustainable and circular resource use, and achieve environmentally sustainable business operations and growth.

Minimising our impact on the environment is fundamental to Rubix's multi-specialist value proposition as a trusted partner. Across all Rubix operations, we aim to conserve energy and natural resources, minimise waste, increase recycling and maximise the use of renewable resources.

Energy and greenhouse gases

We have established near-term science-based targets in line with the requirements of the Science Based Targets initiative (SBTi), aiming for a 42% reduction in our Scope 1 and 2 emissions by 2030 against 2022, and a supplier engagement target for our Scope 3 emissions, which were submitted for validation to the SBTi in 2023.

In 2023, we introduced climate-related incentives for executive directors. This embeds

Energy and greenhouse gases

	2023	2022	% change in 2023	2021[17]
Total Scope 1 and 2 (location-based) emissions (tCO_2e)	21,628	21,146	+2.3%	22,216
Scope 1 emissions (tCO_2e)	17,842	16,657	+7.1%	16,465
Scope 2 emissions, location-based (tCO_2e)	3,786	4,489	-15.7%	5,751
Scope 2 emissions, market-based (tCO_2e)	6,329	6,730	-6.0%	N/A
Scope 3 emissions (tCO_2e)	28,625,168	23,601,701	+21.3%	N/A
Scope 1 and 2 emissions per unit of revenue, tonnes CO_2e/million euro	6.9	7.1	-2.9%	8.5
Total energy consumption (MWh), accounting for electricity, and energy from stationary and mobile combustion	100,350	94,564	+6.1%	96,869
Renewable electricity as a percentage of total electricity use	18.7	14.0	+33.6%	N/A

17. All FY 2021 reported data were restated from the previous figures of (reported as tCO_2e): Scope 1 – 15,349; Scope 2 – 5,764; and, total energy consumption of 90,850 MWh. This was due to an error identified with the 2021 gas data from our operations in France, where the reported unit was not captured correctly.

our existing annual emissions reduction targets for Scope 1 and 2 emissions into directors' annual bonus targets. We will revisit this aspect of our executive incentives once our science-based targets are validated.

Task Force for Climate-related Financial Disclosures (TCFD)

Rubix released its third TCFD report in 2023 as part of our 2023 Annual Report (p12-30). 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.

Scope 1 and 2 emissions

For Scope 1 and 2[18] emissions, our science-based target is for a 42% reduction in absolute GHG emissions by 2030 from a 2022 base year. To support this, we are also targeting year-on-year reductions in our Scope 1 and 2 emissions intensity, measured in tonnes of CO_2 equivalent per million euros of sales.

In 2023, absolute Scope 1 and 2 emissions[19] increased by 2.3% driven by an increase in our fleet-related fuel emissions. Despite this, location-based Scope 2 emissions fell by 15.7% in the year mainly as a result of shifting to renewable electricity. Our emissions intensity for Scope 1 and 2 emissions has also fallen by 2.9% in 2023, compared to 2022. Our longer-term trend remains on track, with Scope 1 and 2 emissions reduced by 19% since 2019, our previous baseline year prior to setting new science-based targets.

Our operational emissions (Scope 1 and 2) mainly stem from electricity and fuel use (gas, diesel and petrol) across the Group's facilities and offices (see breakdown table on the next page). Emission reduction workshops took place with regional and country leaders in 2023 to support action planning and implementation of emission reduction initiatives, such as shifting to renewable electricity and adopting electric vehicles to our vehicle fleet. In addition, our leasing policy is steering towards electric cars and the share of electric cars within our fleet is increasing significantly. For example, in Benelux over 70% of newly leased fleet vehicles are electric.

Shifting to renewable electricity

Our Renewable Electricity Policy has set a goal of shifting to 100% renewable electricity Group-wide by 2025, which will deliver significant reductions in our Scope 2 emissions.

18. Location-based Scope 2 emissions are used for our science-based targets.
19. Outside of scope biogenic emissions from biofuels have not been taken into account. Systems are being put in place to report on these emissions in the future.

Scope 1 and 2 emissions by region

We have historically reported Scope 2 data using the location-based methodology. In line with best practice, we have introduced location-based and market-based emissions. Market-based emissions reporting will enable us to reflect our increased use of renewable electricity over time as we work towards our new science-based emission targets and our goal to reach 100% renewable electricity by 2025.

	2023		2022		2021
	Location-based	Market-based	Location-based	Market-based	Location-based
France	6,335	6,758	5,629	6,067	5,957[17]
DACH	2,731	2,829	5,289	6,489	5,228
UK, Ireland & Iceland	3,324	3,897	3,367	3,489	3,614
Benelux	2,769	3,133	1,893	1,527	1,581
Italy	2,171	2,582	1,356	1,627	2,000
Spain	1,875	2,106	1,510	1,535	1,527
Eastern Europe	2,285	2,470	1,930	2,070	2,134
Nordics	139	396	171	583	175
Total[20]	21,629	24,171	21,145	23,387	22,216[21]

20. Differences in total figures between key climate-related metrics on page 29 and the above table are due to rounding differences and additional granularity provided.
21. Suppliers of purchased good for resale, accounting for suppliers of our most material Scope 3 emission categories.

Scope 1 and 2 emissions by source

	2023 (%)	2022 (%)
Scope 1: Fuel consumption	82%	79%
Natural gas	20%	25%
Diesel	50%[22]	43%
Petrol	11%	10%
Other[23]	1.6%	0.75%
Scope 2:	18%	21%
Electricity consumption	16%	21%
Acquired heat	0.9%	0.3%
Other[24]	0.7%	N/A

Independent verification

Rubix Group's Scope 1 and 2 emissions data (both location-based and market-based) for financial year 2023 have been independently verified by Carbon Calculated at a limited level of assurance. Verification was completed using the ISO 14046-3 verification standard.

i Carbon Calculated's assurance statement is published on the Group's website at: https://rubix.com/sustainability.

Renewable electricity

Our newly launched Group Renewable Energy Policy is designed to deliver reductions in Scope 2 emissions, which arise from electricity use. The policy sets the goal for all Rubix operations to shift to 100% renewable electricity by 2025. The policy has been developed in line with best practice and guidance issued by bodies such as RE100. We expect to achieve this target 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 out renewable energy capacity.

In 2023, 18.7% of the Group's electricity came from renewable sources, up from 14% in 2022. The increase in renewable energy use is mainly the result of around 75% of sites in our DACH region switching to a renewable electricity tariff for the final seven months of the year. In the Netherlands, as of early 2024, more than 90% of operations were from wind-generated electricity.

22. Upward trend in diesel use is partially driven by improved attribution to correct fuel types.
23. Other emissions sources include emissions from fuel oil, gas oil, heating oil, propane gas and liquefied petroleum gas (LPG) totalling 349 tCO_2e in 2023 and 159 tCO_2e. In 2023, we have made improvements to our methodology for calculating emissions associated with Stationary Combustion (Scope 1). The improvements were driven by the need to better align methodology assumptions across all Rubix Group regions, rather than apply region specific assumptions. Under the previous methodology where specific fuel types were not given, a specific fuel type was assumed. This was primarily gas oil or burning/heat oil. In 2023, we transitioned to using the more generalised emission factor of 'fuel oil' for all instances where fuel type is not known or inferable from the raw data, so that assumptions are aligned across all regions. This is reflected in an overall change in the fuel mix.
24. Other emissions sources include emissions from purchased electricity for electric and plug-in hybrid vehicles.

Scope 3 emissions

2023 is the second year we have measured and reported our full inventory of Scope 3 emission sources to provide a full understanding of all value chain emissions under the Group's influence. Of the 15 categories set out in the GHG Protocol's Scope 3 Standard, all categories that are identified as relevant to Rubix are outlined in the table to the right.

Our Scope 3 emissions far outweigh our Scope 1 and 2 emissions, totalling 28.6 million tonnes of CO_2e, compared to 21,629 tonnes of Scope 1 and 2 emissions for 2023. One of the main reasons for this is that as a product distributor, our category 1 and category 11 Scope 3 emissions, which relate to purchased goods for resale and the use of sold products, are higher than an average company.

Our science-based target for Scope 3 emission establishes the goal that 30% of suppliers by spend will have their own science-based targets by the end of 2028. This target covers our two most material sources of Scope 3 emissions – emissions from purchased goods for resale (reported under category 1) and the use of the products we sell (category 11). This target leverages our position in the industrial value chain to influence both upstream and downstream emissions associated with the products that we distribute.

i Please see the following page for footnotes linked to this table.

Scope 3 emissions by category

	2023 (tCO_2e)	2022 (tCO_2e)
1. Purchased goods and services[25, 26]	1,110,456	1,009,105
2. Capital goods[25]	6,111	2,274
3. Fuel and energy-related activities (not included in Scope 1 & 2)[27]	5,230	5,087
4. Upstream transportation and distribution[28]	14,828	12,848
5. Waste[29, 30]	5,732	1,562
6. Business travel[31]	578	504
7. Employee commuting[32]	2,133	1,952
11. Use of sold products[33, 34]	27,201,991	22,201,617
12. End-of-life treatment of sold products[34]	278,106	366,752
Total	28,625,168	23,601,701

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. The boundary and methodology for reported emissions have not changed since our first reporting year in 2019, unless stated otherwise in the footnotes.

i Full details on our approach to calculating our carbon emissions is available in our TCFD report within our 2023 Annual Report, page 26.

Next steps for 2024/25

- Develop a net-zero roadmap transition plan for Rubix.
- Continuing engagement with SBTi for validation of our near-term science-based targets.
- Formally align incentive targets for executive directors to the new science-based emissions reduction targets, once validated.
- Updating our Supplier Code of Conduct to implement the requirements of our SBTi aligned Scope 3 target, once validated.

25. 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.
26. In 2023, we have updated our Category 1 reporting methodology to improve the accuracy of our emissions calculations. The update was driven by the need for better mapping of our top-contributing purchase categories to Emissions Factors, ensuring more accurate reflection of the type of goods being purchased for resale by Rubix Group. In light of this methodology improvement, FY 2022 data, previously reported as 1,153,708 tCO2e, has been restated. Our Category 1 reporting reflects goods purchased for resale, that form the most material spend area across the Group activities, and as we continue our data improvement journey, we will aim to expand our reporting to other spend items.
27. Activity data-based calculation, leveraging utility data collected at regional and facility level across the Group.
28. 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.
29. 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.
30. In 2023, we have made improvements to our methodology for calculating emissions associated with Waste Generated in Operations. The improvements were driven by our ongoing efforts to improve data accuracy and coverage, and to establish a consistent estimation methodology for this KPI across all Rubix Group regions. Two regions moved from spend-based reporting to a weight-based reporting.
31. 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.
32. 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.
33. 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.
34. In 2022, Category 11 was calculated with direct energy use only. During 2023 we have improved the approach and included the whole energy consumption cycle, accounting for the T&D losses as well. The numbers have therefore been restated to reflect the new approach. FY 2022 data was restated to reflect this methodology change to enable comparison against the previously stated figure of 20,953,531 for 2022.

Waste management

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

- Encouraging the reuse and recycling of packaging across the Group and working with local partners to ensure their waste is reused or recycled.
- 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 using materials based on organic starches).

We continue to optimise our packaging across our operations through a range of initiatives, such as investing in automated packaging machines. These machines 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 and therefore improving logistics efficiency.

In addition, 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.

For example, in the UK, Rubix has implemented an initiative to phase out bubble wrap, padded envelopes that use plastic, plastic tape and plastic void air bags. These are being replaced by recycled packaging materials, including brown void paper and brown or branded paper tape. Two cardboard shedding machines were installed in our UK national distribution centre, enabling us to shred and reuse old cardboard material as void fills. In our Benelux region, bubble wrap is made of biodegradable plastic.

We use pre-stretched plastic pallet wrap to reduce the amount of packaging needed. We are seeking alternatives to plastic picking bags, which cannot currently be recycled. This includes trialling alternatives such as potato starch bags and others made from flex sugar cane. 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.

In 2023, 9% of our waste was recycled. We will 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

Disposal type[35]	2023	2022
Landfilled	9,968	1,036
Recycled	1,048	84
Combusted	203	4,835
Total	11,219	5,954

35. Waste quantities are reported in tonnes, where weight data was available. In 2023, two additional regions were able to report on waste in tonnes as we continue to improve our data systems.

Hazardous waste

We continue to responsibly manage, and where possible, reduce the amount of hazardous waste generated on-site. Hazardous waste is disposed with special care by licensed and authorised contractors in accordance with the applicable legislation. Rubix does not require or store bulk (or non-bulk) hazardous substances on its premises, as these are not required for our operations.

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 withdrawal and discharge

	2023	2022	2021
Total water withdrawn (m^3)[36]	107,371	1,344,401	1,344,027
Total water discharged (m^3)[36]	104,530	1,271,447	1,272,192

36. In our review of historical data collection processes, we identified an error in the 2021 water and wastewater usage data for a small number of facilities in Italy. In 2021, the materiality of this change on our Scope 3 emissions is <0.1%, and the materiality of this change on our Purchased Goods & Service emissions is <0.1%. We have corrected this error for 2023 and water now contributes <0.01% of our Scope 3 emissions. We anticipate the significant reduction in 2023 to be driven mostly by this methodology change, and will be updating our 2021 and 2022 water footprint numbers to reflect this update and align trends for future years.

Keeping our people safe

The health and safety of our people, our customers and any visitors to our sites is a top priority across Rubix. Providing a safe and healthy workplace and working conditions and building a culture of safety are key goals, and we aim for continual improvement in all aspects of health and safety.

Our health and safety policy is sponsored by the Group CEO and applies to all Rubix entities and operations. It outlines how health and safety should be managed in our operations and the requirement for full compliance with all relevant health and safety legislation. Local CEOs are responsible for health and safety within their area of control and country-level health and safety teams provide local management with guidance from the Group health and safety function.

Safety is considered a principal operational risk within Rubix's overall risk management and measures are in place to identify and control health and safety risks.

i More details on our risk management framework are provided in our 2023 Annual Report, page 6.

Health and safety management processes, handbooks and training procedures are in place across the Group. We have a formal structure which incorporates a training, reporting and review process that ensures every employee is aware of methods to prevent accidents and how to respond appropriately if an accident does happen. Accidents, incidents, near misses and work-related ill health are then investigated to identify and implement actions to prevent recurrence.

Health and safety training

As a distributor of products and an industrial solutions provider, Rubix Group's main health and safety risks relate to hazards such as slips, trips and falls; manual handling; and accidents linked to vehicle use, including forklift trucks in our warehouses. Training is central to how we manage and control these risks in our operations.

Health and safety training is mandatory for all new starters, as part of their onboarding. All country operations are required to deliver a health and safety refresher every year. This is provided through our Rubix Academy platform in all Rubix languages as well as through classroom training for employees without dedicated computer access, such as some warehouse and distribution roles.

More in-depth training is also provided in areas of the business that have higher safety risks, in particular warehousing and distribution, representing around 30% of our employees. Our goal is for all warehouse and distribution employees to receive this more advanced training. Training is online or face-to-face and covers topics such as dangerous goods awareness, working at height, manual goods handling, fire marshalling and safe movement in the warehouses, among others.

At the time of publication, 95% of the targeted employee group had completed this additional, compulsory health and safety training course.

Health and safety performance

Health and safety performance data is collected monthly across all our operations and also consolidated at Group level to track our progress. Performance is reported internally at the Group's monthly business reviews and to country CEOs. Each operating country has a health and safety plan and KPIs, and these are also monitored and reported on a monthly basis. The Board and Management Committee of the Group review H&S performance on a regular basis.

Accidents with lost time

Our key measure for health and safety is the lost time accident rate[37] (LTAR) across the Group. Lost time accidents include safety incidents on our own sites as well as at customer sites, for example visits to customer sites or employees working in our Insites™ on customer premises.

While we work towards reaching zero preventable accidents, in 2023, we achieved an LTAR of 0.6, just short of our target of 0.5 for the year, and our target of 0.3 for 2027.

Auditing

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

In 2023, we rolled out iAuditor across the Group, a mobile health and safety inspection app that creates checklists and audit forms for site visits, enhancing our reporting capabilities. The system records data and reports, and provides a dashboard with real-time status to support management-level monitoring of our safety performance at any time.

The system replaces paper checklists with mobile inspection forms that are instantly converted into professional reports that can be shared across work sites, employees and external contractors. The app also manages mandatory health and safety controls.

iAuditor will continue to help raise standards, support uniform processes across the Group and enable better, more agile tracking of health and safety performance.

External EHS audits are undertaken at regular intervals at sites where we have ISO 45001 certification. In addition, in 2024, we used an external company to conduct health and safety audits of 23 technical centres identified as needing additional focus. Following the audits, action plans were developed to address any improvement points identified.

37. Lost time accident rate 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.

Employee engagement and development

Rubix values the commitment and skills of its workforce extremely highly. We aspire to have a highly engaged workforce and recognise how important positive working relationships, career development opportunities and good workplace practices are to enhancing our employees' experience at Rubix.

Employee engagement

Employee engagement continues to improve at Rubix. In our annual survey of employee engagement and the factors that influence how our employees feel, we saw an improvement in both measures of employee engagement – our employee engagement index (EEI) score and our employee Net Promoter Score (eNPS).

Our EEI score was 75%, a 2-point improvement on 2022 and a 5-point improvement since 2021. Our eNPS was +39 for the year, up 13 points compared with 2022 (+26) and a 29-point improvement since 2021 (+10)[38].

38. Latest benchmark results available showed the average score for EEI was 60% in Europe, according to Aon, and for eNPs was -10, according to Deep-Insight, a European B2B customer and employee engagement specialist.

Case study

Engaging on our DEI approach

We are committed to continuous improvement on our diversity, equity and inclusion (DEI) journey, and our latest Employee Engagement Survey results show a consistent upward trend on our progress. With a 15-percentage point improvement since 2020, over 75% of our employees responding to the survey agreed that they can succeed at Rubix, regardless of their gender, age, sexual orientation, ethnicity, education, disability or background. In a similarly consistent upward trend, 71% of our employees agreed that Rubix has an inclusive culture, with diversity being encouraged at all levels. In 2023, we introduced additional questions on DEI to our employee engagement survey and will continue to monitor progress.

i Find out more about our DEI approach on page 41.

Internal communication

Good communication is central to creating an engaged workforce and our internal communications programme keeps employees up to date with important company topics and developments. We use several channels for communicating with employees, from Viva Engage – a social networking site for engagement and collaboration, to live broadcasts from our Group CEO, video messages and Team Time sessions, which are manager-led discussions about strategic initiatives.

In 2023, we introduced Rubix TV, a new company-wide TV channel, to support internal communication and engagement. Episodes focus on a wide range of topics, from Group leadership updates to site tours and showcases on our industrial solutions.

Employee development

Our Group-wide employment-related policies include an annual appraisal and development process to ensure that Rubix companies get the best from their people and that their people are given opportunities to develop through training and development programmes.

Across the Group, we use Rubix Academy, an e-learning management system, to help our employees develop their skills and knowledge. Rubix Academy courses are available in seven languages that are most commonly spoken across our operations, and we continually improve the range and quality of the courses available based on employee feedback. Training on ESG topics is provided through the Rubix Academy. Examples of training topics include cultural diversity, ethics, sustainability, information security, anti-bribery and corruption, and health and safety. On average the learning completed per employee on the Rubix Academy is 4 hours and 53 minutes[39].

We supplement our training on ESG topics with company-wide presentations. For example, in March 2023, the all-staff broadcast included a dedicated session on our ESG strategy and roadmap, and we conducted an ESG strategy session with our Senior Leadership Team (SLT) members.

Employment practices

Across the Group, we follow a formal human resources (HR) policy framework, which sets out our Group-wide policy approach on a range of HR topics. With operations across 22 countries, our employment practices in each country both follow the Group-wide policies and are further tailored to meet local conditions and requirements, based on best practice for each market.

At Rubix, we are committed to ensuring that our employees work in an environment that is respectful, free from harassment and bullying, and free from discrimination of any kind, as set out in our Group Code of Conduct and Ethics. Rubix promotes an environment in which all employees receive equal opportunities and treatment regardless of their age, beliefs, gender, ethnicity, religion, disability or sexual orientation.

Fair pay and benefits

In addition to fair recruitment and treatment of employees, we believe that all colleagues should be appropriately and fairly rewarded for their contribution to Rubix's success. Our reward policies and systems are geared towards supporting fair and competitive remuneration. We use a global third-party external benchmarking tool to regularly monitor and ensure our salaries are competitive. Salary benchmarking is a standard part of the HR process across the Group when we receive a vacancy request form, as set out in our Group Recruitment Policy.

Employee representation

Rubix upholds employees' right to freedom of association and recognises the right to collective bargaining. Around 60% of our workforce is covered by collective agreements with unions and works councils, primarily in France, DACH and Benelux. Collective agreements include topics like health, holiday entitlement, working hours, paid and unpaid absence, grievances, minimum pay increase per function, local workplace changes, etc.

In addition, the UK business has employee forums, which meet monthly and provide a valuable communication channel between our employees and management, supporting problem-solving with new ideas and new ways of working. In Italy, around 10% of employees are union members. Although there is no collective agreement, Italian management attends quarterly meetings to discuss key decisions relating to employees.

39. Average learning of employees on Rubix Academy for recommended courses, excludes optional courses.

Diversity, equity and inclusion

At Rubix, we recognise the value of a diverse workforce. Our objective is to have a diverse workforce that works in an inclusive work environment where colleagues feel they belong and can make the best use of their skills, free from discrimination or harassment. The Group's policy on diversity, equity and inclusion (DEI), including the prohibition of discrimination, is documented in our Code of Conduct. We recruit, train, 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. We will continue to progress and improve our policy approach as we develop a more extensive, stand-alone DEI policy, expected to be published later in 2024.

We recognise we have work to do to become a more diverse organisation. Our DEI roadmap for 2023/24 aims to increase the proportion of women across Rubix, including at leadership levels.

Male and female employees by employee category

	2023		2022		2021	
	Male	Female	Male	Female	Male	Female
Directors of Rubix Limited	83%	17%	100%	–	100%	–
Senior Leadership Team (SLT)[40]	84%	16%	83%	17%	86%	14%
Other employees	72%	28%	72%	28%	74%	26%
of which, are managers	79%	21%	79%	21%	81%	19%
of which, are non-managers	70%	30%	71%	29%	73%	27%

40. Accounting for the Group Executive Board and regional management teams, plus direct reports or those at equivalent levels.

As set out in our roadmap, we have launched new initiatives to support our work on DEI.

A first step in the roadmap was launching a new 'Women in Business' development programme aimed at high-potential female leaders in middle management roles, defined as three reporting levels below our CEO ('n-3'). The 20-month programme will equip colleagues with skills needed to progress into more senior roles, and ultimately join the company's SLT.

Participants in the programme are mentored by a senior female leader for the duration of the programme and attend a series of leadership and personal development workshops. These cover topics such as managing their personal brand, strategic agility and finance for the non-finance manager. The next cohort of this programme will be launched later in 2024. We are committed to increasing the number of delegates each year, and for 100% of all high-potential women in 'n-3' roles to be invited to attend a leadership development programme by 2029.

In addition, our new Europe-wide recruitment campaign, launched in seven languages, has the key message to "bring your difference". The campaign applies to all roles and all operating countries and highlights diversity in its broadest sense, including gender, sexual orientation, age, diversity of thought, as well as different levels of ability. In this campaign, we aimed to include a diverse range and representation of employee profiles in the visual assets to attract a more diverse group of candidates – representation.

Alongside internal development of female senior leaders, we are also targeting improved gender balance through external recruitment. However, data and systems challenges meant we weren't able to accurately report against our previously stated external recruitment targets around % women in all candidate shortlists. The Group continues to be committed to promote more gender balance and requests agencies we work with to submit more gender balanced candidate shortlists.

Across our operations, we also have employee communication initiatives to promote personal experiences of our diverse employees and make these more visible to our wider employee community. For example, in the UK and France, we have had roundtable discussions to enable open conversations about the working experience of our LGBTQI+ colleagues, and how we can all support each other in creating an inclusive work environment. In addition, in 2023, we launched an internal communication campaign on our intranet to showcase DEI training available in Rubix Academy.

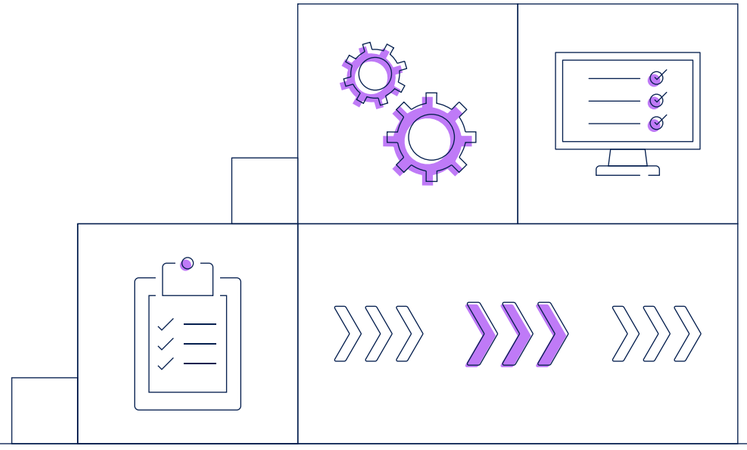
i Find out more about how we engage with our employees on diversity, equity and inclusion (DEI) on page 39.

Responsible business practices

All Rubix Personnel are expected to maintain the highest level of integrity and to conduct business ethically, ensuring compliance with local, national and international laws. The Group Code of Conduct and Ethics sets out the Group's requirements around how all our employees should conduct business responsibly and ethically. The Code defines our policy for avoiding conflicts of interest, promoting free and fair competition and compliance with anti-trust laws, and lobbying and political activities. It is complemented by Rubix's Anti Bribery and Corruption Policy, Competition Policy, Facilitation of Tax Evasion and Corporate Criminal Offence Policy, Gifts and Hospitality Policy, and Sanctions Policy.

The Group runs an annual conflict of interest declaration and review process for individuals in defined roles (such as in senior leadership roles) at the end of each year, with a mandatory annual requirement for 100% of the targeted roles to sign a conflict of interest form, declaring any actual or potential conflicts of interest. The Group Head of Internal Control maintains a register of all identified potential conflicts and runs an investigation on any new declarations or changed circumstances declared. The outcomes are then reported to the Audit Committee annually, which may request further investigation.

As part of our ongoing commitment to strengthen our business ethics measures and procedures in line with evolving risk and stakeholder expectations, earlier in 2024, we established a Group-wide procedure that sets out a standardised approach to how employees can report fraud and theft incidents, in addition to our existing whistleblowing channels.



Our suppliers

Our Ambition

Collaborating with our thousands of suppliers to strengthen their ESG standards and bring new sustainable innovations to market.

Strategy objectives

01 Strengthen ESG standards up the supply chain

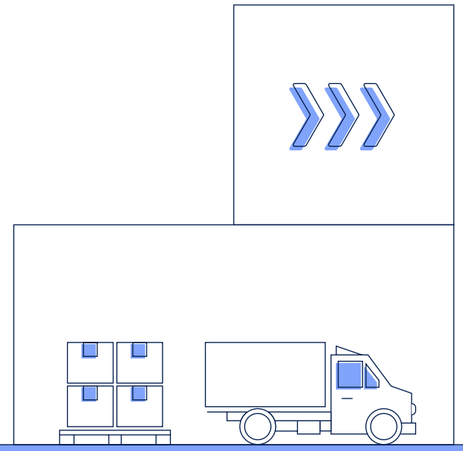
- Conducting regular supplier ESG assessments.
- Ensuring supplier adherence to our Supplier Code of Conduct.

02 Contribute towards a net-zero industrial value chain

- Encouraging suppliers to set formal science-based targets (in line with the SBTi).
- Driving supplier adherence to our green policies.

03 Collaborate to increase sustainable innovation

- Sharing ideas to bring new sustainable innovations to market.
- Working with suppliers to improve ESG product information and labelling.



Customer value from supply chain management

The purchasing of MRO supplies can be complex, and our customers partner with us to take advantage of our multi-specialist value proposition geared to meeting customer needs – thanks to our technical knowledge of their production processes, our understanding of supplier products and specific market requirements, and our extensive product range across multiple categories and brands.

Manufacturing companies increasingly seek to consolidate their supply chains and reduce the number of suppliers. As a trusted partner who can meet their needs at scale, both locally and at pan-European level, we continue to consolidate MRO supply, reducing the total costs of component acquisition, increasing production efficiency for customers, while supporting risk-based sustainable procurement objectives.

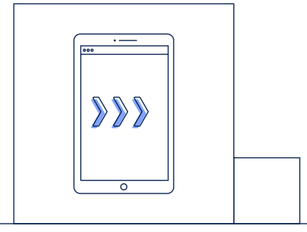
The benefits of consolidation provide an excellent foundation to strengthen customer relationships, working together to have a clear 'line of sight' of risks upstream and through to customer operations. Through direct engagement and surveys, Rubix has taken steps to understand and prioritise customer ESG priorities, such as supply chain risk, as highlighted by upcoming EU regulation, for instance.

By extension, our success in creating value for our customers depends on well-established relationships with our diverse supplier base on whom we place requirements designed to maximise positive outcomes for all. Similarly, our ability to consolidate industrial solutions also provides an opportunity for suppliers to make their products available to a broader customer base. Building on these long-standing contractual relationships, one of our roadmap commitments is to collaborate with suppliers to bring new sustainable product-related innovations to market.

We are harnessing a variety of benefits from effective supply chain management, including:

- Efficiently satisfying the Supply Chain Codes of Conduct of multiple customers.
- Collaboration to help our customers access relevant environmental product credentials and certifications.
- Good quality data on sourcing, traceability, materials, risks and opportunities upstream.
- Skills required to meet evolving procurement demands.
- Protecting reputation and competitive edge.

To achieve these, we describe below our procurement management approach, how we engage, and how we audit and assess performance on impacts such as labour relations, governance and greenhouse gas emissions.



Responsible supply chain management

Our objective is that our category management approach enables and inspires our customers in achieving better performance in environmental, social and economic impacts over the entire life cycle of a product or service. We do this through collaboration, and environmental initiatives that reduce emissions and contribute to circularity.

Engagement & partnership

Commit to collaborating with Rubix on ESG topics

Provide ESG information to Rubix about products

Science-based targets

Commit to setting science-based emissions targets

Transportation & packaging

Implement strategies towards low and zero emissions deliveries

Minimise packaging, eliminate single use and plastic packaging

i For more on Rubix codes and ethics, please visit https://rubix.com/sustainability/.

Supplier engagement and assessment

Engagement & partnership

The Group endeavours to select suppliers who adopt high ethical standards which are consistent with the Group's corporate beliefs and values. Rubix expects suppliers and their subcontractors to operate their businesses and conduct employee relations in an ethical manner and to meet the requirements stipulated by both international and regional laws and industry standards. The Group's expectations are set out in our Supplier Code of Conduct; alignment with the Code is a mandatory part of all our new or renewed supplier contracts.

We conduct regular ESG assessments across our supply chain, and engagement topics include:

- reducing greenhouse gas emissions associated with products as well as transport movements
- reducing packaging, eliminating single-use packaging and virgin plastic, where possible
- providing performance information to Rubix
- complying with Rubix supplier engagement programme

In 2023, we launched a supplier engagement campaign and in-depth reviews of our strategic Group suppliers, focusing on reducing packaging and eliminating plastic packaging, science-based targets and improving data quality, and reducing transportation emissions. Of those invited, 49% of our strategic Group suppliers have already responded to this assessment, and we aim for 100% engagement rate in 2024. Also, during 2023 we rolled out a supplier engagement and monitoring software tool, which we piloted in the DACH region.

Rubix exclusive brands

Rubix offers own-brand products across all key product categories – mechanical power transmission; machining, cutting and tools; protection, hygiene and safety; and fluid and flow technology. Our own brand, or 'exclusive brand', products offer the quality and performance that our customers need, but typically at a more attractive price point.

Rubix employs stringent auditing and monitoring processes for the Group's exclusive brand suppliers. Exclusive brand suppliers' factories which are located in higher risk countries are subject to BSCI social audits. Country risk is determined by the BSCI country risk classification as set out in the amfori BSCI Code of Conduct. Rubix monitors suppliers' compliance with BSCI standards on an ongoing basis, with audits and on-site visits being undertaken once a year for suppliers, depending on the risk profile. The audit criteria cover social, human rights and environmental impacts listed in the amfori BSCI Code of Conduct. Auditors are free to speak to anyone in the facilities; workers participate in the claims verification processes.

Corrective action plans are implemented and follow-up audits performed at factories where non-compliance is identified. Exit plans are also developed for factories where improvement plans are deemed unachievable; however, the Group has a good track record in driving higher standards and performance improvements among suppliers, where required, through our proactive audit and engagement processes. In 2023, 63% of exclusive brands procurement spend was compliant with BSCI requirements, against a target of at least 60%. We recorded no contract terminations or exit plans.

i For more on our Exclusive Brands, see page 13.

i For more on the BSCI, see www.amfori.org.

Reducing carbon emissions

Science-based targets

We encourage suppliers to set formal science-based targets to reduce greenhouse gases in line with the Paris Agreement 2015, as validated by the Science Based Targets initiative (SBTi). Our target is for 30% of our suppliers (by procurement spend) to have a science-based target covering the Scope 3 emissions (from purchased goods and services, and from the use of sold products), by the end of 2028. These emissions represent most of our overall greenhouse gas emissions.

In 2023, we continued a formal engagement programme with key strategic suppliers and local core suppliers to reduce greenhouse gas emissions in line with our science-based targets. Of the strategic Group suppliers we have reviewed, 61% already had set or committed to setting science-based targets validated by the Science Based Targets initiative (SBTi).

Our emission reduction efforts go beyond engagement around target setting and include engagement on reducing packaging, cleaner transport and data disclosure, as described on page 48. For example, in our Benelux region, our leasing policy favours electric vehicles.

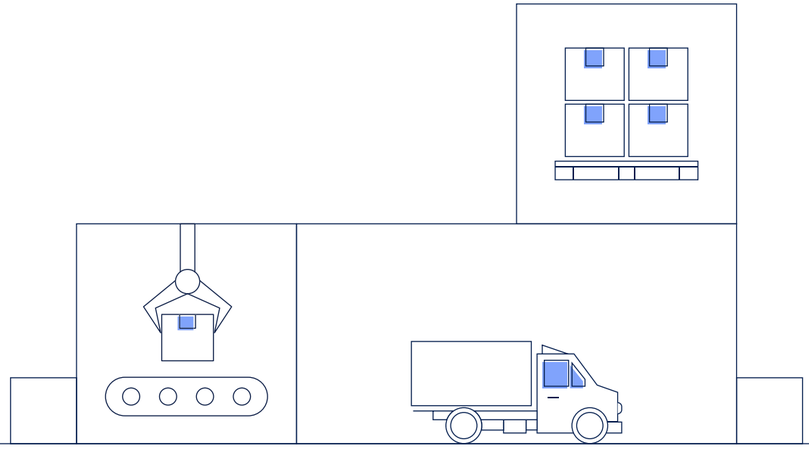
Packaging and transporting customer deliveries

Transportation & packaging

In line with our objective to improve ESG standards in supply chains, 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 each of the logistics providers. This builds on our work in Spain and the Benelux region, where we have carbon emissions reporting for deliveries available through delivery partners.

We are also working to improve packaging design and recyclability, with a view to reduce single-use packaging.

i Please refer to page 37.



ESG governance

ESG matters are an integral component of the Group's business model and strategy.

The Group is committed to ensuring that its business model creates value for stakeholders in a socially and environmentally responsible manner, with high ethical and sustainable business standards applied across its value chain.

The Group has established a clear governance structure to deliver its ESG strategy. The Group's Board of Directors is ultimately responsible for oversight of and accountability for the Group's ESG strategy, with day-to-day oversight being delegated to the Executive Board, led by the Group CEO. The Executive Board holds a dedicated ESG session at least twice a year, though individual ESG topics, such as H&S are typically discussed more regularly. Sub-committees of the Board of Directors, including the Audit Committee and Remuneration Committee, also discuss specific ESG topics, such as compliance, business ethics and matters related to employees.

The ESG Committee, led by the Group HR Director, an Executive Board member and Group Sustainability Director, supports the Executive Board in defining and delivering the ESG strategy. The Group's ESG Leadership Team, including in-country ESG representatives, supports the execution of the ESG strategy. The remit of the Executive Board includes approving ESG-related commitments and targets.

The Audit Committee supports the Board of Directors in providing oversight of the Group's risk management procedures, including how ESG-related risks and opportunities are identified and managed. In respect of climate and environment-related disclosures, the Audit Committee also monitors the Group's progress in implementing TCFD recommendations, as well as reviewing and approving related disclosures made within the Annual Report.

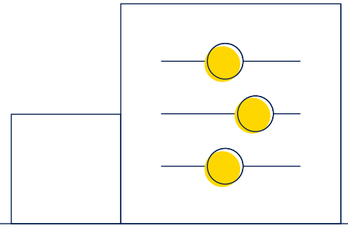
In 2023, we continued to improve our ESG-related data collection processes, as set out in this report.

Managing ESG 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 persons within the business with the relevant operational responsibility and experience. The operational management of the 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 the 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.

i Our TCFD disclosures, including our ESG governance arrangements, are set out in more detail on pages 12 to 30 of our 2023 Annual Report. Our preceding ESG Report 2022 (page 15) provides descriptions of material topics.



Materiality assessment

The Group conducted a double materiality assessment in 2022 to determine a validated list of priority ESG topics, in line with the Quality of Content Principles of the Global Reporting Initiative (GRI). It was 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.

The materiality assessment revealed strong alignment between the internal and external impacts of the shortlisted issues, underlying the critical role the Group plays across its partners' supply chains. High priority and high impact issues validated by the Executive Board:

- Occupational health and safety – health and safety in the workplace, and prevention of hazards.
- Customer engagement and experience – Rubix Solution impacts as a ripple effect through our customers' industries, enabling positive improvements.
- Energy and greenhouse gas emissions – energy efficiency, alternative and renewable energy, carbon management and new technologies.
- Waste and hazardous materials management – the responsible collection, treatment and disposal of waste; the use of more sustainable packaging, and the promotion of recycling.
- Sustainable transport and logistics – cleaner, more efficient and lower greenhouse gas emissions.
- Business ethics – the moral principles that act as guidelines for the way our business conducts itself and its transactions, including corporate governance, insider trading, bribery, discrimination, corporate social responsibility and fiduciary responsibilities.
- Business continuity – the planning and preparation needed to ensure our company will have the capability to perform its critical business functions during emergency events.

Our ESG strategy continues to focus on key areas where we have the greatest potential to have a positive impact: supporting our customers in reducing their environmental impact and creating value through ESG; energy and emissions reduction in operations, transportation and logistics; packaging reduction; and opportunities to leverage the Group's position in the industrial value chain to drive faster progress for sustainability. We will conduct an EFRAG-aligned double materiality assessment later in 2024.

Sustainable Development Goals

We recognise the role we can play in advancing the United Nation Sustainable Development Goals (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.

We contribute to advancing these SDGs through our ESG work outlined in this report, notably:

- We make better use of energy, particularly for our customers, and increase our use of renewables.

i See pages 16-19 for our progress.

- We provide employment for, and develop the careers of, our thousands of employees, in a safe and fair workplace.

i See pages 37-42.

- We provide Rubix Solution collaboratively with suppliers, we are expanding our Sustainability Mark, and we offer a range of product innovations for customers.

i See pages 8, 12 and 17.

- We are reducing the environmental impact of our packaging and reducing waste on our sites and those upstream in the supply chain.

i See pages 20, 35 and 48.

- We are setting 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.

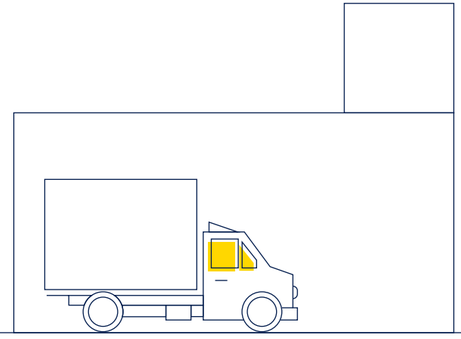
i See pages 29-30.

Principles of reporting

We have sought to ensure that the reported data accurately reflects our 2023 sustainability performance. We apply the principles governing Quality of Content and Quality of Information within the GRI Standards. We also apply the Precautionary Principle (caution and review before leaping to decisions, but without an aversion to calculated risk) in order that unintentional consequences or trade-offs do not arise owing to a lack of data on complex matters, common in sustainability.

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

- Our 2023 Annual Report and Consolidated Financial Statements for our disclosures against the Task Force for Climate-related Financial Disclosures (TCFD) Framework
- Past third-party assurance reports on Scope 1 and 2
- Modern Slavery Statement 2023
- Our code of conduct and ethics
- Supplier code of conduct
- UN Global Compact report
- Governance and HR policies (https://rubix.com/people-policies)



GRI Content Index

Statement of use	Rubix Limited has reported in accordance with the GRI Standards for the period 01/01/2023 to 31/12/2023, in line with the reporting boundaries for this Report.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None applicable

GRI Standard / Other Source	Disclosure	Location
General disclosures		
GRI 2: General Disclosure 2021	2-1 Organizational details	Our 2023 Annual Report p1, 33
	2-2 Entities included in the organization's sustainability reporting	Our 2023 Annual Report p1, 3, 28, 105
	2-3 Reporting period, frequency and contact point	Our FY 2023 Sustainability and ESG Report (this document) p2
	2-4 Restatements of information	See footnotes 3, 12, 17, 26 and 34 in our FY 2023 Sustainability and ESG Report.
	2-5 External assurance	Our FY 2023 Sustainability and ESG Report p32; our 2023 Annual Report p36, also available on the sustainability section of our website or the following link: https://rubix.com/media/uploads/2024/03/Rubix-Limited-2023-GHG-Verification-Opinion.pdf
	2-6 Activities, value chain and other business relationships	Our 2023 Annual Report p33, 105
	2-7 Employees	Our FY 2023 Sustainability and ESG Report p3, our 2023 Annual Report p9
	2-8 Workers who are not employees	The average number of temporary workers was 276 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	Our FY 2023 Sustainability and ESG Report p49; our 2023 Annual Report p4, 7, 13, 33
	2-10 Nomination and selection of the highest governance body	Our 2023 Annual Report p13, 33
	2-11 Chair of the highest governance body	Our 2023 Annual Report p13
	2-12 Role of the highest governance body in overseeing the management of impacts	Our FY 2023 Sustainability and ESG Report p49; our 2023 Annual Report p2, 13, 35-36
	2-13 Delegation of responsibility for managing impacts	Our FY 2023 Sustainability and ESG Report p49; our 2023 Annual Report p13, 33-38
	2-14 Role of the highest governance body in sustainability reporting	Our 2023 Annual Report p4-6, 13-15, 33-38

GRI Standard / Other Source	Disclosure	Location
	2-15 Conflicts of interest	Our FY 2023 Sustainability and ESG Report p43, 53; our Code of Conduct Ethics p6 (please refer to links under GRI 2-24); our 2023 Annual Report p4, 7, 13
	2-16 Communication of critical concerns	Our FY 2023 Sustainability and ESG Report p39, 49-50; our 2023 Annual Report p4, 7. Whistleblowing policy is found on our website: https://rubix.com/media/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf
	2-17 Collective knowledge of the highest governance body	Our FY 2023 Sustainability and ESG Report p49-50; our 2023 Annual Report p4, 14, 33-36
	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	Our 2023 Annual Report p15, 44-45, 53, 87-88
	2-20 Process to determine remuneration	Our 2023 Annual Report p15
	2-21 Annual total compensation ratio	As at our latest pay review cycle (earlier in 2024), the ratio of the CEO total remuneration to entire workforce median was 39:1. As an example of context, the median ratio of the chief executive's pay to that of the median UK employee was 57:1 across FTSE 350 companies in 2022, 56:1 in 2021 (source: Financial Times, December 2023). The ratio for change in % pay increase of the highest paid executive to that of employee population is not reported this year, with our Group CEO's recent appointment and a pay review not being applicable in the recent pay review cycle.
	2-22 Statement on sustainable development strategy	Our FY 2023 Sustainability and ESG Report p10; our 2023 Annual Report p7, 34-36
	2-23 Policy commitments	Our FY 2023 Sustainability and ESG Report p10; our 2023 Annual Report p7, 34-36. Policy documents are available on our website, such as: • our Values https://rubix.com/our-values/ • our Whistleblowing Policy at https://rubix.com/media/uploads/2021/04/Rubix-Whistleblowing-Policy.pdf • our people-related policies at https://rubix.com/people-policies/ • our Code of Conduct and Ethics, and Supplier Code of Conduct at https://rubix.com/sustainability/
	2-24 Embedding policy commitments	Our FY 2023 Sustainability and ESG Report p6, 9-11, 26-27, 44, 49-50
	2-25 Processes to remediate negative impacts	Our FY 2023 Sustainability and ESG Report p 26-27, 44, 49-50. Please see GRI 2-23 above for Whistleblowing Policy.
	2-26 Mechanisms for seeking advice and raising concerns	Our FY 2023 Sustainability and ESG Report p28, 39, 43, 49-50; our 2023 Annual Report p4 and 7
	2-27 Compliance with laws and regulations	Our 2023 Annual Report p4-8, 33-36
	2-28 Membership associations	Our 2023 Annual Report p35; https://rubix.com/sustainability/ including UN Global Compact
	2-29 Approach to stakeholder engagement	Our FY 2023 Sustainability and ESG Report p5, 10, 12, 15, 39; our 2023 Annual Report p7, 25, 31, 34-38
	2-30 Collective bargaining agreements	Our FY 2023 Sustainability and ESG Report p40; our 2023 Annual Report p6

GRI Standard / Other Source	Disclosure	Location
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our FY 2023 Sustainability and ESG Report p51
	3-2 List of material topics	Our FY 2023 Sustainability and ESG Report p51
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p28, 49-50, 53. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Our FY 2023 Sustainability and ESG Report p49-50. 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 SafeCall posters for whistleblowing. We have not identified significant risks related to corruption through during this work.
	205-2 Communication and training about anti-corruption policies and procedures	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. 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. 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: 87%
	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	Our FY 2023 Sustainability and ESG Report p27 and 29; our 2023 Annual Report p5, 17-18, 31-32, 34-38. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Our FY 2023 Sustainability and ESG Report p29; our 2023 Annual Report p27-30
	302-2 Energy consumption outside of the organization	Our FY 2023 Sustainability and ESG Report p29; our 2023 Annual Report p28, 30
	302-3 Energy intensity	Our FY 2023 Sustainability and ESG Report p14, 16-18, 29; our 2023 Annual Report p26-27
	302-4 Reduction of energy consumption	Our FY 2023 Sustainability and ESG Report p7, 16-18, 29; our 2023 Annual Report p17-18, 26-30
	302-5 Reductions in energy requirements of products and services	Our FY 2023 Sustainability and ESG Report p7, 16-19; our 2023 Annual Report p17-19

GRI Standard / Other Source	Disclosure	Location
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27, 34; our 2023 Annual Report p5, 12-30, 31-32, 34-38. FY 2023 greenhouse gas third-party verification statement and our CDP rating are available on our website: https://rubix.com/sustainability/. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our FY 2023 Sustainability and ESG Report p26, 29, 31-32; our 2023 Annual Report p26-29
	305-2 Energy indirect (Scope 2) GHG emissions	Our FY 2023 Sustainability and ESG Report p26, 29, 31-32; our 2023 Annual Report p26-29
	305-3 Other indirect (Scope 3) GHG emissions	Our FY 2023 Sustainability and ESG Report p33; our 2023 Annual Report p28
	305-4 GHG emissions intensity	Our FY 2023 Sustainability and ESG Report p26, 29; our 2023 Annual Report p27-30
	305-5 Reduction of GHG emissions	Our FY 2023 Sustainability and ESG Report p29-34; our 2023 Annual Report p27-30
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p20-22, 27-28; our 2023 Annual Report p5, 18, 28, 31-32, 34-38. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Our FY 2023 Sustainability and ESG Report p20-22, 35
	306-2 Management of significant waste-related impacts	Our FY 2023 Sustainability and ESG Report p20-22, 27, 35
	306-3 Waste generated	Our FY 2023 Sustainability and ESG Report p35
	306-4 Waste diverted from disposal	Our FY 2023 Sustainability and ESG Report p35
	306-5 Waste directed to disposal	Our FY 2023 Sustainability and ESG Report p35
Supplier environmental assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27-28, 45-46, 52. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Our FY 2023 Sustainability and ESG Report p47
	308-2 Negative environmental impacts in the supply chain and actions taken	Our FY 2023 Sustainability and ESG Report p46-47

GRI Standard / Other Source	Disclosure	Location
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27, 37-38; our 2023 Annual Report p4, 6, 8. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our FY 2023 Sustainability and ESG Report p37; our 2023 Annual Report p6-8
	403-2 Hazard identification, risk assessment, and incident investigation	Our FY 2023 Sustainability and ESG Report p37-38; our 2023 Annual Report p4, 6, 8. 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	Our FY 2023 Sustainability and ESG Report p37-38. Health-related records where applicable due to, for example, absence from work due to long-term illness 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.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our FY 2023 Sustainability and ESG Report p38-39
	403-5 Worker training on occupational health and safety	Our FY 2023 Sustainability and ESG Report p37
	403-6 Promotion of worker health	Our FY 2023 Sustainability and ESG Report p37, 40, 43
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our FY 2023 Sustainability and ESG Report p27, 37-38
	403-8 Workers covered by an occupational health and safety management system	Our FY 2023 Sustainability and ESG Report p27, 37-38
	403-9 Work-related injuries	Our FY 2023 Sustainability and ESG Report p38; our 2023 Annual Report p37
	403-10 Work-related ill health	Our FY 2023 Sustainability and ESG Report p38, 43; our 2023 Annual Report p37
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27-28, 39-40, 43; our 2023 Annual Report p6-8, 31-32, 34-35, 37-38. Please see GRI 2-23 above for examples of relevant policy documents available.

GRI Standard / Other Source	Disclosure	Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our FY 2023 Sustainability and ESG Report 40; our 2023 Annual Report p37
	404-2 Programs for upgrading employee skills and transition assistance programs	Our FY 2023 Sustainability and ESG Report p39-40, 43; our 2023 Annual Report p37
	404-3 Percentage of employees receiving regular performance and career development reviews	Our FY 2023 Sustainability and ESG Report p39-40; our 2023 Annual Report p37-40
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27-28, 41, 43; our 2023 Annual Report p6-8, 31-32, 34-35, 37-38. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our FY 2023 Sustainability and ESG Report p41; our 2023 Annual Report p2, 33, 37. 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, and we're looking at expanding our reporting around this indicator.
	405-2 Ratio of basic salary and remuneration of women to men	Our FY 2023 Sustainability and ESG Report p43. Gender Pay Gap report available for our UK business at https://gender-pay-gap.service.gov.uk/).
Freedom of association and collective bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our FY 2023 Sustainability and ESG Report p27-28, 40, 43; our 2023 Annual Report p6-8, 31-32, 34-35, 37-38. Please see GRI 2-23 above for examples of relevant policy documents available.
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	Our FY 2023 Sustainability and ESG Report p40 and 47; our 2023 Annual Report p7, 30. 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	Our FY 2023 Sustainability and ESG Report p27-28, 45-46, 52. Please see GRI 2-23 above for examples of relevant policy documents available.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our FY 2023 Sustainability and ESG Report p46; our 2023 Annual Report p7, 30
	414-2 Negative social impacts in the supply chain and actions taken	Our FY 2023 Sustainability and ESG Report p47; our 2023 Annual Report p7, 30

Find out more at rubix.com/sustainability/

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