



Protecting people. Protecting places.

ESG report FY24–25



About this report

This report outlines ARC Building Solutions' commitment, as a forward-thinking organisation, to consistently champion safety, people, and our planet.

To do this, we have introduced initiatives and systems that promote sustainable best practices wherever feasible, support and develop our people, and ensure transparency in everything we do.

This report has been compiled in accordance with all applicable statutory, regulatory and social responsibilities, industry standards, national sustainability agenda, and the 2030 Agenda for Sustainable Development, underpinned by the Sustainable Development Goals (SDGs).

All greenhouse gas (GHG) emissions data has been prepared in line with the GHG Protocol and statutory Streamlined Energy and Carbon Reporting (SECR) standards.

We are fully certified by international standards ISO 9001, ISO 14001 and ISO 45001.

As part of our drive for a positive ESG culture within our organisation and communities, and to set a benchmark for progress, this report will be issued annually going forward.

Our ESG Report FY25 presents the sustainability performance of ARC Building Solutions for the fiscal year period 1 April 2024 to 31 March 2025.



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CEO introduction

Protection is our purpose: Protecting People. Protecting Places. It's what guides all of us here at ARC Building Solutions, and it shapes every decision we make.

But that purpose goes far beyond the products we create. It's in the way we operate, the choices we make for our planet, and the respect we show to our people and the communities we're part of. ESG is so much more than a box-ticking exercise for us: it's the backbone of who we are and the compass guiding us to where we want to go.

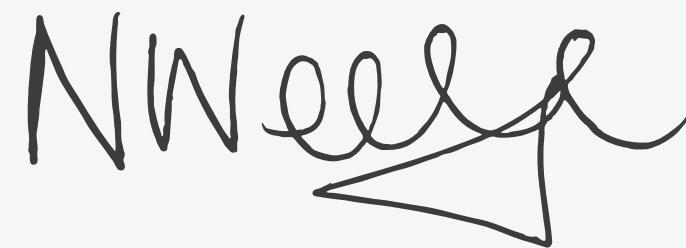
In the construction sector, sustainability hasn't always been allocated the urgency it deserves. We want to change that. We want to challenge the old ways of thinking and help build a greener, fairer future for the industry and the people it serves.

What drives us is the belief that every small step matters – and that when you add them together, they create lasting change. That's why we've invested in greener materials and practices, committed to running on renewable energy,

appointed a dedicated ESG lead, and found ways to engage our teams in making sustainability part of daily life.

But protection means more than environmental responsibility. It's about people too, and our strength lies with them – their ideas, their differences, their passion. By creating a workplace where everyone feels valued and empowered, we're not just building safer homes; we're building a culture of respect and purpose.

As we move forward, my promise is that ARC will keep raising the bar: not because we have to, not because we need to – but because protecting people and places is what we've always done, and what we'll always do.



Neil Weeks
CEO of ARC Building Solutions



About ARC Building Solutions



Our vision

To create high-quality, innovative products and systems that deliver safe and sustainable buildings and homes

Our mission

To protect the built environment with solutions to limit the spread of fire and heat loss.

We are industry pioneers, leading the way through innovation and collaboration with our customers and industry partners.

We deliver unrivalled quality and service. This is achieved through investment in our people, fuelling lasting commercial relationships, and delivering excellence.

Our values



People

We value and empower our team, providing expert training, a safe workplace, and a culture of collaboration.



Sustainability

We act with integrity, creating safer homes responsibly while protecting both people and the planet.



Quality

We are committed to excellence, manufacturing lifesaving products with an uncompromising 'right first time' approach.



Customer Focus

Our customers drive our decisions, and their success is our success. We strive to exceed expectations in everything we do.

Key achievements in 2024/25



56t

of carbon prevented from being emitted through transitioning to 100% renewable energy



80kg

of food donated to our local foodbank, creating **190 meals** for our community



4,416

hours of training provided to our employees



2,325

hours of product training and quality inspections delivered at our customers' sites.



Six

new recycling programmes implemented, including:

- PPE and uniform recycling
- Stationary recycling
- Crisp packet recycling
- Food waste recycling
- HDPE strapping recycling
- PVC profiles recycling



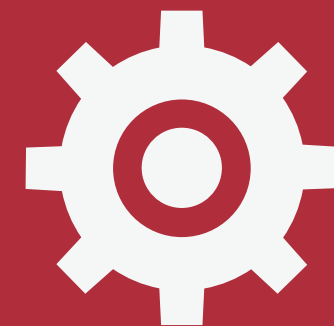
£2,242

donated to charitable causes



363,750kg

of waste redirected away from general waste and into the circular economy through our recycling programme with our insulation supplier



£727,332

invested in new machinery and equipment



£2,300

saved for colleagues through ARC's employee wellbeing and discount hub

United Nations' Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, sets out a global framework for creating a better, more sustainable world for people and the planet.

In our ESG Report, we align with eight of these goals where we can generate the greatest positive impact socially and environmentally. The SDGs are woven throughout the report to highlight how our actions and initiatives contribute to these international priorities.



Ensure healthy lives and promote well-being for all at all ages

How we're supporting
Our wheelhouse is creating simple solutions that ultimately protect people and places – whether it's our passive fire protection that slows the spread of fire, or our insulation products that prevent dangerous damp and mould.



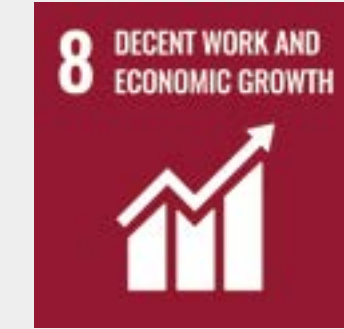
Achieve gender equality and empower all women and girls

How we're supporting
We are committed to ensuring diversity in our teams and maintaining equitable pay for all genders.



Ensure access to affordable, reliable, sustainable and modern energy for all

How we're supporting
We've transitioned to 100% renewable energy and introduced EVs and hybrids into our fleet.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

How we're supporting
16.07% of our workforce was awarded a promotion in 2024/25.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

How we're supporting
We're constantly innovating to ensure our product range addresses modern issues and aligns with evolving regulatory standards.



Reduce inequality within and among countries

How we're supporting
Diversity and inclusion remains central to how ARC recruits, develops, and promotes talent across the business. We deliver annual EDI training to all colleagues so that they are aware of their rights under the equality act.



Ensure sustainable consumption and production patterns

How we're supporting
We've implemented several waste management strategies aimed to reduce overall waste output and enhance recycling efforts.



Take urgent action to combat climate change and its impacts

How we're supporting
We're calculating the carbon footprint of our operations and using these insights to drive carbon – reducing measures so we can reach carbon-neutral status by 2035.

Environmental

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Director's introduction

In ESG, ambition only matters if it is backed by evidence. So, over the past year, we have strengthened the way we measure and manage our environmental impact. From accurate carbon accounting across our operations, to transparent KPI reporting on energy, waste, and water, we are building a robust framework that holds us accountable. This is how we know we're making progress towards net zero – not through assumptions or anecdotes, but by tracking real change, year on year. It means creating systems that makes progress visible, and ensuring every function of the business can see how their actions contributed to our wider goals.

In the past year, we've sharpened our targets, improved our reporting, and expanded our ability to collect and analyse sustainability data. From calculating the carbon footprint of our operations in detail, to working with suppliers to reduce their impact, to engaging every team member in shaping solutions, ESG is now firmly a shared responsibility across ARC.

But partnership is key. ESG progress depends on collaboration – within our own teams, with our customers, and across our supply chain. By sharing knowledge and working together, we can help raise standards and deliver positive change well beyond our own operations and for the benefit of the entire industry.

Sustainability doesn't have a fixed endpoint; it is an ongoing process of learning, adapting, and challenging ourselves to do better. My role is to make sure that process never stands still, that we keep setting the bar higher.



Clair Richardson
Director of Operations & ESG



Environmental objectives

Aligned with the UN's Sustainable Development Goals of *affordable and clean energy, responsible consumption and production, and climate action*, our environmental objectives are:

- › Reducing our reliance on finite fossil fuels.
- › Minimising waste created through our manufacturing operations.
- › Reducing our greenhouse gas emissions output across our business functions.
- › Championing circular economy principles through working closely with our suppliers.



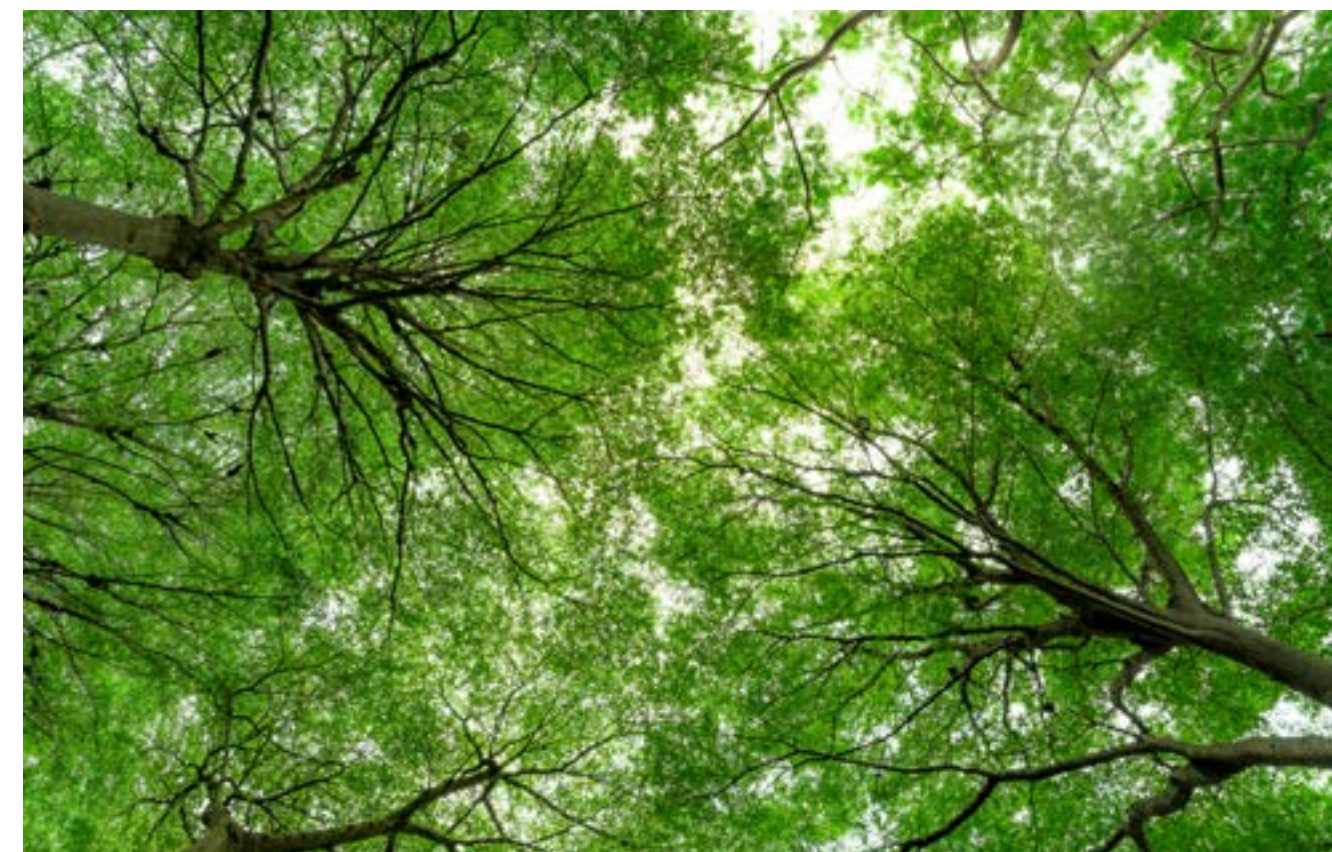
To ensure we are able to fulfil our net zero commitment and these objectives, we have set ambitious environmental targets for the 25/26 year:



Maintain general waste levels to below 4 tonnes per month and increase access to recycling facilities across the business



Reduce natural gas consumption to below 70,000 kwh across the year.



Reduce overall scope 1 & 2 emissions to less than 20 tonnes of CO₂e across the year.



Invest in local rewilding projects to increase biodiversity.

ARC's path to net zero



To align with the UK government's emission reduction targets and play our role in the global effort to limit global warming to 1.5 degrees, ARC is committed to achieving net zero status by 2050.

How do we get there?

To accomplish this, we are focusing on combating our scope 1 and 2 emissions firstly through continuously monitoring scope 1 and 2 emission sources and implementing reduction methods with the intention of reaching carbon neutral status by 2035.

In a conscious effort to prepare the company and our suppliers for confronting our upstream and downstream emissions, while focusing on reducing our scope 1 & 2 emissions, we will also seek out methods of better understanding our scope 3 emission sources and obtaining relevant data enabling ARC to begin reducing our scope 3 emissions as soon as is reasonably practicable.

Scope 1 emissions	Scope 2 emissions	Scope 3 emissions
Direct greenhouse gas emissions from sources that a company owns or controls. Examples: Fuel combustion in stationary equipment like boilers, furnaces, or onsite power generators; fuel combustion in company-owned vehicles; process emissions.	Indirect greenhouse gas emissions resulting from the generation of purchased electricity, steam, heat, or cooling from a third party Examples: Electricity for offices, factories, or warehouses; emissions from the power plant generating the electricity for our use; purchased steam or hot water; purchased cooling.	Indirect greenhouse gas emissions in a company's value chain, excluding scope 1 and 2 emissions. Examples: Emissions from purchased goods and services; business travel; commutes; waste generated in operations; emissions from transportation and distribution; use of sold products.

New product design

Sustainability is a core value of our business, and it applies to every aspect, including new product design. We consider social and environmental factors early on in the design stage through conducting PESTLE analysis to carefully examine how potential products could benefit the welfare of housing occupants and how we can minimise waste created during product manufacturing.

Providing solutions for thermal efficiency is a major aspect of ARC's mission, to not only make homes safer and warmer but to also reduce energy consumption and greenhouse gases emitted through heating. A key example of our innovation in this area is through the development of our Eaves Insulator, which is designed to prevent heat loss at the eaves junction in new properties whilst maintaining airflow to help tackle damp and mould issues. In 2024 we launched a retro fit version of this product to tackle this issue in older buildings.

For ARC design doesn't end once a product is launched. We are always looking at new ways to improve and as such continuously review how our products are produced and packaged to assess how negative environmental impacts can be reduced.



Winner

2024 Winner of
'Best Site Product' for
[ARC TCB Square](#)



Meet Ryan Brown



Ryan is a Product Designer at ARC Building Solutions. Ryan has been with ARC for two years and plays a key role in driving sustainable innovation across our product range. His work involves optimising material inputs, reducing waste, and embedding sustainability into every stage of product development.

What do you love most about your role, and why?

I grew up in a sustainably minded household – the lessons I learned as a child, even recycling, or the importance of turning lights off, really stuck with me and taught me that our actions today shape the future. I'm glad to be in a role where I can apply that mindset – designing products that reduce waste, use resources efficiently, and support long-term sustainability

How does sustainability factor into your day-to-day tasks?

Our team supports sustainability across both new and existing product lines and plays a key role in sourcing sustainable materials, collaborating on marketing initiatives, and producing internal training content to ensure all colleagues are aligned with sustainability best practices.

Are there any exciting sustainability innovations you're exploring at the moment?

We understand the environmental impact of plastics and the importance of reducing reliance on finite resources. As part of this commitment we have recently been working closely with our suppliers to explore methods of increasing recycled content in our raw materials.

We're also actively exploring new material innovations, working with suppliers to assess options such as insulation made from recycled plastic bottles, hemp, and sheep's wool. It's encouraging to see how far sustainable materials have come, offering the potential to reduce environmental impact without compromising on performance.

ARC's waste management challenge

We have implemented several innovative waste management strategies aimed to reduce overall waste output and enhance recycling efforts. We remain committed to achieving zero waste to landfill, reducing waste sent to incineration, and exploring new and innovative waste management strategies.



✓ Stationery recycling

While reviewing plastic free alternatives to office stationery during Plastic Free July, we recognised that the most sustainable stationary options weren't necessarily free from plastic as other options could encourage deforestation and/or incur higher emissions. As eliminating these items was not a viable option, we implemented a stationary recycling bin to prevent reusable materials found in stationary waste from being destroyed through incineration.

✓ Crisp and biscuit packets recycling

After noticing the amount of domestic waste incurred by foil lined plastic food wrappers from crisp and biscuit packets, we invested in the appropriate recycling facilities for canteen areas, to facilitate future recycling of this waste.

✓ Plastic cup reduction

We have supplied a designated storage cabinet in the production area where employees can store reusable bottles while at work – encouraging employees away from away from using disposable plastic cups and bottles.

✓ PPE & uniform recycling

We securely shred used PPE and uniforms, repurposing them for the textile industry. The textile bin is collected quarterly, ensuring these materials are recycled and given a new life.

✓ Rigid plastic recycling

Following a visit last year to our recycling plant, HDPE strapping waste and hard plastics are now segregated into bags. These materials are returned with bulk recycling on the lorry that delivers pallets, ensuring efficient recycling.



ARC's waste management challenge

✓ Battery recycling

We receive battery recycling boxes from Valpak which allows colleagues to safely recycle old batteries from home and work. In 2024 we returned our first full box for recycling.

✓ Food waste recycling

In July 2024, we introduced food waste bins to redirect food waste away from incineration and into anaerobic digestion plants, helping to create renewable energy in the form of biogas. Additionally, some food waste is separated to be used as fox food by a colleague who is passionate about caring for foxes and other wildlife situated in their local area.



✓ Return schemes

ARC has implemented several return and recycling initiatives to promote sustainability and reduce waste:

- **Pallet Return Programme:** Our customers have the option to return pallets to ensure their efficient reuse.
- **Waste Rock Mineral Wool Programme with Knauf:** Waste rock mineral wool is returned to our supplier, Knauf, and recycled into new materials, helping reduce landfill.
- **PVC Profiles Return Programme with Nenplas:** Waste PVC profiles are returned to our supplier, Nenplas, for recycling back into their manufacturing process.

✓ Annual environmental workshop

All colleagues attended an annual environmental workshop aimed to ensure that everyone understands:

- Waste management best practices within ARC
- The different waste streams and how to manage them correctly
- The importance of recycling to reduce general waste and support sustainability goals
- Legal requirements for transferring waste and complying with relevant regulations



Scope 1 & 2 emissions: progress and challenges

Utilities & fuel consumption

	Baseline year 2021–2022	2022–2023	2023–2024	2024–2025	Reduction on baseline year ³
Natural gas (Kwh)	91,062	71,912	61,148.5	74,118.07	18.61% ↓
Electricity (Kwh)	257,567.3	268,539.1	269,907.5	274,981.4	6.76% ↑
LPG (Kg)	396	216	0	0	100% ↓
Leased vehicles (Miles)	43,093	52,084	57,771	86,655.3	101% ↑

Scope 1 & 2 emissions

	Baseline year 2021–2022 tCo ₂ e	2022–2023 tCo ₂ e	2023–2024 tCo ₂ e	2024–2025 tCo ₂ e	Reduction on baseline year ³
Scope 1 – Natural gas	16.679	13.127	11.186	13.556	
Scope 1 – Leased vehicles	7.964	9.443	9.146	10.9	
Scope 1 – LPG	1.214	0.662	0	0	
Total Scope 1	25.857	23.232	20.332	24.456	5.42% ↓
Scope 2 – Electricity (market based ¹)	39.756	2.041	14.813	0	
Scope 2 – Electricity (location based ²)	54.689	51.93	55.891	56.935	
Scope 2 – Leased vehicles (market based ¹)	1.272	1.505	2.107	2.895	
Scope 2 – Leased vehicles (location based ²)	1.272	1.505	2.107	2.895	
Total Scope 2 (market based ¹)	41.028	3.546	16.92	2.895	92.94% ↓
Total Scope 2 (location based ²)	55.961	53.435	57.998	59.83	6.91% ↑
Total Scope 1 & 2 emission (market based ¹)	66.885	26.778	37.252	27.351	59.1% ↓
Total Scope 1 & 2 emission (location based ²)	81.818	76.667	78.33	84.286	3.02% ↑

We've made great strides this year, but we've also faced challenges. The journey is not linear, yet by focusing on gathering more data and insights, we are building a stronger platform to implement efficiency measures and low-carbon initiatives.

This progress has been driven by several initiatives: introducing electric forklifts, moving to renewable electricity tariffs, and ensuring gas radiators are turned off when not required. Our sales team has grown, and its fleet has expanded from three to five vehicles, now comprising four hybrids and one fully electric vehicle, replacing the previous mix of two hybrids and one diesel.

That said, there is still more to do. Our progress has been impacted by an unexpected change in energy tariffs, but we continue to explore opportunities to optimise energy efficiency and reduce costs without compromising our sustainability goals.

Emissions have been calculated in accordance with the UK Governments GHG Conversion Factors.

As required under the GHG Protocol, scope 2 emissions are calculated using both market – and location-based methodologies.

1. Market-based emissions reflect actual GHG emissions released through factoring in consumer choices. For example, if a consumer has chosen to reduce their emissions through opting for a low emission site electric tariff, this will reduce the market-based emissions for site electric.
2. Location-based emissions reflect the total GHG emissions which would have been emitted without factoring in consumer choices.
3. Reduction on baseline year when compared to 2024–2025 figures.

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Director introduction

When we talk about ESG, the conversation often starts with the environment – which is of course crucial. But the social pillar is just as vital, and people are at the very heart of that.

We aim to create a workplace where every employee feels respected, supported, and able to grow. It means diversity, equity, and inclusion are more than policies; they're principles that shape how we recruit, develop, and recognise talent. We know different perspectives lead to better ideas, stronger teams, and a richer culture. We're committed to creating a working environment free of bullying, harassment, and discrimination. We promote dignity and respect for all, and pride ourselves on celebrating our individual differences and recognising the contributions of our valued employees.

Wellbeing and safety are our top priorities. We are committed to supporting the physical and mental health of our people and embedding safety in everything we do, so that everyone can go home safe and supported.

We also believe in giving our people the tools to build their future. That means providing ongoing skills training, development sessions and opportunities to innovate. We listen to ideas from every level of the business, because great solutions often start on the shop floor, in the break room, or out on site.

Our responsibility doesn't end at our front door. We actively support our local communities through volunteering, fundraising, and partnerships that make a real difference. Whether it's raising money for charities, or volunteering in the local community, we're proud to play a role in helping those around us thrive.

When our people and our communities thrive, we all succeed."



Tanya Traill
Director of HR and Learning & Development



Social objectives

Aligned with the UN's Sustainable Development Goals of *good health and well-being*, *gender equality*, and *reduced inequalities*, our social objectives are:

- › Build a workplace where everyone feels safe, supported, and able to thrive.
- › Stand up for equality, diversity, and inclusion across every facet of our business.
- › Give back to communities and charities, through time, skills, and resources.



To ensure we are able to fulfil these objectives, we have set ambitious social targets for the 25/26 year:



Achieve 30 hours of employer-supported volunteering



Achieve a participation rate of above 50% in our annual employee engagement survey



Provide a minimum of 16 hours annual training for each of our colleagues



Keep health & safety accidents to below 29 across the year

Equality, diversity and inclusion (EDI)

Recruitment and retention

The focus on EDI at ARC begins long before a colleague officially joins the team. We continually review our recruitment tools to eliminate unconscious bias and prioritise transferable skills over experience and formal qualifications. Job adverts are carefully crafted to avoid language or requirements that could inadvertently discourage applicants.



We conduct annual salary benchmarking at the end of each financial year, comparing roles across the sector and region to ensure our pay remains fair and competitive. In addition to annual increases aligned with the Real Living Wage, we implement further pay reviews where appropriate to reflect role responsibilities and market conditions.

Diversity and inclusion remain central to how ARC recruits, develops, and promotes talent across the business. Our commitment is reflected in a range of best-practice initiatives:

- Flexible working and family-friendly policies
- A robust diversity and inclusion policy, including inclusive recruitment practices
- Transparent tracking of candidate potential and success rates
- Internal career progression and support

Colleague Engagement

ARC appreciates that colleague engagement plays a crucial role in our collective success. We encourage our people to speak openly and transparently through our:

- **Colleague forum:** which brings representatives from across the business together on a quarterly basis to exchange ideas, drive continuous improvement and provide management with relevant feedback.
- **Colleague suggestions process:** which provides our people with opportunity to voice their ideas for improvements, have their proposals reviewed by senior leaders within the business and receive feedback on progress.
- **Annual colleague engagement survey:** which enables ARC to gain key insights into our colleagues' satisfaction and wellbeing, and obtain tangible data to assess and address accordingly, ensuring that our colleagues' needs are heard and prioritised.

Over the year 2024/25, we ...

...created 5 new roles

- Head of Sales & Specification
- HSQ Coordinator
- Site Services Operative
- Technical Operator
- HR Officer

...and promoted 18 employees

Age	Male	Female
18–20	0%	0%
20–24	5.56%	0%
25–29	16.68%	5.56%
30–34	16.68%	0%
35–39	5.56%	0%
40–44	22.24%	0%
45–49	5.56%	0%
50–54	11.12%	0%
55–59	5.56%	0%
60+	5.56%	0%
Total	94.44%	5.56%

Equality, diversity and inclusion (EDI)

Workforce diversity

ARC is committed to creating and maintaining a working environment where our individual differences are celebrated and the contributions of our employees are valued.

We believe a workforce which brings together different backgrounds, experiences and perspectives broadens our awareness and knowledge and encourages open-mindedness and creativity.



112

Total headcount as of 31 March 2025

Overall gender ratio		
Age	Male	Female
18–20	0.89%	0%
20–24	1.78%	1.78%
25–29	11.61%	5.36%
30–34	6.25%	4.46%
35–39	8.04%	1.78%
40–44	14.28%	6.25%
45–49	6.25%	2.68%
50–54	5.36%	3.57%
55–59	9.82%	1.78%
60+	7.14%	1.78%
Total	71.43%	28.57%

Leadership gender ratio		
Age	Male	Female
18–20	0%	0%
20–24	0%	0%
25–29	0%	0%
30–34	14.29%	0%
35–39	14.29%	0%
40–44	0%	14.29%
45–49	0%	14.29%
50–54	14.29%	0%
55–59	0%	14.29%
60+	14.29%	0%
Total	57.14%	42.86%

Management gender ratio		
Age	Male	Female
18–20	0%	0%
20–24	0%	0%
25–29	14.29%	0%
30–34	0%	0%
35–39	28.58%	0%
40–44	0%	14.29%
45–49	0%	0%
50–54	14.29%	0%
55–59	14.29%	0%
60+	14.29%	0%
Total	85.71%	14.29%

Learning and development

At ARC, we are committed to empowering our workforce to reach their full potential. Through expert training, mentoring, and hands-on experience, we provide the tools and opportunities needed for our people to build successful and fulfilling careers.



16+ hours

All colleagues receive a minimum of 16 hours of relevant training annually.

We support our team at every stage – whether they’re developing new skills, advancing within the company, or taking on new challenges – helping them achieve both their personal and professional goals.

This commitment is demonstrated through:

- **Continuous learning opportunities:** We support colleagues to achieve training qualifications to enhance their skills, knowledge, and career progression.
- **Measured impact:** In 2024/25, we delivered 4,416.75 hours of training to our 112 people and supported 6 individuals to gain professional qualifications.

We also collaborate with academic institutions like Leeds Beckett University for knowledge-sharing opportunities and research partnerships, to drive innovation in product development and support upcoming industry talent in furthering their knowledge and careers.

Training hours breakdown	
Training	Hours
Health, safety & quality training	1,632.67
Professional qualifications	1,039.5
Job specific training	718.14
ESG/environmental training	192.9
HR/EDI training	174.07
Fraud awareness & cyber security training	159.4
Management training	157.12
Product knowledge training	133.2
1-1 Coaching	111.25
Customer service & sales training	98.5



An interview with Sophie



Meet Sophie Prytharch, HR Officer at ARC Building Solutions. Sophie has been with the company for nearly five years and has just completed her CIPD Associate Diploma in People Management.

What new skills and knowledge have you gained through completing this course?

Through completing my CIPD, I've gained a stronger understanding of employment law, and my ability to consider and assess risks has improved tremendously. I've also become more analytical and data-driven, helping me bring a more balanced perspective to work, supporting others, and decision-making. The course introduced me to engagement, motivation, and decision-making theories, which I now apply regularly in real-life scenarios. Having a deeper understanding of the "why" is super valuable.

How has this course influenced how you support our people?

I now feel more equipped to offer suggestions and ways forward, providing guidance that balances both people's wellbeing and business needs. I've always been naturally empathetic, but the knowledge I've gained through the CIPD has added a layer of business practicality and risk management to the support and advice I provide.

How does what you've learned help us build a stronger, more inclusive ARC?

As the business grows, I've contributed to new processes including a digitalised Performance and Development Review, digital one-to-ones, and automated onboarding/offboarding, capturing data for improvement and compliance. I've also designed a new absence management process, based on feedback and best practice, due to launch soon. Within my remit, I work with leaders and managers to explore ways we can create a fair and inclusive environment. For example, our new recruitment policy helps challenge bias and ensure fair decisions, giving equal opportunities for growth. I've also used Occupational Health data to implement Mental Health and Menopause Awareness training, supported by policies that help employees and managers navigate these areas.

What has been your biggest takeaway from the course?

HR is about so much more than employment law. While employment law is the bread and butter of everything we do, it's really just one cog in the wheel. HR is about people and engaging, motivating, and supporting them to be their best. It's about creating an environment where everyone feels safe to be their true selves and empowered to contribute positively to our workplace community.

Health and safety

At ARC, a key element of caring for our people is guaranteeing their health & safety. We are committed to creating a workplace where employees can ensure they return home from work in the same way they arrived – if not better, and supported in both their physical and mental wellbeing.



Health and safety management systems

ARC operates a UKAS-certified Health & Safety Management System, compliant with ISO 45001:2018 and HSG65 guidance. These frameworks focus on the prevention of work-related accidents and ill health, guiding our proactive approach to workplace safety.

We continually:

- Encourage open reporting of hazards and keep tracking their follow-up actions
- Conduct regular safety inspections
- Implement workplace 5S
- Review SOPs

Since introducing these processes, reported accident levels have decreased by 43%, from 37 incidents in 2023/24 to 21 in 2024/25.

Occupational Health

Our approach to the Health & Safety is focused on continuous improvement to reduce workplace hazards and support employee wellbeing. To support physical and mental health in the workplace we provide consistent access occupational health services for all employees.

Committee oversight and certification

Our health & safety working group meets monthly, bringing together shop floor colleagues, office staff, and management. This inclusive approach ensures that our health & safety strategy is informed by input from across the business. All committee representatives hold IOSH working safely or IOSH managing safely certifications.

Colleague wellbeing

We operate a discount and wellbeing hub for all colleagues to access, which also includes an employee assistance programme offering free access to counselling services, a confidential helpline and health care plans. Over 2024/25, 55 of our colleagues saved £2,300 through our discount and wellbeing hub.



-43%

reported accident levels have decreased by 43%, from 37 incidents in 2023/24 to 21 in 2024/25.

Community support

We are dedicated to supporting our local community and fostering a culture where our team actively contribute to social and environmental causes.

Through donations, volunteering, and awareness campaigns, we empower our people to make a tangible, positive impact.

To reinforce this commitment, we have introduced an employer-supported volunteering programme, providing our colleagues with meaningful opportunities to support charitable organisations and initiatives.

Employee-led campaigns

In 2024, we began running monthly campaigns relating to social and environmental causes, with employees voting quarterly on which campaigns they would like to see supported next. Highlights from April 2024 to March 2025 include:



Plastic-free July

We held a fundraising plastic-free bake sale to support ocean clean-up projects and provided educational information on small changes employees could make to reduce plastic waste.



37%

Plastic cup usage reduced by 37% through introducing water bottle storage cabinets.



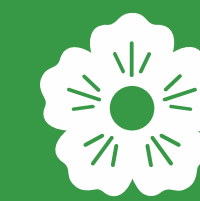
Second-hand September

We collected employee donations for Oxfam and Leeds South & East Foodbank, launching our biannual foodbank drives.



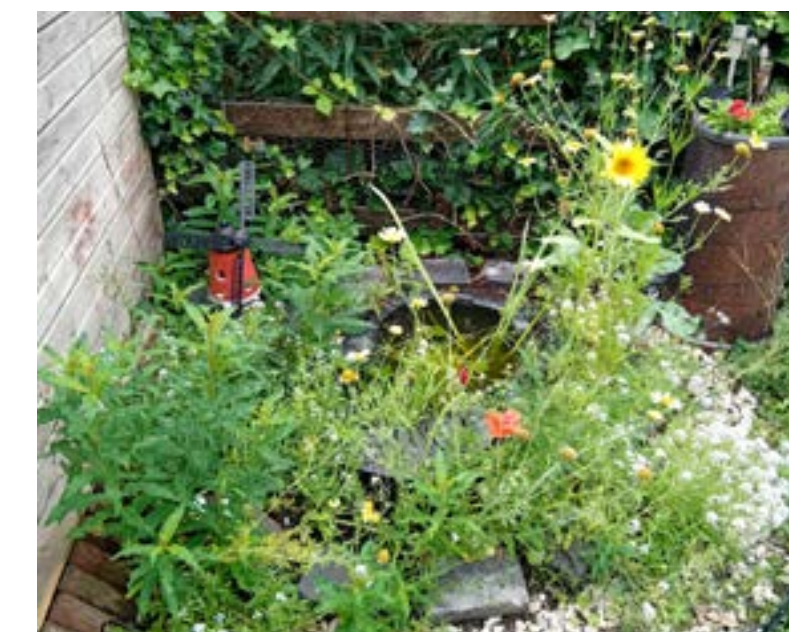
November: National Self-Care week

We offered educational content around maintaining good physical and mental health and held a 150-minute exercise challenge where the winner won a JD sports card to spur them on in their fitness journey.



560m²

Gifted employees enough wildflower seeds to cover 560m² of land.



October: No Disposable Cup Day



January: Energy Saver Week

We shared advice on saving energy and reducing costs through small changes to everyday routines.



March: World Wildlife Day

We distributed wildflower seeds and provided guides to build wildlife-friendly habitats at home, promoting biodiversity and family engagement.

Community support continued



Charitable contributions

ARC is committed to supporting local initiatives and giving back to the community.

Queensbury Celtic FC Juniors

Since 2023, we have proudly sponsored Queensbury Celtic FC Juniors.

Support for CRASH

ARC continues to be a patron of CRASH, a charity that assists homelessness charities and hospices with essential construction projects. In 2024/25, multiple fundraisers were held in support of CRASH, the most notable being our Yorkshire Three Peaks Challenge. A team of ARC employees completed a 24-mile hike within 12 hours covering Pen-y-ghent, Whernside, and Ingleborough to raise awareness for CRASH.

Foodbank Drives

In September 2024, ARC held its first foodbank drive for Leeds South & East Foodbank, donating 80kg of food, equivalent to 190 meals for those in need. The success of this initiative has established a biannual foodbank drive, now held every March and September.

Charity Donations

In 2024/25, ARC donated a total of £2,242.67 to charitable causes, covering a range of organisations and initiatives.

"A big thank you to ARC Building Solutions for their recent generous donation of food! Contributions like this make a real impact in helping us support local families and individuals facing food insecurity."

Leeds South & East Foodbank

Governance

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Director introduction

At ARC, we're committed to being the best we can be, whether that's implementing sustainability best practice or striving to be an employer of choice. But none of that counts without strong governance principles to back up our claims. Without them, it's just lip service – and that's not what we're about.

Governance is about making decisions with integrity, transparency, and accountability, safeguarding not just our compliance with the law but also the trust of our employees, customers, and stakeholders.

We have a robust suite of policies in place covering legal compliance, data privacy, and ethical conduct to guide us in everything we do. Equally important is our commitment to open, transparent communication; we keep stakeholders informed and build trust through honest reporting and dialogue.

We recognise that reporting on ESG progress is not a linear process. Improvements take time, challenges arise, and goals evolve. It's our commitment to transparency – and we vow to share both our successes and the areas where we need to improve – that allows us, and our stakeholders, to understand how we are progressing and how we can get to where we want to be. ESG is a never-ending journey, and it's through open, honest reporting and accountability that we continue to learn, adapt, and drive meaningful change.



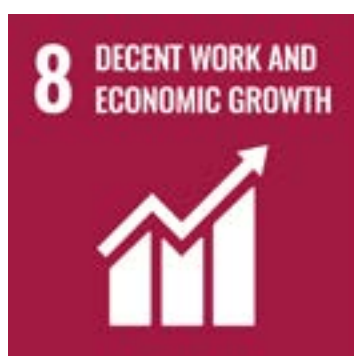
Lindsey Booth,
Director of Finance & Systems



Governance objectives

Aligned with the UN's Sustainable Development Goals of *decent work and economic growth* and *industry, innovation, and infrastructure*, our governance objectives are:

- › Maintain transparency across our business function
- › Operate a fair, honest, and responsible supply chain and safeguard human rights
- › Responsibly manage future risks and opportunities



To ensure we are able to fulfil the above objectives, we have set ambitious governance targets for the 25/26 year:



Introduce a supplier due diligence platform to conduct ESG assessments and achieve a supplier completion rate of above 50%.



Implement a supplier code of conduct and achieve 50% supplier compliance.



Develop and implement an anti-financial crime and anti-fraud policy.

Senior leadership team

Our senior leadership team is composed of industry experts who bring a wealth of knowledge, skills, and experience to ARC, enabling them to lead our team effectively through strategic planning and fair decision-making.

Through weekly senior leadership meetings, our directors review progress against ESG KPIs, and evaluate project proposals, and consider stakeholder priorities with an ESG lens. This structured oversight ensures that sustainability is embedded into decision-making and that ARC stays on track to meet its long-term ESG goals.



Neil Weeks
CEO

Starting his career in the merchanting sector at just 16, Neil has spent a 36 year career in the construction industry, in materials application and manufacturing supply, with the last 7 years leading ARC.

[> View full biography](#)



Clair Richardson
Director of Operations & ESG

Having worked for ARC for over 15 years, Clair has seen the business develop from a small, family run entity into the thriving organisation it is today.

[> View full biography](#)



George Danzey-Smith
Director of Commercial & Technical

Joining ARC the year the business was set up in 2008, George has been instrumental in shaping ARC to the business that it is today.

[> View full biography](#)



Lindsey Booth
Director of Finance & Systems

Lindsey has transformed the financial systems that underpin the success of ARC and is steering the business towards much greater financial automation.

[> View full biography](#)



Tanya Traill
Director of HR & Learning & Development

Tanya started her HR career in 2002. Tanya is switched on to the vast opportunity of strategic HR, delivering real business value to ARC.

[> View full biography](#)



Aaron Sharp
Director of Sales & Specification

Aaron is committed to driving fire protection standards throughout the built environment. His determination has helped ARC to grow exponentially.

[> View full biography](#)

Robust policies

Our business continuity plan is designed to support ARC in appropriately managing a range of potential business risks such as natural disasters, cyber-attacks, system failures and disaster recovery through providing a structured procedure to follow in the event of said risks.

Through this plan we are able to effectively maintain day-to-day operations by highlighting potential disruptions and planning accordingly to mitigate risks which may impact our ability to operate.

Our suite of policies plays a key role in supporting our business continuity plan through outlining our standards and procedures and ensuring that we act responsibly and take accountability.

Key policies in this suite include:

Anti bribery & corruption policy

Sets out our commitment to preventing bribery and corrupt practices in all business activities.

Cyber security policy

Defines measures to protect company systems, data, and networks from cyber threats.

Drugs & alcohol policy

Outlines expectations regarding substance use to maintain a safe and productive workplace.

Employer-supported volunteering policy

Encourages and supports colleagues to engage in community volunteering during work hours.

Environmental, social & governance policy

Demonstrates our approach to responsible business practices and sustainable operations.

Equality, diversity & inclusion policy

Promotes a fair, inclusive, and diverse workplace for all colleagues.

Health & safety policy

Commits to maintaining a safe, healthy, and supportive working environment.

Modern slavery & human trafficking policy

Sets out our commitment to preventing slavery and human trafficking in our operations and supply chain.

Privacy policy

Explains how personal data is collected, stored, and used in compliance with data protection regulations.

Recruitment policy

Establishes fair, transparent, and consistent hiring practices.

Staff expenses policy

Provides rules for claiming, approving, and reimbursing business-related expenses.

Whistleblowing policy

Offers a confidential process for reporting misconduct or concerns without fear of retaliation.



Alex's learning journey with ARC



Meet Alexandra Cooper, Executive Assistant at ARC Building Solutions. Having been with the company for two years, Alex completed a “Certificate in Corporate Governance” run by the Chartered Governance Institute UK & Ireland, strengthening her role in supporting the team and improving workflows.

What does your role at ARC encompass?

I provide comprehensive and confidential administrative support to the CEO and Senior Leadership Team, enabling them to focus on their core leadership duties. This includes meeting and event coordination (including arranging food – everyone's favourite!), taking minutes, managing calendars and travel, organising team strategy days, and compiling reports. I also support by providing secretarial duties for ARC in Partnership, our employee forum. Essentially, my role involves lots of organising, scheduling, booking, coordinating, liaising, tracking, and meetings – lots of meetings! It's rewarding to work behind the scenes to help things run smoothly.

What motivated you to choose this course, and what did it cover?

I'd previously attended the CGI 'Effective Minute Taking' course, which boosted my confidence with this aspect of my duties. Following this, I wished to build on my existing knowledge of governance fundamentals at an appropriate level for my role remit in order to develop my confidence, understanding and awareness of the bigger picture and higher-level context, particularly as the company continues to grow and evolve. This entry-level course provided a foundation awareness of core concepts to build on in the

future. It provided a holistic, introductory overview of a range of governance principles, covering topics such as the history of governance and key developments; awareness of governance codes around the world (with a key focus on the UK Corporate Governance Code); the role of the Board, shareholders and corporate reporting; aspects of Board procedures in practice; and elements of risk governance and management.

What's been your biggest takeaway from the course, and how has this course changed the way you approach your role?

Building my understanding of the governance structures that much larger, public companies have has provided an insight into how governance is scaled as businesses grow, and an increased understanding of how my EA role fits into this as a tool to support the wider governance framework. I enjoyed the opportunity to hear experiences and learn from other course attendees from a wide range of businesses and contexts, which highlighted the different ways that good governance is applied. There is no single 'best' way to apply the principles and tailoring to context is key; as a person who takes comfort in the 'right' way to do things, this provided reassurance. It's also given me an increased understanding of board operations and dynamics, which achieved my primary knowledge objective and motivation for selecting the course. Following the course, I have focused on continued improvements to meeting coordination, such as refining agendas, minutes, action tracking, and the board pack to support strategic, robust, efficient decision-making. For future learning and development, I have an increased interest in project governance and management. I've only scraped the surface in terms of my own knowledge in this area, but I feel instilled with more confidence in my administrative role to support others to do their best work.

Certifications, training & quality assurance

Third-party certification

Although third-party certification is not mandatory, all our fire protection products are IFC-certified, confirming they meet rigorous safety and quality standards. In addition, we have commissioned Field of Application reports from Kiwa Fire Safety Compliance, offering detailed insight into correct installation methods and expected performance. We are also fully certified to international standards ISO 9001, ISO 14001, and ISO 45001. Finally, several team members have recently achieved Passive Fire Protection qualifications from The Institution of Fire Engineers (IFE), demonstrating a strong understanding of fire protection principles, materials, and installation techniques.

Product training and site inspections

We understand that effective passive fire protection and cold bridging prevention extends beyond simply supplying the right products. As part of our customer support service, we deliver on-site product training to ensure installation teams fully understand how our systems work and how to install them correctly. In addition, we also carry out regular quality checks on behalf of our customers to ensure products are fit for their intended use, correctly installed in accordance with our data sheet guidance, and capable of performing as specified. During the 2024/25 year, we provided over 2325.5 hours of combined product training and quality inspection to our customers sites.





ARC Building Solutions Limited

Head office

Unit J Gildersome Spur
Leeds
LS27 7JZ

London office

6th Floor
140 Aldersgate Street
London
EC1A 4HY

0113 252 9428
sales@arcbuildingsolutions.co.uk
www.arcbuildingsolutions.co.uk

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