

Insulated Panels

**Sustainability Report**  
For the period 2017

# Putting our Energy into Change



# Sustainability Report

For the period 2017

At Kingspan Insulated Panels we're pioneering new technologies and better ways of building for a low carbon future. Improving building performance, construction methods and ultimately people's lives – that's what drives our teams across the world.

This is the eighth sustainability report produced by Kingspan Insulated Panels. This report follows on from the 2017 report and discloses our economic, social and environmental performance from January to December 2017 in the below countries:

Africa, Australia, Belgium, France, Gulf Cooperation Council, Ireland, Turkey, The Netherlands, New Zealand, South East Asia, and the United Kingdom.



- Manufacturing Locations
- Operating Countries



## Introduction



**Gilbert McCarthy**  
Divisional Managing Director

At Kingspan, we are committed to operating a sustainable business and delivering sustainable systems and solutions to help tackle some of the global challenges that we are now facing. We recognise the importance of reporting our progression against our goals and I am pleased to introduce our Sustainability Report for the period 2017. This is the eighth sustainability report produced by the Kingspan Insulated Panels business. This report has been prepared in accordance with the GRI Standards: Core option.

The Paris Agreement was a tipping point in the approach to climate change. By agreeing to limit global temperature rises to well below 2°C, governments have committed to transforming to a low-carbon economy. With approximately 30% of global greenhouse gas emissions attributable to buildings, we are uniquely positioned to help our customers transform the spaces where people live, work, play, and study into sustainable, healthy and productive environments. Business must also play a leadership role in achieving the priorities established in the UN Sustainable Development Goals by challenging ourselves to make greater progress, faster.

Putting our Energy into Change is about doing our part, from reducing impacts across our value chain to the development of QuadCore™, the industry's highest performing closed-cell insulated panel core.

We demonstrate our spirit of championing change through key initiatives such as our Group Net-Zero Energy and Zero Waste to Landfill. In 2017, we made significant progress towards our goals while also identifying focus areas for the future. This report outlines how far we have come and how far we have yet to go. Our focus will continue to be on the issues most material to our business and using our unique strengths to drive the highest impact.

Our business ultimately comes down to people. From creating a company culture where everyone has an opportunity to play an important role to pro-actively engaging with our stakeholders and local communities. We would greatly value your comments relating to any aspect of this report or our approach to sustainability. Should you wish to get in touch, please email us; [sustainabilityreport@kingspan.com](mailto:sustainabilityreport@kingspan.com)

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**Introduction**

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Our Business

Section 2:  
Acting Responsibly

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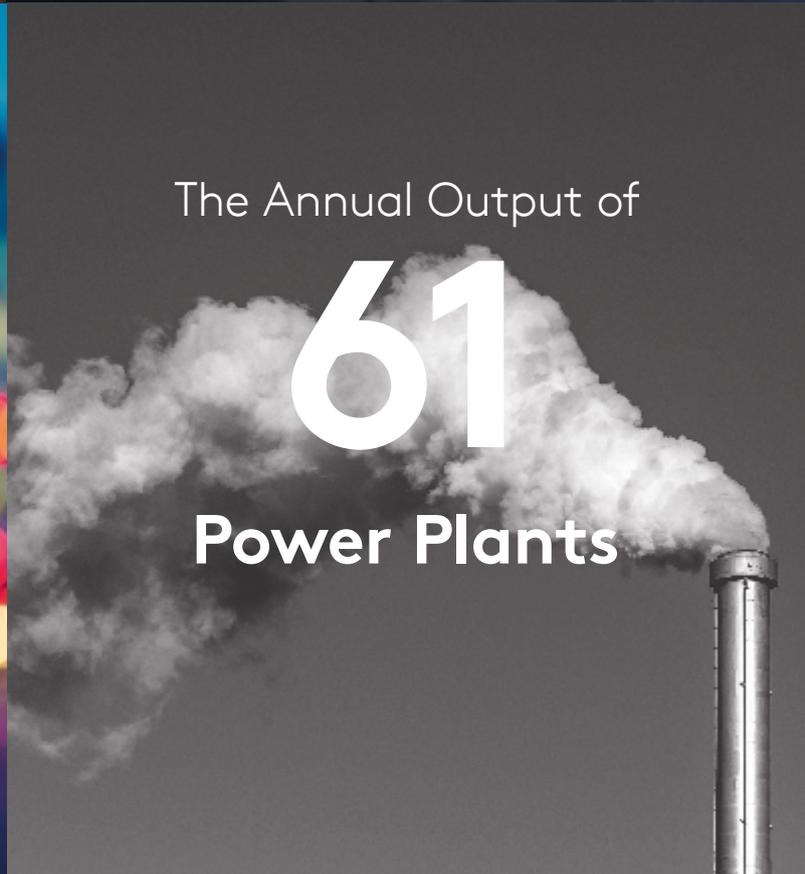
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## In 2017 Kingspan Insulated Systems saved...



# Kingspan Solar PV solutions worldwide are generating over 82 GWh of electricity annually

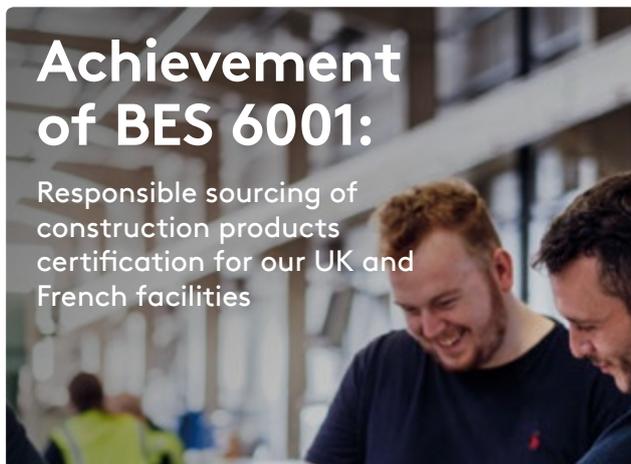


# Highlights

## Our Business



RE100 Member Company



## Resource Efficiency

# 72.4%

towards our Net-Zero Energy goal



## Sustainable Solutions

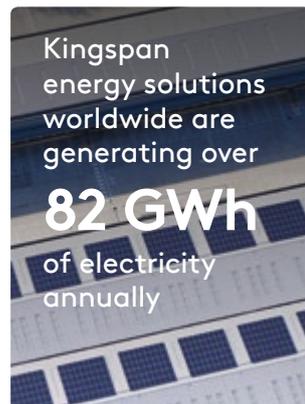


**€27+**  
million invested in Research & Development focussed on the development of innovative sustainable solutions

It is estimated that Kingspan insulation systems world-wide save over

**176.1 million MWh**

of energy annually



Kingspan energy solutions worldwide are generating over **82 GWh** of electricity annually



**Up to 10% material efficiency savings**  
with QuadCore™ Technology when compared with standard polyurethane insulation

## Engaging Stakeholders

**+15**

involvement programmes with industry associations and Green Building Councils



**Launch of Kingspan Learning & Information Exchange (KLIX) Platform for employees and customers**

**+1000**

customer training sessions



**+20**  
annual local community initiatives

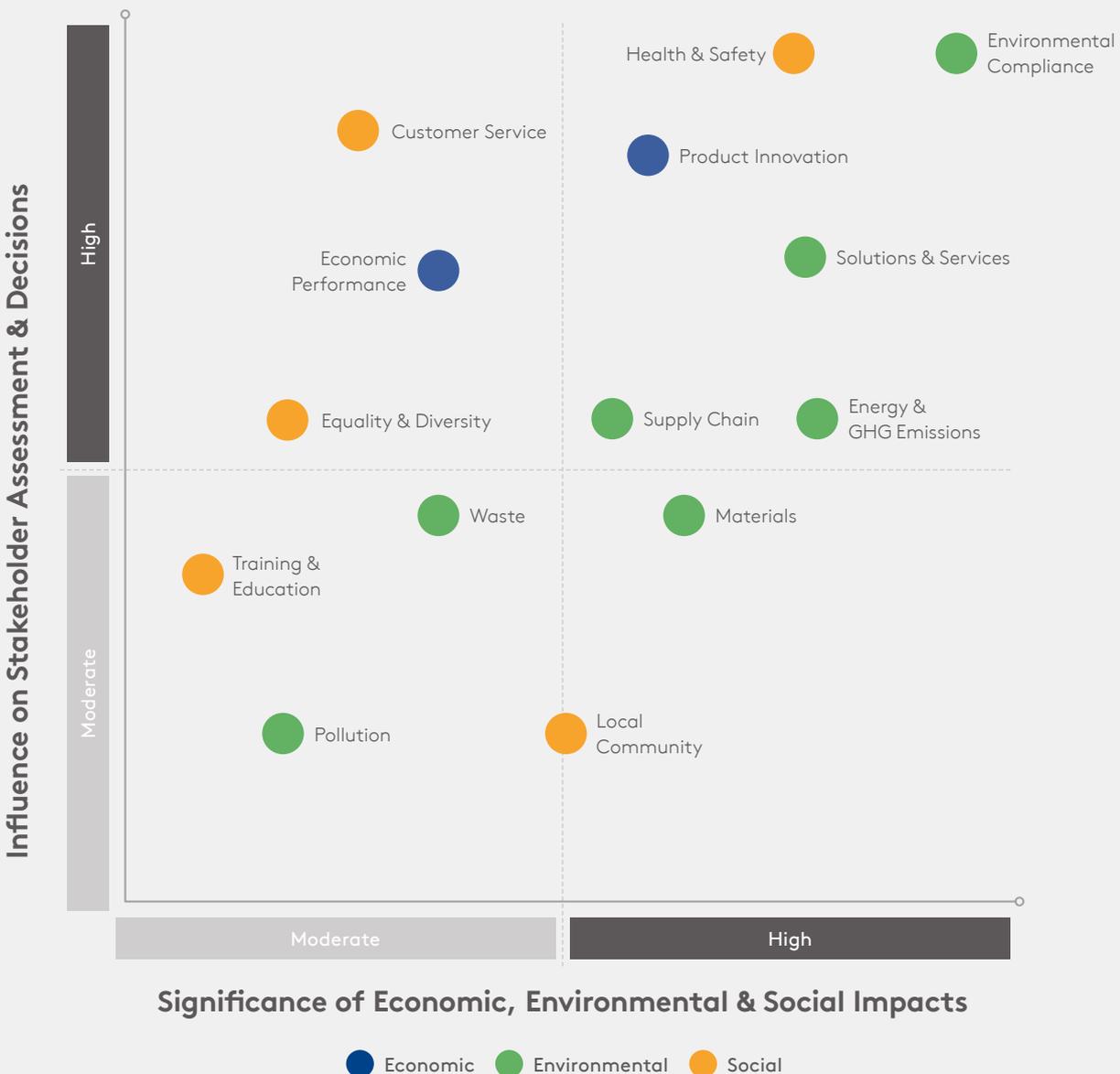
# GRI Standards & Materiality

This report has been prepared in accordance with the GRI Standards: Core option, has been third party reviewed and has undergone the content index service provided by GRI.

At the centre of the GRI standards is materiality, a framework which supports only the reporting of information that is most critical to achieving the organisations goals for sustainability and managing business impact on the environment and society.

Building on work from previous reports, internal workshops and consultations, we again identified the most material topics of our business through our annual materiality survey. This prioritization exercise asked participants to rank topics in order of business importance.

## Materiality Matrix





Of the stakeholders engaged, we received a 50% response rate.

We included stakeholders from across our value chain to understand our material topics and inform our objectives. Internal stakeholders were chosen from each department to provide a cross departmental response. External stakeholders were selected from each of our key stakeholder groups as outlined in the stakeholder engagement section of this report. Of the stakeholders engaged, we received a 50% response rate.

Topics were scored based on the number of times they were deemed important by a stakeholder. The results again showed positive alignment between internal and external stakeholders. The principles and relevant sector disclosures were used to develop the report content and assess the topic boundaries, enabling us to report on the activities, impacts expectations and interests of our stakeholders. No restatement of information has been provided from previous reports for this assessment. There has been no significant changes in topics or boundaries.

### Boundary Analysis

Material Topics	Disclosure (s)	Boundary
<b>Acting Responsibly</b>		
Environmental Compliance	(307-1)	Inside Operations
Health & Safety	(306-3)	Both
Supply Chain	(102-9) (308-1) (414-1)	Inside Operations
Diversity & Equality	(406-1) (411-1)	Inside Operations
Economic Performance	(201-1) (201-2) (205-1)	Inside Operations
<b>Resource Efficiency</b>		
Energy & Carbon	(302-1) (302-2) (302-3) (302-4)	Inside Operations
Water & Waste	(303-1) (303-2) (306-2)	Inside Operations
Pollution	(306-3)	Inside Operations
<b>Sustainable Solutions</b>		
Product Innovation		Inside Operations
Solutions & Services	(417-2)	Both
Materials	(301-2) (301-3)	Both
<b>Stakeholder Engagement</b>		
Customer Service	(417-2)	Both
Local Communities	(102-40)	Outside Operations

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Introduction

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Our Business**

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**Western Illinois University**  
USA



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# Our Business

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Kingspan.

## Our Business

“Together we have the opportunity to make our built environment more energy-efficient, attractive, adaptable, environmentally responsible and productive. We can make our buildings really work for us; consuming and generating energy smartly to become real investments in our future.”



**Gene Murtagh**  
Chief Executive Office, Kingspan Group Plc

Kingspan Insulated Panels is the largest division of the Kingspan Group and contributed 63% of the Group’s €3.7 billion turnover in 2017.

Kingspan Insulated Panels is part of the Kingspan Group plc. Founded in Kingscourt, Co. Cavan, Ireland in 1965, the Company has expanded into a global business to become a leader in high performance insulation and building envelope systems. The Kingspan Group has five primary divisions:

Insulated Panels



Insulation



Water & Energy



Access Floors

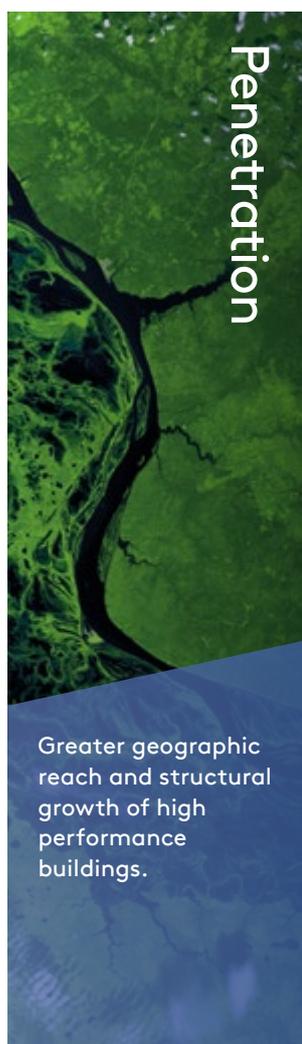


Light + Air



## Strategy

Deeply embedded within our strategy is a commitment to sustainable business and the development of sustainable solutions. Our strategy is built upon four pillars;



### Kingspan Group Financial Performance

	2013	2014	2015	2016	2017
Turnover (€m)	1776.8	1891.2	2774.3	3108.5	3668.1
Operating Profit (€m)	115.5	141.5	246.8	328.3	362.4
Net Profit (€m)	89.1	106.5	190.6	255.5	285.9
Retained Earnings (€m)	942	1009.1	1293.8	1406.6	1642.7
Employees Wages & Salaries (€m)	254.5	270.3	380.2	435.6	488.5
Operating Costs, excluding intangible amortisation (€m)	337.2	367.6	551.5	599.3	675.2
Tax Paid (€m)	15.4	14.8	28.7	50.3	61.6

For further information on the Kingspan Group Financial Statements please visit [www.kingspan.com](http://www.kingspan.com)

# Kingspan Insulated Panels

This report focusses on the Western Europe, GCC and Australasia regions of the Kingspan Insulated Panels division with operations in Africa, Australia, Belgium, France, Gulf Cooperation Council, Ireland, The Netherlands, Turkey, New Zealand, South East Asia and The United Kingdom.

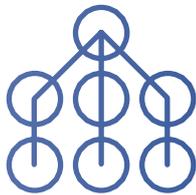
As a division, our focus is on the design, development and manufacture of solutions for advanced building envelopes. Energy-efficiency is in our DNA, from manufacturing the most thermally-efficient building envelopes with integrated solar PV and smart lighting systems, to providing services that support sustainable building techniques.

Our work enables property developers, building owners, designers, contractors and insurers to create innovative buildings that deliver world class energy efficiency, safety and design. We have always operated with a clear sense of purpose, to lead the charge in high performance insulation using our practical, solutions-led approach. During the reporting period, we did not form any joint ventures and we did not outsource or lease our operations.

## Business Overview

**7**

**Product Groups**



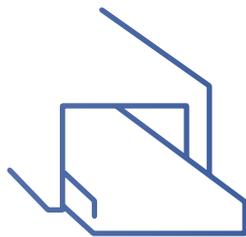
**+2,000**

**Employees**



**+10**

**Manufacturing Facilities**



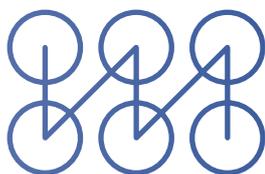
**+30**

**Countries**



**6**

**Business Brands**



Kingspan Insulated Panels, BENCHMARK by Kingspan, Kingspan FSEL, Kingspan Door Components, Isocab by Kingspan

## Regional Updates



### UK & Ireland

- › The UK market performed well with large scale online distribution centre projects featuring prominently throughout the year.
- › The release of Dri-Design® was well received with an encouraging project pipeline.
- › QuadCore™ market penetration continue to increase with a target of 40% by the end of 2018.
- › The Irish market continuous to progress well as the economy recovers and growth in building resumes.



### Mainland Europe

- › Generally positive year for our businesses across Continental Europe, setting aside the inflationary challenges faced. Volumes in France and The Netherlands performed well through most of the year.



### Asia Pacific & Middle East

- › The region experienced many challenges in 2017, not least the predictable weakness experienced in Turkey.
- › Strong project pipeline particularly in the aviation sector in 2018 and 2019.
- › The New Zealand and South East Asian markets continue to deliver well.



## Focus Areas



**Product Innovation**

From the industry's highest performing insulation core, QuadCore™, to the introduction of smart energy solutions, we are creating energy efficient buildings of the future. We aim to continually develop new products for the market with sustainability at the core of our product design, development and disposal process.



**Supply Chain**

From the procurement of raw materials through to the delivery of a final product, we work with our key stakeholders to maximise opportunities for sustainable growth.



**Health & Safety**

There is no higher priority for Kingspan than the safety of our colleagues, customers, suppliers and local communities. We are committed to a continual goal of zero fatalities, injuries and incidents, believing all are preventable. OHSAS 18001 has been achieved across a number of our manufacturing sites with planned implementation across the rest of our division.

## Our Approach

We know that the built environment has an important part to play in combatting climate change, and we pledge to take the lead. To achieve our goals we must consider the impacts across our value chain in order to assess where we can make meaningful change. Our commitment to sustainability and continuous improvement is instilled at every level of the company and at every step in the manufacturing process. Our six focus areas help guide our progression towards a more sustainable future.





**Energy & Emissions**

We are on our way to becoming a Net-Zero Energy company by 2020. In 2017, our divisional renewable energy use reached 74.2%.



**Waste**

We are proud to be Zero Waste to Landfill across our facilities in the UK & Ireland with similar initiatives and implementation of further site waste collection schemes planned across the division.



**Stakeholder Engagement**

People are at the heart of what we do, from our employees to our customers and local communities. We are committed to providing tailored learning programmes and supporting our stakeholders.

### Product Matrix

● High ● Moderate ○ Not Applicable

Product Innovation	●	●	●	●	●	○	●
Health & Safety	●	●	●	●	●	●	●
Solutions & Services	●	●	●	●	●	●	●
Energy & Carbon	●	●	●	●	●	○	●
Water & Waste	●	●	●	●	●	○	●
Supply Chain	●	●	●	●	○	○	●
Customer Service	●	●	●	●	●	●	●
Training & Education	●	●	●	●	●	●	●
Circular Economy	●	●	●	●	●	●	●
Local Community	●	●	●	●	●	●	●
	Business Services	Raw Materials	Manufacturing	Logistics	Installation	In Use	End of Life

## Awards



### CDP Climate A List 2017

- › Kingspan Group was one of 112 companies selected for leading the way towards a low carbon future



### Business Green Manufacturer of the Year

- › The prestigious awards seek to showcase companies who are making outstanding efforts turning sustainability pledges into reality

### RoSPA Health & Safety Awards 2017

- › Winner, Gold Medal
- › Celebrating our standards in health and safety management



# Acting Responsibly

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# Governance & Management Systems

Our management team is made up of a number of executive directors across the geographical regions that we operate in. They report to our Group directors through our Divisional Managing Director. The Kingspan Group board of directors which consists of 11 directors, six including the chairman are non-executive. The Chairman is responsible for the efficient and effective working of the unitary board, including timely communication with shareholders. Shareholders get the opportunity to provide recommendations or direction to the highest governance body during the Group Annual General Meeting which occurs in May of each year.

## Sustainability Governance

Our Divisional Managing Director, Gilbert McCarthy, oversees this division’s sustainability performance and compliance with internal and international standards, codes of conduct and principles. Our governance of environmental and social issues is well established, particularly with regard to research and development, market analysis and strategic intentions.

We have also developed a clear reporting structure for environmental issues. They are identified by teams at manufacturing site level. The information is then reported to the Divisional Operations Director and Divisional Building Technology Director who report to the board of directors. This initiative is managed by our Managing Director.



## Management Systems

We utilise formal management systems where possible to guide our processes. ISO 9001 (Quality Management Systems), ISO 14001 Environmental Management Systems), ISO 50001 (Energy Management) and OHSAS 18001 (Occupational Health & Safety) are either implemented or currently being implemented across all of our sites.

### ISO Management Systems

Site	ISO 9001	ISO 14001	OHSAS 18001	ISO 50001	BES 6001
Kingscourt, Ireland	Y	Y	Y	N	N
Holywell, UK	Y	Y	Y	Y	Y
Sherburn, UK	Y	Y	Y	Y*	Y
Walsall, UK	Y	Y	Y	N	N
Leuze, Belgium	Y	Y	Y	N	N
Bavikove, Belgium	Y	N	N	N	N
Beveren-Leie, Belgium	N	N	N	N	N
Adana, Turkey	N	N	N	N	N
Sydney, Australia	Y	Y	Y	N	N
Dubai, UAE	Y	Y	Y	N	N
Dunkerque, France	Y	Y	Y	Y*	Y
Perpignan, France	Y	Y	Y	Y*	Y

\*Planned 2018

**Dalmunach Distillery**  
UK



# Sustainable Development Goals

The 2015 Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations. They cover a wide range of issues including responsible consumption and production, climate action, affordable clean energy, as well as targeting poverty, equality, health and well-being. The goals, agreed to by 193 world leaders, set out a roadmap for governments and industry to move towards a more sustainable future. We aim to support the SDG's by continually striving to have a positive impact upon the environment and society.



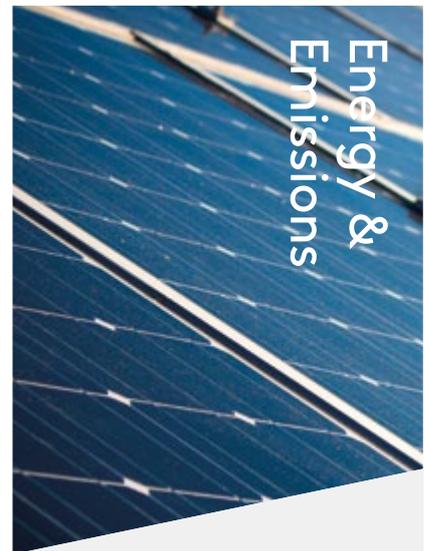
## Materials

- > A scientific breakthrough in hybrid insulation technology, Kingspan QuadCore™ achieves the industry's lowest lambda value enabling us to do more with less. QuadCore™ solutions can achieve material efficiency savings of up to 10% when compared with standard polyurethane insulation.
- > We have saved over 5 million litres of water across our division by incorporating the use of harvested rainwater within our solutions and facilities.



## Solutions

- > It is estimated that Kingspan insulation systems world-wide save over 176.1 million MWh of energy annually.
- > QuadCore™ solutions have a reduced carbon footprint of up to 11.6% when compared with traditional PIR insulated systems.



## Energy & Emissions

- > The Kingspan Net-Zero Energy Initiative is committed to powering all of our manufacturing facilities worldwide with renewable energy by 2020. In 2017, our division achieved 72.4% NZE.
- > Energy Performance Contracts (EPC) and energy efficiency projects at our UK & Ireland facilities have realised energy savings of over 2 GWh annually.





- › Our facilities across the UK & Ireland have achieved and maintained our Zero Waste to Landfill goal.
- › In 2017, we recycled over 12,500 tonnes of waste.
- › We are working to implement our Zero Waste to Landfill goal across our division.



- › Kingspan is an equal opportunities employer and actively encourages the uptake of middle and senior management positions by females.
- › Gender equality is championed in our global graduate program with 41% female incoming graduates.



- › We actively support the learning, education and the construction of education centres across our division. We seek to engage and educate through our local social engagement programmes. We are proud to be part of the recent Salt School Gunty's Island project in Cambodia in collaboration with RAW Impact, Cundall and UNSW.



# Climate Resilience



We operate in a business environment that is heavily influenced by regulatory responses to the climate agenda. As part of our risk assessments, Net-Zero Energy initiative and carbon disclosure commitments, we identify potential risks and opportunities associated with climate change that may impact our business in the future.

## Risks

Type	Description
Physical	Our Holywell site is located on a river estuary and is known to be at risk of flash flooding and vulnerable to a rise in sea level. Interruption costs (in the region of €1 million to €10 million, albeit covered by insurance) would be substantial; however, occurrences have been limited to date. Flood risk is carefully managed at the site with emergency plans for flood protection in place across the site. We are connected to the flood warning alerts from the UK Environment Agency and have a team of staff who are available to act when we get the initial alert of potential flood risk. Cost of management is estimated to be between €50,000 and €60,000 per annum relating to additional insurance premiums.
Regulatory	It is anticipated that additional carbon taxes will be implemented in the near future. However, we expect our investment in energy efficiency to counteract any increase in operating costs. The current assessment of financial impact assumes that such schemes might be applicable across up to four geographic jurisdictions at any one time with a potential financial implication of up to €1,200,000. We monitor development as a company and via various trade association memberships. Impacts can be mitigated by the negotiation of opt-outs for companies manufacturing products aimed at improving energy efficiency within the built environment. The support being made available to the various trade associations and consortia is circa €60,000 per annum.
Regulatory	A significant drop in energy/fuel prices over a lengthy period could impact sales of insulation solutions, potentially resulting in up to a 5% drop in turnover of energy efficiency products. The main means of countering this unlikely scenario is to maintain pressure on Governments to understand the importance of internalising the full environmental cost of energy production and distribution. The support being made available to various trade associations and consortia on this topic is circa €60,000 per annum.
Other	Our product range is built around the importance of climate change to the built environment. It is therefore imperative that the company continues to invest in research and development to maintain continued market share. Failure to innovate could have a knock-on effect on the organic growth of the business – every €10 million in lost revenue could impact the Group's trading profit by circa €1,100,000. There is an on-going evaluation of our product portfolios in every market to ensure that they target current and future opportunities for profitable growth. The risk is further mitigated by continuing innovation and compelling marketing programmes. We place considerable emphasis on research and development of existing and new products, investing €27.1 million research and development in 2017.

## Science Based Targets

The Science Based Targets initiative champions science-based target setting as a powerful way of boosting companies' competitive advantage in the transition to the low-carbon economy. It is a collaboration between CDP, World Resources Institute (WRI), the World Wide Fund for Nature (WWF), and the United Nations Global Compact (UNGC) and one of the We Mean Business Coalition commitments. In 2017 we began to develop our science based targets in conjunction with our sustainability consultants. This resulted in our formal commitment in 2018.



## Opportunities

Type	Description
Regulatory	The implementation of any measure that is likely to add to the cost or influence the use of energy such as fuel/energy taxes and regulations is potentially beneficial to our business. A rise in energy cost could drive demand for energy efficient products at new build level and refurbishment level. Every additional €10 million in sales has the potential to add circa €1,100,000 to the Group's trading profit. We manage this opportunity through market communications, tracking of energy prices and actively seeking to influence policy-makers on the importance of fully-costed and non-subsidised energy. The estimated cost of management is circa €200,000.
Regulatory	The implementation of any measure that is likely to add to the cost of carbon emissions is potentially beneficial to our business, potentially driving demand for energy efficient products at new build and refurbishment level. Every additional €10 million in sales has the potential to add circa €1,100,000 to the Group's trading profit. We monitor and engage with regulators through trade associations to see optimal policies are adopted, including those for on-site renewables. This opportunity is managed through market communications, tracking of energy prices in our jurisdictions and actively seeking to influence policy-makers on the importance of fully-costed and non-subsidised energy. The estimated cost of management is circa €200,000.
Other	Wider fluctuations in temperature may create more difficulty in maintaining a consistent internal environment which can be combated by insulating the building fabric to a greater degree and managing the source of unwanted loads. Significant changes in the range of extreme temperature events will have a positive impact on the need for additional thermal insulation. Such trends could impact the Group's turnover by up to 3%. To manage this opportunity we monitor IPCC reports on temperature trends, provide energy modelling services to our customers and memberships to trade associations are involved in monitoring trends that influence insulation demand. The combined cost is estimated to be in the region of €150,000 per annum.
Other	There is an opportunity to further enhance our reputation as a product innovator and thought-leader on the climate agenda within the built environment through our unique optimised energy solutions offering. Our work to stimulate renovation of the existing building stock is particularly relevant. We aspire to lead by example through our NZE targets and progress towards achieving the Group's goal by 2020. The value of enhanced reputation is difficult to quantify, but it could be reasonable to assume that it might have an effect of up to 2.5% on Group turnover. We place considerable emphasis on research and development of existing and new products, investing €27.1 million research and development in 2017.

# Compliance

“There is no higher priority for Kingspan than the safety of our colleagues, customers, suppliers and local communities. We are committed to a goal of zero fatalities, injuries and incidents, believing all are preventable.”



**Paul McGowan**  
Divisional Health & Safety Manager

## Risk Assessment

To ensure we comply with all relevant laws and regulations, we conduct an annual risk assessment across the business. The assessment takes into account the probability of each risk occurring and acts as a guideline for management to ensure we are performing across these areas.

The assessment includes:

- › Finance;
- › Laws & Regulations;
- › Research & Development;
- › Quality Control;
- › Purchasing;
- › Sales;
- › Reputation;
- › Corruption; and
- › Fraud.

We conduct regular internal audits through our Legal & Compliance Team to ensure compliance and the effectiveness of our Anti-Bribery & Corruption Policy and procedures. View our policies at [www.kingspan.com](http://www.kingspan.com)

## Environmental Laws & Regulations

In 2017, no fines or non-monetary sanctions were recorded for failure to comply with laws and regulations, environmental or otherwise. No legal action has been taken against Kingspan Insulated Panels for anti-competitive behaviour, anti-trust or monopoly practices within this period.

## Health & Safety

There is no higher priority for Kingspan than the safety of our colleagues, customers, suppliers and local communities. We continue to progress towards our goal of zero fatalities, injuries and incidents, believing all are preventable.

Issue	2015	2016	2017
Accident at work (% of total employees)	0.15	0.3	0.35

We continue to roll out our Safety E-Learning Live Portal across our division. The portal aims to provide on demand training across a wide range of subjects increasing knowledge and awareness. Supervisors and Managers have achieved IOSH managing safely standards training. As a direct result we have seen significant reduction in lost time incidents across the division against prior year. Internal audits and the new divisional audit programme are underway to ensure every site meets the minimum Kingspan Health & Safety standards.

Grifols International Logistics Centre  
Ireland



# Supply Chain Management

“Minimising environmental impact across our business is not only a result of what we do, but also what our suppliers do. From the procurement of raw materials to the delivery of a final product, we work with our key supply chain partners to maximise opportunities for sustainable growth.”



**Mark Broderick**  
Procurement Director



## Procurement Structure

- 1** We purchase our raw materials through a Central Group Company (CGC).
- 2** Our Group Head of Procurement is responsible for our procurement operations.
- 3** Our Divisional Procurement Directors oversee the bulk procurement of our main raw materials.
- 4** At regional level, local procurement teams oversee the procurement of ancillaries and services.
- 5** Our employees adhere to the Chartered Institute of Purchasing and Supply Code of Conduct, as contained in our Ethical Purchasing Policy.
- 6** We expect our suppliers to ensure that their products and services are produced and delivered in line with laws, local regulations and best practice industry standards.



## Responsible Sourcing

BES 6001 BRE Global has developed a Framework Standard for Responsible Sourcing (BES 6001) along with an associated independent third-party verification scheme. In 2017, our manufacturing plants in France achieved a 'very good' rating when independently assessed, adding to our certification already in place for our UK facilities. The certification is recognised by the BREEAM® family of certification schemes and can contribute to the achievement of points in the materials section.

To view our certificate, please visit  
[www.greenbooklive.com](http://www.greenbooklive.com)



## Supplier Assessment

In the UK & Ireland, we currently have relationships with over 2,000 suppliers providing us with raw materials, equipment, ancillaries, packaging and services. Where possible, we engage with local suppliers. A complete list of our approved suppliers is maintained by our procurement team.

We engage with suppliers who operate to similar sustainability standards, including maintaining standards in quality and environmental performance. Our purchasing decisions are made on the basis of whole life costing. We assess all suppliers in the areas of:

- › Quality;
- › Environmental Management;
- › Health & Safety;
- › Labour & Human Rights; and
- › CSR Commitments.

Once suppliers have passed initial assessment, compliance with new and existing supply chain policies are tracked by the procurement team. All suppliers must provide evidence of robust environmental and OH&S management systems and must adhere to the following policies:

- › Ethical, Bribery and Anti-Corruption;
- › Supplier Quality Assessment;
- › Modern Slavery Policy;
- › Ethical Purchasing; and
- › OH&S Management Systems.

Compliance is required by all new and existing suppliers. Copies of our policies are available at [www.kingspan.com](http://www.kingspan.com).

## Labour & Human Rights

We purchase the majority of our raw materials from the EU or OECD, which are assumed to be low risk in relation to Labour and Human Rights violations. We have also implemented our modern slavery policy. Adoption of this policy is tracked and monitored by our procurement team. Other standards implemented in the business include:

- › Kingspan aims to trade with suppliers who pay their employees' wages and provide benefits that meet local industry benchmarks and national building requirements; we will not trade with suppliers who impose excessive working hours and poor or unsafe working conditions on their employees; we will not trade with suppliers who abuse or intimidate their employees; we will not trade with suppliers who discourage or prevent their employees from joining trade unions and other workers' associations.
- › We aim to trade with suppliers who observe the UN's Universal Declaration of Human Rights (UDHR). Where a supplier is found to be in gross violation of the principles of the declaration, we will require a change of practice, working with the supplier to highlight concerns and develop mutually acceptable solutions. If this process fails, Kingspan will terminate the relationship. We support the elimination of child, forced and slave labour.

## Safety

There is no higher priority for Kingspan than the safety of our colleagues, customers, suppliers and local communities. We are committed to a goal of zero fatalities, injuries and incidents, believing all are preventable. Consequently, we expect our suppliers to adopt and implement acceptable safety standards including contracted and sub-contracted work.

# Employment

All employees play a critical role in the success of the Kingspan business. Some of our team have worked with us for 40+ years and in hoping to continue this trend, we annually invest in staff training and development programmes.

## Divisional Employment

Year	UK & Ireland	Australia & NZ	South East Asia	Holland	Belgium	France	Turkey	UAE	Total
2014	977	102	0	0	109	113	0	0	1301
2015	1035	92	0	0	104	120	0	0	1351
2016	1152	111	4	30	121	367	140	166	2091
2017	1122	91	4	33	145	367	171	164	2097

We are working towards disclosure of employee figures by gender. At this time we do not have complete information available across the division and we are currently working to collate the data with the aim to report in our next sustainability report.

## Direct Labour

Year	2016	2017
Own Permanent FTE	761	761
Own Temp FTE	54	66
Agency FTE	173	179

## Indirect Labour

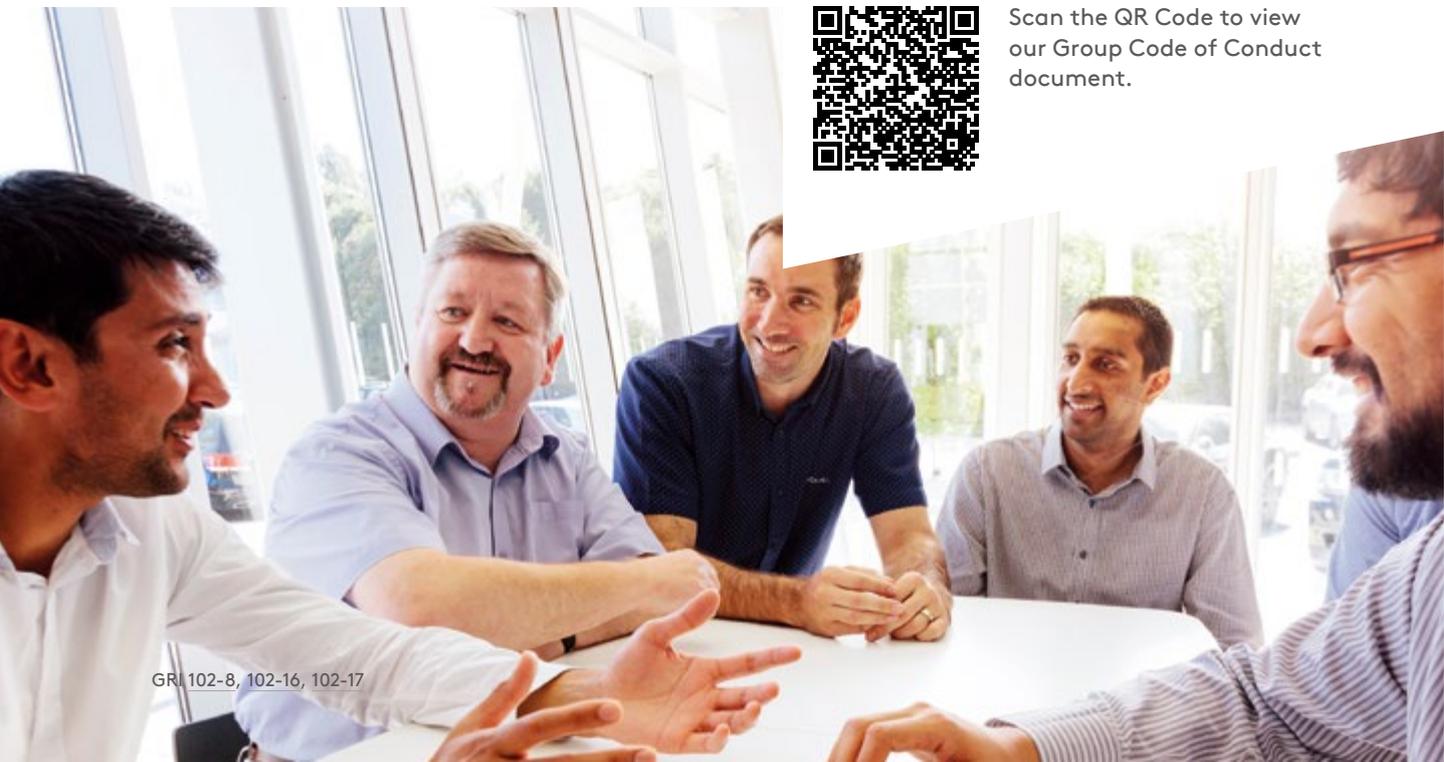
Own Permanent FTE	1060	1048
Own Temp FTE	18	21
Agency FTE	25	22
<b>Total</b>	<b>2091</b>	<b>2097</b>

## Code of Conduct

Kingspan is committed to acting responsibly in its business, and maintaining high standards of ethics and integrity in all its dealings with its stakeholders, be they investors, customers, suppliers, its employees and the community it operates in. Our Group Code of Conduct sets out the fundamental principles which it requires all its directors, officers and employees to adhere to in order to meet these standards. These principles are supplemented locally both by the provisions of other policies and the Employee Handbook. Confidential internal and external mechanisms are available to all employees to seek advice or report concerns of unethical or unlawful behaviour and organisational integrity as outlined in the Employee Handbook.



Scan the QR Code to view our Group Code of Conduct document.



“Diversity in Kingspan is about our relationships, how we connect, our interactions, our communication, respectfulness, and inclusivity. Our success down through the years and indeed our continued success, calls for a diverse body of talent that can bring fresh ideas, perspectives and views to their work.”



**Tom McGuinness**  
Divisional Director

### Equality & Diversity

We operate in over 30 countries across our division which brings a wealth of diversity, knowledge and cultural sharing. The nature of our business has fostered cross country collaboration resulting in multi-cultural teams throughout our business. In 2017, there were no incidents of discrimination or violations involving the rights of indigenous people and therefore no need for corrective action. All employees must adhere to our:

- › Code of Practice;
- › Equal Opportunities Policy;
- › Human Rights Policy;
- › Discrimination & Bullying Policy.

All of the above documents are available online at [www.kingspan.com](http://www.kingspan.com) and are included in new employee induction packs.

% employees covered by collective bargaining agreements	2016	2017
UK & Ireland	45	49.3

We have championed our equal opportunities policy across our division. As a result, we have seen a rise in the number of females taking up middle and senior management positions. In the UK, gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Full details of our gender pay gap study are available at [www.kingspan.com/uk](http://www.kingspan.com/uk)

The current ratio of female to male employees in our UK business is approximately 1:6. This is largely due to the fact that the production teams are predominantly male across each of the businesses. Our graduate program has been a key tool that has enabled us to find talented new graduates who will drive our business towards a fairer, more sustainable future. Each year, up to 30 graduates join the program and are mentored by senior managers across the business. In 2017, 41% of incoming graduates were female.

Graduate Program Hires	2016	2017	2018
Female	25%	32%	41%
Male	75%	68%	58%



# Employment

## Health & Well-being Initiatives

At Holywell, our employees share ideas and initiatives through our Partnership Forum. The forum is a platform to talk about issues such as security, dress policy, remuneration, car-pooling and cycle to work schemes amongst others topics. The forum is made up of employees from all of the departments across our business.

In recognition of the importance of employee health and well-being, we have implemented a Handling Stress at Work Policy to provide some guidance and support in managing workload. There is also an opportunity to discuss this at annual performance appraisals.

All employees have annual performance appraisals with their department managers which helps to identify and plan further training needs and career development pathways. We also offer a money purchase pension scheme to all staff, matched by the company at a rate of 5%. Profit share options are also provided.



## Silverburn Shopping Centre

Glasgow, UK





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# Resource Efficiency

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# Energy & Emissions

“Challenging ourselves to become a Net-Zero Energy company within a nine-year time frame felt like a huge step into the unknown at the time. However, the pledge has brought a keen focus to absolutely everything that we do and, in spite of our business changing shape rapidly in the interim period, we’ve managed to stay firmly on track due to the internal support the programme receives and the dedication of the global team.”



**Mark Harris**  
Divisional Building Technology Director

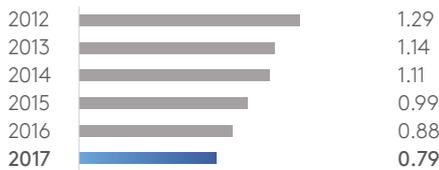
In 2011, the Kingspan Group committed to an ambitious target of becoming a Net-Zero Energy company by 2020. Net-Zero Energy, as defined for our purposes, is that all of our manufacturing facilities, over a year, are energy neutral on an aggregated basis across our estate.

The initiative is managed by our global NZE team which comprising of members from each division, meeting quarterly to discuss strategy and progression. In 2017, the Group achieved 69% renewable energy, meaning we are firmly on track to achieve our 2020 goal.



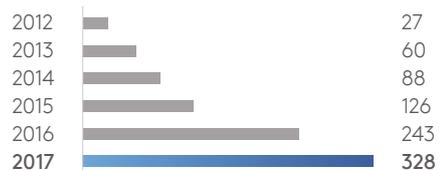
### Energy Costs

Light and heat costs as a % of turnover



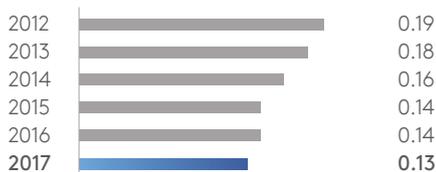
### Renewable Energy Usage

Renewable energy used (GWh)



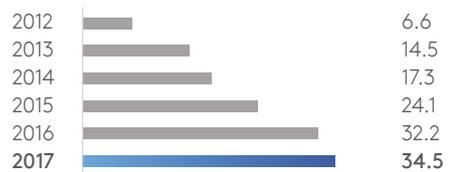
### Energy Intensity

kWh per € turnover



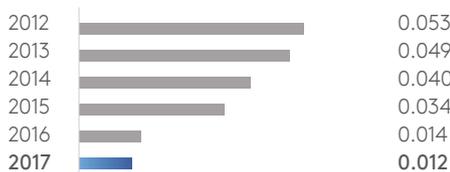
### On-site Energy Generation

Renewable energy generated on-site (GWh)



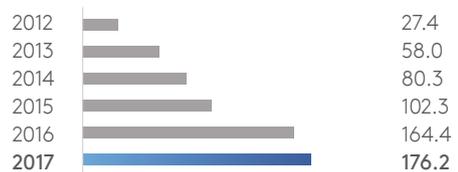
### Carbon Intensity

CO<sub>2</sub> tonnes per €m of turnover

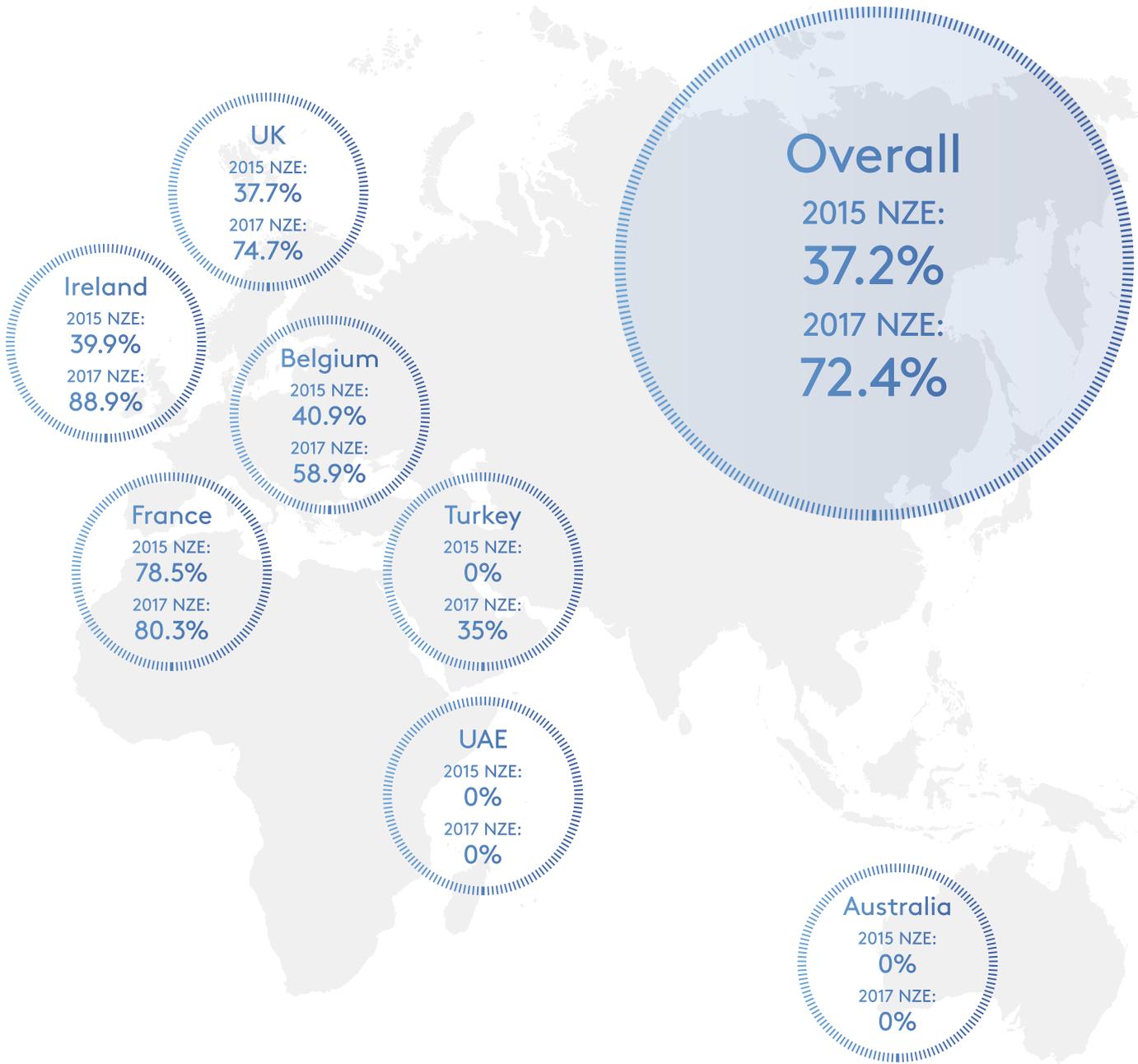


### Renewable Electricity Usage

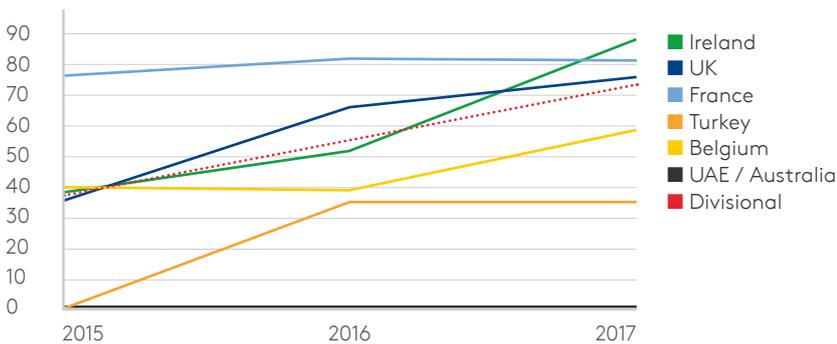
Renewable electricity used (GWh)



# Divisional Performance



**% NZE Performance**



**72.4%**

**Net-Zero Energy**



**3**

**Energy performance contracts**



**3**

**LED lighting upgrades**



**12,000+**

**Solar PV panels**



**52.8+ GWh**

**of renewable energy**



**5.9+ GWh**

**of energy generated at our sites**



**100%**

**Net-Zero Energy at our facility in Perpignan, France**



Energy Consumption (Non Renewable)			
Fuel Type	2015	2016	2017
Non- Renewable Electricity (GWh)	3.57	2.05	2.27
Natural Gas (GWh)	17.26	4.82	2.75
Gasoil/Fuel Oil (GWh)	20.65	18.99	19.76
LPG (GWh)	2.56	2.73	3.67
Total (GWh)	44.04	28.60	28.45
Scope 1 Emissions (tCO <sub>2</sub> e)	9,633	6,646	5,471
Scope 2 Emissions (location based) tCO <sub>2</sub> e	10,479	9,807	9,888
Scope 2 Emissions (market based) tCO <sub>2</sub> e	2,063	1,438	1,485
Energy Consumption (Renewable)			
Renewable Electricity (GWh)	25.27	25.00	28.22
On-site Renewable Energy Generation	0.80	2.99	5.96
Renewable Gas (GWh)	0.00	12.94	14.32
Renewable Heat (GWh)	0.00	0.00	4.37
Total Renewable Energy Generated/Imported	26.07	40.93	52.87
Total Energy Usage ( GWh)	70.11	69.53	72.97
% NZE	37.2	58.9	72.4

The DEFRA Voluntary 2017 reporting guidelines and emissions factors were used to calculate scope 1 and scope 2 emissions.

## Our Strategy

To achieve Net-Zero Energy, we follow this three step process.



**1** Save More

We believe the first priority should always be reducing energy use. In 2017, the impact of the Energy Performance Contract (EPC) at our manufacturing facilities in Holywell, Sherburn and Kingscourt realised circa 2 GWh of energy savings inclusive of electricity, gas, fuel oil and LPG. The EPCs have been highly successful in delivering the guaranteed energy savings and more importantly have helped to provide a platform and culture to achieve even bigger savings.



**2** Generate More

On-site renewable energy generation of both electricity and heat is a key priority. We have invested substantially in on-site generation, particularly rooftop solar PV systems. In 2017, 5.9 GWh was generated on our sites, which is the equivalent of 8% of our divisional energy use. In 2017, planning permission was also granted for a 1.6 GWh wind turbine at our Holywell site, UK.



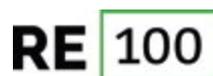
**3** Buy More

Procurement of fully certified renewable energy is a necessary part of delivering our ambition to become Net-Zero Energy across our sites. In 2017, all electricity used in our European facilities was either generated on site or procured from a certified renewable energy source. In Australia, we are researching the available opportunities for the procurement of certified renewable energy and hope to make progress in 2018.

## Industry Impact

### RE100

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



### CDP A list

In 2017, Kingspan was recognised as a global leader for corporate action on climate change and was awarded a position on the CDP Climate A List for the third year running. CDP is an international not-for-profit measuring the environmental impact of thousands of companies across the globe.



# Waste & Water Management

The construction industry is one of the main consumers of raw materials globally, meaning waste resulting from construction has the potential to significantly influence our environment. We make every effort to ensure that we minimise waste throughout our manufacturing processes, utilising the waste hierarchy to identify areas for improvement. Waste is addressed by our ISO 14001 Environmental Management System as part of our continuous process to 'reduce, reuse, and recycle'.

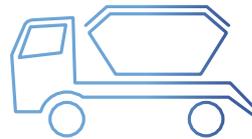
## 11,937+

tonnes of recycled waste

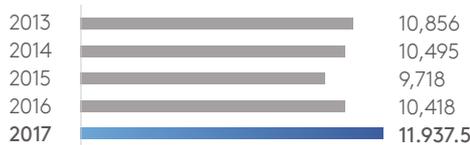


## 641+

tonnes of waste collected from construction sites



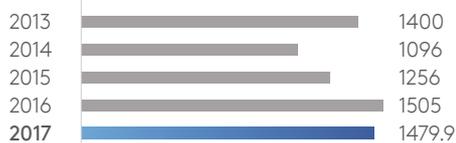
### Recycled Waste



### Waste to Energy



### Landfill Waste



### Collection of Site Waste

Including panel cut offs, plastic, cardboard, wooden pallets and polyblocs.



When assessing the potential waste streams from our products we have considered the waste hierarchy approach to identify the areas that we can improve on. Thanks to significant efforts in this area we are delighted to be a 'Zero Waste to Landfill' company across the UK and Ireland with similar initiatives currently underway across the division. Waste information was obtained from our waste disposal partners.

For more information please see our waste management and resource efficiency brochure available at [www.kingspan.com](http://www.kingspan.com)

## Material Efficiency

We aim to continually improve the efficiency of our solutions to promote responsible use of raw materials and to support the circular economy. For example, our insulated panels utilising QuadCore™ technology can achieve:

- › Material efficiency savings of up to 10% when compared with standard polyurethane insulation.
- › Steel used to manufacture our insulated panels contains between 20-25% of recycled steel content.
- › Panels manufactured at Kingscourt, Ireland utilise rainwater harvested on-site and incorporate recycled insulation from our production process adding up an additional 3% recycled content.

These projects are managed through our divisional teams and we continue to work with our raw material suppliers to explore viable options that can be scaled across the division.

## Water

Although water is a small input into our operations, we aim to manage this resource in the most responsible manner possible, utilising technologies like rainwater harvesting and other water saving initiatives. Over the last five years we have saved over 5 million litres of water across our division by incorporating the use of harvested rainwater within our solutions and facilities.

Water by source	2013	2014	2015*	2016	2017
Total water usage – mains (m <sup>3</sup> )	15,736	41,540	57,059	53,632	63,282
Total water usage – harvested (m <sup>3</sup> )	798	984	1,201	895	1,307
Total	16,534	42,524	58,260	54,527	64,727

## Pollution

All spills of 20kg are considered significant. During the reporting period two raw material spills occurred at our site in Australia, the spills were captured in a confined bunded area and processes were put in place to avoid similar spillages happening again. No fatalities occurred during the reporting period.

Spills	2013	2014	2015*	2016	2017
No. of spills (kg)	3	2	1	1	2
Total volume of spills (kg)	2,938	1,100	270	3,950	640

# Transport

From fuel optimisation to protecting our local communities, we are working to ensure that our transportation plans have a minimal impact on the environment.

## Outbound Logistics

Our UK and Ireland outbound logistics are managed by an external haulage contractor. We work closely with our partner to develop a systematic sustainable approach to freight transport inclusive of road, rail and sea modality. Our haulage contractor is a member of FTA's Logistics Carbon Reduction Scheme and Green Freight Europe. Our approach to measuring sustainable transportation includes;

- › A Transportation Policy and Action Plan;
- › Annual reporting and review of our activities to identify areas for improvement;
- › TMS systems to utilise 'least cost route' strategies to minimise wasted journey miles, linking road, rail and sea movements;
- › Road transporter links to the TMS system to ensure fuel optimisation;
- › Target setting to reduce empty running from asset operations;
- › Reducing CO<sub>2</sub> emissions by moving freight by rail;
- › Utilising ferry services along the UK's eastern coastline, decreasing road miles and CO<sub>2</sub> emissions.

In the UK & Ireland, we work closely with our external partners to track the transport carbon footprint of our products to site. In 2017, the carbon footprint per m<sup>2</sup> of insulated panel delivered in the UK was 0.22 kg/CO<sub>2</sub>e. This is a significant reduction from the previous year due to reduction in average transport distances and payload weight. In Ireland, we also have been working with our partner to calculate the carbon footprint of our Irish deliveries which was 0.35 kg/CO<sub>2</sub>e. We will continue to work with our partners to reduce our transportation impacts.

Kg/CO <sub>2</sub> e per linear metre of panel	2016	2017
UK	0.38	0.22
Ireland	-	0.35

## Inbound Logistics

The vast majority of constituent materials sourced from overseas are imported by ship and road. Policies are in place to rationalise material deliveries where possible and the majority of materials are delivered in large articulated vehicles or tankers to reduce vehicle movements. Companies delivering materials are advised of the most efficient routes, with minimal disruption to the local community.



# Sustainable Solutions

Sustainable Innovation	44
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## Sustainable Innovation

We started over 50 years ago with a simple mission – to always work to make buildings better. In 2017, over €27 million was invested in Research & Development across the Group, supporting our drive towards energy efficient buildings through innovative technologies, products and whole building design techniques.

The research and development function is overseen by the Group’s Head of Innovation and consists of three teams – product development, sustainable chemistry development and fire research. Our R&D Centre at Kingscourt, Ireland, remains a key driving force behind our innovation, in addition to tackling key product lifecycle issues such as design for disassembly and waste minimisation.

### Head of Innovation

<h4 style="color: #008000;">Product Development</h4> <ul style="list-style-type: none"> <li>-----</li> <li>New technology feasibility</li> <li>-----</li> <li>Computational software analysis</li> <li>-----</li> <li>Integrated envelope solutions</li> <li>-----</li> </ul>	<h4 style="color: #008000;">Sustainable Chemistry Development</h4> <ul style="list-style-type: none"> <li>-----</li> <li>Next generation / low carbon insulation technology</li> <li>-----</li> <li>Recycling of ocean plastics</li> <li>-----</li> <li>Biodegradable insulation technology</li> <li>-----</li> </ul>	<h4 style="color: #008000;">Fire Research</h4> <ul style="list-style-type: none"> <li>-----</li> <li>Fire propagation</li> <li>-----</li> <li>Product research and testing</li> <li>-----</li> <li>Certification</li> <li>-----</li> </ul>
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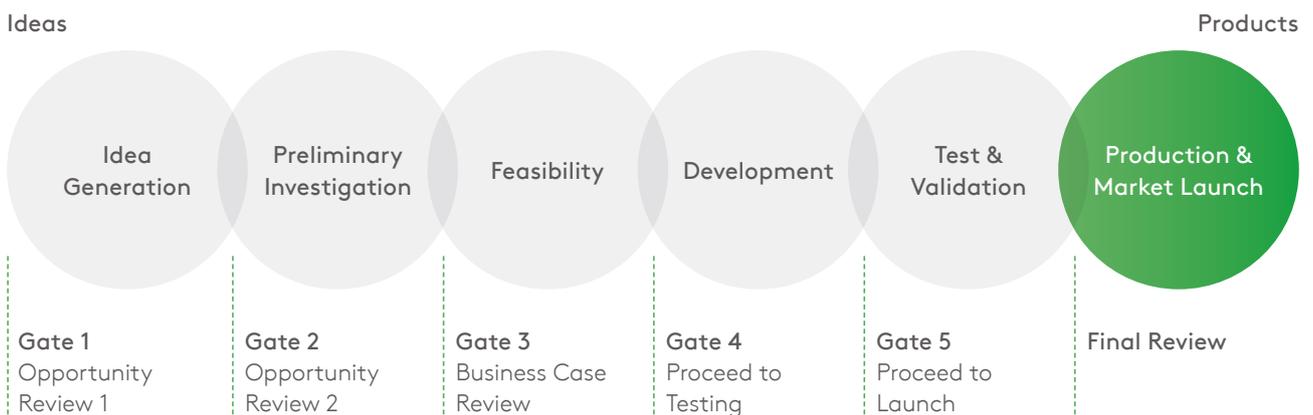
 <p style="font-size: 2em; font-weight: bold;">32+</p> <p>Team Members</p>	 <p style="font-size: 2em; font-weight: bold;">80+</p> <p>Projects</p>	 <p style="font-size: 2em; font-weight: bold;">500+</p> <p>Product tests conducted per year</p>	 <p style="font-size: 2em; font-weight: bold;">€27m</p> <p>of Group Revenue Invested</p>
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“Innovation has been intrinsic in the DNA of Kingspan since day one. It is crucial to meet the evolving demands on our products, services and customers. Our structured approach and dedication to research and development enables our entrepreneurial spirit to thrive as we continue to drive disruption in the construction sector.”

**Mike Stenson**  
Head of Innovation, Kingspan Group plc

### Stage Gate Innovation Process



The R&D team also ensure that our products comply with industry regulations. CE labels are available for all of our insulated panels sold in Europe, demonstrating compliance with the essential requirements of the Construction Products Regulation (CPR).

During the reporting period, we did not incur any fines for non-compliance with laws and regulations concerning the provision and use of our products and services.

## Innovation in Action

### St James Hospital, Ireland

“From an economical and performance point of view, the QuadCore™ panels were a more cost efficient solution for the internal walls, in comparison to mineral fibre or an aluminium honeycomb system. Having the panels fully certified to FM 4882 requirements also made it easy to get approval from the local fire authority.”

**Michael Matthews**  
Technical Manager at  
BAM Contractors Ireland



### Integrated Cleanroom Systems

Innovative solutions for stringently regulated environments. From project design to completion, Kingspan will support customers globally across the pharmaceutical, medical, electronics, cosmetics and aerospace sectors, as well as all other industries with cleanroom requirements.

The UltraTech cleanroom product suite comprises Flush, Semi-Flush and Precision ranges of integrated panels, doors, windows, hatches and interfaces. Kingspan Cleanroom Systems combine unrivalled panel performance with the innovative technology required to meet the most stringent cleanroom specifications. The system utilises QuadCore™ technology, delivering optimised thermal, environmental and fire performance. QuadCore™ is the first closed cell insulated panel core to be certified to FM 4882 for use in smoke-sensitive occupancies, making it suitable for use in high-specification cleanroom environments.



## Deerland Enzymes, USA



“Kingspan’s internal and external building envelope solutions favoured a hassle-free build experience with minimal installation time. A variety of high efficiency insulation and vapour tight seals ensured a personalized solution to suit the needs of Deerland Enzymes’ Probiotic facility. The Probiotic facility is situated in Metro Atlanta, Georgia, a location that is notoriously known for extremely hot and humid summers. The combination of Kingspan’s products made the required low temperature and humidity extremes a viable option while maximizing savings on energy usage.”

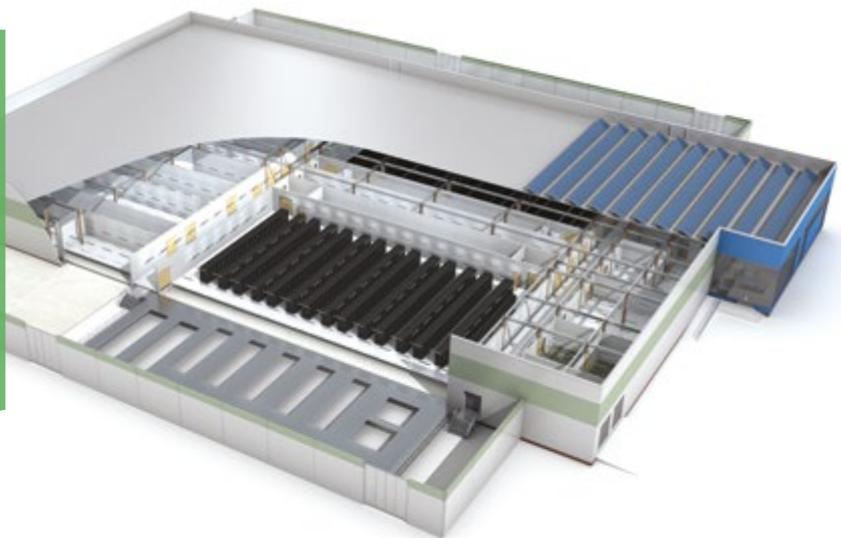
**Paul Jones**  
Project Manager

## Optimised Energy Solutions

To create nearly zero energy buildings we need innovative solutions that work together to deliver excellent performance and comfort for owners and occupiers. Enter Kingspan optimised energy solutions – plug and play low-energy building packages tailored per building application. Our combination of energy saving and energy generating building technologies can create sustainable buildings – enhanced thermal comfort, increased natural light and good indoor air quality, designed to meet energy needs now and into the future.

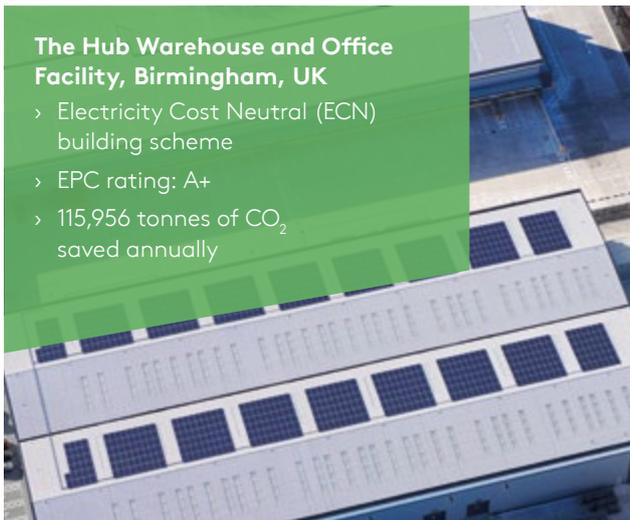
### Benefits

- > Enhanced thermal comfort
- > Reduced energy demand and carbon emissions
- > Contributions to environmental assessment methods
- > Bespoke design, technical and installation support
- > 1 supplier guarantee



### The Hub Warehouse and Office Facility, Birmingham, UK

- > Electricity Cost Neutral (ECN) building scheme
- > EPC rating: A+
- > 115,956 tonnes of CO<sub>2</sub> saved annually



### Next Plc Distribution Centre, Doncaster, UK

- > BREEAM® rating: Very Good
- > EPC rating: A
- > 1,101 tonnes/CO<sub>2</sub> saved annually



<b>Sector</b>	Industrial
<b>Wall Products</b>	Kingspan KS1000 RW Trapezoidal Wall Kingspan KS1000 CW Curvewall
<b>Roof Products</b>	Kingspan KS1000 RW Trapezoidal Roof Kingspan Energy Rooftop Solar PV
<b>Developer</b>	IM Properties

<b>Sector</b>	Industrial
<b>Wall Products</b>	Kingspan KS1000 MR Micro-Rib
<b>Roof Products</b>	Kingspan KS2000 RW Trapezoidal Roof Kingspan KS1000 TD Topdek Kingspan Energy Rooftop Solar PV
<b>Developer</b>	Highbridge Properties

## Life Cycle Assessment

Life Cycle Assessment (LCA) helps us to understand the environmental impact associated with our products throughout their lifespan, from raw material extraction to end of life. Through our LCA work, we have been able to identify areas where we can reduce our environmental impact and continue to work towards our sustainability commitments.

At building level, the holistic approach of Whole Building Life Cycle Assessment (WBLCA) continues to gain traction through LEED® v4, BREEAM®, GreenStar and now Level(s). It enables environmental assessment over a building's lifespan, aiding decisions on practices and materials to achieve better results. We continue to build on our work and to ensure our data is readily available on platforms such as greenbooklive, Eco Platform and the Australasian EPD programme.

### UK & Ireland



#### BRE Environmental Profiles & Environmental Product Declarations

Our UK & Ireland panel range have been assessed against the Building Research Establishment's (BRE's) Environmental Profiles Assessment Methodology utilising ISO 14020 and ISO 14040, with a number of our roof and wall products achieving an A+ rating dependent on building type. We are also continue to assess our QuadCore™ products against EN 15804: 2012 for Environmental Product Declarations (EPDs).

All documentation is available at [www.greenbooklive.com](http://www.greenbooklive.com)

### Netherlands



#### The Nationale Milieudatabase

provides access to information regarding the method of environmental performance of buildings and life cycle assessment data for construction materials. Kingspan Netherlands has worked closely with LCA consultants to conduct life cycle assessment studies for our new QuadCore™ systems which are available at [www.nationalemilieudatabase.nl](http://www.nationalemilieudatabase.nl)

### Australia & New Zealand



#### Environmental Product Declarations & GreenTag

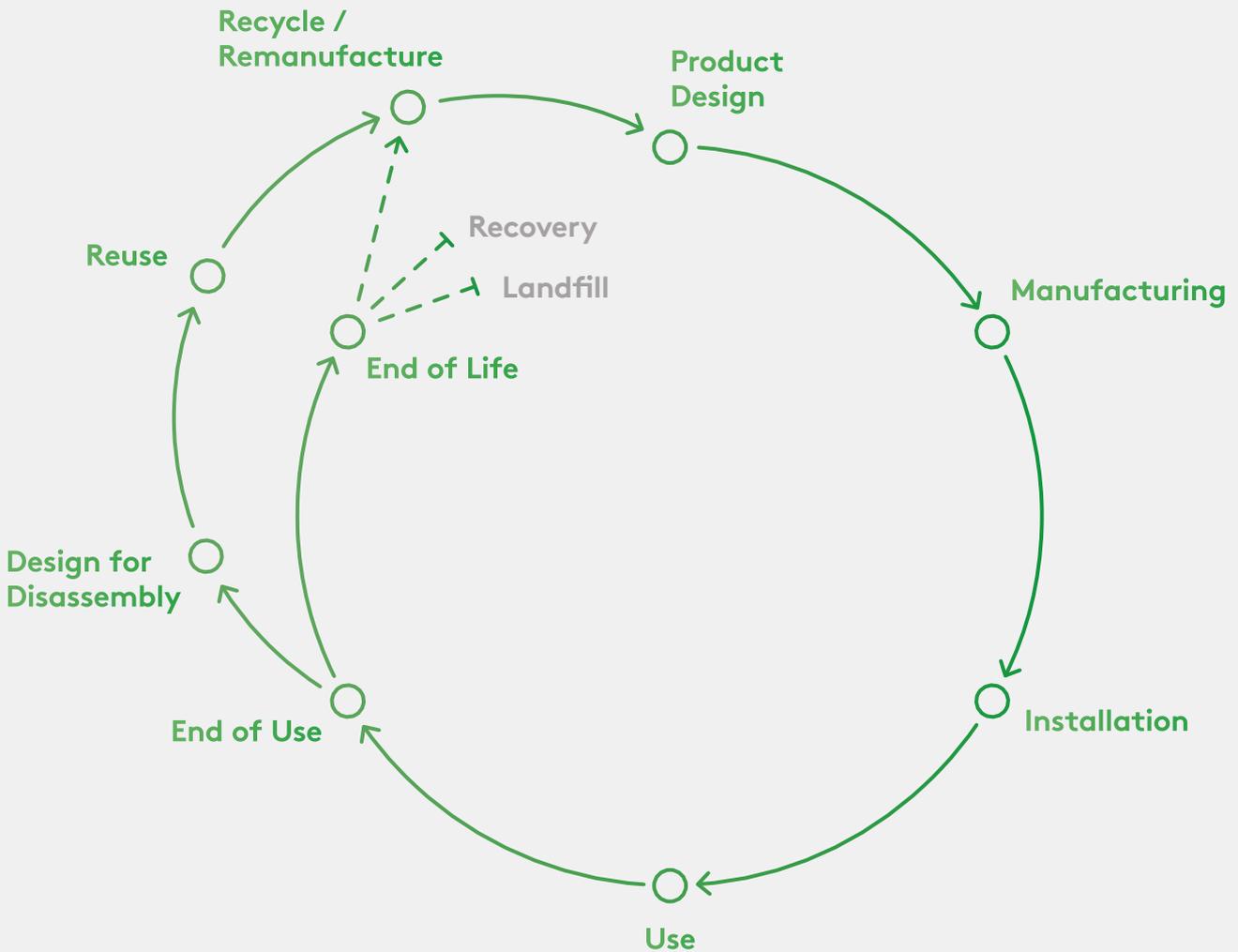
We have carried out robust LCA on our products in Australia and New Zealand (compliant with ISO 14040, ISO 14044 and the Building Products Life Cycle Inventory – BP LCI Methodology).

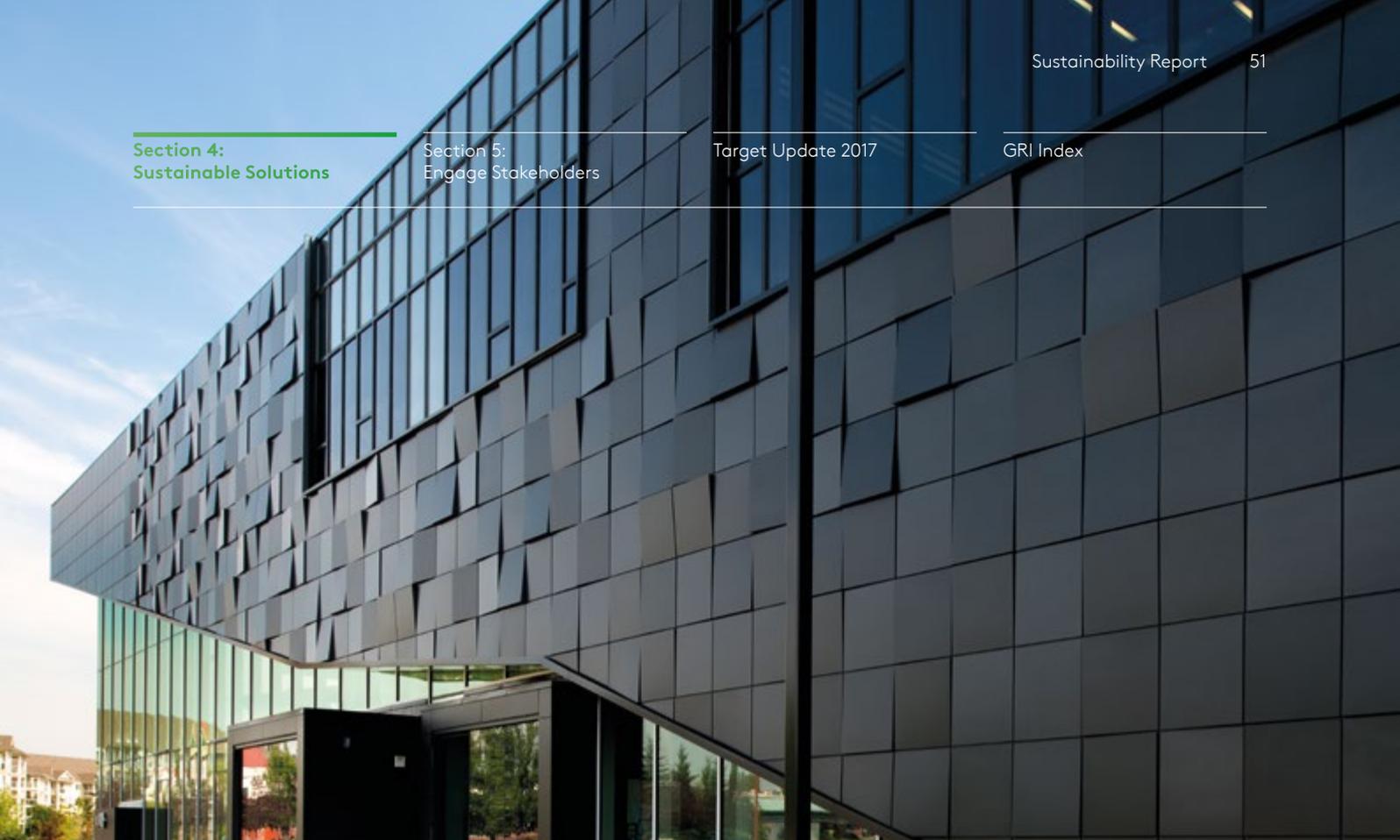
Our insulated panels manufactured in Australia have achieved a Global GreenTag™ CERT Gold Plus certification with a GreenRate® Level A. Global GreenTag™ CERT is recognised by the Green Building Council of Australia and New Zealand Green Building Council under the Green Star Third Party Certification scheme. It is a Type 1 ecolabel that conforms to ISO 14024 and is underpinned by rigorous, independent, scientific assessment processes.

# Circular Economy

In order to reach our collective goal of a more sustainable future we must reconsider our current relationship with materials. We, along with governments, industry and business, see great potential in a circular approach to material use. With up to 30% of the EU's waste coming from construction and demolition waste, we need a different approach to the traditional linear pathway.

The European Commission's recent Circular Economy Package focusses on "closing the loop" through greater recycling and reuse to extract maximum value from all materials, products and waste. While we recognise that contributing to the circular economy is a process of continuous improvement, we strive to further integrate circular thinking into our approach.





## Product Design

- › **Design for Disassembly** enables materials to remain in use for as long as possible, which in turn will reduce the amount of material waste from the construction industry.
- › Innovation insulation technologies such as QuadCore™ can achieve **material efficiencies** of up to 10% (when compared with standard polyurethane insulation) enabling us to do more with less.
- › Since 2007, we have been utilising **Life Cycle Assessment** to identify areas of improvement including cutting waste, reducing energy, saving water and increasing recycled material content.
- › We support our **supply chain partners** to encourage wider support for the circular economy. ISO 14001 is a pre-requisite requirement in our supplier assessments. We continue to extend our BES 6001 responsible sourcing certification across our sites.

## Manufacturing

- › **Production Waste** is converted back into the manufacturing process at our plant in Kingscourt, contributing up to 3% of recycled content to the insulation core.
- › **Packaging Reduction** is a key focus with ongoing initiatives to identify areas of improvement including the achievement of a 28% reduction in wrapping material.
- › By 2020 our facilities worldwide will be powered by **renewable energy**, meaning all of our solutions will be manufactured using energy from renewable sources.

## Installation

- › **Bespoke solutions** result in less material waste during installation.
- › **Site Waste Collection** schemes are available, recovered waste is recycled or reused at our facilities.

## Use

Guaranteed **durability** enables us to create a more resilient built environment. We provide 40 year guaranteed solutions that maintain performance over their lifetime.

## End of Use

Using solutions that are **designed for disassembly** increases the potential for reuse. We encourage reuse of our solutions after the initial use phase.

## End of Life

As a manufacturer we have limited control of what happens to our solutions at end of life. We provide best practice guidance to assist our customer's decision making. We encourage the reuse and recycling of our materials where possible to extract the maximum value from all materials, products and waste. For further information please see our waste management and resource efficiency brochure at [www.kingspan.com](http://www.kingspan.com)

## Product Case study: Dri-Design

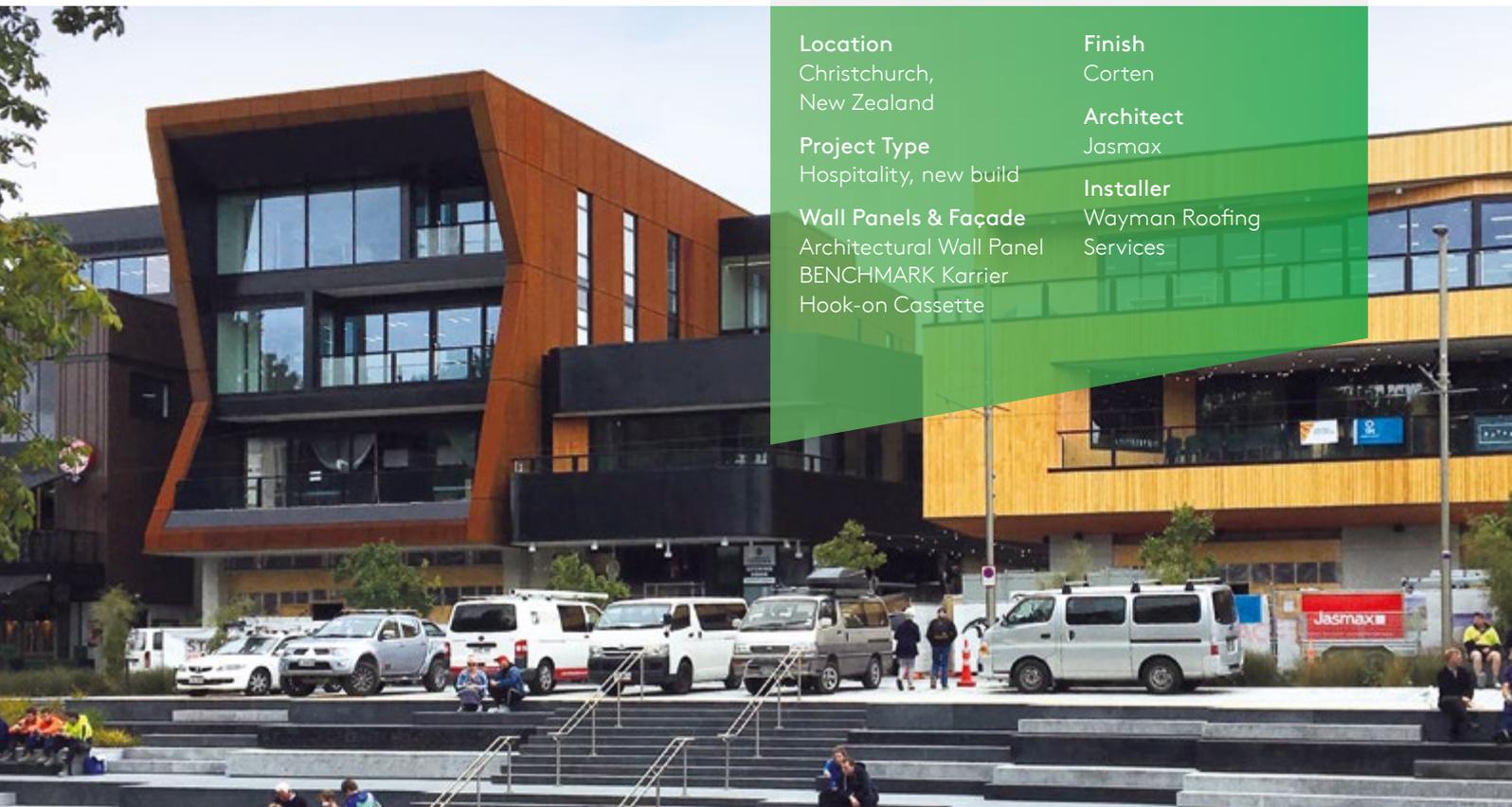
In 2016, we launched our new cassette system, Dri-Design. Known for its easy installation and its ability to create beautiful patterns, Dri-Design is a high-end, low-carbon façade option.

- › Dri-Design cassettes have fewer components than comparable products. One piece of metal is folded to form a Dri-Design cassette, eliminating the need for complicated rail and bracket systems, tape or gasket and thus eliminating materials used.
- › Less components mean less packaging and less vehicle space needed for transport. Because we manufacture and coat within the same facility there is no need for cassettes to be taken between sites prior to shipment, again cutting down on transportation.
- › Dri-Design metallic cassettes have a high recycled content and are 100% recyclable at end of life.
- › QuadCore™ Karrier System: Dri-Design achieves its lowest environmental impact when used in conjunction with our factory engineered rainscreen substructure. QuadCore™ Karrier System comprises of high-performance insulated panels designed to support the façades. Like Dri-Design cassettes, QuadCore™ is HFC, CFC and HCFC free with a very low Global Warming potential. The improved thermal performance also helps to reduce energy use.

### The Terrace A, Christchurch, New Zealand

The Terrace, the hospitality and office precinct in development by Antony Gough, is close to completion in Christchurch as part of the post-earthquake Christchurch rebuild, and features Kingspan insulated panels and BENCHMARK facade systems.

The innovative design by Jasmax included specific requirements for seismic movement, and the insulated panel and rainscreen façade solution provided by Kingspan ensured these requirements were met.



**Location**  
Christchurch,  
New Zealand

**Project Type**  
Hospitality, new build

**Wall Panels & Façade**  
Architectural Wall Panel  
BENCHMARK Karrier  
Hook-on Cassette

**Finish**  
Corten

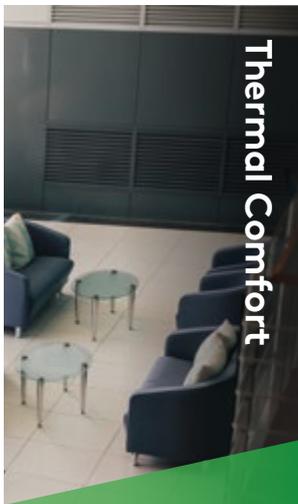
**Architect**  
Jasmax

**Installer**  
Wayman Roofing  
Services

## Healthy Buildings

We are part of the global and local industry that bring together urban planners, architects and contractors to create healthy, sustainable buildings. It is estimated that we spend up to 90% of our time indoors, so the places where we live, work and play can have a significant impact on our well-being.

Research by World GBC has demonstrated that low carbon, resource efficient and environmentally sensitive buildings can enhance the health, well-being and productivity of the building users. At Kingspan, we are committed to providing systems and solutions that positively contribute to the thermal, visual, acoustic and overall quality of indoor environments.



### Thermal Comfort

Effective temperature regulation is an integral part of ensuring healthy and comfortable internal environments. QuadCore™ envelope solutions provide reliable 40 year guaranteed performance, an assurance unmatched by anyone else in the industry.

Research on coated steel has shown that highly reflective external coatings that reflect the sun's heat can reduce unwanted heat gain entering buildings, particularly in warm climates, such as Australia, the GCC and African markets.



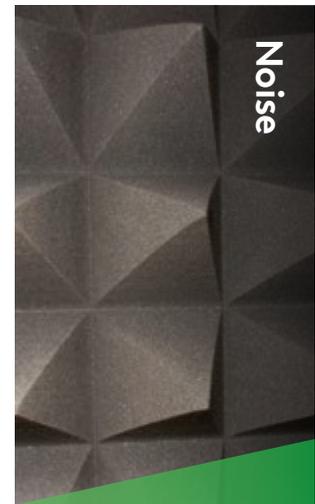
### Indoor Air Quality

QuadCore™ systems produce minimal volatile organic compounds (VOC) emissions. We have carried out emissions testing on a selection of our panel products in accordance with the ISO 16000 Test Methods. Our tested products received compliance with French VOC Regulation (A+), French CMR Components, AgBB, Belgian Regulation, Indoor Air Comfort, Indoor Air Comfort Gold, EN 717 -1, Blue Angel, BREEAM® International and LEED® v4 (outside the US).



### Daylight

Our superior range of rooflights and skylights help to optimising comfort, productivity and well-being of building occupants by enhancing natural light in internal environments. Our technical services are on hand to assist designers to achieve the required daylight illuminance by building type and function.



### Noise

Our insulated panel solutions provide good sound absorption performance and can help to reduce the unhealthy impact of internal and external noise pollution.

## Green Building Rating Systems

As the demand for green rated buildings continues to grow, their scope and criteria has continuously evolved with the aim of exceeding current and future building regulations and including more responsible practices.

Moving forward, we expect to see these rating systems shaping how we build and highlighting key areas to be addressed such as the performance gap, occupant health and well-being and lifecycle centred design. This in turn represents an opportunity for manufacturers to continually create more sustainable products. At Kingspan, we continually improve and innovate to ensure that our solutions achieve the highest contributions to green building rating systems.

For further information on how our systems and solutions contribute to the achievement of points in green building rating systems, contact us at [sustainabilityreport@kingspan.com](mailto:sustainabilityreport@kingspan.com)

### BREEAM®



BREEAM® New Construction UK 2018 is a performance based assessment method and certification scheme for new buildings.

The primary aim is to mitigate the life cycle impacts of new buildings on the environment in a robust and cost effective manner.

A recent analysis has shown that our systems and solutions can positively impact and contribute to topics in six of the ten categories:

- › Energy
- › Materials
- › Waste
- › Health & Well-being
- › Pollution
- › Innovation

### LEED® v4



LEED® v4 focuses on how buildings and communities are planned, constructed, maintained and operated.

The certification process is designed to inspire project teams to seek innovative solutions that are better for our environment and communities.

Our systems and solutions can have a positive impact by contributing to topics in six of the nine categories:

- › Energy & Atmosphere
- › Materials & Resources
- › Indoor Environmental Quality
- › Innovation
- › Regional Priority
- › Sustainable Site

### Living Building Challenge



Living Building Challenge is a philosophy, certification and advocacy tool for buildings. It is comprised of seven performance categories or 'Petals' and subdivided into a total of twenty imperatives.

Our products and systems can contribute to two of the seven petals:

- › Energy
- › Materials

## Section 4: Sustainable Solutions

Section 5:  
Engage Stakeholders

Target Update 2017

GRI Index

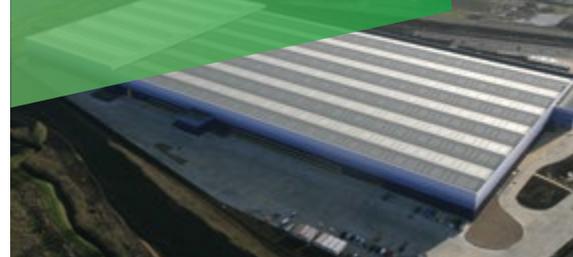
### Royal Agio Cigars, Oevel, Belgium

BREEAM® 'Outstanding' Rating  
BREEAM® Award Winner 2017



### Gazeley Regional Distribution Warehouse for Waitrose, UK

BREEAM® 'Excellent' Rating



### Remarkables Skifield Base, New Zealand

GreenTAG-certified Kingspan  
Roof & Wall Panels



## Green Star



Green Star assesses the sustainability outcomes from the design and construction of new buildings or major refurbishments.

Our systems and solutions can have a positive impact by contributing to topics in six of the nine categories:

- › Energy
- › Materials
- › Indoor Air Quality
- › Emissions
- › Innovation
- › Waste

## WELL Building Standard



WELL Building Standard (v1) is a building certification focused on the health and wellness of building occupants.

Our systems and solutions contribute to four of the WELL concepts:

- › Air
- › Light
- › Comfort
- › Mind

## AI Sa'fat



AI Sa'fat is a new green building standard designed to improve building performance in Dubai by reducing energy, water and material consumption in buildings.

The standard aims to create a healthy city that is built for public health, safety and general welfare while enhancing building design, construction and operation.

Our systems and solutions can positively contribute to four out of five sections:

- › Access and Mobility
- › Building Vitality
- › Resource Effectiveness: Energy
- › Resource Effectiveness: Materials & Waste

## Level(s)

The buildings sector is one of the most resource consuming sectors accounting for approximately half of all extracted materials, half of total energy consumption, one third of water consumption and one third of waste generation.

Level(s) is a voluntary reporting framework launched in 2017 by the European Commission to improve the sustainability of buildings. Using existing standards, Level(s) provides a common EU approach to the assessment of environmental performance in the built environment. It encourages moving away from the linear economic model of 'take, make, and waste' and towards resource efficiency and life cycle thinking at a whole building level. It is expected to be the driver for new environmental performance laws for buildings in Europe, and champion's best practice through the assessment of seven key elements. At every stage, Kingspan is there to lend a hand.

### Energy Performance



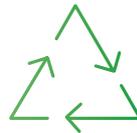
Reduced energy demand is the first crucial step in tackling climate change. Kingspan products worldwide help to save energy equivalent to the annual output of 51 power stations

### Climate Change Impact



At the heart of the framework is the drive to cut carbon emissions and meet the targets set out in COP 21. Kingspan products can reduce energy demand and generate clean energy.

### Resource Efficiency



Kingspan is constantly developing ways to optimise resource use, increase recycled content, and reduce site waste through off-site technologies and engineered solutions.

### Water Use



Very little water is used in the manufacturing process of Kingspan products, and they can be used to help manage water through initiatives such as green roofs and rainwater harvesting.

### Indoor Air Quality



From fibre-free products with low VOCs, to natural ventilation and smoke management systems.

### Acoustics



As well as managing rain fall, and improving inner city air quality, our green roof solutions provide excellent sound proofing.

### Life Cycle Costing



From design to demolition, life cycle costing takes into account the environmental impact a building will have.

# Engage Stakeholders

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## Stakeholder Communications

Our business ultimately comes down to people. Maintaining an open dialogue has allowed us to build strong relationships in our value chain and local communities, as well as across the construction industry. This section provides an overview of our key stakeholder groups and our annual engagement activities. An important part of which is our annual materiality survey which invites our stakeholders to provide valuable feedback on the topics they feel are most material to our business.



### Architects & Designers

- › Literature
- › Presentations
- › Newsletters
- › Meetings
- › CPD Seminars
- › Focus Groups
- › Customer Days



### Building Owners & Developers

- › Literature
- › Presentations
- › Newsletters
- › Meetings
- › CPD Seminars
- › Focus Groups



### Industry Bodies

- › Founding Member of the UK Green Building Council
- › EuroAce Board Member
- › Chair of EPIC
- › Member of a number of trade associations globally



### Governments / Regulators

- › Makes response to Government consultations related to sustainability issues



### Employees

- › Employee training
- › Annual staff appraisals
- › Work councils



### Suppliers

- › Strategic suppliers monitoring
- › Approved supplier lists
- › Regular meetings



### Customers

- › Customer Surveys
- › Focus Groups
- › Technical Training



### Local Communities

- › Education programmes
- › Local charity involvement
- › Local charity sponsorship
- › Local press



### End Users

- › Literature
- › Presentations
- › Meetings
- › Focus Groups

## Customers

Whether it is the performance of our product solutions, the responsiveness of our service teams or the efficiency of our deliveries, we strive to provide a positive experience to all our customers.

### Customer Excellence

Everything that our customers experience with Kingspan matters to us. To help us deliver our customer experience goals, we have introduced three key commitments that we strive to deliver to our customers:

- › deliver a memorable customer experience;
- › measure what our customers actually experience; and
- › continue to innovate and improve how we serve our customers.

Across the globe, our highly focused customer service teams ensure that we meet customer expectations from order processing through to product delivery and after-sales care. Our customer service team offers:

- › frequent and proactive consultation with customers;
- › bi-annual customer surveys to identify areas for improvement;
- › service review customer meetings; and
- › call monitoring to identify areas for improvement.



### Customer Focus Groups

We continue to carry out a number of focus groups with multiple stakeholder groups to get industry feedback on current and future product offerings. The stakeholders included clients, developers, contractors, agents, architects and engineers. Focus groups provide important industry feedback, enabling us to improve our systems and services.



### Design Support

Our technical service teams provide design and specification support for our complete range of products. Some of the services offered include:

- › full product technical information support;
- › structural advice regarding panel spans based on calculated loadings;
- › Building Energy Modelling and carbon emissions calculations;
- › regulation compliance calculations and advice;
- › Building Information Modelling assistance and advice;
- › provision of finite element analysis (FEA) for junctions to determine Psi and f min values;
- › Solar Photovoltaic (PV) calculations;
- › condensation risk analysis;
- › thermal performance analysis and U-Value calculations;
- › acoustic performance calculations; and
- › roof drainage calculations.

Introduction	Section 1: Our Business	Section 2: Acting Responsibly	Section 3: Resource Efficiency
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## Field Service Engineering

We predominantly supply products and solutions directly to roofing and cladding contractors, who are responsible for installation on-site. Our Field Services Engineering Support Package assists customers with contractor training on the installation of products, the provision of installation guides, guidance on mechanical handling and site visits during construction to handle issues on request.



## Industry

We continue to support efforts to improve the sustainability of new and existing buildings in countries where we operate. This means that we are heavily involved in formal and informal networks across the globe, addressing stakeholder concerns and issues surrounding the built environment. We are actively involved on the Green Building Councils of Australia, The Netherlands, New Zealand, Ireland and United Kingdom. We support RENOVATE Europe, the only EU-wide political campaign focusing exclusively on renovating the existing building stock.



## Employees

In 2017, Kingspan's established graduate and recruitment programme expanded internationally. A unique 12 month programme was rolled out where participants from across the global business worked together to enhance learning and development.

This training and development programme is designed to assist each of the graduates in:

- > building self-awareness and understanding;
- > developing skills essential for career success;
- > acquiring an understanding of some of the key functional activities in the Group; and
- > laying the foundation for the initial stages of an effective professional and personal network within the organisation.



**Our people embody our values.  
We are committed to the  
training, development and  
engagement of our teams  
across the globe.**

View graduate success stories as [www.kingspan.com/careers](http://www.kingspan.com/careers)

### Kingspan Learning & Information Exchange (KLIX)

In 2017, we launched KLIX, a divisional initiative aimed at creating an exchange platform for our employees and customers. Internally, KLIX provides a platform that allows our teams to develop their technical knowledge and skills. We have also partnered with Lynda.com to provide further development opportunities to our employees.

Externally, KLIX offers our customers live and online learning and comprehensive technical support designed to support their project needs. During the reporting period our employees in the UK and Ireland completed 2,471 hours of training videos and course content through the KLIX platform.

## Local Communities

We are highly committed to making positive impacts in the communities where we operate through continuous engagement and support.

### UK



Every year, a number of our employees at our Holywell site contribute their time and effort to participate in the Big Dee Day, along with volunteers from local businesses, community groups, schools and local authorities to help clear the river of marine litter as well as spruce up the areas along its banks and plant gorse.

### Ireland



We work closely with schools, community groups and sports clubs in Kingscourt and the surrounding areas, developing educational programmes and initiatives including educational talks, site visits and work experience. We are honoured to be able to support our local sports and recreational clubs.



### Australia



In June 2017, our Sydney office hosted an event for Australia’s Biggest Morning Tea to help raise funds for the Cancer Council. One in two Australian’s are diagnosed with Cancer in their lifetime, and every dollar raised goes towards life-saving treatments for cancer patients in desperate need.

### France



We are honoured to able to support our employees in the Orange Day Triathlon in association with the French Association of Ondine Syndrome, a network solidarity that brings together and accompanies people affected by the Syndrome of Ondine in France.



## Target Update 2017

Objectives	2017/2018 Targets	Achievements
Responsible Business	Seek to eliminate all spills. If they should occur, ensure that they do not contaminate land by having confinement areas in place. Report details in the next report.	Two small spills occurred in 2017. They were confined to banded areas and did not contaminate any land. Additional measures have been put in place to prevent future occurrences.
	Achieve ISO 50001 at Sherburn and Kingscourt and BES 6001 at French manufacturing sites.	BES 6001 was achieved at our French manufacturing sites. ISO 50001 is in progress at Sherburn and Kingscourt.
	Achieve ISO 14001 at Leuze and Bavikove in 2017 and OHSAS 18001 at Bavikove in 2017.	Not achieved during 2017.
	Use environmental profile data to target suppliers to reduce overall environmental impact and monitor supplier's commitments and compliance to Kingspan policies.	Further engagement with suppliers has led to discussions on collaborative life cycle assessment projects. We continue to monitor compliance to our policies.
Net-Zero Energy	Continue to invest in renewable energy and energy efficiency projects at sites throughout the division to assist Kingspan Group's 2020 Net-Zero Energy target.	In 2017 we saved over 2 GWh of energy due to energy efficiency measures in place at Holywell, Kingscourt and Sherburn.
	Maintain Carbon Trust Standard for reduction in carbon emissions across our UK sites for 2017.	Carbon Trust Standard certification valid until December 2018.
Sustainable Product Development	Promote knowledge and advise on the best possible ways of recycling our products.	A new waste management guidance document was developed throughout 2017. The document will be launched in 2018.
	Reduce waste to landfill by 10% across the division.	Waste to landfill was reduced by 25.1 tonnes in 2017. Ongoing projects at multiple sites should help us to achieve our goal.
	Launch a minimum of one new product with the aim of enhancing the environmental sustainability of buildings.	In 2017 we launched Kingspan Optimised Energy Solutions. Further information available on page 48.
	Complete EN 15804 Environmental Product Declarations for a minimum of one product group for additional sites across the division.	EN 15804 EPDs were developed for QuadCore™ roof and wall products. Additional EPDs are in progress for our panel products manufactured at our French sites.
Stakeholder Engagement	Develop our relationships with key stakeholders, including trade associations and government bodies, to help promote sustainable construction.	Kingspan became a founder member of the new Modern Building Alliance. MBA is an alliance of trade associations and companies representing the high performance insulation industry in the construction sector.
	Achieve greater engagement with our local communities across the division.	We work closely with schools, community groups and sports clubs in Kingscourt and the surrounding areas, developing an educational programme and initiatives including educational talks, site visits and work experience.
	Further develop a strategy for measurement of employee training across the division.	In 2017, we launched KLIX, a divisional initiative aimed at creating an exchange platform for our employees and customers. Internally, KLIX provides a platform that allows our teams to develop their technical knowledge and skills.
	Increase the number of customers trained on product use and installation in line with production.	The number of customers trained on product use and installation remained constant during 2017.

## GRI Content Index

## General Disclosures



GRI Standard	Disclosure	Page	Omission
<b>GRI 101: Foundation 2016</b>			
GRI 102: General Disclosures 2016	102-1 Name of the organisation	2	
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	102-15 Key impacts, risks, and opportunities	26	
	102-16 Values, principles, standards, and norms of behavior	32	
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	102-18 Governance structure	22	
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	102-46 Defining report content and topic boundaries	11	
	102-47 List of material topics	11	
	102-48 Restatements of information	11	
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## GRI Content Index

## General Disclosures

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	103-2 The management approach and its components	15, 26	
	103-3 Evaluation of the management approach	15, 26	
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<b>Anti-Corruption</b>			
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	103-3 Evaluation of the management approach	28	
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<b>Materials</b>			
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<b>Emissions</b>			
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	38	
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<b>Effluents and Waste</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	40, 41	
	103-2 The management approach and its components	40, 41	
	103-3 Evaluation of the management approach	40, 41	
GRI 306: Effluents and Waste 2016	306-2 Waste by type and disposal method	40	Omission: Hazardous waste data not included. Reason for Omission: Information unavailable, not of adequate quality to report for the division. Data is currently being collated with an aim to be included in next report.
	306-3 Significant Spills	41	

GRI Standard	Disclosure	Page	Omission
<b>Environmental Compliance</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	28	
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	31	
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GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	33	
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GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	33	
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GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	31	
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GRI 417: Marketing & Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	45	

### Acknowledgement

We wish to thank the Anthesis Consulting Group for providing external assurance. Anthesis is a specialist global consultancy providing services in all aspects of sustainability.

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