

Building brands.
Growing relationships.
Strengthening businesses.

ESG Report 2025

The Pebble Group





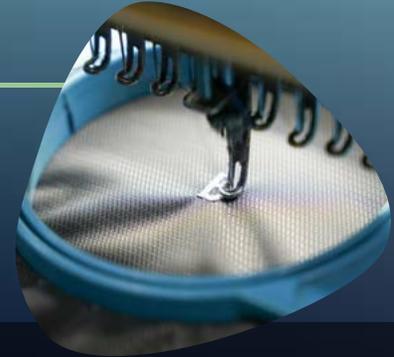
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Have a look around

Use the interactive navigation bar to move around the report and jump between sections

Advancing sustainability →



Welcome to our 2025 ESG Report.

“In this report, we detail the progress we have made as we continue to embed ESG across all aspects of our business. In FY 25, we updated our net-zero roadmap, developed Scope 3 targets, reduced emissions and strengthened our people, community and governance initiatives. We hope you enjoy the report and we welcome your feedback”



Empowering our people →



Community engagement →



Kirsten Motyl
Group Senior ESG Officer



Responsible leadership →

IN THIS REPORT:

Introduction

- 1 Business overview
- 2 About us
- 3 Our 2025 ESG highlights
- 4 Our four ESG cornerstones
- 5 ESG materiality
- 6 Progress against our targets
- 8 United Nations Sustainable Development Goals

Our progress

- 9 Advancing sustainability
- 18 Empowering our people
- 23 Community engagement
- 26 Responsible leadership

Our future actions

- 33 Our future focus areas

ESG supporting information

- 34 ESG data and supporting information

BUSINESS OVERVIEW

The Pebble Group.

OUR BUSINESS

**Building brands.
Growing relationships.
Strengthening businesses.**

Our vision is to provide industry-leading technology, products and services to the global promotional products market.

The Group operates in the c. \$50bn fragmented promotional products market, supporting SME promotional product distributors in the United States and Canada through its Facilisgroup business and working with global brands to design, source and deliver promotional products worldwide through Brand Addition.

REVENUE

£124.7m

TEAM MEMBERS

500+

OPERATING PROFIT

£7.4m

SITES

10

(Team members number refers to average FTEs)

OUR LOCATIONS



OUR VALUES

Our values define our behaviour and decision-making, underpinning the delivery of our long-term future.



ONE TEAM, DIVERSE AND UNITED

We are one team using our diverse skills and experience to support each other's successes and challenges, respecting our differences.



ENJOYING THE JOURNEY

Enjoying the journey in a culture of integrity, transparency and fairness, where we are proud of our past and excited by our future.



AMBITIOUS POSITIVITY

Ambitious in our commitment to achieve positive results with sustainable impacts.



ALWAYS LEARNING AND GROWING

Learning and growing, knowing there is always progress to be made.



CONNECTED TO OUR STAKEHOLDERS

Connected to all our stakeholders, developing long-term relationships by engaging to understand needs and aspirations.

ABOUT US

The Pebble Group.

The Pebble Group provides industry leading technology, products and services to the global promotional products market through two focused, complementary and differentiated businesses: Facilisgroup and Brand Addition.



facilisgroup

Facilisgroup – provides an end-to-end order processing system, combined with a proprietary operating method, market network and community support to growth-orientated promotional products distributors in North America.

Key services:

- **Software as a Service (SaaS) technology** to power efficiency and growth
- **Supply chain consolidation** for supply chain advantage
- **Community** events and training



brand addition.

Brand Addition – an end-to-end creative branded merchandise provider that helps global brands build culture, awareness and meaningful connections with their customers, employees and communities.

Key services:

- **Design** corporate ranges and bespoke products
- **Source** from ethical suppliers
- **Deliver** across the globe



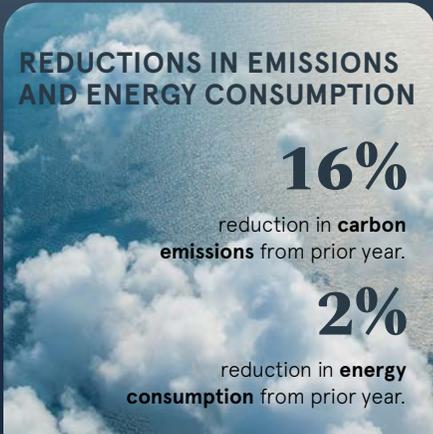
OUR 2025 ESG HIGHLIGHTS

2025 key highlights.

REDUCTIONS IN EMISSIONS AND ENERGY CONSUMPTION

16%
reduction in **carbon emissions** from prior year.

2%
reduction in **energy consumption** from prior year.



NET-ZERO STRATEGY LAUNCHED

Scope 1 and Scope 2 targets revised and Scope 3 target set to align with the Science Based Targets Initiative (SBTi) framework.

[Read more →](#)

STRONG SUPPLIER STANDARDS AND ETHICAL SOURCING

175 supplier assessments completed and 95% of top suppliers signed the ethical code of conduct.

[Read more →](#)



Group improvement from **69 → 71**
in 2024 in 2025



IMPROVED EMPLOYEE ENGAGEMENT SCORES

[Read more →](#)

INDUSTRY RECOGNITION

Brand Addition ranked 16th in the Promotional Products Association International (PPAI) Top 100 and was named one of the 'Greatest companies to work for'

[Read more →](#)

IMPROVEMENTS IN PACKAGING AND WASTE MANAGEMENT

[Read more →](#)



91%
of **site waste** recycled or sent for **energy recovery**.

96%
of purchased packaging contains **recycled content**.

1,714
volunteering hours delivered, a 9% increase from prior year.



GROWTH IN VOLUNTEERING AND COMMUNITY ENGAGEMENT

[Read more →](#)

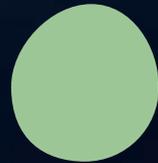
OUR FOUR ESG CORNERSTONES

Driving positive change through ESG.

ESG has always been an integral part of our business. It shapes how we operate, how we deliver value and how we build long-term relationships with our clients and stakeholders. We are committed to continually improving the services we offer, reducing our environmental impact and delivering high-quality products that help our clients connect with their audiences through exciting branded merchandise.

Our ESG strategy is built around four cornerstones that guide our actions and ensure we focus on the areas that matter most to us and our stakeholders. We are proud to work with some of the world's most recognisable brands who trust us to represent their identity and to provide solutions to our distributor Partners through our industry-leading technology platform, connecting them with trusted suppliers to help their businesses thrive and grow.

OUR ESG CORNERSTONES



Advancing sustainability

We aim to make a positive long-term contribution by reducing the environmental impact of our operations across all aspects of our business, including offering innovative products and solutions that support the circular economy.



Empowering our people

We strive to create a safe, inclusive culture where our people can thrive and grow, celebrating individuality and diversity.



Community engagement

We are committed to creating a lasting positive social impact in our local community while building a strong distributor network that promotes growth, innovation and collaboration across the industry.



Responsible leadership

We lead responsibly through good governance, expressed in our own tone of voice. By embedding clear policies, processes and safeguards tailored to our Group, we aim to protect stakeholder interests and mitigate risk.



ESG MATERIALITY

Materiality assessment.

Our materiality assessment provides us with an opportunity to engage directly with key stakeholder groups to determine the ESG-related topics that are most important to them and to our business, ensuring that we focus on the areas where we can make the largest impact.

Our materiality assessment was conducted in 2023 where we sought input from employees, clients, Partners, strategic suppliers and our shareholders. Our assessment is reviewed annually and continues to reflect the views of our stakeholders.

OUR PROCESS:

1. Identifying the material issues and topics for the Group

A cross-functional team undertook a desk-based brainstorming exercise, to identify all ESG related issues deemed to have the potential to impact our businesses. Once identified, these issues were grouped into 17 different topics and categorised against the most relevant ESG cornerstone.

2. Engaging our stakeholders

An online questionnaire was developed and sent to all key stakeholders to seek feedback and rank the material topics in terms of importance and impact.

3. Reviewing and compiling our results

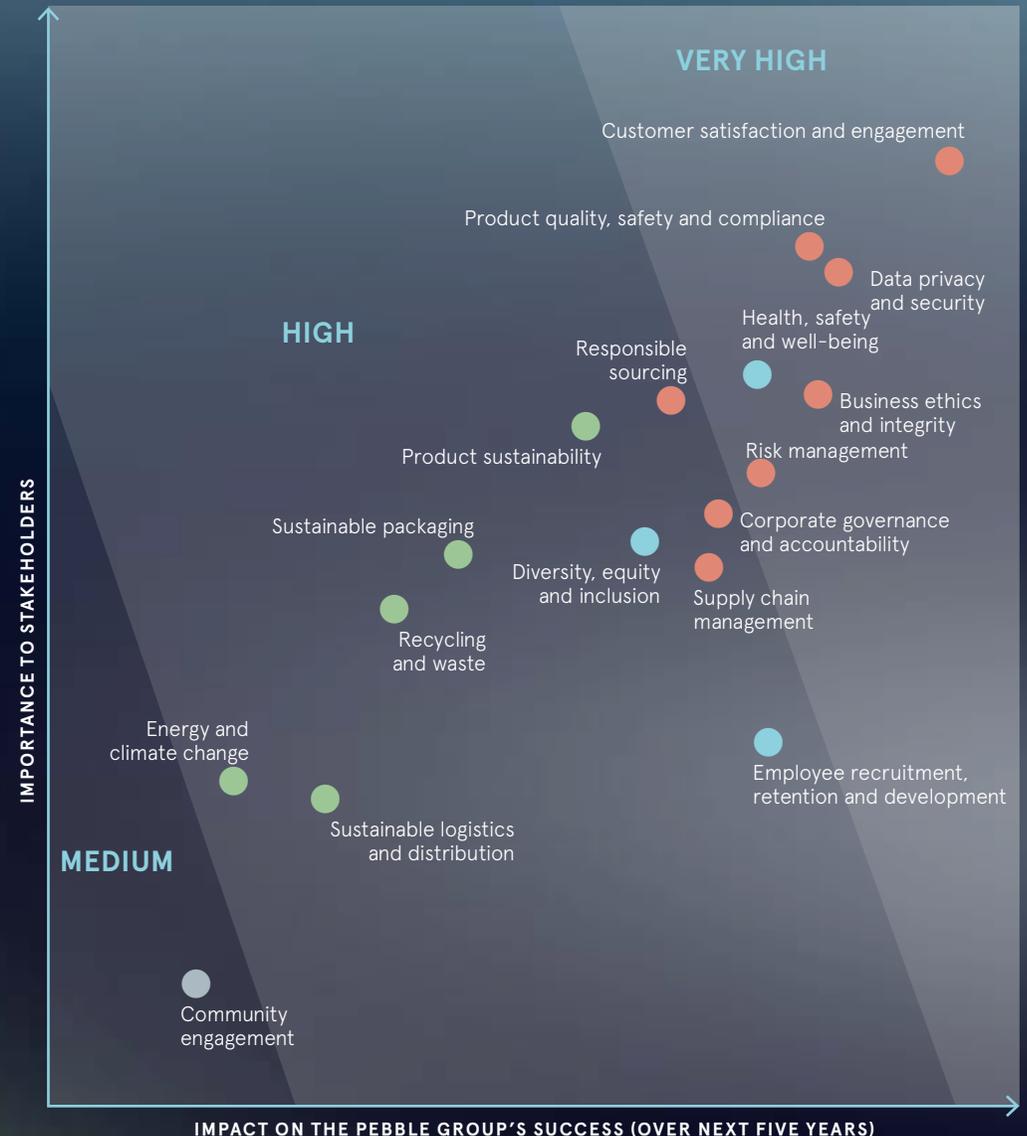
All results received were analysed and scored to determine the priorities identified by our key stakeholder groups.

4. Materiality matrix

The results were compiled to develop the Group materiality matrix.

5. Updating our materiality assessment

To ensure that the ESG topics remain relevant, the assessment is reviewed annually for continued suitability, with a new assessment conducted when deemed appropriate.



PROGRESS AGAINST OUR TARGETS

Making positive progress.

Revised or updated in 2025

-  On track or achieved
-  Further work needed

In 2025, we updated our ESG strategy and some of the targets to reflect progress against existing goals and to respond to evolving business needs, stakeholder expectations and upcoming regulatory changes. The Group's four ESG cornerstones remain central to our direction and strategic approach.

The most significant update is the inclusion of Scope 3 targets, aligned with the Group's ambition to reach net-zero by 2050, following a science-based approach consistent with limiting global warming to 1.5°C above pre-industrial levels.

CORNERSTONE

PRIORITIES

2030 OBJECTIVES

STATUS

PROGRESS UPDATE



Advancing sustainability

Reduce GHG emissions and our environmental impact.

Maintain a minimum 63% reduction in Scope 1 and Scope 2 absolute emissions and offset residual emissions with high quality carbon offsets.



Maintained the reduction target of 63% and achieved a 2% reduction in energy consumption further and reducing Scope 1 and Scope 2 emissions by 4 tonnes CO₂e from prior year.

Maintain 100% renewable electricity across our operations.



100% renewable electricity maintained across Group operations through renewable electricity contracts and renewable energy credits (RECs).

Target a 50% reduction in Scope 3 emissions per £m revenue by 2030 (66% by 2035).



29% reduction in Scope 3 emissions intensity from our 2021 base year and a 16% reduction from prior year.

Enhance the range of sustainable products and support clients in becoming more sustainable.

Continued development of bespoke customer-focused products and stock ranges made from sustainable materials.



Brand Addition continued to support clients in making more responsible product choices by reviewing existing stock ranges, recommending more sustainable alternatives and offering expert advice on materials and sourcing practices.

Make packaging more sustainable and reduce waste.

Continue efforts to minimise the amount of single-use plastic in product packaging and transit packaging.



1% increase in the amount of single-use plastic packaging used in the UK and a 1.9 tonne increase across all warehouses. Overall, purchased packaging reduced by 27%. Please refer to page 16 for details of our improvement actions.

Aim to achieve zero waste to landfill by 2030 across all warehouses and distribution centres.



9% of all waste was sent to landfill, a reduction of 11% from 2024. 78% of waste was recycled and 13% was sent for energy recovery.



Empowering our people

Expand Group diversity.

Foster an inclusive culture where everyone feels valued, respected and treated fairly.



The Group maintained a strong gender balance. Initiatives are conducted throughout the year to promote different cultural events and a Diversity, Equity and Inclusion (DEI) steering committee meets biannually.

Attract, retain and develop our employees.

Aim to achieve and maintain an employee engagement score of 75 or higher.



The Group's combined employee engagement score improved from 69 in 2024 to 71 in 2025.

Provide opportunities and training to help our people achieve their goals.

Support career growth through online training and appraisals to identify development needs and mentoring opportunities.



In 2025, the Group strengthened employee development through expanded training and mentoring and introduced a new Learning Management System (LMS).

PROGRESS AGAINST OUR TARGETS (CONTINUED)

Revised or updated in 2025

 On track or achieved

 Further work needed

CORNERSTONE

PRIORITIES

2030 OBJECTIVES

STATUS

PROGRESS UPDATE



Community engagement

Provide support and charitable giving to local communities.

Aim to volunteer 1,000 hours annually to support local community projects and encourage at least 50% of team members to participate in volunteering activities to learn new skills and support local projects.



1,714 volunteering hours in 2025 through targeted volunteering activities such as Facilis Cares events, Earth Day and individual volunteering, a 9% increase from prior year (1,576 hours in 2024).

Build and grow relationships in the industry to expand the Facilisgroup community.

Grow the Facilisgroup distributor community through organised events, education, collaboration and training.



Facilisgroup hosted two main events in 2025, bringing together suppliers and distributors across the industry for collaboration, training and expanding relationships.

Implement and continuously improve key policies and frameworks to ensure effective governance.

Development and continual improvement of key Group-level policies.



Two new Group-level policies implemented, an Artificial Intelligence Policy and a Fraud Prevention Policy. All other policies were reviewed for suitability and re-approved by the Board.

Regularly engage with all stakeholders.

Improve the supplier assessment programme by incorporating additional ESG-related assessment criteria into supplier selection.



Ongoing review and improvements to the supplier assessment programme.

Raise standards in our supply chain and increase ESG supplier screening.

Regularly evaluate suppliers to ensure alignment with our ethical and environmental standards.



175 supplier assessments were conducted in 2025 and 95% of the top 100 suppliers signed the Brand Addition code of conduct.

Achieve SOC2 certification at Facilisgroup and maintain ISO 27001 certification at Brand Addition, reinforcing our commitment to data security and responsible business operations.



SOC2 Type 1 certification achieved at Facilisgroup in January 2026 and Brand Addition maintained its ISO 27001 certification.



Responsible leadership

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs)

How we support the UNSDGs.

The UNSDGs represent a global commitment to creating a more equitable, prosperous and sustainable future for all. At The Pebble Group, we proudly support all 17 Sustainable Development Goals (SDGs) with our ESG efforts directly contributing to seven of these goals. Through our actions, we are committed to minimising our environmental impact while striving to build a better future for everyone.

- Advancing sustainability
- Empowering our people
- Community engagement
- Responsible leadership

GOAL	SDG 5	SDG 8	SDG 10	SDG 12	SDG 13	SDG 14	SDG 15
							
DETAILS	GENDER EQUALITY	DECENT WORK AND ECONOMIC GROWTH	REDUCED INEQUALITIES	RESPONSIBLE CONSUMPTION AND PRODUCTION	CLIMATE ACTION	LIFE BELOW WATER	LIFE ON LAND
OUR COMMITMENT	To actively promote an inclusive culture across the Group, providing equal opportunities for all.	To ensure all employees feel safe, valued and engaged and to promote fair, safe and equitable business practices. We also aim to uphold the same responsible practices across our supply chains.	To create and maintain a workplace where every employee feels respected and is treated equally, while striving to uphold these principles throughout our supply chain.	To prioritise the use of sustainable materials and processes in our direct operations and value chain. Additionally, supporting clients to make informed decisions about the products they source, helping them to lower their environmental impact.	To minimise and reduce our environmental impact by implementing carbon reduction initiatives, using sustainable materials and optimising logistics.	Strive to reduce plastic and marine pollution by minimising single-use plastic in packaging materials and ensuring our suppliers act responsibly through regular evaluations.	To develop and promote products that reduce environmental impact by identifying the origin of raw materials and prioritising organic, recycled, recyclable or biodegradable options.
OUR PROGRESS	Maintained a good gender balance across the Group. 58% of our employees, 55% of our senior leadership team and 50% of our Board are female.	Living wage certification maintained at Brand Addition. 175 supplier assessments conducted. 95% of top 100 suppliers by spend signed the Brand Addition ethical code of conduct.	Continued to embrace an inclusive culture by conducting ongoing training, events and employee development. Ongoing improvements to recruitment processes and employee onboarding to help new team members quickly integrate into the business.	Prioritising the use of sustainable packaging materials in our warehouses. Continuing to expand the range of sustainable products offered to clients and supporting them to make more sustainable decisions.	Maintaining 100% renewable electricity across our direct operations. 2% reduction in energy consumption from prior year. 16% reduction in total emissions from prior year. Group net-zero roadmap launched, including Scope 3 targets.	Monitoring and continuous evaluation of packaging materials to minimise the use of single-use plastic. A 93% reduction in single-use plastic packaging since 2017 in the UK warehouse. Supporting the clean-up of local waterways as part of 2025 volunteering activities.	Supporting clients to make more sustainable product choices and encouraging the adoption of more sustainable materials. 2% reduction in waste sent to landfill and 91% of all waste recycled or used for energy recovery.
CORNERSTONES	● ● ●	● ● ● ●	● ● ●	● ●	●	●	●

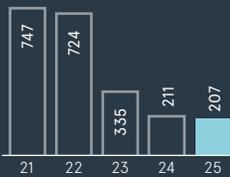


Our progress

Advancing sustainability.

Our aim is to make a positive long-term contribution to reducing the environmental impact of our operations which includes offering innovative products and solutions that support the circular economy.

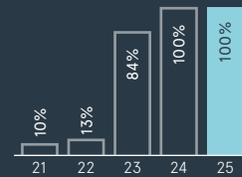
SCOPE 1 AND SCOPE 2 EMISSIONS¹ (tCO₂e)



SCOPE 3 EMISSIONS (tCO₂e)



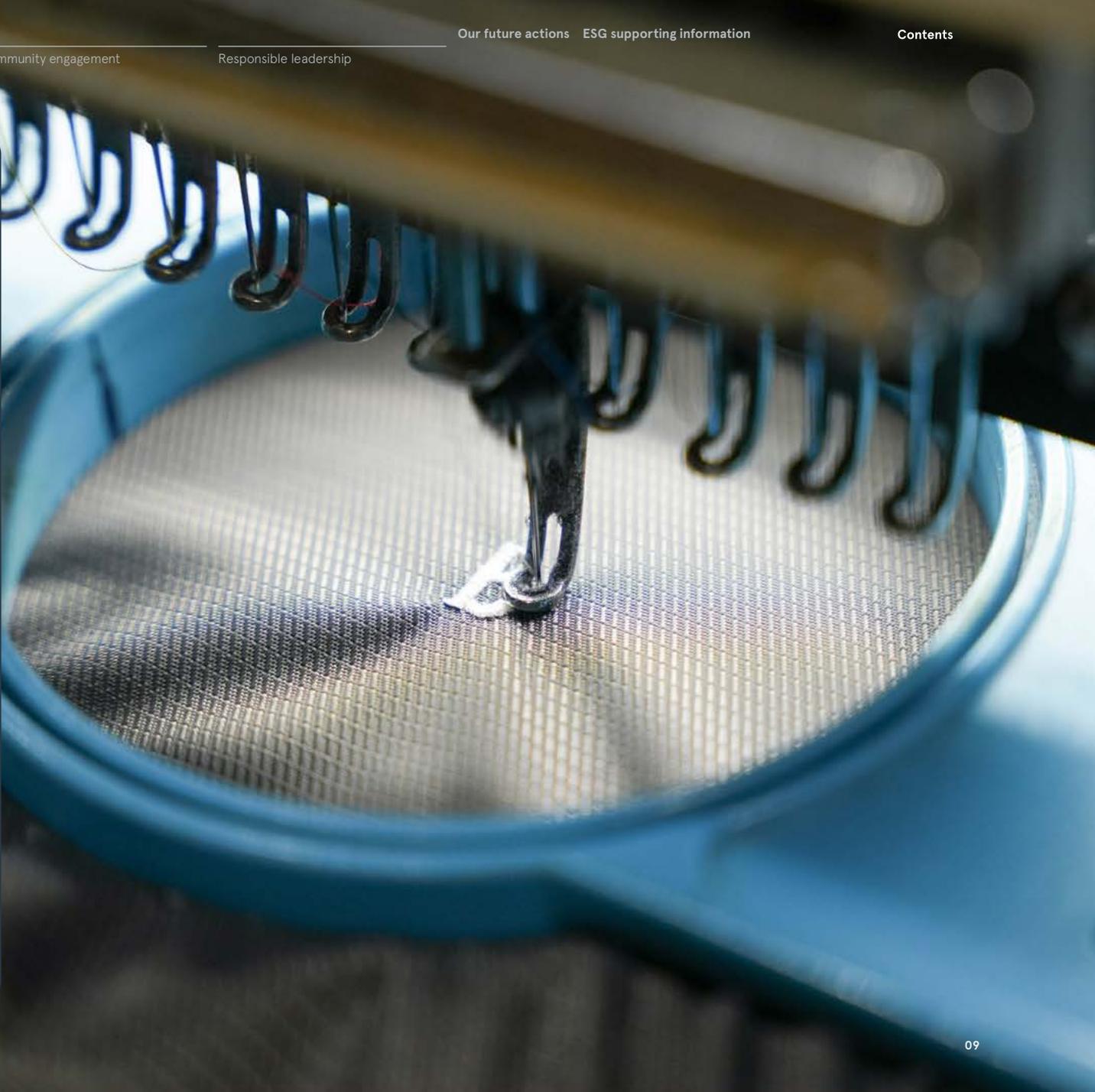
RENEWABLE ELECTRICITY PERCENTAGE



Supported UNSDGs



¹ Market-based
² tCO₂e per £m revenue



CARBON EMISSIONS

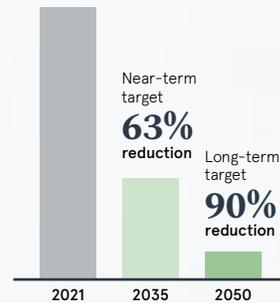
Net-zero roadmap.

In 2025, we developed a plan to achieve net-zero emissions across the Group by 2050. This plan was created using the SBTi framework, with targets set for Scope 1, Scope 2 and Scope 3 emissions. Adopting the SBTi framework required us to revise some of our existing targets, particularly in line with updated guidance on the use of offsets. Our emissions targets currently cover all our reported categories, with a particular focus on purchased goods and services and transport and logistics, which represent the largest portion of our Scope 3 footprint.

Absolute targets were set for Scope 1 and Scope 2 emissions and intensity-based targets for Scope 3 emissions to reflect the nature of our business. Currently, most Scope 3 emissions are calculated using spend-based data and we are working with suppliers to improve data quality and transition to activity-based reporting where possible. Both near-term and long-term targets have been established to help us monitor progress over time. Our targets are aligned with the Paris Agreement goal to limit global warming to 1.5°C above pre-industrial levels.

SCOPE 1 AND SCOPE 2 EMISSIONS

Targets



Improvement areas

Key actions

ENERGY EFFICIENCY

Replace aging lighting with LED alternatives. Energy considerations included in all future purchasing decisions.

Preventative maintenance and replacement of old lighting.

Ongoing education sessions to raise awareness of energy saving opportunities.

Energy considerations included in all new purchases.

RENEWABLE ENERGY

Maintain 100% renewable electricity procurement across all sites and look for alternative heating solutions where feasible.

Maintain procurement of renewable electricity for all sites.

Where contracts are not available use RECs.

HIGH QUALITY OFFSETS

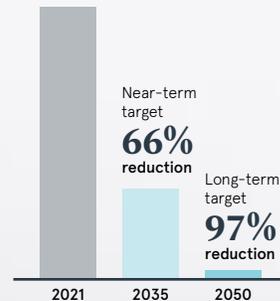
Identify high quality carbon offsets to neutralise residual emissions from gas boilers.

All offices that use gas for heating are leased and there is no opportunity at present to move to less carbon intensive heating methods as this is landlord controlled.

Offsets will be used to reduce these residual emissions until alternative options are available.

SCOPE 3 EMISSION INTENSITY

Targets



VALUE CHAIN ENGAGEMENT

Engage and collaborate with highest emitting suppliers to encourage emission reductions and improved data transparency.

Engagement with highest emitting suppliers to encourage energy and emissions reductions.

Ongoing support and training to help suppliers reduce their impact.

Encourage improvements to the granularity and data provided by suppliers.

Prioritise purchases with lower impact suppliers.

TRANSPORT AND LOGISTICS

Switch to less carbon intensive modes of transport where feasible. Improve internal freight mode tracking.

Improve transport reporting internally and from suppliers.

Prioritise less intensive transport modes where available and possible.

Provide choices to clients to help them select less intensive transport modes.

SUSTAINABLE PRODUCTS

Expand our range of sustainable services to help customers achieve their environmental targets.

Ongoing training for purchasing teams to ensure they can provide ongoing sustainability support to clients and increase the range of sustainable items.

Invest in software tools to help drive future purchasing decisions and support clients visualise sustainability savings.

CARBON EMISSIONS

Emissions overview.

In 2025, we continued to strengthen the quality of data used to report carbon emissions across our businesses, in line with the Greenhouse Gas (GHG) Protocol and our disclosure commitments through CDP. The largest improvement was in the transport and distribution category, where a greater number of suppliers provided detailed breakdowns of emissions associated with freight. This enabled us to more accurately distinguish emissions, as well as the mode of transport used.

As a result of improved supplier selection, enhanced data quality and ongoing efforts to reduce reliance on air freight, we achieved a reduction in Group emissions of 16% compared to prior year and a 24% reduction from our 2021 base year.

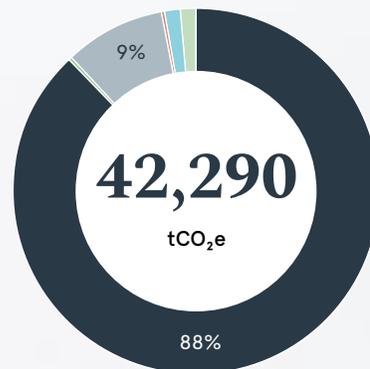
2025 GROUP EMISSIONS

SCOPE 1 AND SCOPE 2 EMISSIONS (MARKET-BASED)



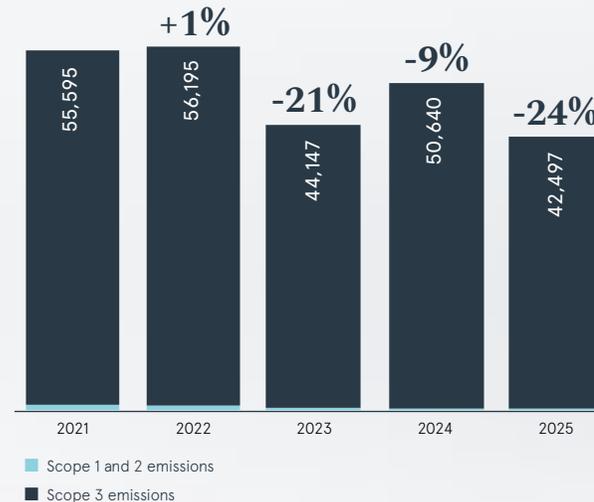
- Stationary combustion
- Mobile combustion

SCOPE 3 EMISSIONS



- Purchased goods and services
- Fuel and energy-related activities
- Upstream transport and distribution
- Waste in our operations
- Business travel
- Employee commuting

TOTAL GROUP EMISSIONS (tCO₂e)*



* Market-based gross emissions, excluding offsets. Percentage change relates to base year (2021) emissions.

CARBON EMISSIONS

Scope 1 and Scope 2 emissions.

Our direct emissions are generated from:

- the electricity used for lighting, powering office and computer equipment and the forklift trucks used in our warehouses;
- the fuel (natural gas) used to heat our buildings; and
- the fuel used in our employee-leased (company) cars which are a combination of combustion, hybrid and electric vehicles.

All of our office and warehouse locations are leased, which limits the physical changes that we can make to reduce direct emissions, such as installing solar panels or replacing gas boilers. Despite these challenges, we actively take steps to reduce on-site emissions. When purchasing equipment, energy efficiency ratings are evaluated to prioritise equipment with a lower emissions footprint.

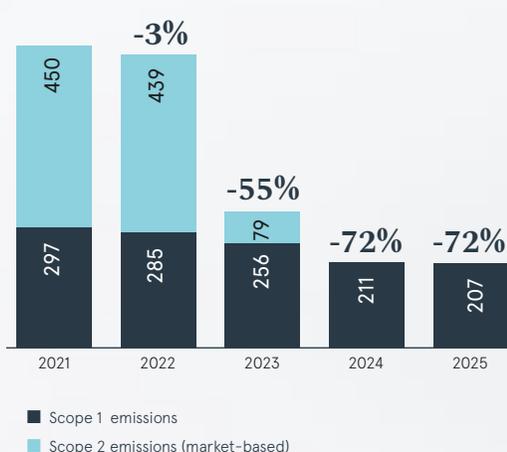
In 2025, we continued to make good progress and remained below our Scope 1 and Scope 2 targets. This year, we reduced our emissions by 2%, equivalent to 4 tonnes of carbon, representing a 72% reduction from our 2021 base year.

In terms of energy use, we saw a 3% increase in gas consumption, with the largest increase at our German warehouse due to higher usage in December compared to prior year. Electricity consumption decreased by 2% compared to 2024, largely due to the continued benefits of relocating the Facilisgroup Canada office to a newer, more energy-efficient facility. All electricity continues to be sourced through renewable energy contracts or by purchasing RECs when direct contracts are not available. Currently, renewable electricity from energy providers represent 28%, while the remaining 72% is obtained through RECs. The Group plans to increase the proportion of renewable electricity sourced directly from energy providers as options become available.

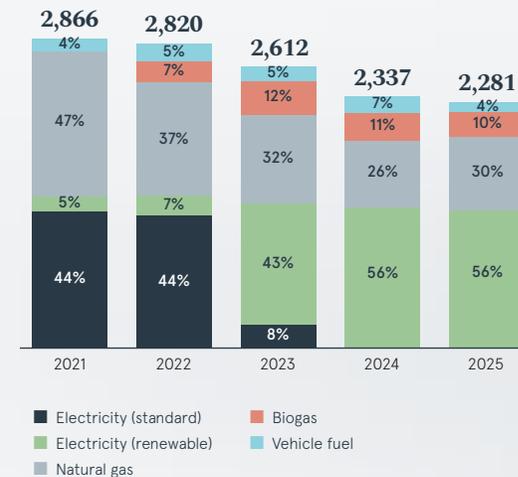
A portion of Scope 1 emissions is attributable to fuel consumed by employee-leased vehicles, accounting for 12% of total Scope 1 emissions. This proportion is projected to decrease as the vehicles are transitioned to hybrid or electric vehicles.

The Group remains committed to further reductions by educating our workforce on energy efficiency measures and factoring energy consumption into decisions when upgrading equipment.

SCOPE 1 AND SCOPE 2 EMISSIONS (tCO₂e)



ENERGY CONSUMPTION BREAKDOWN (MWh)



Percentage change relates to base year (2021) emissions.

CARBON EMISSIONS

Scope 3 emissions.

SCOPE 3 EMISSIONS OVERVIEW

Scope 3 emissions account for 99% of the Group's carbon footprint and are generated from the manufacture, supply and support activities across the Group.

IMPROVING DATA QUALITY

In 2025, we continued to strengthen the quality of data used to report carbon emissions, in line with the GHG Protocol and our disclosure commitments through CDP. The most significant improvements were in the transport and logistics category and in purchased goods and services. These enhancements have enabled us to more accurately distinguish between modes of transport, service and support activities and product purchases.

ONGOING TRANSITION TO ACTIVITY-BASED REPORTING

Each year we aim to improve the accuracy of the information we report, and we continue to make positive progress in transitioning from spend-based reporting to activity-based reporting. During the year, we worked closely with key logistics providers to obtain supplier-specific carbon data. Although activity-based data is not yet available from all providers, we secured detailed information from those representing the largest proportion of our logistics activity. This improved data approach enables us to more accurately reflect the emissions generated by our operations rather than relying on generic emission factors.

For the purchased goods and services category, we have improved internal reporting processes to provide a more granular breakdown of spend. This allows us to more closely match emission factors to specific products or service activities.

EMISSIONS REDUCTIONS ACHIEVED

Through improved supplier selection, better data quality and a reduced reliance on air freight, we achieved a significant 58% reduction in Group upstream transport and logistics emissions compared to the prior year, and a 69% reduction compared to our 2021 base year.

For purchased goods and services, we achieved a 7% reduction compared to the prior year and a 12% reduction compared to our 2021 base year.

SUPPLIER ENGAGEMENT AND NET-ZERO ROADMAP

Supplier engagement remains critical to the delivery of the Group's net-zero roadmap.

Stronger visibility and granularity of emissions data enables us to identify suppliers taking meaningful action to reduce emissions, prioritise purchasing decisions and ensure these reductions are reflected in Scope 3 reporting.

VALUE CHAIN ENGAGEMENT AND SUPPLIER PROGRESS

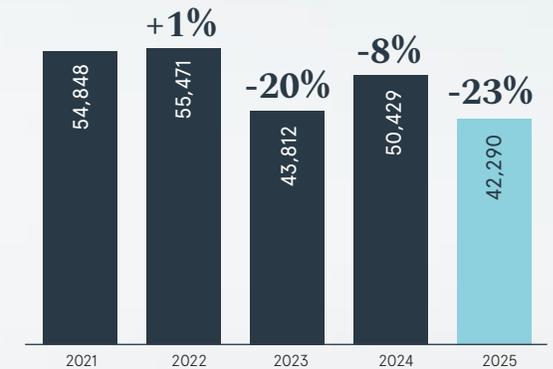
In 2025, Brand Addition continued its value chain engagement survey to assess supplier progress and year-on-year changes. Participation increased and 46% of respondents reported that they are now measuring emissions and setting reduction targets. Of these, 5% have set science-based targets and a further 5% reported that their targets have been validated by the SBTi.

However, progress remains slow overall, with 53% of respondents not yet measuring their emissions or only planning to begin within the next three years, highlighting the need for continued and targeted supplier engagement.

FOCUS FOR 2026

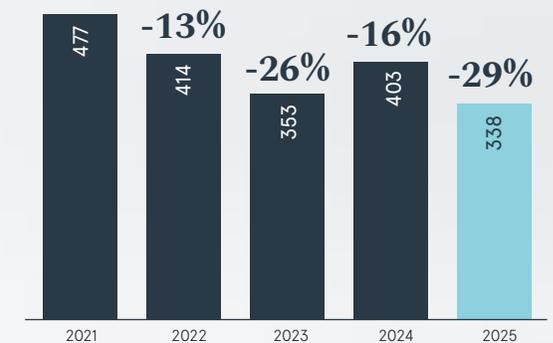
In 2026, we will focus on strengthening the quality of data received from suppliers and improving how we engage with them. Our efforts will include reinforcing the importance of reducing environmental impact and encouraging suppliers to commit to measuring and reducing their emissions. Additionally, we will enhance how we use supplier data to better align emission factors and accurately reflect emissions savings in our Scope 3 reporting.

TOTAL SCOPE 3 EMISSIONS (tCO₂e)



Percentage change relates to base year (2021) emissions.

SCOPE 3 EMISSIONS INTENSITY (tCO₂e PER £M SALES REVENUE)



Percentage change relates to base year (2021) emissions.

PRODUCT SUSTAINABILITY

Driving sustainable product choices.



Brand Addition helps clients select innovative merchandise that enables brands to engage effectively with their target audience. As a client-led business, Brand Addition operates as a promotional products agency, sourcing products requested by clients, managing branded stock programmes, providing e-commerce platforms for internal and external marketing, distributing stock and designing products for consumer promotions based on client requirements.

Since Brand Addition does not manufacture its own product range, it partners with carefully selected suppliers to curate collections that prioritise sustainable materials and reduce environmental impact. The company supports clients through regular range reviews, identifying products with higher environmental footprints and recommending more sustainable alternatives. Whenever possible, a sustainable option is offered, along with an explanation of its environmental benefits.

For specialised requirements, Brand Addition's in-house design team collaborates with clients to create bespoke products prioritising sustainable materials and suppliers committed to minimising environmental impact.



OUR COMMITMENTS

- 1. Sustainable materials** - We prioritise products manufactured from responsibly sourced, sustainable materials.
- 2. Curated for quality** - We deliver innovative, practical and durable products that are built to last.
- 3. Less waste, more impact** - We minimise packaging and actively work to reduce waste across our supply chain.
- 4. Empowering change** - We help clients understand their environmental impact and provide actionable strategies for improvement.
- 5. Verified responsibility** - We validate all sustainability claims and only partner with suppliers who meet our rigorous standards.

Less waste
More wonder

PRODUCT SUSTAINABILITY

Sustainable product standards.

Brand Addition works closely with clients to develop tailored sustainability guidelines that align with their corporate goals. Recognising that sustainability is a broad and evolving concept, we adapt our approach to meet the unique needs of each organisation.

CLIENT-LED STANDARDS

When clients have established sustainability criteria, Brand Addition adheres to these frameworks.

BRAND ADDITION STANDARDS

For clients without a defined framework, Brand Addition applies its own set of sustainability standards to guide product classification and decision-making. These include:

- **Responsible product standard**
Focuses on ethical production beyond material composition, identifying products that can be manufactured more responsibly.
- **Sustainable product standard**
Defines the criteria for validating material certifications and sustainability claims, ensuring transparency and credibility.
- **Sustainable packaging standard**
Outlines best practices for packaging and offers recommendations to enhance packaging sustainability.

ONGOING SUPPORT AND ENGAGEMENT

In 2025, Brand Addition continued to support clients in developing their own sustainable product standards. These standards now inform purchasing decisions, helping clients reduce environmental impact and improve sustainability across their operations.

ANNUAL PRODUCT RANGE REVIEWS

Each year, the Brand Addition sustainability team collaborates with internal purchasing teams and corporate clients to conduct in-depth product range reviews. These evaluations assess products against either client-defined standards or Brand Addition's own standards.

Improvement recommendations include:

- Switching to more sustainable product alternatives.
- Using materials with a reduced environmental impact.
- Introducing durable products designed to last.

MORE GRANULAR PRODUCT LEVEL DATA

Our aim is to be able to provide clients with detailed information about the products that they purchase so that they can evaluate their impact and make informed decisions about the products they use to promote their brand.

With legislation gathering pace in the EU with the Eco-design for Sustainable Products Regulations (ESPR), we have started to see an increase in the number of distributors providing more granular information on the impact of the products that they produce.

Brand Addition has started a project to evaluate software solutions to provide more granular data and support the calculation of product carbon footprints for the bespoke products that are manufactured through a direct supply route. We have also started to consider how more granular information could be made available through Facilisgroup's Syncore platform.

This workstream is still in the early stages of development but as a Group we are committed to helping our clients and Partners make more informed decisions about the products that they purchase. We will continue to update our progress in future communications.



PACKAGING AND WASTE

Product packaging.

Brand Addition maintains direct control of the packaging materials used in its warehouse locations for the onward transportation of goods purchased by its clients via the web-shops that it manages or ordered directly from clients.

When products are distributed from Brand Addition warehouses, they prioritise the reuse of existing packaging wherever possible. If reuse is not feasible, Brand Addition uses its own transit packaging to ensure safe delivery to clients.

Packaging materials are continuously evaluated to ensure that they meet strict sustainability criteria. All materials are sourced locally to minimise transport emissions and appropriately sized packaging is used to minimise waste.

It is our policy to prioritise the purchase of recycled packaging materials with the aim of increasing the amount of recycled content in the packaging purchased. The other area of focus is to ensure that all packaging is easily recyclable. Brand Addition is actively moving away from using bio-based materials due to the specific conditions required for their degradation, which is not always achievable using standard kerbside recycling methods.

In 2025, 96% of all packaging purchased by Brand Addition contained recycled content, representing a 1% improvement compared to 2024. The business also achieved a 27% reduction in the total volume of packaging purchased year-on-year (144 tonnes in 2025 vs.

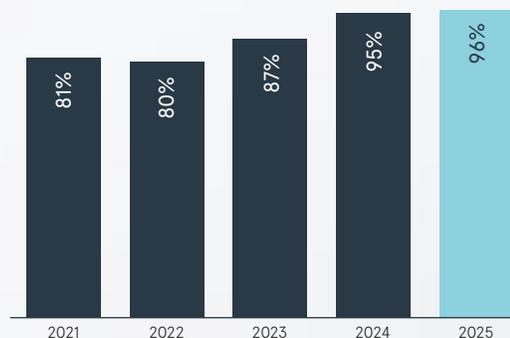
198 tonnes in 2024), primarily due to a large restocking exercise at the Brand Addition Germany warehouse in 2024, which reduced the need for additional packaging purchases in 2025.

Single-use plastic consumption in the Manchester warehouse increased marginally in 2025; however this still represents a 93% reduction against the 2017 base year. Overall single-use plastic purchases increased by 1.9 tonnes in 2025, due to changes to carrier shipping methods that required plastic pallet wrap to be used on a greater proportion of shipments at the German warehouse. In 2026, Brand Addition plans to investigate alternative packing, shipping methods and materials with the aim of minimising single-use plastic consumption.

For products purchased through distribution or directly from manufacturers, Brand Addition implemented a packaging standard in 2023. This standard supports both suppliers and internal purchasing teams in selecting the most sustainable packaging option when shipping products either directly to clients or to one of Brand Addition's warehouse locations.

Each warehouse continuously reviews its packaging to ensure that it remains fit for purpose. In 2025, the Brand Addition Manchester warehouse reduced the wall thickness of three packaging types, lowering overall packaging weight and material usage while ensuring the packaging integrity remained sufficient to prevent product damage.

PERCENTAGE OF PURCHASED PACKAGING CONTAINING RECYCLED CONTENT



AMOUNT OF SINGLE-USE PLASTIC PACKAGING (TONNES)



PACKAGING AND WASTE

Business waste.

MANAGING BUSINESS WASTE

The largest amount of waste generated across the Group comes from Brand Addition's warehouse locations and primarily consists of transit packaging used to transport products from suppliers.

As Brand Addition holds stock on behalf of clients and distributes products in smaller quantities, the original transit packaging is used where possible. If reuse is not possible, the packaging is disposed of once it can no longer be used.

As outlined in the previous section, we work closely with suppliers to ensure products are packaged efficiently, minimising excessive materials and reducing packaging waste.

The majority of our business waste consists of cardboard and plastic packaging, which is recycled wherever possible. In addition, our offices generate small amounts of paper and food waste from our break areas. We also produce a small amount of WEEE waste (Waste Electrical and Electronic Equipment) from old computer and electrical equipment when upgrading equipment.

INTERNAL WASTE

To reduce internal waste, team members receive regular training and reminders on correct waste segregation. They are encouraged to print documents only when necessary and participate in office-wide initiatives such as litter-less lunches.

EXTERNAL WASTE

To reduce external waste and improve recycling rates, Brand Addition continues to optimise its own transit packaging (see page 16 for more details). Brand Addition collaborates with suppliers to minimise packaging, promote the use of recyclable materials and eliminate unnecessary packaging received by its warehouses. Brand Addition has developed a packaging standard which is shared with all suppliers to educate and encourage the prioritisation of recyclable materials and the reduction of transit packaging. Over time, this is expected to improve recycling rates and reduce packaging waste.

In 2025, 9% of all waste went to landfill, a reduction from 11% in 2024. The Group increased the amount of waste recycled from 73% in 2024 to 78% in 2025 and reduced the amount of waste sent for energy recovery. We saw a 21 tonne increase in total waste, from 167 tonnes in 2024 to 188 tonnes in 2025. This was the result of more cardboard packaging received into our European warehouses from suppliers and the introduction of wooden pallets being included in our reporting for 2025. We continue to focus on increasing the amount of waste recycled and reduce waste to landfill, progressing towards our goal of zero waste to landfill by 2030.

REPURPOSING OBSOLETE STOCK

For clients' end-of-line and obsolete stock, Brand Addition works collaboratively to find alternative uses for surplus items, partnering with local charities and organisations to repurpose rather than disposing of them.

In 2025, Brand Addition supported Pepala, an organisation that provides essential learning tools to school children in Malawi. This initiative gives purpose to surplus materials and stock, reducing waste and benefiting both communities and the environment. Brand Addition donated pens, pencils and tote bags on behalf of a client, which were shipped to Malawi and will be donated to state schools.



WASTE MANAGEMENT FRAMEWORK

All sites follow a waste management framework designed to promote recycling, reduce the amount of waste generated and received, and reduce waste to landfill.

WASTE HIERARCHY CHART



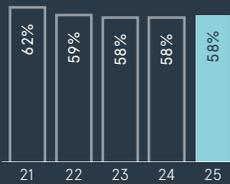


Our progress

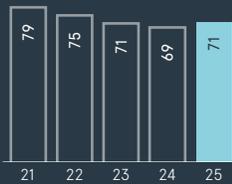
Empowering our people.

Our aim is to create a safe and inclusive culture where our people can thrive and grow, celebrating individuality and diversity.

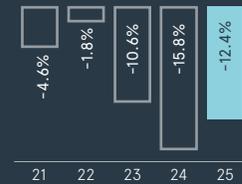
GENDER DIVERSITY (% FEMALE)



EMPLOYEE ENGAGEMENT



UK MEDIAN GENDER PAY GAP



Supported UNSDGs



DIVERSITY, EQUITY AND INCLUSION

Group diversity and gender pay gap.

The Group is committed to fostering a culture of openness, belonging and trust, where everyone feels valued, respected and treated fairly. We promote equal opportunities and a 'speak-up' culture through inclusive systems and processes, aiming to attract and retain top talent by embedding equitable practices across the organisation.

Diversity, Equity and Inclusion oversight sits with the Board and is delegated to the Nomination Committee, which annually reviews and approves the DEI Policy and strategy. We understand that a diverse Board and workforce enhances our ability to respond to challenges and opportunities, supporting long-term growth and sustainability.

Our DEI strategy is built around seven key areas: business culture; recruitment; communication; measurement and reporting; reward transparency; training and development; and governance.

A DEI Steering Committee, comprising senior leaders and executive sponsors, meets twice yearly to ensure alignment with Group priorities. Each business develops its own DEI action plan, which is reviewed annually, with progress tracked against clear objectives.

Rather than setting representation targets, we focus on education and awareness, linking DEI with succession planning to build a diverse talent pipeline. This approach strengthens our inclusive culture, helping us attract and retain talent from all backgrounds to drive innovation and business success.

GENDER AND ETHNIC DIVERSITY

In 2025, we maintained a strong gender balance across the organisation, with 58% of our workforce reported as female. Ethnic diversity remained broadly consistent with the previous year at 24% overall, with a 1% improvement observed (23% in 2024). New starter ethnic diversity increased from 27% in 2024 to 37% in 2025. The Group continues to review and refine its recruitment practices to ensure we attract a wide and diverse pool of candidates, supporting the growth of inclusive teams across the Group.

GENDER PAY GAP

In 2025, the Group's median gender pay gap (GPG) narrowed to +5.3%, a 3.6% improvement from the prior year. This was largely driven by a greater reduction in male headcount (-17%) than in female headcount (-13%), helping to narrow the gap. Variations between Brand Addition and Facilisgroup largely offset each other at a Group level.

A full set of people and diversity metrics is available on pages 36 - 37 of this report and our full gender pay gap report can be found on the Group's website.

Brand Addition

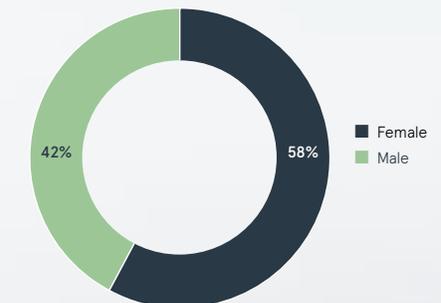
- All sites: GPG improved to -9.0% (from -12.7%).
- UK only: GPG improved to -12.4% (from -15.8%).

Headcount changes in H2 2024 increased male representation in upper pay quartiles, contributing to the GPG reduction.

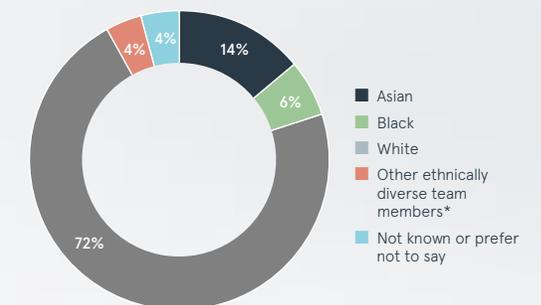
Facilisgroup

- GPG reduced to +24.3%, down 9.5% from the prior year.
- Despite improvement, the gap remains the highest in the Group due to a male dominated upper pay quartile (80% men). This reflects the nature of the software industry, where female representation in technical roles remains limited.

GENDER SPLIT



ETHNIC DIVERSITY SPLIT



*Other ethnically diverse team members incorporates: Hispanic/Latino, Mixed, Other, Pacific Islander, Native American.

TRAINING AND DEVELOPMENT

Supporting the development of our team members.

In 2025, we delivered 5,832 hours of training content to our team members. This included targeted sessions on topics such as diversity, equity and inclusion, annual refresher training on key policies and induction training for new starters. Team members also undertook professional study time, team courses, department training and training by suppliers.

Both businesses continued to roll out their mentoring programmes, receiving positive feedback from all participants. These initiatives have helped foster stronger internal connections and support personal development across the Group.

Brand Addition successfully implemented a new LMS, which has expanded learning opportunities for team members and improved tracking of training hours to help monitor progress more effectively.

The introduction of new appraisal processes across both businesses has enabled more meaningful conversations between individuals and managers. These discussions help identify training needs and future career aspirations, allowing each business to better support team members in achieving their goals, benefitting both the individual and the organisation.

Each Group business has also undertaken specific activities to strengthen their approach to talent development which includes:

- The finalisation of a talent development policy and securing an external provider to support delivery.
- The delivery of talent conversation training to equip managers with the skills to hold meaningful development conversations.
- The roll out of a new talent conversation and Personal Development Review (PDR) process, driving more impactful performance and career discussions.
- The finalisation of a leadership behaviours framework, to help set clear expectations for leadership performance and embedding core elements into role specifications.
- The launch of 360° feedback to support leadership growth and self-awareness.
- The scheduling of leadership webinars and training programmes to help build leadership capability and develop future leaders.

The Group remains committed to creating a culture of continuous learning and development, supporting our team members to strengthen their skills and achieve their aspirations.



HEALTH, SAFETY AND WELL-BEING

Creating a safe and supportive workplace.

HEALTH AND SAFETY

The Group has its own health and safety policy that describes its approach and commitment to the health, safety and well-being of all employees. Each business has its own appointed health and safety officer who is also a member of the senior leadership team and is responsible for the health, safety and well-being of its employees. The businesses also have their own health and safety policies, ensuring they remain relevant to their specific operations while capturing the key points of the Group policy.

Health and Safety Committee meetings are held at least annually within each Group business providing an opportunity to review findings from workplace risk assessments and health and safety walkarounds. The Board is provided with a health, safety and well-being report at each meeting.

In 2025, there were no reportable accidents or incidents recorded across the Group.

EMPLOYEE WELL-BEING

Both businesses recognise that employee well-being is a crucial aspect of health and safety. Across the Group, we take steps to support our team members through wellness programmes, training and access to a range of wellness perks to enhance their physical and mental well-being. The wellness programmes provide team members with access to subsidised memberships for things such as online fitness classes, gym memberships, or access to mindfulness apps.

In 2025, the Group continued to conduct activities throughout the year to promote the importance of positive mental health and looking after yourself. These included providing tips, suggestions and workshop sessions to help individuals recognise the symptoms of stress and anxiety and to learn how to cope and unwind.



“In 2025 there were no reportable accidents or incidents recorded across the Group”

EMPLOYEE ENGAGEMENT

Engaging with our team members.

EMPLOYEE ENGAGEMENT

Gathering feedback from our team is important to help us learn and grow which helps us understand what we are doing well and where we can improve.

Each business conducts employee engagement surveys twice per year using their own anonymous platform to gain feedback on a wide range of questions. An employee engagement score is calculated based on the average combined score from a set of agreed questions, which is used to track performance.

In 2025, we achieved positive progress with a two-point increase in the combined Group employee engagement score, rising from 69 to 71. Brand Addition reported a three-point improvement, moving from 71 to 74, while Facilisgroup maintained its score at 67. These results bring us closer to our overall target of 75.

Feedback is shared with all team members through company briefings and newsletters. Results are reviewed during Operational Board meetings and discussed in employee forums to ensure that actions are identified, implemented and monitored. This approach helps us drive continuous improvement across the Group.

BEING RECOGNISED AS A GREAT PLACE TO WORK

Continuing on from Facilisgroup's success in 2024, Brand Addition was awarded the accolade of 'Greatest Companies to Work For' by the PPAI in 2025. This recognition is especially meaningful because it comes directly from our employees.

Brand Addition was also awarded 16th place in the PPAI top 100 list for 2025. This is the highest honour awarded to PPAI members and highlights the top 100 distributors out of more than 37,000 in the industry. The ranking is based upon a number of factors, which include: revenue; long-term business growth; innovation in technology; employee satisfaction; industry reputation and corporate social responsibility.



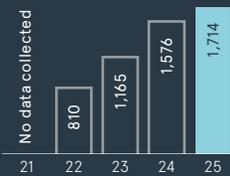


Our progress

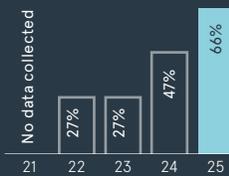
Community engagement.

Our aim is to create a lasting positive social impact in our local communities while building a strong distributor network that promotes growth, innovation and collaboration in the industry.

VOLUNTEERING HOURS



PERCENTAGE OF EMPLOYEES VOLUNTEERING



NUMBER OF FACILISGROUP PARTNERS*



*excluding acquired Partners

Supported UNSDGs



VOLUNTEERING AND FACILIS CARES

Supporting the community.

In 2025, continuing to build on the successes of the prior year, we saw a 9% increase in volunteering hours compared to 2024 and a further rise in employee participation. Engagement in volunteering activities increased from 47% in FY 24 to 66% in FY 25.

FACILIS CARES

At the 2025 PPAI Las Vegas event, Facilisgroup and its Partners participated in 'Gabriel's Journey' a one-mile charity walk inside the Las Vegas Convention Centre to raise awareness and funds for 'Cure Spinal Muscular Atrophy' (SMA) to provide essential resources for children living with SMA.

During the Facilisgroup summit in New Orleans, suppliers and partners assembled 100 care packages for 'Dress for Success New Orleans', an organisation that empowers women to achieve economic independence by providing professional attire and support. Each kit was filled with essentials like crossbody bags, notebooks, pens, chargers and handwritten notes of encouragement.

emPOWER

Facilisgroup's emPOWER initiative continued to be successful in 2025. emPOWER is an initiative dedicated to empowering women within the Facilisgroup community and elevating the impact of women in the promotional products industry. The initiative provided opportunities for women to connect, engage, learn and support each other.

At the 2025 Facilisgroup Summit, an emPOWER session was arranged where women from the promotional products industry gathered over breakfast to hear from a catalyst coach who challenged all attendees to embrace their unique journey, define success on their own terms and lead with confidence, no matter their title. emPOWER continues to spark connection, growth and change across the Facilisgroup community, contributing to personal and professional development across the industry.



BRAND ADDITION VOLUNTEERING ACTIVITIES

In 2025, Brand Addition continued to strengthen its commitment to community engagement by partnering with local charities and running office-led volunteering programmes. Each office organised and participated in

projects that directly benefit local communities, such as packing meals and food parcels for people in need and organising litter-picking events as part of the Earth Day 2025 initiative. These activities not only provided practical support, but also fostered a culture of social responsibility among team members.

INTERNATIONAL IMPACT

As part of Green Week, Brand Addition partnered with Solar Aid by donating a proportion of its sales to help provide solar lights to communities in Africa. This initiative contributed to reducing carbon emissions and improving the quality of life for people in off-grid areas.



LOCAL PARTNERSHIPS

Mustard Tree

Mustard Tree is a Manchester-based charity dedicated to combating poverty and preventing homelessness. It offers practical support (such as food; clothing; furniture; and toiletries) as well as long-term opportunities like training, classes and work experience.

The teams volunteer at the community shop, supporting in areas such as: retail support, stock organisation, warehouse support and helping with their food club.

The Bread and Butter Thing (TBTT)

TBTT focusses on making life more affordable for low-income families. It redistributes surplus food, preventing waste and providing essential groceries to communities across Greater Manchester.

Team members support TBTT by volunteering at their Trafford Park warehouse, packing food bags for distribution to local hubs, organising stock, maintaining a tidy workspace and loading vans for delivery.

FACILISGROUP COMMUNITY EVENTS

The Facilisgroup community.

FACILISGROUP – MORE THAN JUST TECHNOLOGY

Facilisgroup isn't just about technology, it is also about people. We bring together a network of promotional product distributors (Partners) and suppliers who support, inspire and grow with each other.

SUPPLIER SHOWCASES

Our Supplier Showcases create space for Partners and Preferred Suppliers to connect in meaningful ways. These events spotlight the latest product innovations, offer hands-on learning opportunities and strengthen relationships across our community.

PARTNER SUMMITS

Partner Summits bring together owners and key leaders from across the Facilisgroup network. These events are all about sharing ideas, learning from one another and building the kind of connections that drive real growth.

INDUSTRY EVENTS AND CELEBRATIONS

In January 2025, Facilisgroup took part in the PPAI Expo, a four day event that drew approximately 16,000 industry professionals. During the Expo, Facilisgroup hosted the 16th Annual TASA Awards which celebrate the achievements of industry professionals, Partners and Preferred Suppliers. The Awards offer a chance for the community to come together, honour each others' successes and look ahead to future opportunities and challenges.

In July 2025, Facilisgroup hosted its annual summit in New Orleans, bringing together Partners, Preferred Suppliers and team members for education, innovation and celebration. The theme, 'Everything in Sync', showcased the best industry technology, experience and community spirit, supporting meaningful connections, forward-focused education sessions and major technology updates.

At the event, updates and innovations were presented for the Syncore platform and sized-solution sessions were arranged to give business owners and key managers a chance to collaborate with peers on a number of different topics to help support business growth and development. Preferred Suppliers and guest speakers from the industry also took to the stage, leading sessions focussing on specific topics to promote further learning and growth such as sustainability, business efficiencies and maximising value.

In 2025, Facilisgroup also hosted two top executive events at a Preferred Supplier's headquarters. These events provided attendees with a chance to tour their facilities and provided opportunities for collaboration, strategic insights and industry connections. The agenda included insights into industry trends, sales growth strategies, leveraging technology and improving operational efficiencies.

More than 1,100 people attended Facilisgroup events in 2025.



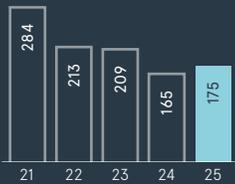


Our progress

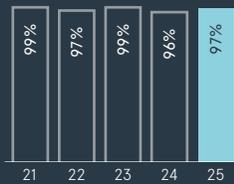
Responsible leadership.

Our aim is to lead responsibly by demonstrating our strong values, through the use of effective governance. We work to ensure that our governance structure reflects best practice and is embedded into our Group's culture.

NUMBER OF SUPPLIER ASSESSMENTS COMPLETED

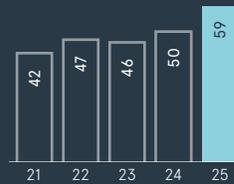


PARTNER RETENTION RATE* (FACILISGROUP)



*Excluding acquired Partners

NET PROMOTER SCORE (NPS) (BRAND ADDITION)



Supported UNSDGs



CORPORATE GOVERNANCE

Responsible governance.

Responsible governance is not just a set of guidelines, it is a core principle of how we operate. It drives stronger internal controls that will deliver long-term value and meet stakeholder expectations around leadership and oversight. The Group adheres to the Corporate Governance Code for Small and Mid-Size Quoted Companies 2023 published by the Quoted Companies Alliance (QCA).

ESG GOVERNANCE

The Group governs ESG and monitors its impact on society, community and the environment through a bespoke ESG framework and a strategy, based around four ESG cornerstones that are aligned with the output of our ESG materiality assessment and the Group's overall strategy and business model. This ensures that the Group remains focussed on the environmental and social issues that matter most to our stakeholders and are beneficial to our businesses.

The ESG framework is overseen by the Board, which sets and approves the ESG strategy, policy and KPIs used to monitor performance annually, receiving updates on

performance every six months. The Board also reviews and approves each ESG Report prior to publication, following consultation with the Group Senior ESG Officer. The Audit Committee oversees the Group's risk register, which includes an assessment of the climate-related risks and opportunities our businesses face. This is reviewed and approved on a biannual basis.

The Group Executive Committee includes an ESG update as a standing agenda item at each meeting, ensuring regular communication and discussion of ESG strategy and progress with the Divisional Leads and other Committee members. Each Operating Board, led by their Divisional Leads, is responsible for implementing the ESG strategy. Each business has flexibility to develop its own ESG focus, policies and initiatives, defining their own objectives.

Day-to-day oversight of achieving ESG objectives is managed by the Group Senior ESG Officer, who works alongside each Group business to ensure alignment with Group objectives. The Group Senior ESG Officer holds meetings with each business every two months as a minimum to discuss progress against agreed non-financial objectives and KPIs related to topics such as energy usage, carbon emissions, training and policy adherence.

Through this governance structure, the Board fosters an open, honest environment and promotes the right ethical culture. This drives effective risk management, governance practices, processes and decision-making at all levels of the Group.

THE CHANGING ESG LANDSCAPE

As the ESG regulatory landscape evolves, we stay up to date with the latest frameworks, standards and best practice recommendations. We achieve this through targeted training, webinars, seminars and information from our trade associations. The Group and its businesses actively participate in industry forums and conferences to engage with peers, ensuring we remain informed about ESG developments. We regularly review and update policies, processes and working practices to reflect new and upcoming regulatory changes and stakeholder expectations.

KEY GOVERNANCE POLICIES AND PROCEDURES

The Group maintains key governance policies that reflect our tone of voice and establish a common understanding of the high standards of conduct, ethics and responsible business practices expected across the Group and in our wider stakeholder relationships.

Our policies are reviewed annually to ensure they reflect current working practices, remain relevant and are aligned with best practice. They are re-approved by the Board each year. In 2025, we implemented two new policies, a Group Fraud Prevention Policy and an Artificial Intelligence Policy. All of the key Group policies can be found in the ESG section of the Company's website.



SUPPLIER MANAGEMENT

Supply chain management and ethical sourcing.

SUPPLIER MANAGEMENT AND DUE DILIGENCE

The Group Labour Standards and Human Rights Policy sets out the fundamental principles embedded in our business operations and culture to ensure we do not engage in activities that directly or indirectly violate labour standards and human rights.

These principles extend to our suppliers and business partners, where we expect them to behave consistently with the provisions outlined in the policy. The Group maintains a zero-tolerance approach to any form of forced or child labour, bribery and corruption, slavery or human trafficking.

We have integrated mandatory compliance clauses into third-party Partner and supplier contracts. These clauses cover corporate social responsibility, anti-bribery and corruption, anti-slavery and human trafficking, trade restrictions and anti-facilitation of tax evasion. Contracts include termination rights for non-compliance.

Adherence to these principles is overseen locally by the quality, compliance and HR departments of each business with Group oversight by the Senior ESG Officer.

PRODUCT SUPPLIERS

All product suppliers are required to sign a code of conduct annually, aligning with the ethical trade initiative (ETI) base code and the 10 principles of the UN Global Compact (UNGC), committing to protect the fundamental human rights of all employees across their value chain. Compliance is validated on-site and through third-party supplier assessments.

SUPPLIER ASSESSMENT

We only engage with suppliers who can meet the high standards expected by us and our stakeholders. Our robust supplier management programme assesses product suppliers against several criteria, including:

- capability and operational stability;
- employee welfare and working conditions;
- provisions to minimise environmental damage and pollution; and
- quality control processes, on-site testing and controls to ensure product integrity.

Assessments are conducted by our internal audit team, based in Asia and Europe. A typical on-site assessment lasts one day but may be extended depending on the supplier's size and complexity. Suppliers receive a detailed account of findings and a corrective action plan. All critical findings must be addressed immediately. If sufficient action is not taken, the supplier will be de-listed (if existing) or not approved (if new). All key suppliers are re-assessed every two years.

In 2025, 175 product supplier assessments were completed and 95% of our top 100 suppliers by spend returned a signed copy of the business code of conduct, committing to our high ethical and environmental standards, a 7% improvement from prior year (88% in FY 24 vs 95% in FY 25). A total of seven critical non-conformances were raised and 11 suppliers were blacklisted.

PREFERRED SUPPLIERS

All Facilisgroup Preferred Suppliers must submit information for a product safety and compliance desktop assessment during onboarding or contract renewal. Preferred Suppliers also complete an ESG questionnaire,



providing details of their environmental, social and governance credentials and confirm acceptance of several non-negotiable declarations relating to corporate and social responsibility, cotton sourcing and conflict minerals.

All suppliers are required to adhere to the PPAI industry-wide code of conduct, or an equivalent internal code. The Facilisgroup onboarding team conducts due diligence checks to validate the information provided and performs additional checks to ensure that potential new Preferred Suppliers are not subject to legal proceedings, litigation, or product claims. Only upon successful review are suppliers granted approval.

RESPONSIBLE PRODUCTS

Product quality, compliance and safety.

Products sourced by Brand Addition meet the highest quality and compliance standards.

Clients require assurance that the products used to promote their brand are compliant in a global marketplace, free from defects, manufactured through validated supply routes and meet the highest quality standards.

PRODUCT COMPLIANCE

Brand Addition has a dedicated product compliance team that supports purchasing and merchandising departments in developing product testing plans, undertaking product risk assessments, evaluating product compliance documentation and test reports to ensure that products are fit for purpose. For bespoke-manufactured products, extensive testing is undertaken with certified third-party laboratories to ensure that products do not contain hazardous substances and products have been tested for typical use cases.

For items sourced from wholesalers and distributors, transparency is expected and access to supply chain details and material composition information is required.

Test reports, restricted substance declarations and sustainable material certificates are evaluated against required standards to ensure products meet the latest regulations before approval. For products included in clients' stock ranges, periodic compliance spot checks are performed to maintain adherence to all relevant standards.

To maintain and expand its knowledge and stay up to date with regulatory changes, the compliance team participates in various forums, attends webinars, participates in specialised training, subscribes to industry updates and participates in compliance workshops.

The business maintains an extensive product compliance manual to ensure that it has an up to date reference for all safety and compliance requirements.

2025 saw the legislative landscape continue to evolve, with the introduction of several new requirements, including the UK Extended Producer Responsibility Regulations (EPR), further guidance from the EU Commission on the Eco-design for Sustainable Products Regulations (ESPR) and changes to the European Deforestation Regulations (EUDR). Brand Addition supported clients in navigating these regulations, ensuring that all necessary steps were taken to plan for future implementation.

Brand Addition also engaged with key suppliers through periodic awareness sessions to develop a common understanding of expectations and to raise awareness of the regulatory landscape and readiness plans. Internal training was also provided to buying teams to ensure they were informed about key changes and understood the validation checks required to ensure compliance.

In 2026, Brand Addition is planning to conduct a pilot program to prepare for the introduction of the EU digital product passports ahead of its planned implementation in 2027.

PRODUCT QUALITY

All products undergo thorough evaluation to ensure that they are ethically compliant, safe and free from defects. They must meet client brand requirements, be fit for purpose and, where possible, be sustainable.

In-line and final inspections are conducted on direct sourced goods prior to shipment. Final inspection is either undertaken by a third-party or by one of Brand Addition's quality inspectors. For products delivered to the Brand Addition warehouse, incoming quality control checks are conducted to ensure no products have been damaged in transit. Additionally, random inspections are conducted to ensure products meet the agreed-upon quality standards.

PRODUCT SAFETY

In addition to validating product test reports, the quality and compliance team collaborates with the buying teams to ensure products are tested against relevant protocols. Test results from independent laboratories are reviewed to confirm compliance with required standards. Risk assessments are also conducted on high-value orders to identify and mitigate potential issues before order placement, helping to prevent problems during manufacturing.



STAKEHOLDER ENGAGEMENT AND FEEDBACK

Connecting and listening to our stakeholders.

STAKEHOLDER ENGAGEMENT

Strong relationships with our stakeholders is essential to the Group's success. We are committed to open, honest engagement that helps us understand what matters most to them. These relationships support our strategy, shape our decisions and help us deliver long-term value.

We engage regularly through investor meetings, webinars, online training, satisfaction and engagement surveys and business reviews. These interactions complement our materiality assessment and ensure we stay focused on the areas where we can make the biggest impact.

CLIENTS AND PARTNERS

Our clients and Partners are central to our actions. Building long-term relationships is key to sustainable growth and our long-term success. We invest in technology, services and teams to support their success and strengthen our partnerships.

Facilisgroup creates a collaborative community between suppliers and Partners, providing opportunities for shared growth. Brand Addition works with a diverse and trusted supply base, helping them to manage global supply chain challenges while staying true to the Group's ESG and sustainability commitments.

EMPLOYEES

Our people are key to our strategy. We work hard to create a positive, inclusive culture where everyone feels supported and empowered. Regular engagement, development opportunities and open communication help ensure our teams are motivated and aligned with our goals.

SUPPLIERS

Suppliers play a critical role in the quality and sustainability of our products and services. We value long-term partnerships built on trust, transparency and shared standards. Facilisgroup encourages collaboration between suppliers and Partners, while Brand Addition's supplier relationships help us maintain resilience and uphold ethical and ESG standards across our supply chain.

SHAREHOLDERS AND INVESTORS

We look to work with shareholders who share our long-term vision. Regular engagement helps us communicate our business model, strategy and ESG performance clearly. We provide transparent reporting to support informed decision-making and responsible investment stewardship.

CUSTOMER SATISFACTION AND FEEDBACK

Customer feedback is a key part of how we improve. We actively seek input through surveys and direct conversations, helping us understand what is working and where we can do better.

Each business tracks its NPS, retention rates and feedback trends. Our customer service and success teams stay in contact with clients to identify opportunities for improvement.

Facilisgroup runs biannual Partner surveys, staggered throughout the year to track a rolling NPS score. Brand Addition sends monthly surveys focused on service quality and client experience, with regular follow-ups to discuss feedback and next steps.

CUSTOMER SATISFACTION SURVEY RESULTS

Brand Addition achieved an NPS of 59, up from 50 in 2024.

Facilisgroup achieved an NPS of 50. As the survey was updated in 2024, there are no previous results for comparison.

Customer satisfaction is a key measure for both businesses and provides a valuable platform for ongoing dialogue and improvement.



INFORMATION SECURITY MANAGEMENT

Safeguarding data and cyber security.

The Pebble Group recognises the importance of robust information security in maintaining the trust of its stakeholders and supporting the resilience of our operations. In 2025, we continued to strengthen our approach to cyber security across both Brand Addition and Facilisgroup, embedding best practice governance and controls to mitigate evolving digital risks.

GOVERNANCE AND CERTIFICATION

Brand Addition maintained its ISO 27001 certification, which covers all global offices and warehouses. This internationally recognised standard underpins our structured approach to managing information security risks and reinforces our commitment to continuous improvement in data protection and operational resilience.

Facilisgroup continued to advance its preparations for SOC2 certification. In January 2026, Facilisgroup achieved SOC2 Type 1 certification, with the Type 2 assessment scheduled for H2 2026. This phased approach reflects our commitment to aligning with industry standards and enhancing trust with our Partners and clients.

STRENGTHENING CONTROLS AND INFRASTRUCTURE

Throughout the year, we reviewed and updated internal policies to reflect the latest threat intelligence and regulatory developments. This included enhancements to incident response protocols, access management and encryption practices. Regular penetration testing and vulnerability assessments were conducted to proactively identify and address potential risks.

We also continued to invest in secure infrastructure to support our hybrid working model, ensuring that employees can collaborate effectively while maintaining high standards of data security.

LOOKING AHEAD

In 2026, the Group will continue to evolve its approach to information security in line with emerging risks and stakeholder expectations. Our focus will include enhancing third-party risk management, exploring advanced threat detection technologies and further aligning with best practice.

By embedding strong cyber governance and fostering a culture of awareness, we aim to protect our business, our clients and our stakeholder communities, ensuring that we focus on systems and continual improvement.



RESPONSIBLE LEADERSHIP

ESG achievements, ratings and standards.

ECOVADIS

Brand Addition improved its Ecovadis score from 80 in 2024 to 83 in 2025 and maintained its 'Ecovadis Gold' rating, placing it in the top 5% of similar companies for its sustainability performance.

This result reflects the progress made across the business, further enhancing its sustainability approach and meeting the increasing requirements of its clients.

CARBON DISCLOSURE PROJECT (CDP)

The Pebble Group maintained its 'B' ranking and Brand Addition also maintained its 'C' ranking in the 2025 CDP assessment.

ISO MANAGEMENT SYSTEMS

Brand Addition holds quality (ISO 9001), environmental (ISO 14001), information security management (ISO 27001) and occupational health and safety management (ISO 45001) certifications.

ALIGNMENT WITH EXTERNAL FRAMEWORKS

The Group supports the UNSDGs and we follow recommendations and best practice guidance to effectively assess the climate-related risks and opportunities that could affect our business.

TRADE ASSOCIATION MEMBERSHIPS

Facilisgroup and Brand Addition are proud members of several trade associations, including the PPAI based in the US, which supports and delivers knowledge to the promotional products industry.

UNITED NATIONS GLOBAL COMPACT

In 2025, Brand Addition re-joined the United Nations Global Compact. By adhering to its ten principles on human rights, labour, environment and anti-corruption, Brand Addition ensures that sustainability and ethical business practices are embedded across its operations and supply chain.



OUR FUTURE ACTIONS

Our future focus areas.



ADVANCING SUSTAINABILITY

Reducing Group emissions

Drive progress against our net-zero targets by reducing Group emissions and encouraging suppliers to adopt renewable electricity and lower their carbon footprint.

Strengthening Scope 3 data collection and value chain engagement

Collaborate with suppliers to share more granular emissions data, enabling accurate reporting and improved visibility of our value chain impact.

Supporting clients to make sustainable choices

Provide curated sustainable solutions to clients, helping them to minimise their environmental impact and transition to more responsible materials.

Minimising waste and improving transit packaging

Continuously evaluate transit packaging to increase recycled content, reduce excess packaging and minimise waste sent to landfill.



EMPOWERING OUR PEOPLE

Helping team members achieve their aspirations

Deliver targeted training, leverage the appraisal process and expand mentoring opportunities to support career growth.

Promoting well-being across the Group

Encourage participation in employee well-being programmes and initiatives designed to foster health and resilience.

Maintaining a positive and inclusive culture

Continue building a collaborative culture, maintaining gender balance and embracing diversity across the Group.



COMMUNITY ENGAGEMENT

Strengthening local community partnerships

Maintain active engagement with local charities and initiatives, encouraging team members to contribute and make a difference.

Educating and supporting suppliers and Partners

Foster learning and growth through regular communication, industry events and ESG focused education to drive positive change across our value chain and the wider industry.



RESPONSIBLE LEADERSHIP

Staying ahead of regulatory changes and emerging risks

Take a proactive approach to evolving regulations, identifying and implementing solutions in advance.

Maintaining a robust governance framework

Conduct regular reviews to ensure governance structures remain fit for purpose and aligned with best practice.

Enhancing IT infrastructure and cyber security

Continuously strengthen information security and cyber resilience through regular evaluation and improvement.

Improving supplier assessment processes

Refine and enhance supplier evaluations to ensure alignment with our evolving standards and sustainability goals.

ESG SUPPORTING INFORMATION

ESG performance scorecard.

CORNERSTONE		METRIC					VARIANCE			
		2025	2024	2023	2022	2021 (BASE YEAR)	BASE YEAR	PRIOR YEAR	2030 TARGET	
Advancing sustainability	GHG EMISSIONS AND RENEWABLE ENERGY									
	Maintain a minimum 63% reduction in Scope 1 and Scope 2 emissions	Scope 1 and Scope 2 emissions (tCO ₂ e)	207	211	335	724	747	-72%	-2%	445 (63% reduction)
	Target a 50% reduction in Scope 3 emissions per £m revenue	Scope 3 emissions intensity per £m revenue	338	403	353	414	477	-29%	-16%	237 (50% reduction)
	Maintain 100% renewable electricity	% renewable electricity consumed across the Group	100%	100%	84%	13%	10%	90%	0%	100%
	PACKAGING AND WASTE									
	95% reduction in single-use plastic packaging ⁽¹⁾	% reduction in plastic packaging	-93%	-94%	-88%	-90%	-85%	-8%	1%	-95%
0% waste to landfill	% waste to landfill	9%	11%	-	-	-	-	-2%	0%	
Empowering our people	DIVERSITY, EQUITY AND INCLUSION									
	Achieve the Race Equality Code quality mark and strive to create an inclusive culture in the workplace	Certification achieved	Maintained	Maintained	Achieved	-	-	-	-	Achieve
	Aim to maintain a good gender balance across the Group	% female representation	58%	58%	58%	59%	62%	-4%	0%	Monitor
	Aim to maintain a UK gender pay gap below the UK median	% median gender pay gap	-12.4%	-15.8%	-10.6%	-1.8%	-4.6%	7.8%	-3.4%	< UK ONS Median GPG
	TRAINING AND DEVELOPMENT									
	Aim to achieve and maintain an employee engagement score of 75 ⁽²⁾	Employee engagement score	71	69	71	75	79	-10%	3%	75
Community engagement	HEALTH, SAFETY AND WELL-BEING									
	Strive for zero accidents in the workplace	Number of accidents (RIDDOR or OSHA reportable)	0	0	0	1	0	0	0	0
	VOLUNTEERING AND SUPPORTING COMMUNITY PROJECTS									
Aim to maintain 1,000 volunteering hours annually	Number of volunteering hours	1,714	1,576	1,165	810	-	-	9%	1,000	
Encourage 50% of employees to take part in volunteering activities	% employees taking part in volunteering activities	66%	47%	27%	27%	-	-	19%	50%	
Responsible leadership	Percentage of suppliers who have signed the social and ethical code of conduct ⁽³⁾	% Suppliers signed social and ethical code of conduct	95%	88%	-	-	-	-	7%	>95%
	Aim to achieve a strong NPS score ⁽⁴⁾	NPS Score	59	50	46	47	42	40%	18%	Improve
	Aim to maintain a consistent Partner retention rate ⁽⁵⁾	% Partner retention rate (excluding acquired)	97%	96%	99%	97%	99%	-2%	1%	Maintain
	Aim to achieve external certification for each Group business to an information security standard (ISO 27001 Brand Addition, SOC2 Facilisgroup)	External certification achieved	ISO27001	ISO27001	ISO27001	-	-	-	-	Achieve

1. Brand Addition UK warehouse tracked to 2017 base year. 2. Average employee engagement score for Brand Addition and Facilisgroup. 3. Brand Addition top 100 suppliers by spend (H1 2025). 4. Brand Addition. 5. Facilisgroup (previously reported as including acquired Partners by other businesses).

ESG SUPPORTING INFORMATION

Greenhouse gas and energy breakdown.

1. Emissions reporting is consistent with the reporting requirements of the GHG Protocol Corporate Accounting and Reporting Standard, Revised Edition (2004) and the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).

2. Group emissions columns include UK emissions.

3. GHG emissions have been calculated by each business and then summarised in this table.

4. 'Biogas' is purchased UK gas from our energy provider, backed by RGGOs / BMCs.

5. All carbon emissions have been calculated using the Normative carbon reporting engine unless otherwise stated.

Brand Addition

Employee commuting has been calculated using the relevant 2025 DEFRA (Department for Environment, Food & Rural Affairs) emissions factors.

Facilisgroup

Employee commuting has been calculated using the relevant 2025 DEFRA emission factors.

Scope 3 emissions have been calculated using the US EPA Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.

		GROUP					VARIANCE	
ENERGY CONSUMPTION (MWh)		2025	2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Natural gas		681	613	822	1,048	1,342	11%	-49%
Renewable gas (Biogas)		222	267	313	198	0	-17%	
Electricity (Standard)		0	0	216	1,228	1,270	-	-100%
Electricity (Renewable)		1,278	1,303	1,122	186	137	-2%	833%
Transport fuel		100	154	139	160	117	-35%	-14%
CARBON EMISSIONS (TONNES CO ₂ e)		2025	2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Scope 1	Stationary combustion (Gas)	183	176	227	251	271	4%	-32%
	Mobile combustion (Company owned vehicles)	24	35	29	34	26	-31%	-8%
Scope 2	Purchased electricity (Location-based)	400	364	411	434	410	10%	-2%
	Purchased electricity (Market-based)	0	0	79	439	450	-	-100%
Scope 3	Purchased goods and services	37,179	39,894	35,988	45,635	42,133	-7%	-12%
	Fuel and energy-related activities	140	139	165	178	183	1%	-23%
	Upstream transportation and distribution	3,794	9,014	6,316	9,011	12,086	-58%	-69%
	Waste generated in operations	11	11	1	1	1	0%	1000%
	General business travel	664	882	930	302	176	-25%	277%
	Business travel in employees' own vehicles	9	7	5	8	4	29%	125%
Employee commuting		493	482	407	336	265	2%	86%
Total Scope 1 emissions		207	211	256	285	297	-2%	-30%
Total Scope 2 emissions (Location-based)		400	364	411	434	410	10%	-2%
Total Scope 2 emissions (Market-based)		0	0	79	439	450	-	-100%
Total Scope 3 emissions		42,290	50,429	43,812	55,471	54,848	-16%	-23%
Total emissions (Location-based)		42,897	51,004	44,479	56,190	55,555	-16%	-23%
Total emissions (Market-based)		42,497	50,640	44,147	56,195	55,595	-16%	-24%
Total energy consumption (MWh)		2,281	2,337	2,612	2,820	2,866	-2%	-20%
% Renewable electricity		100%	100%	84%	13%	10%	0%	90%
INTENSITY METRICS (TONNES CO ₂ e PER £M OF REVENUE)		2025	2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Intensity ratio (Location-based)		343	408	359	419	483	-16%	-29%
Intensity ratio (Market-based)		340	405	356	419	483	-16%	-30%
Scope 3 Intensity ratio		338	403	353	414	477	-16%	-29%
NET CARBON EMISSIONS (TONNES CO ₂ e)		2025	2024	2023	2022	2021 (BASE YEAR)	PRIOR YEAR	BASE YEAR
Offsets purchased		37	0	1,220	825	0	-	-
Total net emissions (Location-based)		42,860	51,004	43,259	55,365	55,555	-16%	-23%
Total net emissions (Market-based)		42,460	50,640	42,927	55,370	55,595	-16%	-24%

ESG SUPPORTING INFORMATION

Employee numbers.

GROUP EMPLOYEE NUMBERS (AVERAGE)	2025	2024	2023	2022	2021 (BASE YEAR)
Full time equivalent (FTEs)	516	523	577	556	461
Number of employees	530	536	586	568	-
EMPLOYEES (TOTAL NUMBER OF EMPLOYEES)	2025	2024	2023	2022	2021 (BASE YEAR)
Full-time	496	468	543	535	-
Part-time	37	30	36	30	-
Total	533	498	579	565	439
EMPLOYEES (BY LOCATION)	2025	2024	2023	2022	2021 (BASE YEAR)
Asia	53	53	59	56	44
Europe	54	50	60	58	45
North America	176	165	184	184	124
UK	250	230	276	267	226
EMPLOYEES (BY AGE)	2025	2024	2023	2022	2021 (BASE YEAR)
Total number of employees under 30	102	93	127	124	-
Total number of employees 30-50	337	315	372	364	-
Total number of employees over 50	94	90	80	77	-
LEARNING AND DEVELOPMENT	2025	2024	2023	2022	2021 (BASE YEAR)
Total number of training hours	5,832	6,025	4,097	7,030	-
VOLUNTEERING	2025	2024	2023	2022	2021 (BASE YEAR)
Total number of volunteering hours	1,714	1,576	1,165	810	-
Percentage of employees taking part in volunteering activities	66%	47%	27%	27%	-
ENGAGEMENT AND TURNOVER	2025	2024	2023	2022	2021 (BASE YEAR)
Employee engagement score (Group average)	71	69	71	75	79
Voluntary turnover (Group average)	9%	11%	14%	23%	16%
HEALTH AND SAFETY	2025	2024	2023	2022	2021 (BASE YEAR)
Number of reportable accidents (RIDDOR or OSHA reportable)	0	0	0	1	0

Total number of employees is calculated on 31 December.

Note

- Employee numbers do not include Non-executive Directors.
- Average combined employee engagement score for Brand Addition and Facilisgroup.

ESG SUPPORTING INFORMATION

Employee diversity.

GROUP EMPLOYEE DIVERSITY					
GENDER DIVERSITY – FEMALE REPRESENTATION					
	2025	2024	2023	2022	2021 (BASE YEAR)
Gender diversity	58%	58%	58%	59%	62%
New starters	59%	60%	-	-	-
Leavers	63%	58%	-	-	-
Non-manager	59%	59%	59%	61%	-
Manager	57%	56%	57%	53%	-
Senior Manager	55%	60%	64%	56%	-
Operating Board / Leadership Executive	53%	50%	39%	40%	-
Group-wide leadership team*	55%	58%	56%	51%	55%
Group Executive Committee	43%	50%	57%	63%	57%
Group Board	50%	50%	33%	40%	40%
ETHNIC DIVERSITY (ALL)					
	2025	2024	2023	2022	2021 (BASE YEAR)
Asian	14%	13%	13%	13%	16%
Black	6%	5%	5%	5%	2%
White	72%	73%	67%	67%	80%
Other ethnically diverse team members*	4%	5%	4%	4%	2%
Not known or prefer not to say	4%	4%	11%	11%	0%
ETHNIC DIVERSITY (NEW STARTERS)					
	2025	2024	2023	2022	2021 (BASE YEAR)
Asian	13%	7%	-	-	-
Black	16%	10%	-	-	-
White	60%	73%	-	-	-
Other ethnically diverse team members*	8%	10%	-	-	-
Not known or prefer not to say	3%	0%	-	-	-
ETHNIC DIVERSITY (LEAVERS)					
	2025	2024	2023	2022	2021 (BASE YEAR)
Asian	10%	9%	-	-	-
Black	15%	6%	-	-	-
White	65%	71%	-	-	-
Other ethnically diverse team members*	9%	3%	-	-	-
Not known or prefer not to say	1%	11%	-	-	-

* Operating Boards, their direct reports and the Group Executive Committee.

+ Other ethnically diverse team members incorporates: Hispanic/Latino, Mixed, Other, Pacific Islander, Native American.

Building brands.
Growing relationships.
Strengthening businesses.

The Pebble Group

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