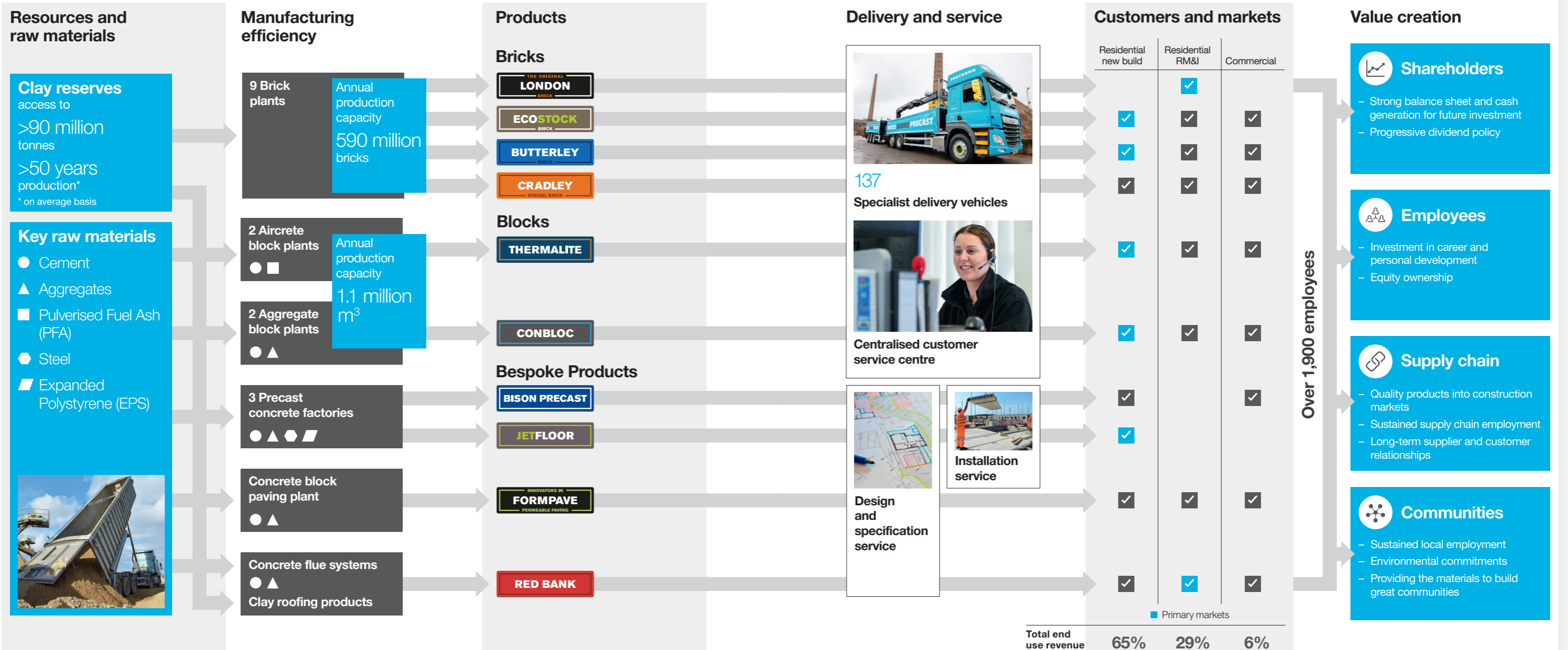


Business Model

We create value through every stage of our business model, transforming raw materials into a range of sustainable building products which support the needs of the UK construction market.

Our value chain



Security of supply

Our strength starts from the ground up. In total we have access to over 90 million tonnes of clay reserves, equating to over 50 years of current brick production, with these reserves typically located alongside our manufacturing facilities.

We source several other key raw materials externally, including cement, aggregates, pulverised fuel ash (PFA), steel and expanded polystyrene (EPS) via our centralised procurement function, who also oversee our significant energy purchases, including natural gas and electricity.

Long-term efficiency and scale

Manufacturing is a key driver of our success. Our 18 production facilities provide us with a scale of output to support our leading positions in our core markets, including the highest average brick production capacity per plant of the UK brick industry.

We pride ourselves on our operating efficiency, underpinned by lean manufacturing principles and a continuous improvement philosophy.

Our decision to expand the Desford facility will create the largest brick plant in Europe, increasing Group brick production capacity by 16%. In addition, the acquisition of the Bison Precast plant in 2017 has enabled us to substantially expand our precast concrete flooring production.

Trusted brands

Our brands are steeped in history and synonymous with quality in the market. The heritage London Brick is found in around 25% of English housing stock, whilst Thermalite aircrete blocks, Butterley and Ecstock bricks and Jetfloor precast concrete flooring systems lead the way in our residential new housing offering.

Our Bespoke Products range includes Formpave permeable paving, Red Bank chimney and roofing products, and Bison Precast – incorporating our concrete flooring products and a wider range of off-site, precast solutions.

In addition to our brand strength, our products are underpinned by the highest standards of quality under ISO 9001 certification.

Synergies by design

Our service reliability is underpinned by a dedicated road distribution fleet of 137 crane-equipped delivery vehicles, distributing our Bricks and Blocks products throughout the UK.

Our commercial function provides customers with dedicated account management, whilst leveraging our full product range opportunity in the market. A centralised customer service function and technical support team help ensure our products and service meet customer expectations.

Within Bespoke Products, our service is enhanced via the provision of design, specification, and installation services where required, to meet the needs of the market.

Residential at our core

Whilst our products supply a diverse range of end-user markets, our core business is focused on residential new housing and repair, maintenance and improvement (RM&I) and is supported by long-standing customer relationships with major house builders, builders' merchants and major distributors.

The recent addition of the Bison Precast brand has leveraged our ability to further support new housing, supplemented by a range of off-site product solutions for the commercial and infrastructure sectors.

Our wider value drivers

Our employees are critical to our success. We currently employ over 1,900 people, and it is our dedication to their safety and development, enabling them to reach their full potential, that drives our high performance culture.

Our environmental sustainability is key to our long-term presence. Alongside our commitment to our environmental responsibilities, we return much of our land back to local communities after its restoration. We also recycle large quantities of waste materials, such as brick and aircrete surplus, into concrete blocks, and re-use waste heat in our manufacturing process.