

BOOTH WELSH

Integrated Engineering Services

Impact Report



Visit our website
boothwelsh.com





A foreword by our CEO

Martin Welsh

It is a real pleasure to bring you our latest impact report. Since our founding in 1989, we have grown into a dynamic, independent business with over 35 years of experience.

Today, our 320+ team work across the UK and beyond, bringing engineering expertise to projects in a diverse range of sectors. We're proud to make a positive impact on people's lives and the planet while growing responsibly. This report highlights our 2025 achievements & 2026 ambitions across People, Place, Planet, Partnerships and Prosperity, and shares our vision for what's next.

Throughout this publication, you'll hear from people across our team and wider community. Together, they show that meaningful impact is a collective effort, shaped by an inclusive culture that supports responsible practices, fresh thinking and progress that benefits our staff, clients, partners and the communities around us.

In 2025 we launched our values framework, C.A.R.E.S, built around Collaboration, Ambition, Resilience, Empowerment and Stewardship. Developed with input from our people, it gives us a clear and consistent way to describe how we work and what we stand for. More importantly, it helps shape the day-to-day decisions and behaviours that keep Booth Welsh moving in the right direction.

BOOTH WELSH
Integrated Engineering Services





Over the past 25 years, I've had the privilege of helping shape Booth Welsh from a proud family business into a trusted engineering partner for some of the world's most respected organisations that include DSM, GSK, Diageo, Veolia, and EDF Energy amongst many others. Together, we've delivered technical engineering solutions across highly regulated sectors, always with safety, innovation, and quality at the core. Reaching the milestone of 19 years without a Lost Time Incident (LTI) is testament to this. I've come to realise along the way is that our greatest strength isn't just in the solutions we deliver, it's how we work, and the culture we've built, and the people that drive our business.

This same ethos has guided us through every chapter of our growth from our management buyout in 2011, to our international expansion in 2014, to our strategic acquisition of iTech in 2020. Then in 2023, we made a

bold move to buy our business back, returning ownership to its Ayrshire roots. Our latest transition came in October 2025, when we took the natural next step into Employee Ownership. This wasn't an overnight decision but a long-term plan ensuring the security of our business and providing our people with a genuine stake in a future we are building together. It's about protecting our culture, deepening our resilience, and continuing to grow responsibly with people, planet, and prosperity at the forefront.

I hope you enjoy exploring our Impact Report, and if you'd like to learn more about the initiatives we're driving, please don't hesitate to get in touch."

Martin Welsh
MARTIN WELSH
 CEO

Delivering Strategy Through the 5P's

We track the performance and impact of the organisation using the 5Ps of Purpose framework, which brings focus and clarity to our strategy and how we deliver positive impact. The 5Ps: People, Place, Prosperity, Planet, and Partnerships, provide the lens for this report, offering clear insight into performance across each area.

Within this report, we showcase the initiatives and partnerships driving progress across these areas, with insight from our people, communities and clients. We are pleased with what has been achieved, yet remain motivated to go further, acknowledging that continued collaboration will be key to responsible growth and lasting impact.



People Positive

Empowering employees, supporting wellbeing, and creating opportunities for continuous learning and inclusive growth.



Place Positive

Strengthening local communities, investing in regional development, and being a good neighbour wherever the company operates.



Planet Positive

Minimising environmental impact, accelerating the journey to Net Zero, and restoring nature through circularity and innovation.



Prosperity Positive

Building a resilient business that delivers sustainable economic value for clients, employees, and society.



Partnership Positive

Collaborating across industries, sectors, and supply chains to amplify impact and co-create solutions to shared challenges.

Impact Summary

now = Jul24-Jun25

last year = Jul23-Jun24

benchmark = Jul22-Jun23

13% ↓

gas usage emissions have fallen from **benchmark** by **13%**

52.5% ↓

Waste associated emissions have fallen from **benchmark** **52.5%**

28% ↓

Petrol Car usage emissions have fallen **28%** from **benchmark**

2% ↓

Plane travel emissions fallen **2%** from benchmark but **23%** from **last year**

09 

New **Graduates**

60% 

Ayrshire based staff **60%**

82 

hours of volunteering overall across worthwhile causes

22 

volunteering hours given to nature positive volunteering scheme pilot

193kg 

193KG of tech waste collected during week-long Tech Amnesty

500%

Previously, we measured only a limited scope of activities, which enabled us to take targeted action and achieve reductions. Now, with our measurement coverage expanded by more than **500%**, we can begin applying the same approach across a much broader footprint.



Prosperity

What **Employee Ownership** Means for Our Business

In October 2025, Booth Welsh transitioned to an Employee Ownership Trust (EOT). We are still in the early stages of this journey and are continuing to learn what employee ownership means for us as a business. What has remained consistent is our leadership, our values, and our commitment to delivering for our clients.

While our day-to-day ways of working have not changed, employee ownership has begun to influence how we think about the future, encouraging shared responsibility, long-term thinking, and greater collaboration across the organisation. Employee ownership also enables the sharing and building of wider prosperity across our people, our communities and the regions we serve. Over time, we see this model as a way to strengthen engagement, support sustainable growth, and ensure Booth Welsh continues to be shaped by the people who work here.

Responsible Business Growth in Action

Responsible Growth Leader **Gavin Tweedie** shares our vision to deliver meaningful, measurable impact by embedding people, nature, and **environment-positive** values into the way we operate.





At **Booth Welsh**, purpose is demonstrated through meaningful action, driven not just by efficiency, quality, safety and cost, but by a strong commitment to doing what’s right.”

Gavin’s words continued...

“Our ambition is to drive real change by engaging and empowering our workforce, making sustainability part of day-to-day decision-making, and deepening collaboration with clients and partners. When we work together, the reach and scale of our impact goes much further creating lasting value not only for Booth Welsh, but for the communities we serve and the ecosystems we depend on.

My own journey with Booth Welsh began in 2021 as an external partner, delivering programmes to engage the next generation workforce with the social enterprise, Powering Futures, and supporting the company’s early decarbonisation efforts. Over time, as our shared values aligned and the impact of these initiatives grew, this has evolved into a more embedded role within the organisation.

Now, as Responsible Growth Leader, I work across the business to help drive and embed sustainable and responsible practices at its core. This includes workforce engagement, building climate resilience, and working directly with clients & partners to help them meet their responsible growth goals. My deepening involvement reflects Booth Welsh’s genuine commitment to balancing People, Planet, and Prosperity; they are an organisation I’m proud to be part of.”



Culture in Action (People)

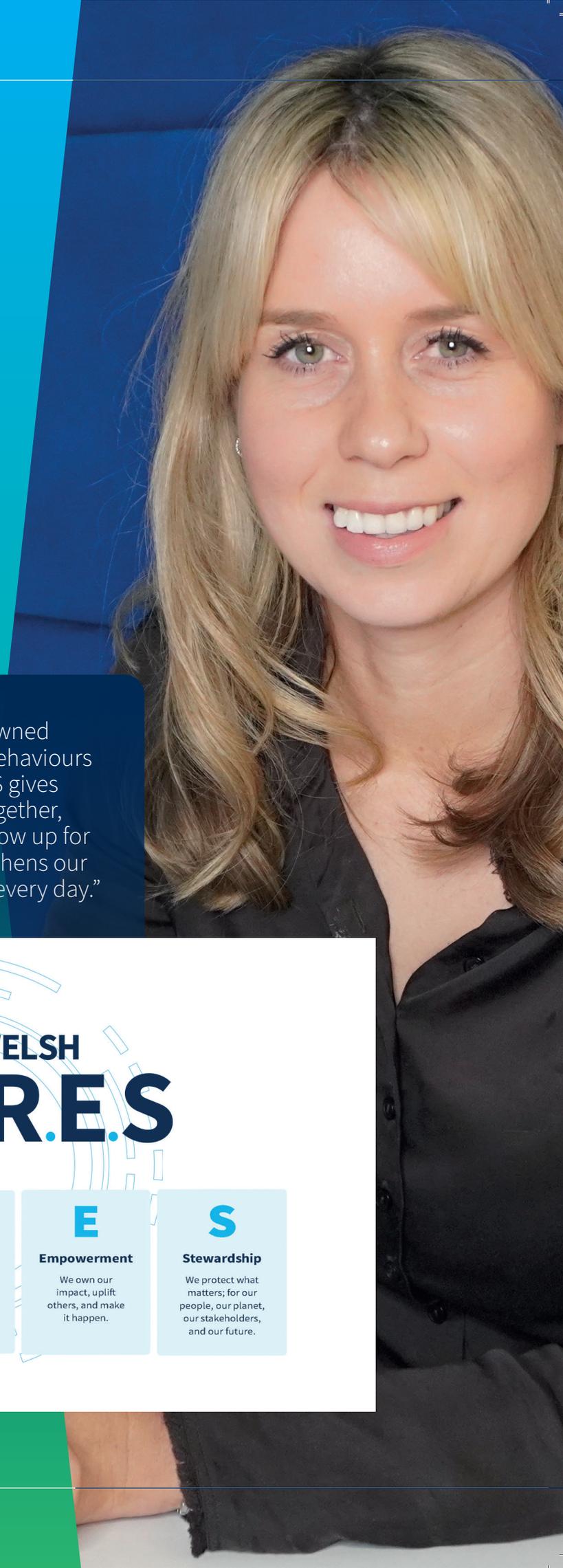
Launching and Embedding Our CARES Values

This year Booth Welsh launched our new values brand, C.A.R.E.S, Collaboration, Ambition, Resilience, Empowerment and Stewardship. Developed through workshops and input from colleagues across the business, C.A.R.E.S was intentionally created to reflect who we are today and who we aspire to be as we grow.

Aimee Doole, People, Brand & Culture Director comments,



As we enter a new phase as an employee-owned organisation, having a clear, shared set of behaviours has become even more important. C.A.R.E.S gives us a common language for how we work together, how we support our clients, and how we show up for our community. It sets expectations, strengthens our culture, and guides the decisions we make every day.”



Since launch, C.A.R.E.S has been actively embedded throughout the business, woven into onboarding, development conversations, internal communications, leadership expectations, recognition, and our performance. One of the most meaningful indicators of its impact has come through our performance reviews, where employees articulated in their own words what each value means to them.

Quotes from board



Collaboration is at the core of everything we do and is critical that we engage with our clients and partners to achieve this, but we also need to realise the importance and benefits of internal collaboration on an individual and department level to keep projects moving with a shared purpose and momentum.”

Gavin Florence Projects Director



For me, **ambition** is about striving for excellence together, driving progress while remaining firmly anchored in our values. At Booth Welsh, we channel ambition into innovation and sustainable growth, ensuring every bold step benefits not just our business but our clients and people.”

Derek Allan Head of Recruitment



Booth Welsh has supported many clients through transition and change over the years, while also navigating change within our own business. Remaining resilient through this is not without its challenges. Our **resilience** is built on more than three decades of engineering experience, strengthened by our people, and reflected in the care we take to do the job properly and deliver quality results.”

Martin Welsh CEO



To me, **empowerment** is about equipping our people with the knowledge, tools and trust they need to make meaningful contributions. When we empower individuals we unlock better ideas, smarter decisions and stronger commercial outcomes.”

Elena Welsh Commercial Director



For me, **Stewardship** is about giving our collective knowledge to give back; not just within Booth Welsh but across Ayrshire & beyond. Through commitment to community wealth building and knowledge sharing, we are proud to be recognised as a business that sets the standard for responsible growth and genuine local impact.”

Aimee Doole People Brand Culture Director

Looking ahead

For an employee-owned organisation, these values help create a culture where every person feels responsible for contributing to a better future for Booth Welsh. **C.A.R.E.S** is now firmly part of who we are, and it will continue to shape how we collaborate, grow, and deliver impact in the years ahead.



Charity Fundraising & Community Sponsorships

As a business rooted in Ayrshire, supporting our local communities is a core part of how we operate. Our charity fundraising and sponsorship activity reflects our C.A.R.E.S values, particularly Stewardship and Collaboration, and is shaped by the causes that matter most to our people.

Over the year, colleagues supported a wide range of local and national charities through fundraising events, appeals, and sponsorships. This included continued support for Cash for Kids through our Annual Celebration and Mission Christmas appeal, participation in Ayrshire Hospice It's a Knockout, and fundraising through our charity Golf Day in aid of Alzheimer Scotland.

We also supported Centrestage by funding staff tickets and donations for their Christmas movie screening and collected gifts for families at Crosshouse Children's Hospital during the festive period. In addition, Booth Welsh supported a Ride Against Cancer challenge cycling from Land's End to John O' Groats, raising funds for Young Lives vs Cancer and Maggie's Centres.

Beyond fundraising, we continued to support long-term community development through sponsorship of local sports clubs including Kilmarnock Tennis Club, Ardrossan Winton Rovers 2019s, and Largs Colts 2018s and by sponsoring the Community Wealth Building Award at the Ayrshire Chamber Business Awards for the second year running.





Together, these activities demonstrate a consistent, **people-led approach to community impact** supporting families, young people, and vital local services while **strengthening our role as a responsible employer within Ayrshire.**

Training & Development

Building Capability for Responsible Growth

At Booth Welsh, learning and development is focused on building the capability needed to support responsible growth, long-term resilience and future skills across the business.



During the year, six team members completed a one-year Sustainable Leadership programme, certified by the Chartered Management Institute (CMI), made possible through support from the Ayrshire Growth Deal. Participants represented finance, commercial, engineering, operations and Health, Safety, Quality & Environmental, ensuring sustainable leadership capability is embedded across the organisation rather than within a single function.

Working towards a CMI Level 5 Award, the cohort developed practical leadership skills in data-driven decision-making, project delivery and change management, all through the lens of sustainability and long-term value. This capability is already influencing how we approach project delivery, supplier engagement and decision-making, helping Booth Welsh respond to increasing client and stakeholder expectations around Environmental, Social and Governance (ESG) and responsible business practices.

This investment strengthens our responsible business journey equipping our people with the confidence to lead change, support our Net Zero ambitions and embed sustainability into everyday decisions rather than treating it as a standalone initiative. Progress will continue to be tracked through future development pathways, capability frameworks and how learning is applied across teams.



Learning Applied in Practice

The impact of this development is already visible across roles and disciplines:



“The CMI leadership course sharpened how I think about sustainability—from a ‘nice to have’ to something embedded in cost, risk and quality.”

Kim Mulhern,
Quantity Surveyor



“It broadened my perspective on how sustainability influences engineering strategy and long-term project outcomes.”

Michael Naismith,
Mechanical Engineer



“Understanding sustainability across design, sourcing and daily operations helps future-proof Booth Welsh.”

Bruce Thomson,
Lead Instrument Engineer



“This programme connected day-to-day work with the bigger picture of ethical growth and showed that sustainability can be practical and collaborative.”

Andrew Brittan,
**Head of Technology
& Digitalisation**

Championing Responsible Growth

In parallel, Booth Welsh colleagues took part in two Responsible Growth Champion learning cohorts, collaborating with organisations from across Scotland. These programmes strengthened understanding of ESG principles, circular thinking and cross-sector innovation, while building networks with others committed to sustainable and ethical growth.



The Responsible Business Growth course reinforced how essential ESG and circular thinking are to our long-term success. Embedding this into everyday work will help us build a more resilient business.”

Mhairi Macmillan, QEHS Advisor



EDI in Practice

In 2025, Booth Welsh invested in **Equality, Diversity and Inclusion (EDI)** training for over 20 leaders through workshops and an e-learning platform. The focus was on **building general awareness around areas such as inclusive recruitment, people management, and decision-making, recognising that embedding EDI is an ongoing journey.**

This learning was applied during recruitment for our Graduate Programme, where we delivered our first assessment centre following over 250 applications:



The process was intentionally designed to be fair and consistent, using clear assessment criteria and multiple assessors to evaluate collaboration, potential and values alignment, not just technical capability. Through this approach, we welcomed nine diverse graduates as a single cohort, building a strong peer network from day one.”

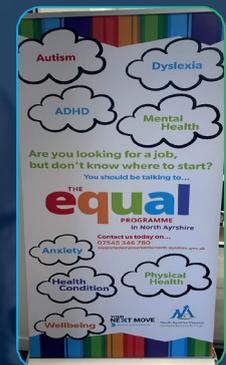
Laura Lawler, People Business Partner.

To support continued progress, we now capture and track EDI data through our HR digital systems, helping us measure, reflect, and improve over time.

Supporting Inclusive Employment in North Ayrshire with the Equal Programme

The Equal Programme Specialist Employment Service (SES), part of North Ayrshire Council’s employability team, works closely with people who face barriers to employment, including physical, mental and neurodivergent challenges. Through tailored

one-to-one support and small group activities, the service helps individuals build confidence, develop practical workplace skills and explore their career goals at their own pace. From creative activities and vocational training to work experience and employer introductions, the programme focuses on providing real opportunities and supporting people towards meaningful, long-term employment that benefits both their wellbeing and their future.



Linda Ford, Head of Equal Programme said:



For Equal to have Booth Welsh as a partner has been an amazing collaboration for our clients. They have very quickly aligned their own work ethic and aspirations with our goals and aims for our clients, and we have had a hugely positive working relationship with the team that we hope will continue for yet another year. During the year, our collaboration with Booth Welsh has gone from strength to strength providing even more positive partnerships and outcomes.”

Alan Caddies, Compliance Manager at Booth Welsh, added:



Our partnership with the Equal Programme through North Ayrshire Council through the Equal programme has been highly beneficial. It has allowed us to tap into a diverse pool of talent and enhance our sustainability efforts with fresh perspectives. Hev and Alyn have been great additions to our team.”

Armed Forces Covenant – Bronze Award

In 2025, Booth Welsh was proud to receive the Bronze Award under the Armed Forces Covenant Employer Recognition Scheme. By signing the Covenant, we have formally committed to supporting members of the Armed Forces community, including veterans, reservists and military families. Achieving Bronze recognises the steps we are taking to ensure fair recruitment practices and to create an inclusive environment where transferable skills and diverse experiences are valued. While this is an early stage in our journey, it reflects our wider commitment to equality, opportunity and recognising the contribution of those who serve.



Powering Futures

Connecting Education, Industry and Future Careers

Booth Welsh is proud to partner with Powering Futures, a Scottish education charity working to bridge the gap between school, industry and employment. Since launching in 2020, Powering Futures has supported over 4,800 young people across 125 secondary schools, helping learners gain real insight into careers and develop the skills employers value most.

At the core of the programme is an SCQF Level 6 Challenge Qualification. Through project-based, interdisciplinary learning, S5 and S6 pupils work in teams to solve real industry challenges set by businesses. Alongside gaining an accredited qualification (equivalent to a Scottish Higher and worth 7 UCAS tariff points), pupils develop confidence, collaboration, communication and problem-solving skills, while engaging directly with industry mentors.





07
schools

11
classes

147
pupils

Meaningful Partnership

Booth Welsh recognises the importance of investing in the future workforce of our region. While many young people express interest in STEM careers, research by Powering Futures shows that they often lack visibility of what those careers look like or how to access them.

Across Ayrshire, 7 schools, 7 classes and 147 pupils are currently undertaking the programme with Booth Welsh support. We sponsor the delivery of the programme at Irvine Royal Academy and St Matthew’s Academy, located close to our Irvine base, and provide mentors to schools across all 3 Ayrshire local authorities.

Culture Lead, Amy Nelson, highlights the relevance of partnering with Powering Future:



Aligned with our C.A.R.E.S. values, this partnership allows us to play an active role in addressing that challenge by supporting young people earlier, broadening their horizons, and strengthening links between education and local employers.”



Impact So Far

Last academic year, Booth Welsh hosted the final Powering Futures presentations at our Head Office in Irvine, where pupil teams presented their solutions to industry panels. The growth in confidence and professionalism over the course of the programme was clear.

This year, Booth Welsh has remained actively involved throughout the programme. Our 16 trained mentors have already contributed 60 volunteer hours in the last 3 months, with further school visits planned as pupils prepare for final presentations later in the year.

Mentoring in Action

A key part of the partnership is mentoring. This year, our 9 graduates have been paired with experienced Booth Welsh colleagues. After completing Powering Futures mentor training, they now visit schools together, supporting pupils through their projects and sharing first-hand insight into education-to-career pathways.

Our graduates provide relatable role models, demonstrating the variety of routes into engineering and business support services that many pupils may not have previously been aware of.

Creating Real Opportunities

The impact of mentorship can be immediate and lasting. During a classroom visit, Booth Welsh mentor Kim Mulhern, Quantity Surveyor, spoke with a pupil who aspired to work in her profession. Through CV support, encouragement and industry connections, that pupil has since secured an apprenticeship turning ambition into opportunity.



Visibility and mentorship matter. When young people can see what's possible and feel supported, it can be genuinely life changing."

Kim Mulhern,
Quantity Surveyor, Booth Welsh

Project Impact (Partnerships)

Case Studies

Booth Welsh delivers engineering solutions and expertise to support our clients to increase efficiency, optimise their operations and meet their sustainability goals. Across sectors as diverse as food production, offshore hydrogen and industrial processing, these projects demonstrate how our practical, multidisciplinary approach accelerates real-world progress towards a lower-carbon, more resilient future. From supporting methane reduction in agriculture, validating offshore green hydrogen and improving emissions compliance, the outcomes are both environmental and operational, lowering emissions, improving efficiency, enhancing safety and strengthening decision-making. Together, they reflect our commitment to responsible engineering, empowering clients to make informed, future-focused decisions, to turn sustainability ambitions into scalable solutions that work.

Hugh Welsh, Engineering Director, shared his thoughts on the importance of collaboration and the role engineering has in driving sustainability:



Progress towards a lower-carbon future will only be achieved through collaboration. The examples in this report highlight what can be delivered when engineering expertise, digital capability and shared ambition come together. By working closely with our clients, we are helping to reduce emissions, optimise operations and make sustainability a strategic advantage rather than a challenge.”



Supporting Lower-Carbon Livestock Production Through Robust Automation Design and Testing



Outcome

Booth Welsh is contributing specialist engineering input to a pioneering sustainability initiative focused on reducing methane emissions in livestock production. Through its involvement in the project design team, Booth Welsh has provided independent engineering and automation assurance to support the delivery of a complex, sustainability-critical project. By reviewing design documentation, supporting the testing of the automation system, and offering specialist technical insight, the team has helped strengthen confidence in the automation and control design ahead of build and commissioning. This assurance supports the safe, reliable implementation of the system and reduces delivery risk as the project progresses, with Booth Welsh's involvement continuing as the project transitions from design into commissioning through 2026.



Impact

This work supports the delivery of Bovaer®, a methane-reducing feed additive developed for lower-carbon livestock production. Designed for use in dairy and beef systems, Bovaer works within the cow's digestive system to inhibit a key step in methane formation, reducing emissions without requiring changes to farm infrastructure or animal management practices. Industry studies* indicate methane reductions of around 30% in dairy cattle, with up to 45% reported in some beef systems, demonstrating the potential for scalable emissions reduction across the agricultural value chain.

By supporting the delivery of automation systems underpinning Bovaer's production and deployment, Booth Welsh is contributing to a project with the potential for significant methane emissions reduction across the agricultural sector. The project demonstrates how robust engineering and automation assurance can play a critical role in enabling scalable, science-led solutions that support the transition to lower-carbon food production.



Powering a Cleaner Future: Offshore Hydrogen Control Innovation



Outcome

Booth Welsh supported a leading UK energy engineering firm to deliver a bespoke, fully integrated Hydrogen Unit Control Panel (UCP) for the DOLPHYN (Deepwater Offshore Local Production of Hydrogen) Small-Scale Trial.

Acting as the operational nerve centre of the floating hydrogen production barge, the control system enabled the safe and coordinated operation of electrolysis, water treatment, and auxiliary systems. The solution provided real-time performance analysis, safety relay-based emergency shutdown capability, and remote monitoring through SCADA integration and a 4G communication link to land-based systems.

The benefit of Green Hydrogen to meet the energy needs of a country the size of the UK – source Dolphyn Hydrogen (<https://www.dolphynhydrogen.com/>)

Through collaboration, transparency, and rigorous testing, Booth Welsh ensured full traceability and documentation across every phase, from design and FAT/SAT validation through to commissioning. The system now provides a robust foundation for future offshore wind-to-hydrogen integration.



Powering a Cleaner Future: Offshore Hydrogen Control Innovation



Impact

Booth Welsh's modular, scalable control architecture has created a pathway for greener offshore energy generation. The design allows the trial's diesel generator to be replaced with a wind-turbine power source in later phases which is a vital step toward net-zero hydrogen production. As part of a wider national programme, the overall project has the potential to deliver...



Saving 6 million tonnes of carbon emitted to the atmosphere each



Creating 85,000 high quality jobs



Supporting decarbonisation of hard to abate sectors

The solution reduces the need for offshore intervention through remote diagnostics and automation, improving safety while cutting carbon emissions linked to maintenance travel.

Key sustainability contributions include:

- ✓ Validation of offshore green hydrogen production, advancing a renewable model for future commercial deployment.
- ✓ Improved system efficiency and reduced downtime, supporting responsible resource use.
- ✓ Transferable learnings across projects, promoting continuity of knowledge and circular innovation within the energy sector.
- ✓ By combining digital innovation with environmental stewardship, Booth Welsh has supported the DOLPHYN project's ambition to prove that offshore wind-powered hydrogen can be a safe, scalable, and sustainable energy solution.

By combining digital innovation with environmental stewardship, Booth Welsh has supported the DOLPHYN project's ambition to prove that offshore wind-powered hydrogen can be a safe, scalable, and sustainable energy solution.

Engineering for Cleaner Air

Outcome

New regulatory requirements under the Industrial Emissions Directive (IED) and forthcoming UK implementation of the Common Waste Gas Treatment in the Chemical Sector (WGC BREF) are expected to enter UK law as a Statutory Instrument in Q1 2026, triggering a four-year compliance window for existing installations ending Q1 2030. The site uses solvent-based processes that emit volatile organic compounds (VOCs) included within WGC BREF, requiring assessment and potential abatement to meet future regulatory limits. Booth Welsh supported the client by first developing a detailed understanding of the relevant processes and identifying equipment with potential VOC emission points. This involved updating emissions calculations to determine vents likely to exceed allowable thresholds, coordinating the installation of monitoring sample points, and managing vent monitoring activities with a specialist contractor at process-relevant times. Monitoring data was then reviewed and aligned with process conditions to quantify mass emissions and define the scale and sources of non-compliance risk.



Impact

Initial monitoring has identified that a significant proportion of VOC-emitting vents are operating above regulatory limits. The verified emissions data now gives the client a clear definition of emission profiles across the site and pinpoints when and how exceedances occur during normal operation. With this baseline in place, the client has the clarity needed to progress towards compliance and make targeted improvements that support a more sustainable site.

With a robust dataset now in place, the site is progressing to a Best Available Techniques (BAT) Assessment to evaluate process modifications that could reduce emissions at source, as well as abatement technologies capable of bringing all vents in line with IED/WGC BREF requirements by 2030. The project remains ongoing, but the initial phase has already reduced uncertainty, clarified investment priorities and positioned the client to make informed decisions that balance environmental compliance, operational continuity and cost efficiency.

Making Ice Cream from Sunshine



Think
Partnership

Sustainable
Growth
Specialist

One of our local collaboration clients and partners is Alastair Dobson, MD at Taste of Arran - an artisan producer of cheese, oatcakes and ice creams which all capture the essence of Arran and represent the very best of Scotland.

A year ago, we shared the news they were starting to use our Energy Monitoring Platform to gain real-time insights into the energy use of their business.



Alastair was proud to showcase how the Booth Welsh Energy Dashboard is giving him real-time insights into energy generation from his solar farms which are being used to power the manufacturing of his products including ice cream. A very innovative & sustainable way of making ice cream from sunshine!

Alastair said:

“The energy dashboard is really exciting, allowing us to see financial and operational indicators of our energy generation and usage on a real-time basis and provide transparency into our business footprint to customers who are increasingly asking for it. I’ve become a bit nerdy looking at it, proudly showing our dashboard at the Scottish Food and Drink show while conference attendees sampled our delicious cheese, oatcakes, chutney and ice cream!”

“What began as a single business efficiency initiative has grown into a strong partnership over the past year, evolving into a series of innovative projects spanning energy, technology, and AI. Together, we’re aiming to help strengthen the resilience of local businesses and contributing to the growth of the rural economy on the island.”



Powering the Green Transition

The role of Alternative Fuels, Hydrogen & Carbon Capture

Hydrogen and carbon capture are increasingly seen as important enablers of the UK’s transition to Net Zero, particularly for industrial, transport and energy applications where emissions are harder to abate. Together, these technologies support the decarbonisation of essential industries, helping reduce emissions while maintaining energy security, skills and employment during the transition to a lower-carbon economy.

Why Booth Welsh is Ideally suited to Support This Transition

With over 35 years of experience in the design, build, and maintenance of complex industrial systems and process control systems handling hazardous liquids, powders, and gases, Booth Welsh is well positioned to support the transition to a low-carbon future. Our proven track record spans some of the UK’s most energy-intensive and high-carbon sites, where safety, precision, and innovation are critical. This expertise in managing critical infrastructure and high-risk environments gives us a unique edge in supporting the deployment of emerging clean technologies like hydrogen and carbon capture. By combining engineering expertise with a strong commitment to sustainability, Booth Welsh brings the capability, experience, and forward-thinking approach needed to power the UK’s industrial decarbonisation and Net Zero goals.

Why is Hydrogen Needed?

To reach the climate change target by 2050 we need a tangible resilient alternative to oil and gas. Hydrogen is a clean energy vector that has the potential to be that alternative.

As an active collaborator of Hydrogen Scotland, we are supporting the growth of Scotland’s hydrogen economy by supporting the Just Transition to net zero.



Hydrogen Scotland provides a coherent voice to represent, promote and develop Scotland’s growing hydrogen economy. Hydrogen Scotland engages with Scottish and UK government to create the right framework for the hydrogen economy to realise its full potential.



Why Carbon Capture Has a Role to Play

Carbon Capture and Storage (CCS) offers a route to reduce carbon impact while protecting jobs, skills and long-term industrial capability. Against this backdrop, Booth Welsh is a member of NECCUS, engaging with industry, academia and policymakers to stay close to the evolving CCS landscape and support practical, industry-led pathways to Net Zero.



Through our involvement in NECCUS, we remain closely connected to national decarbonisation efforts, contributing to the strategy and collaboration required for industrial Net Zero while aligning with our purpose-driven values and unlocking new opportunities in clean energy, skills and digital transformation.



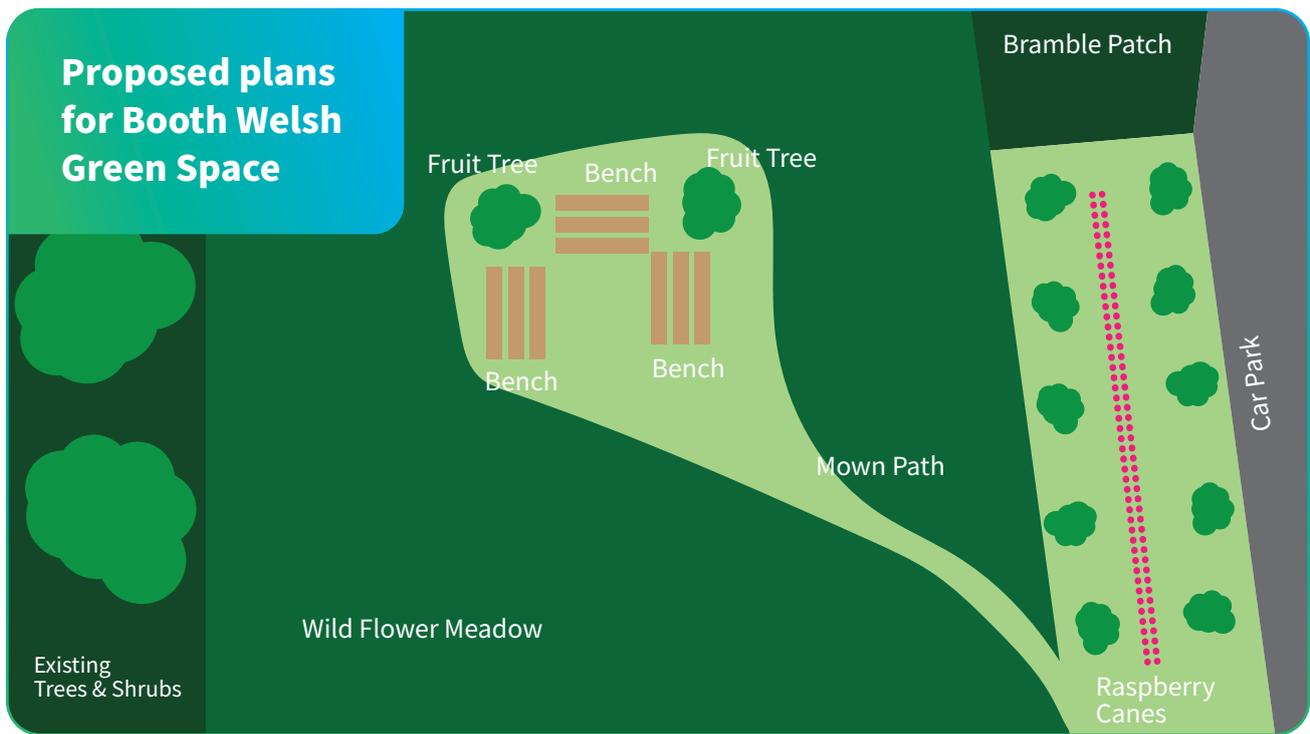
Net Zero (Planet)



The focus this year has been on making sustainability practical and visible. Whether it's rethinking how we support biodiversity, reducing energy waste in our buildings, or running the Tech Amnesty, it's about small, well-considered actions that add up. The response from colleagues has been brilliant, and it's helped embed circular thinking and lower-impact choices into everyday working at Booth Welsh."

Hev Clift – Net Zero & Social Impact Coordinator

Proposed plans for Booth Welsh Green Space



Net Zero Initiatives & Ambitions

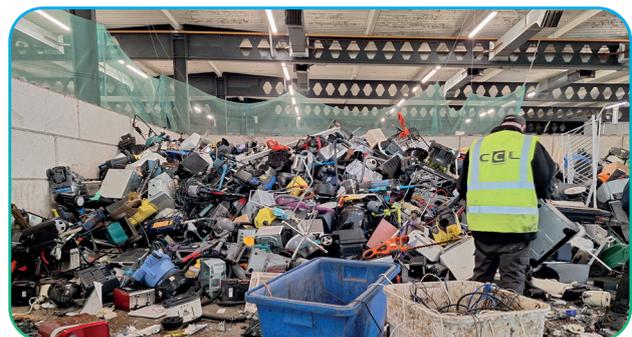
Voltage Optimiser

We have continued progress on the sign-off and implementation of a Voltage Optimiser at Head Office. This will smooth out the electricity coming into the building from the grid and help prevent equipment from overworking or underperforming. We expect to see reductions in our electricity usage as a result, with a projected reduction of around 8% in electricity use once installed. Even though we are on a renewable tariff, we report our Scope 2 emissions as location-based to take full responsibility for our impact on the environment.

Tech Amnesty

Building on our strong internal waste management practices, this year we looked beyond our own processes to tackle electronic waste more sustainably. Inspired by the work of

local organisations CCL North and Restructa, we partnered with them to host a Tech Amnesty for our people. Over one week in December 2025, colleagues brought in old or broken technology, from TVs and mobile phones to cables and computer equipment, with the assurance it would be reused, repurposed or recycled responsibly. In total, 193kg of tech was collected, and colleagues also heard directly from CCL North about the amnesty, the circular economy, and why sustainable disposal of electronic waste matters.





Café Zero & Café One

Café Zero & Café One have continued to be strong focus areas for our Net Zero Heroes, providing practical opportunities to reduce waste and emissions while improving shared spaces for our people.

Our main café space, Café One, was redesigned by local remanufacturer SAXEN using circular principles and remanufactured materials, creating a more inclusive, sustainable environment that demonstrates how circular design can work in practice.

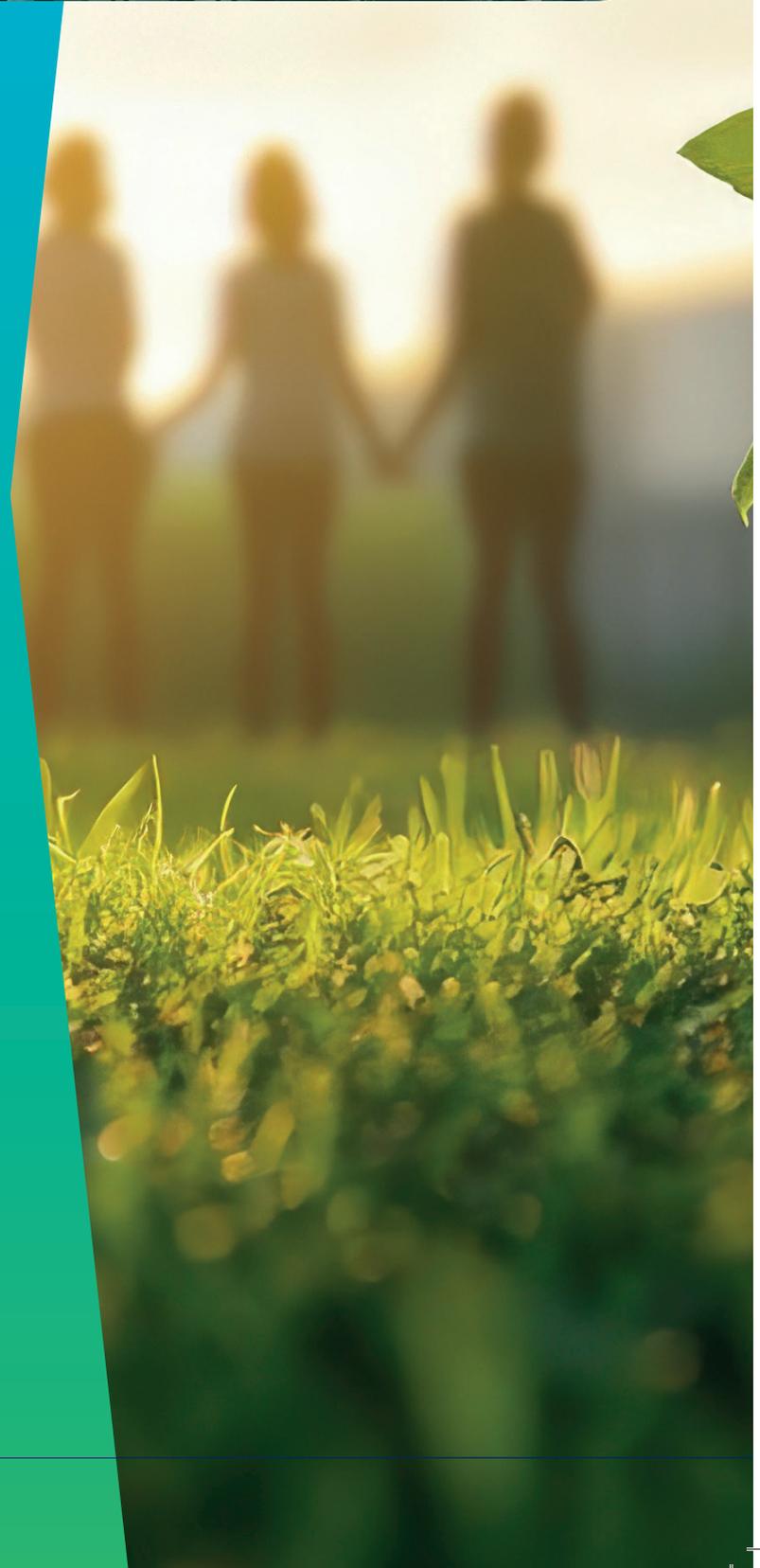
Across both cafés, we introduced a number of sustainability improvements. We removed disposable cups and lids entirely, supported by the introduction of a FreshCup machine, which efficiently washes reusable cups using minimal water. This change saw reusable cup usage increase from under 25% to 100%. Building on this momentum, we also changed how we source milk for the café. After identifying that over 500 plastic milk bottles were being used annually, we partnered with Mossiel Farm, who now supply milk in reusable containers, collected and reused as part of a closed-loop system. Their electric delivery vehicles and high standards of animal welfare further support our commitment to local, lower-impact choices.



SMEs: Sustainability Needs to be in the Strategy



Small and medium-sized enterprises (SMEs) are central to the UK economy, driving around **£2.4 trillion** in turnover and making up nearly all private sector businesses (AICPA & CIMA 2024). While estimates vary by methodology, SMEs **contribute significantly to national greenhouse gas emissions** with recent research suggesting they account for around a third of total UK emissions and roughly half of business-related emissions (British Business Bank 2025). Despite their scale and impact, **many SMEs are still in the early stages of sustainability planning and net zero action**; net zero does not yet rank as a high strategic priority across much of the sector, and many lack formal plans or resources to support transition.



Carbon Reduction Plan Summary

“At Booth Welsh, we have always tried to encourage and inspire our industry peers to embrace Net Zero and Circularity as business opportunities for growth and we will continue to be ambassadors for a low-carbon future through collaboration with our clients, partners and those in our local communities. Our Carbon Reduction Plan outlines how we are tackling our carbon emissions, continuing to adapt and progress towards decarbonisation. A clear example of our thought leadership in this area is our hosting of the first North Ayrshire cohort of organisations aligning with the Net Zero Accelerator programme, providing influence and encouragement to other SMEs to follow our lead.”

Alan Caddies,
Compliance Manager

2024-2025 Carbon Reduction Plan Summary

This is the fourth consecutive year Booth Welsh has published a carbon reduction plan, continuing our ongoing measurement of carbon emissions, now with the support of a dedicated carbon accountant.

This year, we increased our commitment to decarbonisation by tripling the resources dedicated to sustainability and ESG reporting.

Significant Increase in Emissions Measured in 2025

We've improved data collection and significantly expanded what we measure aligned with best practices (GHG Protocol, SECR, CDP, SBTi) whilst increasing the scope of our measurements by over 500% compared with previous years, including expanding measured Scope 3 categories from 3 to 6. Pursuing increased accuracy to provide much deeper visibility has resulted in an increased emissions measurement of 1,561 tCO₂e, higher than our 2022 baseline, because of the improved transparency and accuracy in the way we measure our emissions.



We're committed to a Just Transition balancing climate action with social and economic realities, focussing on better data gathering and transparency, and working with our supply chain to drive sustainable change. We believe our net zero objectives are realistic based on our current activities and highlight the importance of accurate measurement as we continue to enable the effective decarbonisation of our business.

Booth Welsh commit to the following:

01

To achieve **Net Zero** in line with the Science Based targets set out by the UNFCCC

02

To set realistic **short- and long-term** objectives to achieve our **Net Zero** commitments.

03

To report the **total Greenhouse Gas emissions** of our business at least annually.



Our Objectives

- ✔ Commitment to be Net Zero by

2045

- ✔ 50% Emissions Reduction in Scope 1 and 2

2030

- ✔ 33% Emissions Reduction in Scope 3

2030

- ✔ 50% Emissions Reduction in Scope 3

2035

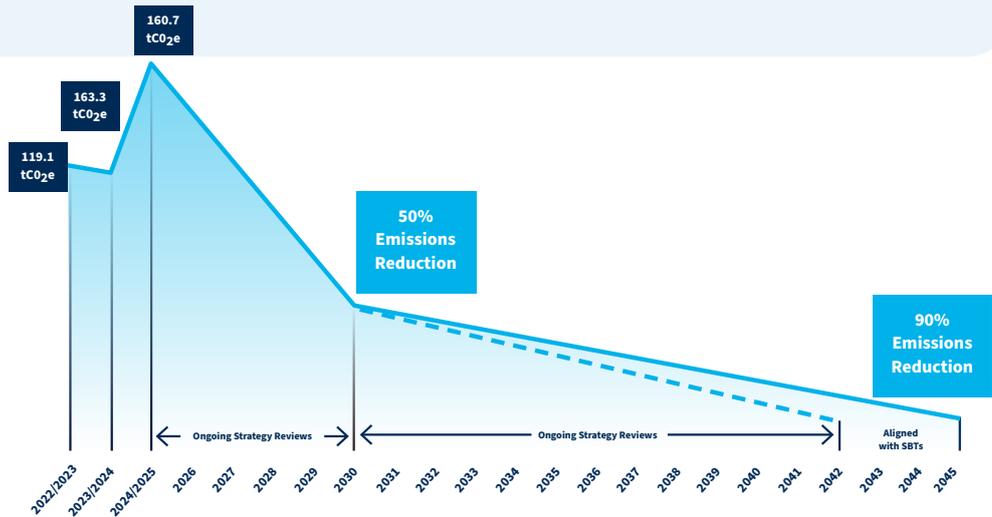
Scope 1 & 2 target

Our Scope 1&2 target baseline is measured against the 2022/2023 baseline. The graph below shows a 35% increase from 119.1 tCO₂e to 160.7 tCO₂e, due to including company car travel under Scope 3 instead of Scope 1 as in previous years. This has not affected our target of achieving a 50%, or 59.6 tCO₂e, reduction by 2030, and to be net zero (or 90% minimum reduction) by 2045 aligned with Scotland's Net Zero strategy.

59.6 tCO₂e =  **44** return flights from the UK to New York **or**  **14** average petrol cars / year

(Source EPA.GOV)

Booth Welsh Carbon Reduction Plan for Scope 1 & 2



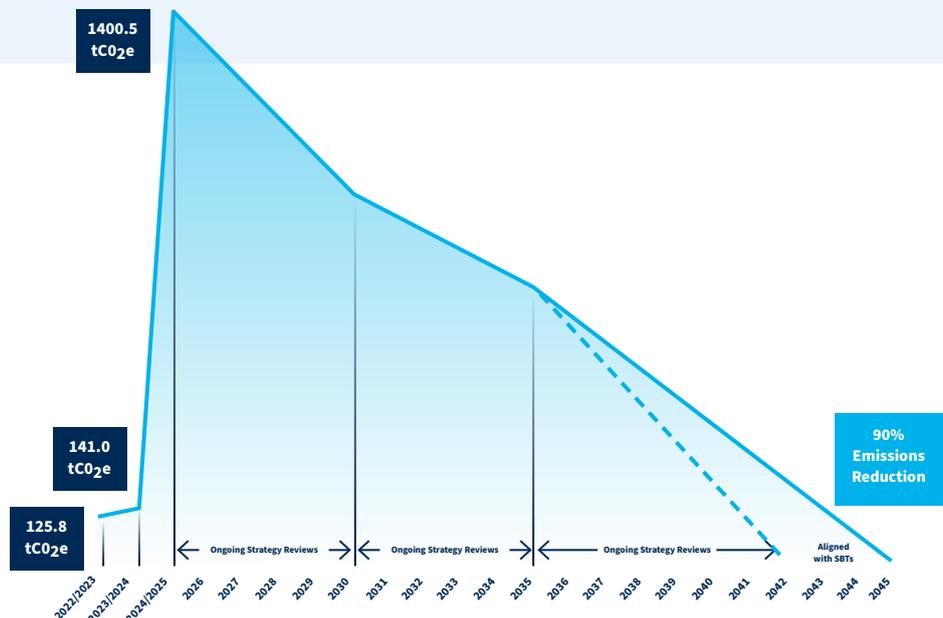
Scope 3 target

Our increased measurement of Scope 3 emissions and separating this objective from Scopes 1&2 in line with the SBTi has resulted in a re-assessment of where our realistic baseline reference should be. As a result, the figures from our 2024/2025 will now be used to benchmark our progress towards Net Zero.

466 tCO₂e =  **355** return flights from the UK to New York **or**  **109** average petrol cars / year

(Source EPA.GOV)

Booth Welsh Carbon Reduction Plan for Scope 3



Carbon Reduction Progress Report

Booth Welsh has made progress on the following initiatives to support the company's strategies to meet Science Based Targets:

Strategy	2024 – 2025 Initiatives
Embedding Sustainability across the business – Net Zero Heroes	<ul style="list-style-type: none"> ✔ Investment in sustainable leadership through CMI (Chartered Management Institute) programme, leading to a level 5 award for the participants. ✔ Investment in responsible growth champion course across the business. ✔ ESG Introduction to entire workforce through People Point Academy. ✔ Increase cross-organisational representation within the Net Zero Heroes group. ✔ Circular and Sustainable practices implemented in a highly visible and impactful way spearheaded by Net Zero Heroes Team. ✔ Sustainability focussed roles added to QEHS function from 2024-2026: <ul style="list-style-type: none"> ✔ QHES Advisor. ✔ Net Zero and Social Impact Co-ordinator. ✔ Responsible Growth Leader. ✔ Carbon and ESG reporting Specialist. ✔ Asset Control & Biodiversity Champion.
Carbon Accountant Role	<ul style="list-style-type: none"> ✔ Full-time appointment of Net Zero & Social Impact Co-ordinator in Nov.24 to encompass carbon accounting & specific tasks of capturing data and improving emissions information, measure emissions impacts, and chair Net Zero Heroes group to capture recommendations and new initiatives to reduce impacts. ✔ Role provides measurable progress against objectives and targets in support of ISO 14001 requirements and underpins continuous improvement. ✔ Ensures sustainability efforts are captured to assist EcoVadis assessment reporting and compliance.
Carbon Accounts expanded and increased accuracy	<ul style="list-style-type: none"> ✔ Expanded emissions measurement of over 500% across Scopes 1,2 and 3. ✔ Scope 2 emissions now measured both on a location and market basis. ✔ Adding location-based emissions demonstrates honesty, and increases accuracy and transparency.
Carbon Emissions Dashboard	<ul style="list-style-type: none"> ✔ Dashboarding of carbon emissions data ('Notch' platform) is updated at least quarterly. ✔ Carbon reduction activities (and other business activities) are promoted on social media with the aim of encouraging followers to make lower carbon decisions.
Sustainable Travel	<ul style="list-style-type: none"> ✔ Sustainable travel guidelines introduced in 2024 encouraging use of public transport and low carbon options when practical to do so. ✔ Liaising with the local authority through North Ayrshire Council Climate Change Steering Group and direct with local public transport providers including Stagecoach and Shuttle Buses to attract provision of public transport services to the local business park area. ✔ Employee commuting survey outputs provided individually matched commuting guidance options to employees. ✔ Scope 3 employee commuting emissions measured for the first time in 2025, through commuting survey, measured over 100 tonnes of emissions. ✔ EV charge points onsite increased from 6 to 13 to actively encourage EV use. ✔ EV salary scheme has shown steady increase to 200% in uptake.

Strategy	2024 – 2025 Initiatives
Energy efficient heating system	<ul style="list-style-type: none"> ✔ Energy efficient heating system installed in 2024 has continued to deliver reductions in carbon emissions in 2025. ✔ 13% decrease in gas usage in 2025, compared with the baseline year.
Net Zero Innovation and social value partnership with Powering Futures	<ul style="list-style-type: none"> ✔ Booth Welsh’s partnership with Powering Futures has mobilised 95% of our apprentices and graduates to investigate solutions and processes with the aim to reduce the emissions of the business. ✔ 200 local school students engaged by Powering Futures presented their sustainability solutions in March 2025 at Booth Welsh head office, with a judging panel and mentoring from Booth Welsh staff, alongside other industry peers. ✔ The Powering Futures partnership has developed further for the 25/26 period to support local schools with further employee mentoring and competition judging.
Supply Chain Review – Sustainable Procurement	<ul style="list-style-type: none"> ✔ Supply chain Scope 3 emissions recognised as a focus area. ✔ Sustainable procurement strategy to be developed in 2026. ✔ Sustainable procurement strategy will be formulated with assistance from the CMI sustainable leadership team for implementation in 2026. ✔ Supply Chain readiness survey has begun focusing on larger suppliers to clarify their sustainability ambitions and will be rolled out to smaller suppliers in 2026. ✔ Procurement team member completed CIPS (Chartered Institute of Procurement & Supply) award.

Deepening Impact Across the Organisation and Supply Chain



In 2025, we significantly expanded the scope of emissions measured across our business and supply chain by over **500%**, giving us deeper transparency and a clearer picture of our true environmental footprint, which has in turn enabled us to identify and create more targeted plans to decarbonise, encourage circular practices, and be more nature positive.”

**Alan Caddies,
Compliance Manager**

For Booth Welsh a Just Transition means focusing on making the shift to a low carbon, sustainable future, fair for everyone involved; our employees, the communities we work in, and partners we collaborate with. This commitment has sharpened our focus on net zero targets, balancing emission cuts alongside social and economic considerations.

A core part of our sustainability strategy involves supporting our clients, partners, and supply chain to improve their own impact, aiming to drive meaningful change at every level.

Building on the 2024 carbon reduction work, our cross-functional Net Zero Heroes team, comprised of representatives from every department, has been on a mission to embed sustainable practices and decision making throughout the business, advancing our carbon reduction roadmap and our supply chain readiness programme to tackle Scope 3 emissions.

We have made a considerable investment in workforce education and engagement, deepening sustainability awareness, building stronger controls, and introducing OKRs (Objectives and Key Results) across all areas of the business to drive the accountability that’s required to accelerate our transition to a low-carbon future.

Our Sustainable Procurement Ambition and Plans



We recognise that the greatest opportunity to reduce our environmental impact sits within our supply chain, which is why sustainable procurement is a core priority for us. This year's carbon reduction plan represents a step change in our approach, providing greater detail and transparency around our emissions and performance. Over the year ahead, we will implement a Net Zero readiness programme for our suppliers, strengthening our understanding of supply-chain emissions and setting clear expectations while providing targeted support where improvement is needed."

Elena Welsh
Commercial Director

In the Words of our Company Buyer – Debbie Chapman



Over the past year, we have focused on improving efficiency, transparency and sustainability across our procurement processes. Greater use of supplier portals for pricing and direct ordering has improved visibility across the order lifecycle while reducing administrative effort.

We have introduced new systems to better track operational spend and environmental impact, including fuel cards for site operatives to provide more accurate data on mileage and fuel usage. Installation teams are now also able to source essential materials en-route to site when required, improving responsiveness and reducing unnecessary delays.

Wherever possible, we prioritise using suppliers located close to active project sites to reduce transport distances and associated carbon emissions. We have also implemented blanket ordering for frequently used materials, with items held locally and called off as needed, reducing repeat deliveries and improving overall sustainability.

Alongside this, we are working to reduce ad-hoc purchasing through less sustainable channels, encouraging more planned and responsible procurement approaches across the business.

To support this shift, I completed the CIPS Level 5 Advanced Diploma in Procurement and Supply Chain Management, strengthening the strategic role of procurement in managing risk, delivering value and embedding environmental, social and governance (ESG) considerations. Looking ahead, we are exploring more adaptable supplier appraisal processes and opportunities to reduce low-value purchase orders"



Our Commitment to Being a Nature Positive Business

Nature positive is a global goal to halt and reverse nature loss by 2030 and achieve full recovery by 2050, where thriving ecosystems and nature-based solutions support human societies and help tackle climate change.



Partnership with Mossgiel Farm

Nature Positive Our Approach at Booth Welsh

For us, being nature positive means taking practical, local action where we can make a genuine difference. In 2025, we focused on environmental initiatives close to our operations, supporting biodiversity through partnerships and hands-on involvement from our people.

Across the year, colleagues took part in local environmental activities, contributing time and effort to improve land, support biodiversity recovery, and strengthen relationships with local partners. These actions were shaped by our values and delivered in a way that is realistic, relevant, and rooted in our communities.

Working with Mossgiel Farm

Our partnership with Mossgiel Farm began with a move to work more closely with a local organic supplier and developed into a wider collaboration focused on biodiversity and land stewardship.

Following storm damage that impacted newly planted trees on the farm, Booth Welsh colleagues volunteered time to help assess losses, clear debris, and prepare areas for replanting. This support helped the farm continue its biodiversity work rather than pause recovery efforts, despite challenging conditions.

“After the storms, we’d lost a good number of young trees and had a lot of clearing up to do before we could even think about replanting. It’s one of those jobs that should’ve been done sooner, but on a working farm the list never really ends. The Booth Welsh team offered to come out and help us get on top of it. We inspected the ground, cleared the damaged guards and stakes, and worked out what we’d lost. It meant we could keep moving forward with the biodiversity work instead of it sitting there waiting. There was plenty of mud and a lot of laughs along the way, but it made a real difference.”

Farmer Bryce Cunningham

The Impact



Colleagues volunteered time to support local biodiversity recovery through hands-on activity



Practical support enabled continued replanting and land restoration following storm damage



A local supply partnership evolved into a place-based collaboration with environmental benefit



Employees connected directly with nature and local food systems, strengthening awareness through experience

Volunteering at Lochshore Community Hub

Members of our Net Zero Heroes team joined a wildflower planting day at Lochshore Community Hub, a space that delivers social, health, and wellbeing value across the local community. The session supported biodiversity while helping enhance shared outdoor spaces used by a wide range of local groups.

For many, it was a chance to step away from desk-based work, spend time outdoors, and contribute to something tangible that will continue to grow over time.



It was good to get involved. Lochshore does a lot in the area and it was nice to be able to help out. Getting outside for the day was a good change from being at a desk.”

Morgan Dunlop
Commercial Assistant



These activities reflect how we want to continue to approach environmental responsibility through 2026.



Community Wealth Building (Place)

One of the ways that we are helping to create a resilient local economy is through community wealth building. This is an economic model that sees wealth being retained locally, increasing employment and using local produce and resources at every suitable opportunity.

Local giveback

Our approach to Community Wealth Building focuses on meaningful, place-based partnerships that strengthen local heritage and community pride. A strong example is our collaboration with Irvine Burns Club to deliver a Digital Burns Museum at Wellwood Museum.

Delivered on a pro-bono basis, the project used digital innovation to bring Ayrshire's Burns heritage to life in an accessible and engaging way, helping future proof the Club's assets and broaden their reach particularly for younger audiences. Building on its success, we are now working with the Club on Phase 2 of the project as part of their bicentenary celebrations, extending the digital experience and deepening local impact.

In recognition of this collaboration, our CEO Martin was invited to become an honorary member of the Irvine Burns Club, an honour that reflects the trust, shared purpose and community value created through the partnership. A copy of the handwritten letter from the Club's President is pictured.



Knowledge Sharing

Knowledge sharing is a core part of how Booth Welsh builds strong, collaborative partnerships. Through active engagement with industry bodies, regional networks, academia and community organisations, we create opportunities to exchange insight, share best practice and learn collectively.

Throughout 2025, our teams contributed to and learned from a wide range of partnership-led activities including industry events, awards programmes, roundtables, workshops and community initiatives. These interactions help inform our thinking, strengthen relationships and ensure our approach remains relevant, forward-looking and grounded in real-world experience.

By investing time, expertise and leadership into our partnerships, we support a culture of openness and collaboration enabling shared learning that benefits our business, our partners and the wider ecosystems in which we operate.



Knowledge sharing sits at the heart of our partnership approach, enabling collaboration across industry, academia and the wider supply chain. In 2025, Booth Welsh was proud to be a Platinum Sponsor of the Ceed Industry Awards, supporting a platform that celebrates innovation, skills development and excellence across Scotland's engineering and manufacturing sectors.



Our sponsorship reflects a commitment to strengthening industry connections, sharing insight and learning from peers, and championing collaboration as a driver of collective progress.

Joe Pacitti, Ceed Managing Director states,



Booth Welsh has long embodied the collaborative, future-focused ethos that Ceed exists to champion. As a previous recipient of our Chairman's Award in 2019, their continued commitment to knowledge sharing, innovation and industry leadership is well established. Their Platinum Sponsorship of the Ceed Industry Awards in our 20th anniversary year was a natural fit reinforcing the importance of collaboration, insight exchange and shared ambition in strengthening Scotland's industrial ecosystem and delivering lasting economic and community impact."

The Digital Process Manufacturing Centre (DPMC), operated by the National Manufacturing Institute Scotland (NMIS), and supported by North Ayrshire Council (NAC) and the Ayrshire Growth Deal (AGD), is hosted within Booth Welsh's headquarters and forms a cornerstone of our approach to partnership-led knowledge sharing. Working in close collaboration with NMIS, we support the delivery of events, demonstrations and industry engagement that showcase emerging digital manufacturing technologies and practical applications. By bringing together industry, academia and technology partners in a live operational environment, these activities help generate future projects, strengthen regional capability and create lasting economic and skills-based impact for Ayrshire and beyond.



DPMC exists to turn emerging manufacturing technologies into real-world progress. Partnering with Booth Welsh enables us to test, demonstrate and scale ideas in a live industrial environment. Bringing people, data and technology together to move faster from concept to impact. It's this kind of collaboration that unlocks new thinking, new projects and new capability for the future of manufacturing."

Andy Hamilton, Head of Centre, Digital Process Manufacturing Centre (DPMC)

North Ayrshire Council Climate Change Steering Group

Booth Welsh is an active member of North Ayrshire Council's Climate Change Steering Group, acting as a critical friend and sounding board to support and challenge delivery of the Sustainable North Ayrshire Strategy and the Council's ambition to achieve Net Zero by 2030. The group brings together the Council, local businesses and other stakeholders to share and explore opportunities for areawide decarbonisation, fostering a strong collaborative environment with open, practical discussions.

Representing Booth Welsh in the steering group, Compliance Manager, Alan Caddies said,



This collaboration has helped reinforce Booth Welsh's role as a trusted local partner and closely aligns with our commitment to the local community in supporting not only carbon reduction but also community wealth building and the creation of local jobs, skills and long-term benefits for North Ayrshire."



Ayrshire Chamber of Commerce Community Wealth Building Award

In 2025, Booth Welsh sponsored the Community Wealth Building category at the Ayrshire Chamber of Commerce Awards, reinforcing our commitment to inclusive, place-based economic growth across the region.

The award recognised organisations demonstrating leadership in strengthening local supply chains, retaining wealth within Ayrshire and delivering long-term community value. The category was won by Ayrshire Independent Living Network, whose collaborative approach reflects the principles of Community Wealth Building in action.

Through partnerships such as this, we continue to support collaboration, shared learning and a more resilient regional economy.

Claire Baird, Ayrshire Chamber of Commerce CEO adds,



Booth Welsh continues to play a leading role in championing Community Wealth Building across Ayrshire. Their sponsorship of this award reflects a long-term commitment to inclusive, place-based growth, collaboration and strengthening the regional economy. Congratulations to Ayrshire Independent Living Alliance, whose partnership-led approach shows the real impact this work can have locally."



Community Wealth Building, Stakeholder Engagement & National Influence

Through active engagement with industry, education and regional partners, Booth Welsh plays a consistent role in shaping dialogue that supports long-term economic resilience in Ayrshire. In November 2025, we represented the region at Westminster as part of the Ambitious Ayrshire inquiry, contributing to a first-of-its-kind discussion between local employers and national policymakers. Supported by Ayrshire Chamber of Commerce, the session brought together some of Ayrshire's most successful businesses to explore shared challenges and opportunities.

Our involvement reinforced a Community Wealth Building approach, championing locally anchored jobs, skills development and innovation while ensuring Ayrshire's strengths in advanced manufacturing, digital technology and emerging sectors were represented directly within Westminster. The discussions highlighted the importance of joined-up economic development, skills funding and infrastructure investment to support inclusive, sustainable regional growth.



Global Engagement in Industry 5.0

Booth Welsh is actively contributing to international dialogue on the future of work, technology and sustainability through our involvement in Industry 5.0, an approach that places people, purpose and resilience at the heart of digital and industrial transformation. In Summer 2025, we participated in the Advancing Industry 5.0 conference in Leuven, hosted by Workplace Innovation Europe, sharing practical insight from our own workplace innovation journey and employee-owned

model. This engagement was complemented by a programme of webinars delivered throughout the year, contributing to pan-European knowledge exchange on people-centred technology adoption, sustainable productivity and inclusive innovation. Through this work, we continue to influence how Industry 5.0 principles are translated from policy into practice, demonstrating how technology can enhance human capability, support wellbeing and deliver long-term social and environmental value.



We invite you to stay connected with our journey. If you would like to learn more about the initiatives featured within this report, explore collaboration opportunities, or discuss how we can support your organisation's responsible growth and Net Zero ambitions, please get in touch with the Booth Welsh team or connect with us on our social channels. Together we can turn shared ambitions into practical, scalable action that delivers lasting value.





We'll leave you with the words of our own people — sharing how they live our C.A.R.E.S. values and create impact every day.

C – Collaboration

“I make it a priority to be approachable and supportive. Whether it's helping someone find a solution or connecting teams, collaboration helps us deliver our best work.”

“By working closely across departments, I've built stronger relationships and created a culture where people feel comfortable asking questions and offering help.”

“I've seen first-hand how open communication transforms projects — when we work together, share knowledge, and listen, we achieve results none of us could do alone.”

“Cross-team collaboration has been key this year — from engineering to HR, finance, and project delivery. The trust we've built means we can move faster and solve problems together.”

“Collaboration isn't just about teamwork; it's about respect and shared purpose. We all bring something unique, and when we connect those strengths, amazing things happen.”

A – Ambition

“This year I've stretched myself, taking on new challenges that pushed me to think differently and lead with confidence. I'm proud of how far I've come and how much more I've learned.”

“I've shown real determination to improve how we work — challenging the status quo, finding better ways to deliver, and helping others grow in the process.”

“Ambition, to me, means stepping up — taking ownership, making things happen, and constantly asking, ‘How can we do this better?’ That mindset has helped me achieve things I once thought were out of reach.”

“I've taken every opportunity to learn, to take feedback on board, and to keep developing my skills. Seeing that effort translate into better results for the business has been incredibly motivating.”

“I'm proud of my growth this year — I've turned challenges into opportunities, found solutions where others saw barriers, and helped raise the standard for what we can achieve together.”

R – Resilience

“When things don't go to plan, I focus on finding solutions, not blame. Each setback is a lesson — and I've learned to adapt quickly and come back stronger.”

“Taking on a complex project with tight deadlines tested my resilience, but I stayed calm, adapted fast, and delivered results that I'm genuinely proud of.”

“When faced with challenges, I focus on what I can control — staying grounded, asking for help when needed, and working through problems one step at a time.”

“Even in high-pressure moments, I've maintained a positive outlook and helped keep my team focused and motivated. Resilience is about staying steady so others can too.”

“This year has been full of change, and I've taken it as a chance to grow — embracing uncertainty, learning on the go, and finding new confidence in what I can achieve.”

E – Empowerment

“I take pride in creating systems and processes that help others work smarter and feel confident in what they do — empowerment starts with making things easier for people to succeed.”

“I've made a conscious effort to share my knowledge and experience so others can take the lead — it's brilliant seeing colleagues grow in confidence and independence.”

“Supporting others to succeed has been one of the highlights of my year. Whether mentoring, coaching, or just being there for advice, I love seeing people realise what they're capable of.”

“I've been trusted to make key decisions and lead projects my way, which has built my confidence and shown me how empowering trust can be.”

“Empowerment for me means taking accountability while enabling others to do the same — creating an environment where we all feel trusted, supported, and proud of our work.”

S – Stewardship

“I take pride in doing things the right way — maintaining high standards, acting with integrity, and ensuring the decisions I make have a positive impact long-term.”

“I've worked hard to create sustainable improvements in how we operate — saving time, reducing waste, and finding better ways to support people and projects.”

“Stewardship is about leaving things better than we found them — whether that's a project, a process, or a person. I always try to make a positive, lasting difference.”

“Supporting newer colleagues and sharing knowledge has been really rewarding. Helping others succeed means we're investing in the future of Booth Welsh.”

“For me, stewardship is about care — for our work, our people, and our reputation. Every decision I make is with that responsibility in mind.”

“We can act as stewards of nature taking responsibility to protect, restore, and use resources wisely so the ecosystems we depend on can thrive for future generations.”



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