

BOOTH WELSH
Integrated Engineering Services

Our roadmap to 2030

Sustainability Strategy

2026-2030

Through collaboration, we engineer a better future.

1. Our Sustainability Ambition

At Booth Welsh, sustainability is about how we create lasting value.

As an engineering and technology business working across complex and potentially hazardous industrial environments, we recognise that the transition to a more sustainable future must balance environmental progress with safety, resilience, productivity, skills and economic prosperity.

Our ambition is to demonstrate how an engineering business can grow responsibly: creating long-term value for our people, clients, communities and environment while helping industry become more efficient, resilient and sustainable.

This strategy is not the beginning of that journey. It builds on several years of environmental action, safety leadership, community investment, workforce development, sustainable procurement, partnership working and increasingly comprehensive impact measurement.

Our next phase is about bringing that work together more deliberately: strengthening accountability and using our engineering capability, employee-owned culture and collaborative relationships to extend our impact beyond Booth Welsh itself.

Responsible engineering starts with design

Up to 80% of a product's environmental impact is influenced at the design stage.¹ That's why responsible engineering starts with the decisions we make at the outset.

Applying Industry 5.0 principles of sustainability, human-centricity and resilience, we consider energy, materials, water, processes, assets and resources together; designing in circularity, positive outcomes for people and nature while designing out waste, emissions and risk.

The result is engineering designed not only for performance and productivity, but for safer, more efficient, resilient and sustainable operations throughout their lifecycle.

¹ Ellen MacArthur Foundation



Our ambition for 2030 is to engineer sustainable progress - within Booth Welsh, through the solutions and relationships we create with our clients and supply chain, and across the communities and industries of which we are part.

Beyond compliance

Our approach is not defined by meeting minimum regulatory requirements. We deliberately invest in areas where we believe Booth Welsh can create greater value, from expanding emissions measurement and developing future engineering talent to supporting other businesses on their Net Zero journeys, strengthening local supply chains, maintaining a proactive safety culture and creating employee ownership.

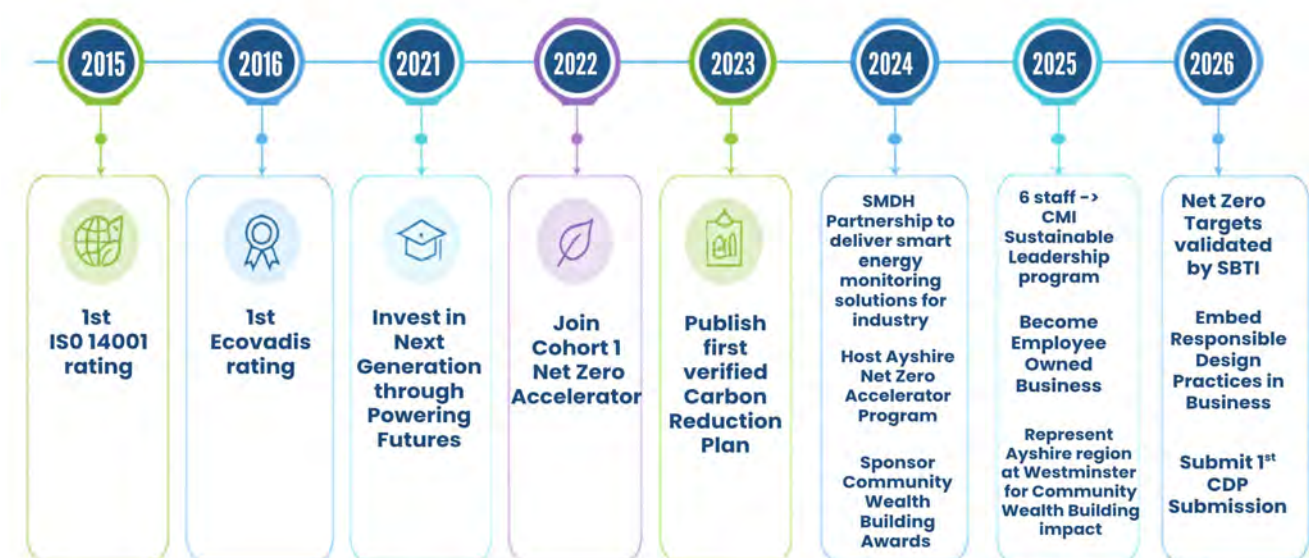
2. Building on Strong Foundations

Our responsible business journey has developed progressively as our business, our understanding and the challenges facing industry have evolved. For more than a decade, ISO 14001 has provided an externally assessed foundation for environmental management. More recently, our approach has expanded through EcoVadis, SBTi, CDP and increasingly comprehensive carbon and impact reporting.

This earlier work established strong environmental foundations through carbon measurement, waste reduction, energy efficiency and participation in collaborative Net Zero programmes. We have since broadened that approach through our 5Ps of Purpose, recognising that sustainable business must create environmental, social and economic value together.

Our commitment to responsible business is absolute; the way we deliver it will continue to evolve as expectations, evidence and opportunities develop. The highlights below summarise key steps in that journey.

Responsible Business Journey 2015 – 2026



Sustainability progress includes:

- Participating in the inaugural Net Zero Accelerator programme in 2022, developed by Net Zero Nation, and later supporting wider regional capability by hosting the first North Ayrshire cohort.
- Building internal sustainability capability through Net Zero Heroes and cross-functional leadership development.
- Strengthening carbon and emissions measurement, including increasingly comprehensive Scope 3 coverage.
- Expanding responsible and local procurement activity, aligned with Community Wealth Building principles.
- Investing in the next generation through education partnerships, mentoring, employability and future-skills development.
- Strengthening diversity, inclusion, wellbeing and sustainable leadership capability.
- Integrating sustainability more deliberately into business decision-making, governance and public Impact Reporting.
- Transitioning to employee ownership in October 2025, supporting long-term stewardship, participation and shared prosperity.

Quantifying Impact

Our published Impact Reports provide the evidence base for this strategy. They demonstrate measurable environmental progress, including a 52.5% reduction in waste-related emissions and a 6.89% reduction in electricity-related emissions intensity. They also show how Booth Welsh contributes to local economic resilience, with more than 40% of suppliers based in Ayrshire and 62% of employees living in Ayrshire. Beyond our own operations, the North Ayrshire Net Zero Accelerator shows the wider influence of our approach: Booth Welsh supported 14 businesses and helped bring approximately 79,500 tCO₂e of emissions under measurement across participating organisations.

Our commitment to responsible business is absolute, the framework to achieve it will evolve.

3. Why Sustainability Matters to Booth Welsh

Engineering has a critical role to play in the transition to a more sustainable economy. Booth Welsh operates in sectors where decarbonisation and environmental improvement must be delivered alongside safety, reliability, productivity and competitiveness.

Decarbonisation. Industrial organisations must reduce environmental impact while maintaining safe, reliable and productive operations.

Safe operations. Our people often work in complex and potentially hazardous environments. Preventing harm is fundamental to responsible engineering.

Ageing assets and infrastructure. Existing facilities need to operate more intelligently, efficiently and sustainably.

Digital transformation. Better data, automation and technology can unlock improvements in performance, resource efficiency and decision-making.

Skills and demographic change. Engineering needs a strong and diverse pipeline of future talent while developing today's workforce.

Supply-chain resilience. Organisations need supply chains that are environmentally responsible, economically resilient and connected to place.

Responsible growth. Long-term business success should create economic value without separating that success from its impact on people, society and the environment.

Sustainability is not a parallel corporate programme. It is part of how we engineer, how we make decisions and how we intend to grow.

4. Sustainability Model

Our Mission

Through Collaboration, we engineer a better future.

OUR WHY - Our 5Ps of Purpose Framework

Our **5 Ps of Purpose** framework brings our mission to life ensuring our operations and growth align with ethical, environmental, and social responsibility while building long-term resilience and collaboration.

The five pillars are:

Our 5P's of Purpose



- **People** - Empowering employees, supporting wellbeing, and creating opportunities for continuous learning and inclusive growth.
- **Place** - Strengthening local communities, investing in regional development, and being a good neighbour wherever the company operates
- **Planet** - Minimising environmental impact, accelerating the journey to Net Zero, and restoring nature through circularity and innovation.
- **Prosperity** - Building a resilient business that delivers sustainable economic value for clients, employees, and society
- **Partnership** - Collaborating across industries, sectors, and supply chains to amplify impact and co-create solutions to shared challenges

OUR HOW - Our C.A.R.E.S. Values

Booth Welsh's **C.A.R.E.S. Values** are the foundation of our culture, shaping how we work together, grow, and make a positive impact. These values guide our actions, decisions, and relationships, ensuring we remain united, innovative, and responsible in everything we do.

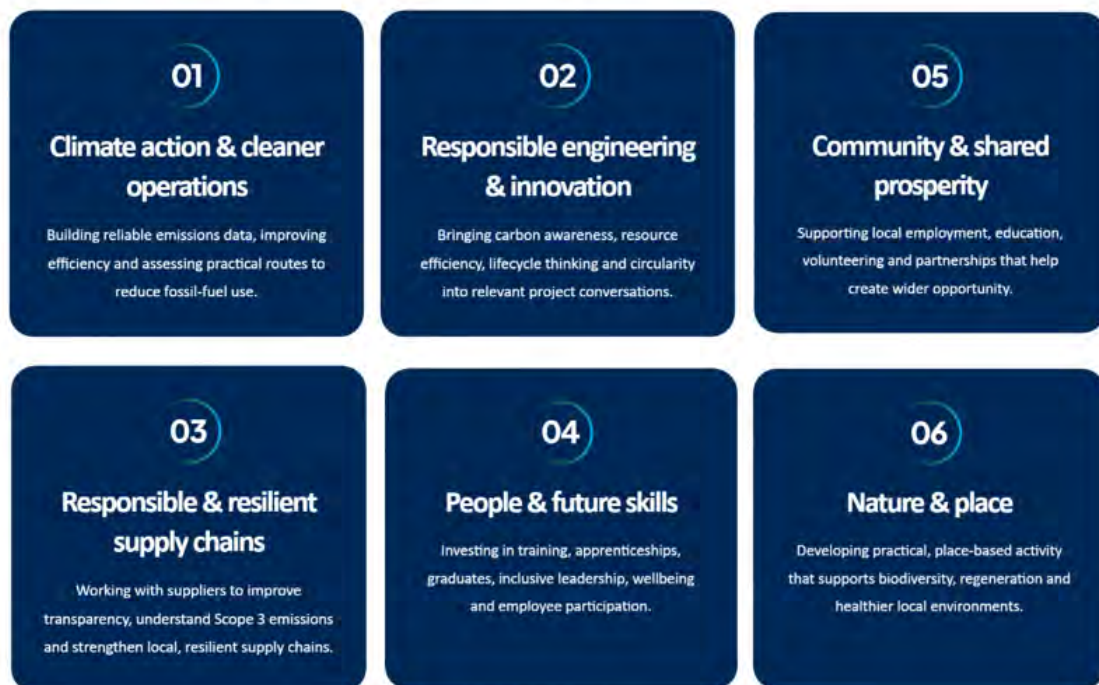


- **Collaboration** – *We succeed together; across teams, disciplines and perspectives.*
- **Ambition** – *We aim high, stay curious, and keep improving.*
- **Resilience** – *We adapt, bounce back and grow stronger through challenge.*
- **Empowerment** – *We own our impact, uplift others, and make it happen.*
- **Stewardship** – *We protect what matters; for our people, our planet, our stakeholders and our future.*

OUR WHERE - Sustainable Six

Booth Welsh's **Sustainable Six** defines the key areas where we focus our sustainability efforts, ensuring our actions drive meaningful impact across climate, innovation, supply chains, people, communities, and the environment.

Our Sustainable Six



In Summary

Our Five Ps define the value we seek to create.

C.A.R.E.S defines how we work.

Our Sustainable Six focuses where we act.

5. Our Impact Multiplier

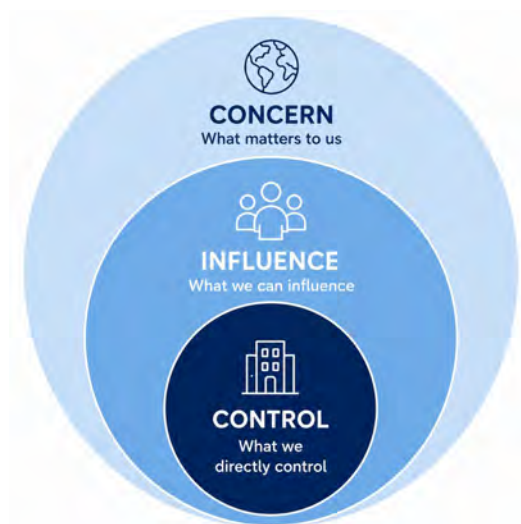
Where we can make a difference

We recognise that we cannot control everything that matters, but we can take responsibility for where we have the ability to make a difference.

Our approach starts with what we control within our own business, extends to where we can influence better outcomes for our clients and supply chain, and reaches into the wider issues we care about through collaboration with communities and industry.

By focusing on what we can control, using our influence responsibly and working with others on the challenges that concern us all, we can turn responsible intent into meaningful, lasting impact.

Putting our Impact into Practice



Impact Multiplier in Action



1. Operate responsibly

We take responsibility for our carbon footprint, energy and resource use, safety, employment practices, cultures, skills, wellbeing, procurement, governance and investment in place.



2. Engineer positive outcomes

Through engineering, automation, digitalisation, data, technology and procurement, we can help clients and suppliers operate more intelligently, efficiently, safely and sustainably.



3. Influence wider change

Through education partnerships, mentoring, community initiatives, industry collaboration, volunteering and programmes such as the Net Zero Accelerator, we can share capability and create outcomes beyond our commercial relationships.

Our approach to 2030 is therefore based not only on reducing impact, but on multiplying positive impact.

6. Sustainable Six: Climate & Clean, Safe Operations

Our ambition

To operate safely and responsibly, protecting our people and the environments in which we work while progressively reducing our carbon and environmental impact through prevention, better measurement, resource efficiency and targeted decarbonisation.

Our foundations

Safety and environmental responsibility have long been fundamental to how Booth Welsh operates. Our people regularly work within complex and potentially hazardous industrial environments, making prevention of harm an essential part of responsible business.

We have developed a proactive safety culture focused not simply on compliance, but on identifying risk early, encouraging intervention and continually learning and improving. This is reflected in 20 years in 2026 without a lost-time incident, supported by initiatives such as Good Catch, which encourage our people to identify and report potential hazards and improvement opportunities before they result in harm. We take a 'Safe Pair of Hands Approach' in all that we do.

Alongside this safety culture, we have progressively strengthened environmental performance through carbon measurement, waste reduction, energy efficiency and expanded Scope 3 measurement. Together, these commitments reflect a common principle: responsible operations begin by understanding our impacts, preventing harm and continuously improving performance.

Our priorities to 2030

- Maintain a proactive, prevention-led safety culture and commitment to eliminating workplace harm.
- Continue strengthening employee participation through Good Catch, learning, reporting and continuous improvement.
- Maintain robust measurement of Scope 1, 2 and relevant Scope 3 emissions.
- Develop increasingly targeted carbon-reduction plans using improved baseline data.
- Continue working towards our existing 2030 carbon ambition, subject to confirmation of baseline and methodology.
- Improve energy and resource efficiency across operations.
- Reduce waste and increase circular approaches to purchasing and resource use.
- Report environmental and safety performance transparently.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
• 20 years without a lost-time incident • 52.5% reduction in waste-related emissions since 22/23. • 28% reduction in petrol-car emissions. • On average of 6 Good Catch leading	• 2026/27: confirm safety and carbon baselines and key leading indicators. • 2027-29: deliver targeted carbon, waste and operational-improvement actions. • 2030: demonstrate sustained safe	• Scope 1, 2 and relevant Scope 3 emissions - Lost-time incident performance. • Good Catch reporting, close-out and leading safety indicators. • Carbon intensity and energy use.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
indicators per month from employees with 100% close out rate. Expanded emissions measurement and Scope 3 coverage.	operations and material environmental progress.	Waste and circularity indicators.

7. Sustainable Six: Responsible Engineering & Innovation

Our ambition

To use engineering, digital technology and innovation to help industry become safer, more productive, resource-efficient and resilient.

Our foundations

Booth Welsh works in industrial environments where sustainability cannot be separated from operational reality. Clients must address decarbonisation and resource efficiency while protecting safety, reliability, productivity and competitiveness.

Our engineering, automation, digitalisation and technology capabilities create an opportunity to support those challenges directly. Previous activity has included creating an energy-monitoring system and digital solutions designed to create greater visibility and awareness of energy use and support better operational decisions.

Our experience through Net Zero collaboration has strengthened our understanding of sustainability as a driver of innovation, productivity and business opportunity rather than solely a compliance requirement.

Our priorities to 2030

- Embed sustainability considerations more consistently within engineering and project decision-making where appropriate.
- Identify opportunities for digitalisation, automation and improved data to reduce resource use and improve operational performance.
- Strengthen consideration of whole-life value, resilience and efficiency within appropriate client solutions.
- Develop case studies that quantify environmental, safety or social outcomes enabled through our engineering work.
- Build sustainability capability across engineering and project teams.
- Collaborate with clients to identify practical opportunities for sustainable innovation.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
• Energy dashboard / monitoring activity • Hydrogen and lower-carbon project experience • Chivas – energy reduction case study • Itero – chemical recycling (circular activity of chemicals) • Environmental design checklist in place • Industry 5.0 positioning linking people, technology and sustainability.	• 2026/27: FEED study to share environmental considerations with guidance and options for specialists on responsible design where applicable • 2027-29: Embed as part of projects as standard into a certain size. Build a portfolio of quantified sustainable engineering case studies. • 2030: demonstrate sustainability as a consistent dimension of engineering value creation.	• Projects with identifiable sustainability outcomes. • Quantified client efficiencies or environmental improvements where data is available. • Sustainability-related innovation projects or pilots. • Relevant capability and training.

8. Sustainable Six: Responsible & Resilient Supply Chains

Our ambition

To build a supply chain that supports high standards, resilience, sustainable procurement and greater economic value within the communities in which we operate.

Our foundations

Our purchasing decisions have economic as well as environmental consequences. Previous reporting has shown that more than 40% of our suppliers were based in Ayrshire, demonstrating an established contribution to local community wealth building.

We have also explored more circular approaches to procurement, including reuse and purchasing choices designed to reduce waste and embodied impact. In addition, we recognise that sustainable procurement includes improving the efficiency of our own processes by reducing unnecessary administration, streamlining purchasing activities and removing waste from procurement workflows wherever possible. These improvements support both operational efficiency and responsible resource use.

Our next step is to make these considerations more systematic across supplier relationships, procurement decisions and internal purchasing processes.

Our priorities to 2030

- Increase visibility of environmental, social and governance considerations across key suppliers.
- Continue to support local and regional suppliers where commercially and operationally appropriate.
- Incorporate sustainability considerations more consistently into procurement decision-making.

- Encourage key suppliers to improve carbon measurement and environmental performance.
- Expand circular procurement, reuse and responsible-material approaches where feasible.
- Work collaboratively with suppliers rather than relying solely on compliance requirements.
- Continually improve procurement processes to reduce administrative burden, eliminate unnecessary transactions and increase operational efficiency.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
• 40%+ of suppliers based in Ayrshire • Tech Amnesty collected 193kg of equipment for reuse • Café Zero: free barista coffee hub, increasing reusable cup use to 100%.	• 2026/27: establish current supplier-spend and sustainability baseline. • 2027-29: strengthen supplier engagement and proportionate sustainability expectations. • 2030: demonstrate a more visible, resilient and responsible supply chain.	• Local/regional supplier spend. • Strategic supplier sustainability assessment coverage. • Supplier carbon/sustainability engagement. • Circular/reuse procurement activity. • Relevant Scope 3 emissions.

9. Sustainable Six: People & Future Skills

Our ambition

To create an inclusive, safe and empowering employee-owned workplace where people can thrive, share in our success and develop the skills needed to engineer a more sustainable future.

Our foundations

Our people are fundamental to responsible growth. We believe a sustainable business must provide good work, meaningful opportunity and an environment where people can develop, contribute and thrive.

Our C.A.R.E.S. values provide the cultural foundation for this ambition, shaping how we work with each other, serve our clients, develop our people and contribute to our communities. Our Sustainable Six builds on these established values, translating them into clear priorities and measurable outcomes for the future.

As an employee-owned business, we have an opportunity to deepen participation, shared responsibility and long-term thinking, connecting the future success of Booth Welsh with the people who create it. Together, C.A.R.E.S. and employee ownership provide the foundation for a culture where people are encouraged to contribute ideas, challenge constructively and take ownership of continuous improvement.

We are investing in the capabilities our business and industry will need for the future, combining technical and digital expertise with sustainability, leadership and human skills. We want this capability throughout our organisation and across career stages, enabling our people to contribute to responsible decision-making, innovation and client outcomes.

Our responsibility extends beyond our existing workforce. We are committed to creating inclusive routes into engineering and technology, developing future talent through early-career pathways, education, mentoring and employability partnerships, while working to remove barriers to opportunity.

We also want to share our capability beyond Booth Welsh, giving our people opportunities to mentor, volunteer and apply their professional expertise to create wider social value.

Our priorities to 2030

- Build future-ready capability across engineering, digitalisation, sustainability and leadership.
- Create inclusive pathways into employment, development and career progression.
- Strengthen good work, wellbeing and belonging, enabling people to thrive throughout their careers.
- Embed C.A.R.E.S. and employee ownership as foundations for participation, shared responsibility and responsible decision-making.
- Empower our people to contribute to sustainability, innovation and continuous improvement.
- Grow our future talent pipeline through apprenticeships, graduate development, education and employability partnerships.
- Share our skills beyond Booth Welsh through mentoring, volunteering and professional expertise.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
• Employee-owned and accredited Real Living Wage employer. • Cross-functional sustainable leadership capability established, supported by wider ESG learning. • Leadership development strengthened around EDI and inclusive practice. • Established graduate, apprenticeship and early-career pathways. • Strong education, mentoring and employability partnerships. • Sustainability challenges embedded within early-career development	• 2026/27: Establish a People & Future Skills baseline and measurement framework. • 2027–29: Expand future-skills capability and inclusive career pathways. • Strengthen progression from education and employability into sustainable careers. • Increase employee participation in sustainability, innovation and skills-based contribution. • 2030: Demonstrate measurable improvement in capability, engagement, inclusion and progression.	• Employee engagement, wellbeing and retention. • Technical, digital, sustainability and leadership capability. • Inclusion and access to opportunity. • Early-career recruitment, retention and progression. • Employee-ownership participation and engagement. • Employee participation in sustainability and innovation. • Mentoring, volunteering and skills-based contribution

10. Sustainable Six: Communities & Shared Prosperity

Our ambition

To ensure Booth Welsh's growth creates wider economic and social value, particularly within Ayrshire and the communities connected to our business.

Our foundations

We believe responsible growth should create value beyond Booth Welsh. As a significant Ayrshire employer, our success supports employment, skills, local supply chains and wider economic resilience, while our people contribute time, expertise and experience to the communities around us.

Our approach is rooted in the principles of Community Wealth Building: using our role as an employer, purchaser, partner and contributor to help retain and multiply value locally wherever this represents responsible business practice.

Our transition to employee ownership strengthens this connection between commercial success and shared prosperity, aligning the long-term resilience of Booth Welsh more closely with the people responsible for creating that success.

Community contribution also extends beyond financial support. We increasingly seek partnerships where we can contribute our professional capability, facilities, networks and people's time, alongside volunteering, sponsorship and charitable support. Education, employability and skills partnerships help us invest in future opportunity while strengthening the talent pipeline on which our industry depends.

For us, shared prosperity means growing a resilient business while creating employment, developing skills, supporting suppliers, widening opportunity and reinvesting capability in the places around us.

Our priorities to 2030

- Create high-quality employment and career opportunities, particularly within the communities connected to our operations.
- Strengthen local and responsible supply chains where commercially and operationally appropriate.
- Deepen strategic community partnerships where our expertise can create lasting value.
- Expand employee volunteering and skills-based contribution.
- Support education, employability and social mobility, widening pathways into engineering and technology.
- Embed Community Wealth Building principles within our approach to responsible growth.
- Improve measurement of social value, moving from activity and participation towards outcomes and impact. Demonstrate how commercial success and shared prosperity reinforce one another.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
• Strong Ayrshire employment base, supporting local economic resilience. • Significant local supplier base, helping retain value within our region. • Established Community Wealth Building and strategic community partnerships. • Longstanding education, employability and skills-based community contribution.	• 2026/27: establish a simple social-value measurement framework. • 2027-29: deepen high-impact partnerships and track outcomes. • 2030: demonstrate shared prosperity alongside commercial growth.	• Local employment and career opportunities. • Local/regional supplier spend. • Employee volunteering and skills-based contribution. • Strategic partnership outcomes. • Education and employability outcomes. • Social-value indicators.

11. Sustainable Six: Nature & Place

Our ambition

To understand and progressively reduce our impact on the natural environment while improving the quality and resilience of the places connected to our operations.

Engineering with Nature in Mind

As an engineering company, we're currently evaluating the alignment of our projects and operations with the **Science Based Targets for Nature (SBTN)**. This means:

- **Measuring and reducing** our impacts on water, land, materials, and biodiversity.
- **Designing responsibly** using sustainable materials, circular economy principles, and nature-based solutions.
- **Collaborating with suppliers and communities** to create shared value and restore ecosystems.
- **Setting measurable targets** and tracking progress transparently.

We're engineering **not just for today, but for a future where responsible design and thriving nature go hand in hand.**

Our foundations

Our existing sustainability work has understandably focused first on carbon, energy, waste, people and community impact. Nature represents an area in which our measurement and strategic approach can now mature.

Rather than adopting targets without a meaningful baseline, we will first understand where Booth Welsh has material interactions with nature and where intervention can create credible value. This pillar also connects environmental stewardship with our wider commitment to place.

Our priorities to 2030

- Establish a proportionate baseline of our impacts and dependencies on nature.
- Identify relevant opportunities for biodiversity enhancement at or around our sites.
- Consider nature and resource impacts within procurement and operational decision-making where material.
- Explore community and partnership opportunities that improve local environments.
- Increase employee awareness and participation in appropriate environmental initiatives.
- Develop measurable nature-related commitments once a credible baseline has been established.

PROGRESS SO FAR	NEXT MILESTONES	WE WILL MEASURE
- Existing nature volunteering / place-based activity including Mossgiel Farm tree planting & Lochshore community hub wild flower planting. - Exploratory work to rewild land around our Head Office to increase biodiversity	2026/27: identify suitable partners to collaborate with, evaluate alignment with SBTN and establish a baseline and methodology. 2027-29: implement proportionate nature and place actions aligned with a standard such as SBTN 2030: report measurable outcomes where material and credible.	- Site biodiversity actions. - Habitat / green-space improvements. - Employee participation. - Nature-related partnerships. - Relevant supplier/material indicators.

12. Collaboration, Influence & Advocacy

Some of Booth Welsh's most significant sustainability impact occurs when we work beyond our organisational boundary. Collaboration is therefore not simply a cultural value; it is a sustainability mechanism.



We collaborate

- Clients and suppliers
- Employees and employee owners
- Education and future-skills partners
- Communities and charities
- Industry networks and public-sector partners

We build capability

- Net Zero Accelerator mentoring and knowledge sharing
- Powering Futures and education mentoring
- Sustainable leadership development
- Supplier and procurement engagement
- Cross-functional Net Zero Heroes activity

We share what we learn

- Impact Reports and public communication
- Industry networks and events
- Ayrshire Chamber and collaboration ecosystem
- Relevant steering groups and external forums

We seek to influence wider progress

- By helping others measure and manage emissions

- By sharing responsible-engineering practice
- By supporting future skills and social mobility
- By demonstrating the relationship between sustainability, productivity and growth

The North Ayrshire Net Zero Accelerator is a strong example: Booth Welsh supported 14 organisations and contributed to approximately 79,500 tCO₂e of emissions being brought under measurement. Our impact should therefore be assessed not only by what Booth Welsh achieves, but also by what we help others to accomplish.

13. Governance, Risk & Accountability

Sustainability must be embedded within normal business governance if it is to influence long-term decisions. Our approach is based on shared accountability rather than dependence on one sustainability role or programme.

Governance model

- Board and senior leadership - set strategic direction, oversee material priorities and hold the organisation accountable for progress.
- Sustainability leadership - coordinates strategy, measurement, reporting and organisational capability.
- Sustainable Six owners – develop accountable ownership of individual priority areas and supporting actions.
- Functions and departments - translate sustainability priorities into relevant business and operational objectives.
- Cross-functional participation - initiatives such as Net Zero Heroes and sustainable leadership development broaden capability and employee involvement.
- Employee owners - our employee-owned structure creates an additional opportunity to connect long-term stewardship with shared responsibility for impact.

Managing sustainability risk and resilience

We identify and manage material sustainability risks through normal business risk-management processes, including where relevant the corporate risk register. Our focus includes both physical and transition risks, together with the wider resilience issues associated with responsible growth.

- Physical climate and severe-weather risks to people, sites, travel, infrastructure and operations.
- Energy, resource and environmental risks.
- Regulatory and transition risks as expectations, standards and client requirements evolve.
- Skills, workforce and demographic risks.
- Supply-chain resilience and availability of responsible suppliers/materials.
- Technology and market transition risks, including the pace of industrial decarbonisation and digital change.
- Reputational and social-licence considerations where material.

Measurement and continuous improvement

- Maintain a focused sustainability action plan with accountable owners.
- Integrate appropriate measures into business planning and departmental objectives.
- Review progress regularly and improve data quality and baselines over time.

- Publish transparent progress through Impact Reporting.
- Use a Plan, Do, Check, Act approach
- Where reliable baselines exist, set meaningful targets; where measurement is developing, establish the baseline before committing to false precision.

Standards, commitments and external validation

Relevant external standards, certifications and commitments are used to provide independent reference points and strengthen accountability. Only current and verified statuses will be included in the published strategy.

These include

- ISO 14001
- EcoVadis
- SBTi
- Constructionline
- Achilles
- NEC X29
- CDP in progress

14. Our Contribution to the UN Sustainable Development Goals

Our strategy contributes most directly to a focused group of United Nations Sustainable Development Goals. We use the SDGs as a reference point rather than a substitute for measuring our own performance.

SDG 4 - Quality Education: Mentoring, employability, apprenticeships, upskilling, and partnerships that strengthen access to engineering and future skills.

SDG 5 - Gender Equality: Continued commitment to inclusive opportunity and progression.

SDG 7 - Affordable and Clean Energy: Energy efficiency, carbon reduction and engineering solutions supporting more efficient industrial operations.

SDG 8 - Decent Work and Economic Growth: Good employment, skills, responsible growth, employee ownership and local economic participation.

SDG 9 - Industry, Innovation and Infrastructure: Engineering, automation, digitalisation and innovation improving industrial resilience and efficiency.

SDG 10 - Reduced Inequalities: Access to opportunity, education partnerships, inclusion and social mobility.

SDG 11 - Sustainable Cities and Communities: Community Wealth Building, local employment and place-based partnerships.

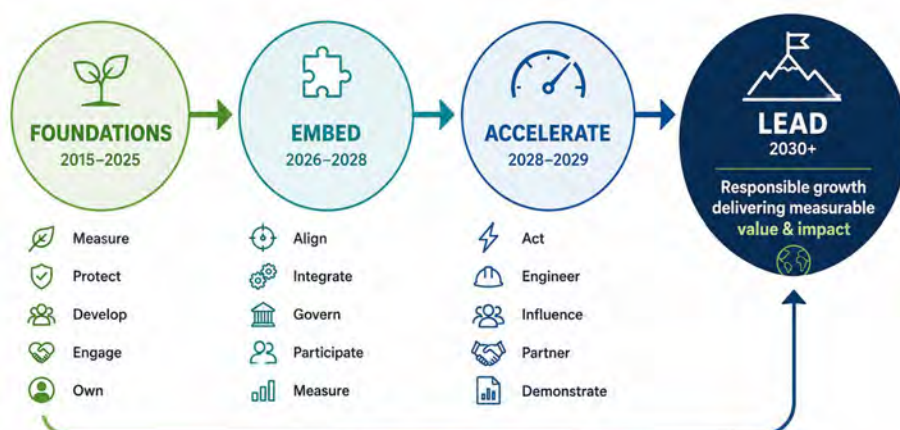
SDG 12 - Responsible Consumption and Production: Sustainable procurement, waste reduction, reuse and circular approaches.

SDG 13 - Climate Action: Carbon measurement, reduction, Scope 3 engagement and collaborative Net Zero activity.

SDG 17 - Partnerships for the Goals: Collaborative action across clients, suppliers, education, communities and industry.

15. Our Roadmap to 2030

Booth Welsh's **Roadmap to 2030** is built on a clear vision: to embed sustainability into the core of how we operate, innovate, and grow. This roadmap is structured in four phases: **Foundations**, **Embed**, **Accelerate**, and **Lead**. Each is designed to build on the last, ensuring progress is measurable, meaningful, and aligned with our long-term purpose. From establishing robust environmental and safety practices to strengthening community wealth and future skills, Booth Welsh is laying the groundwork for a resilient, responsible, and thriving future. As we move forward, the focus shifts from laying foundations to embedding sustainability into every function, then accelerating impact through targeted actions, and finally leading by example - demonstrating that responsible business is not just a goal, but the foundation of our success.



FOUNDATIONS - Established before 2026

- Environmental resources and carbon measurement and management.
- Strong proactive safety culture and long-term LTI performance.
- Net Zero Accelerator participation and leadership.
- 5Ps of Purpose and Net Zero Heroes.
- Community Wealth Building and future-skills partnerships.
- Sustainable/local procurement and social-impact activity.
- Sustainable leadership development and broader emissions measurement.
- Transition to employee ownership.

EMBED - 2026-2028

- Establish Sustainable Six ownership.
- Confirm key baselines, milestones and measures.
- Integrate priorities into functional plans and objectives.
- Strengthen Scope 3 and supplier engagement.

- Develop client-enabled impact methodology.
- Establish social-value and nature baselines.
- Formalise sustainability risk and resilience within governance.
- Strengthen employee-owner participation.

ACCELERATE - 2028-2029

- Deliver targeted carbon, safety and resource-efficiency actions.
- Scale responsible-engineering case studies.
- Increase responsible supply-chain participation.
- Demonstrate measurable skills and social-mobility outcomes.
- Expand high-impact partnerships and advocacy.
- Progress nature and circularity actions.
- Improve external reporting of outcomes.

LEAD - 2030 AND BEYOND

- Demonstrate sustainability as integrated into how Booth Welsh grows, engineers and creates value.
- Show measurable impact within our own operations, through clients and suppliers, and across communities and industry.
- Demonstrate that responsible business and successful business are mutually reinforcing.

In conclusion

This strategy marks the next phase of Booth Welsh's responsible business journey. It brings together our engineering capability, employee-owned culture and collaborative relationships behind a clear ambition: to grow responsibly while helping industry become safer, more efficient, resilient and sustainable.

Guided by our 5Ps of Purpose and delivered through our Sustainable Six, we will continue to embed sustainability into the way we engineer, make decisions and create value. Our success will be measured not only by the progress we make within Booth Welsh, but by the positive impact we help create with our clients, suppliers, communities and partners.

Through collaboration, we engineer a better future.