

FY25 GRI & SASB Report





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Our reporting approach

This Global Reporting Initiative ([GRI](#)) and Sustainability Accounting Standards Board ([SASB](#)) report aims to complement our Annual Report and Financial Statements 2025 by providing a broader range of ESG disclosures.

Our Annual Report and Financial Statements 2025 explains the wider context in which we operate and presents our new sustainability strategy and performance. Our GRI and SASB report supplements this by providing information about how we manage our most material issues.

More information on our strategy, policies, governance, performance data and more can be found in our [Annual Report and Financial Statements 2025](#) and on our [website](#).



GRI Index

Babcock is committed to providing transparent and meaningful sustainability information to our employees, clients, communities and shareholders.

As required by the [GRI Universal Standards](#), we provide an index that specifies each of the GRI Standards and disclosures included in the report.

SUPPLEMENTAL INFORMATION | GRI INDEX

Statement of use: Babcock International Group PLC has reported the information cited in this GRI content index for the period 1 April 2024 to 31 March 2025 (and 1 January to 31 December 2024 where applicable) in accordance with the GRI 2021 Standards.

GRI 1 used: GRI 1 Foundation 2021

Applicable GRI Standard(s): No sector guidelines apply.

GRI 2: General Disclosures 2021

Disclosure

Additional Information

The organization and its reporting practices

2-1 Organizational details

33 Wigmore Street

London W1U 1QX

UK

Babcock International Group PLC, registered in England and Wales number 02342138 as a public limited company and listed on the London Stock Exchange.

Babcock is an international defence company providing support and product solutions to enhance our customers' defence capabilities and critical assets.

We provide through-life technical and engineering support for our customers' assets, delivering improvements in performance availability and programme cost. We deliver these critical services to defence and civil customers, including engineering support to naval, land, air and nuclear operations, frontline support, specialist training and asset management.

We design and manufacture a range of defence and specialist equipment from naval ships and weapons handling systems to liquid gas handling systems. We also provide integrated, technology-enabled solutions to our defence customers in areas such as secure communications, electronic warfare and air defence.

See also [pages 2, 275](#) of our Annual Report 2025.

2-2 Entities included in the organization's sustainability reporting

The Group's Financial statements for the year ended 31 March 2025 can be found in our Annual Report 2025.

Please refer to the Group entities listed in note 33 on [pages 263-265](#) of our Annual Report 2025.

2-3 Reporting period, frequency and contact point

Reporting period: 31 March 2025

Frequency of reporting: We report every year in line with our financial reporting.

Publication date: Our Annual Report and Financial Statements 2025 was published on 10 July 2025. Our GRI and SASB Report was published on 21 July 2025

Contact information: <mailto:BabcockIR@babcockinternational.com>

2-4 Restatements of information

If required, management would restate environmental data for the baseline year and intervening years to reflect any changes in the Group structure arising from mergers and acquisitions, changes to the base year, the nature of the business or measurement methods to ensure accuracy, consistency, and relevance of the reported information to enable a full and accurate year-on-year comparison.

No restatements have been required for the year ended 31 March 2025. Figures for the year ended 31 March 2025 include an element of estimated data.

2-5 External assurance

The Group is committed to reporting accurate and reliable non-financial information, and the information reported is subject to detailed and thorough internal review. For the year ended 31 March 2025 the Group has not sought external assurance, beyond the standard assurance carried out

GRI 2: General Disclosures 2021

Disclosure	Additional Information
	<p>by Forvis Mazars during their standard annual report audit, for the Sustainability section of our Annual Report 2025.</p>
Activities and workers	
<p>2-6 Activities, value chain and other business relationships</p>	<p>Babcock International Group is a leading provider of critical, complex engineering services, specialising in engineering support, frontline support, specialist training, asset management, and product design and manufacture. Our value chain encompasses research and development, procurement, manufacturing, logistics, and maintenance and support, ensuring the efficient delivery and ongoing reliability of our products and services. We maintain strong relationships with customers, suppliers, industry partners, regulatory bodies, and communities, collaborating closely to understand needs, ensure quality, enter new markets, and contribute to local initiatives. Through strategic partnerships and compliance with relevant standards, we drive innovation and deliver tailored solutions that meet the requirements of our diverse stakeholders.</p> <p>Strategically, we've aligned our supplier concentration with our core business activities, resulting in a globally diversified supply chain. This approach helps to mitigate economic, social and environmental risks, bolstering our overall resilience. We acknowledge the diverse contexts in which our suppliers operate and are committed to ethically and socially responsible product and service delivery.</p> <p>Our commitment to supplier relationships involves regular audits and assessments to ensure compliance with our policies, standards, and industry regulations. We prioritise critical factors such as environmental and labour laws, as well as quality management systems to enhance supply chain success and foster enduring partnerships. Additionally, we monitor key risk categories within our supply chain, identifying and mitigating potential risks to safeguard our business integrity and benefit the broader community.</p> <p>As part of our centre-led procurement operating model, we have implemented a unified risk register across our sectors: Marine, Nuclear, Land, and Aviation. This register enhances our visibility and tracks all supplier risks inclusive of child labour, hazardous work, forced labour, environmental impact and social criteria where identified. Our goal is transparent and efficient risk mitigation. Additionally, our AI-powered risk resilience tool proactively identifies hidden risks within our sub-tier supply chain, including focus on ESG factors such as human rights and environmental concerns. Through these initiatives, we strengthen our supply chain resilience and uphold ethical standards for the benefit of our broader community.</p> <p>Our supply chain aligns with key themes of social value, sustainability, regulatory compliance, and technical assurance. Across our diverse sectors, supplier flexibility is essential to meet evolving requirements and uphold our position as a premier provider of exceptional products and services. Our stable supply chain spans over 10.5k partners across 45 countries, with approximately 4.5k based in the UK.</p> <p>See also pages 1-3 of our Annual Report 2025.</p>
<p>2-7 Employees</p>	<p>Our total workforce is 29,381, which includes 23,694 men, 5,610 women, 20 individuals identifying as non-binary, or "I use another term", 20 who</p>

GRI 2: General Disclosures 2021

Disclosure

Additional Information

did not specify, and 37 who chose to prefer not to say. See also [page 87](#) of our Annual Report 2025.

The methodologies and assumptions used to compile this data are described in the Reporting boundaries and methodologies section of this GRI and SASB report on pages 66-69.

Employee by gender

	Total FY23	Total FY24	Total FY25
Male	21,302	22,704	23,694
Female	4,813	5,439	5,610
Non-binary	10	18	20
Not specified	290	129	20
Prefer not to say	65	53	37
Total	26,480	28,343	29,381

Employment Contract Type

	FY23			FY24			FY25		
	Perm	Temp	Total	Perm	Temp	Total	Perm	Temp	Total
Africa	-	-	-	1,125	-	1,125	1,126	0	1,126
Americas	-	-	-	542	39	581	503	15	518
Asia	-	-	-	20	-	20	19	2	21
Australasia	-	-	-	1,766	149	1,915	1,686	151	1837
Europe	-	-	-	658	25	683	653	11	664
UK	-	-	-	22,253	1,741	23,994	23,795	1,420	25,215
Unknown	-	-	-	25	-	25	-	-	-
Total	-	-	-	26,389	1,954	28,343	27,782	1,599	29,381

Note: FY23 figures are omitted from the table due to unavailability of data

2-8 Workers who are not employees

The most common type of worker who are not employees are agency supplied workers. Agency supplied workers have a contractual relationship with the agency through which they are supplied to Babcock. The agency supplied workers predominantly work in Engineering, PMRO and Project Management fields.

Interns and apprentices are not included in this data as Babcock classifies them as employees. Sub-contracted labour is omitted from the data.

There were no significant fluctuations during and between the reporting periods.

Workers who are not employees

	FY23			FY24			FY25		
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
UK	1,643	49	1,692	1,691	63	1,754	1,398	36	1,434
Germany	-	-	-	-	-	-	-	-	-
France	1	-	1	17	-	17	-	-	-
Australasia	112	-	112	147	2	149	151	-	151

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Disclosure	Additional Information									
	South Africa	-	-	-	-	-	-	-	-	-
	Canada	16	-	16	33	1	34	14	-	14
	Total	1,772	49	1,821	1,888	66	1,954	1,563	36	1,599

Governance

2-9 Governance structure and composition	<p>Our governance structure is included in the Governance section on pages 120-143 of our Annual Report 2025.</p> <p>The Board has three standing committees: the Audit Committee, the Remuneration Committee and the Nomination Committee. More information on the membership and work of these committees is included in the Governance section on pages 144-177 of our Annual Report 2025.</p>
2-10 Nomination and selection of the highest governance body	<p>The Nominations Committee of the Board, which comprises all the independent non-executive directors and the Chair of the Company, is responsible for keeping the composition of the Board under review and succession planning for the Board and senior leadership of the Group. Criteria for selecting candidates for Board appointments include skills, knowledge, experience, diversity and independence.</p> <p>See pages 140-143 of our Annual Report 2025.</p>
2-11 Chair of the highest governance body	<p>The Board chair is a Non-Executive Director and, in accordance with the UK Corporate Governance Code, was independent on appointment. At 31 March 2025, in addition to the Chair and two Executive Directors, the Board comprised seven independent Non-Executive Directors.</p> <p>The division of responsibilities between Non-Executive and Executive is described on pages 128-131 of our Annual Report and Financial Statements 2025 with further details on our website.</p>
2-12 Role of the highest governance body in overseeing the management of impacts	<p>The Board's role is to lead the Group with a view to the creation of strong, sustainable financial performance and long-term shareholder value, to review and approve the Group's strategic plan and to supervise the conduct of the Group's activities within a framework of prudent and effective internal controls. This is underpinned by a clear Purpose and Principles by which we do business, enshrined in our Code of Business Conduct, all kept under review by the Board.</p> <p>During the year, the Board and the Executive Committee had several reviews on Group-led sustainability workstreams including updates on the new sustainability strategy, decarbonisation and Energy Saving Opportunities. The Executive Committee has direct oversight of climate-related risks and opportunities via the Risk Committee and Corporate Sustainability Committee. These matters are then in turn reported to the Board.</p> <p>More information can be found in the Strategic report on pages 1-124 and in the Governance section on pages 126-184 of our Annual Report 2025.</p>
2-13 Delegation of responsibility for managing impacts	<p>The Board delegates to management by way of a delegation of authority matrix, most often to the Executive Directors who in turn delegate to management committees or managers. See page 132 of our Annual Report 2025.</p>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
2-14 Role of the highest governance body in sustainability reporting	<p>The sustainability strategy is overseen by the Corporate Sustainability Committee (CSC), a new sub-committee of the Executive Committee, to ensure robust governance of its implementation.</p> <p>Further information on the Board's role in developing the purpose, values, strategies, policies and goals related to economic, environmental and social topics can be found throughout the Strategic report on pages 1-124 and in the Governance section on pages 126-184 of our Annual Report 2025.</p>
2-15 Conflicts of interest	<p>Our Code of Business Conduct references how potential conflicts of interests are to be managed. The Board has adopted a formal procedure for the disclosure, review, authorisation, and management of Directors' actual and potential conflicts of interest.</p> <p>External interests of the Directors are provided on pages 130 and 131 of our Annual Report 2025. Major shareholders as of 31 March 2025, none of whom have an interest in more than 10% of the Company, are detailed on page 175 and "Related party disclosures" on page 262 of our Annual Report 2025.</p>
2-16 Communication of critical concerns	<p>Details can be found in the Governance report section on pages 126-184 and in the Principal Risks and Management Controls section on pages 104-123 of our Annual Report 2025.</p>
2-17 Collective knowledge of the highest governance body	<p>Environmental, Social and Governance matters are an integral part of Board strategic discussions, and the Board receives regular reports on progress in these areas.</p> <p>Our Chair, Ruth Cairnie, is Patron of The Women in Defence Charter, an initiative to advance gender diversity within the defence sector.</p> <p>The Non-Executive Director responsible for workforce engagement, Lord Parker, has visited a number of operations meeting with employees and has reported his learnings back to the Board. The Board has also had people updates from the Chief People Officer including review of the Global employee survey and Inclusion and Diversity initiatives.</p> <p>Claudia Natanson, Non-Executive Director, has extensive information and cybersecurity expertise with over 20 years' experience in this field.</p> <p>More information on pages 128-131 of our Annual Report 2025.</p>
2-18 Evaluation of the performance of the highest governance body	<p>Each year we conduct an evaluation to assess the Board's ways of working as well as its skills, experience, independence and knowledge to confirm it is able to discharge its duties and responsibilities effectively. This year the performance review was externally led by Better Boards. The review identified that the key strengths of the Board were its breadth and depth of experience and knowledge, and its collegiate ways of working, with open debate between members based on mutual respect, facilitated by the Chair. The review did identify actions for the Board to work on over FY26, more information about which can be found on page 143 of our Annual Report together with a commentary on the progress made on actions identified in the prior year's review.</p>
2-19 Remuneration policies	<p>The Remuneration Committee report within our Annual Report and Financial Statements 2025 details our Remuneration policy, see pages 150-177. The report includes:</p> <ul style="list-style-type: none"> • the key components of the Executive Directors remuneration, • the purpose and link to strategy,

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Disclosure	Additional Information
	<ul style="list-style-type: none"> • its operation, • the opportunity, and • performance metrics. <p>In 2023, the Committee reviewed the Company's Remuneration policy and put the new policy to shareholders for approval in the September 2023 Annual General Meeting. Within the new Remuneration policy, the Committee kept in mind its key responsibility to maintain a strong link between strategy, stakeholder experience and Executive Director reward.</p> <p>Following a shareholder consultation, we are proposing to make some changes to the ensuing elements within our policy for shareholder approval at the 2025 AGM:</p> <ul style="list-style-type: none"> • Changes to our Performance Share Plan (PSP) proposing to introduce an additional absolute Total Shareholder Return (TSR) 'kicker' to the award opportunity. • Changes to our annual bonus scheme: <ol style="list-style-type: none"> i. to increase the annual bonus opportunity for the Executive Directors from 150% to 180% of salary to ensure competitiveness with companies of similar size and in our market. ii. to retain a requirement for mandatory bonus deferral provisions (currently 40% of earned bonus deferred into shares for three years), but to disapply the deferral provision for those Executive Directors who have achieved their shareholding requirements. In such a scenario, we would pay any bonus earned in cash. <p>See also pages 150-177 of our Annual Report 2025.</p> <p>The Remuneration policy for Executive Directors relies more heavily on the value of variable performance-related rewards than on the fixed elements of pay, to incentivise and reward success. The performance measures consist of both financial and non-financial metrics, which includes Environment, Social and Governance (ESG) metrics. The Committee believes that, properly structured and with suitable safeguards, variable performance-related rewards are the best way of linking pay to strategy, risk management and shareholders' interests.</p>
2-20 Process to determine remuneration	<p>Remuneration is determined by the Remuneration Committee as per the Remuneration Policy, which is approved by the shareholders. The Remuneration policy for Executive Directors is considered with the remuneration philosophy and principles that underpin remuneration for the wider group in mind.</p> <p>When determining remuneration, the Committee takes into account views of leading shareholders and best practice guidelines issues by institutional shareholder bodies. The Committee welcomes feedback from shareholders on the Remuneration policy and arrangements and commits to undertaking consultation with leading shareholders in advance of any significant changes to the remuneration policy. Our Remuneration Committee continues to engage with our key stakeholders, our shareholders and employees, to understand their views, using this engagement to design remuneration structures under our Remuneration policy to reflect best practice and support the Group's strategic direction and incentivise employees to deliver value to shareholders. Ellason are the appointed advisors to the Remuneration Committee. Ellason reports directly to the committee Chair and provides objective and independent analysis, information and advice on all aspects of executive remuneration</p>

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Disclosure	Additional Information
	<p>and market practice, within the context of the objectives and policy set by the committee.</p> <p>More information is available in the Remuneration Committee report on pages 150-153 of our Annual Report 2025. Details of independent third-party remuneration consultants are on page 163.</p> <p>The last shareholder vote on the Directors Remuneration Policy saw 98.29% approval rate at the September 2023 Annual General Meeting.</p> <p>Our policy regarding consideration of employee and shareholder views in connection with Executive Directors' remuneration can be found on page 162 of our Annual Report 2025.</p>
2-21 Annual total compensation ratio	<p>We disclose the ratio between the CEO's salary and total remuneration and that of the UK-based employees at the 25th, median (50th) and 75th percentile on page 173 of our Annual Report 2025.</p> <p>Omission: Ratio of the percentage increase in annual total compensation for the organisation's highest paid individual to the median percentage increase in annual total compensation for all employees (excluding highest paid individual)</p> <p>Reason: Information unavailable/incomplete</p> <p>Explanations:</p> <ol style="list-style-type: none"> <li data-bbox="512 1003 1401 1099">i. There are reporting limitations with obtaining the percentage increase in annual total compensation for all employees globally, due to the size and complexity of the organisation. <li data-bbox="512 1104 1406 1256">ii. The annual total compensation for the organisation's highest paid individual, the CEO, has a significant weighting towards variable pay to align his remuneration with Company performance. Therefore, there is variability in his pay year to year, which may result in a decrease in some years.
Strategy, policies and practices	
2-22 Statement on sustainable development strategy	<p>Our sustainability strategy can be found on pages 64-65. See also Chair's introduction and CEO Review on pages 126-127 of our Annual Report 2025.</p>
2-23 Policy commitments	<p>Babcock maintain a strong commitment to responsible business conduct which is formalised through the following policies: Code of Business Conduct, Human Rights Policy, Supplier Code of Conduct, Sustainability Supplier policy and Safety, Health and Environmental Protection Policy Statement. Each of these documents outlines our dedication to ethical practices, sustainability and the protection of human rights across our operations.</p> <p>The scope of these commitments extends across our global workforce and operations. They apply to employees, senior leaders, contractors, suppliers and business partners throughout our supply chain.</p> <p>Oversight and review of these policies are conducted at least every three years or at a change of ownership.</p> <p>To ensure awareness, policies and commitments are communicated internally, on our Global Business Management System (BMS) and reinforced through regular training modules. Suppliers and partners are</p>

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Disclosure	Additional Information
2-24 Embedding policy commitments	<p>introduced to these policies during onboarding and through contractual agreements.</p> <p>For our policy commitments for responsible business conduct see our ESG Policies and Statement on our website which contains links to our policies and download the full documents.</p> <p>Our Code of Business Conduct and related guidance provide practical guidance to our colleagues and others connected to our business on how to conduct business in an ethically sound way in line with our purpose and principles. Compliance with this policy is compulsory for our employees, business advisors and business partners. We also expect our colleagues to undertake mandatory training on our Code and key global policies.</p> <p>Effective supply chain governance is key to Babcock’s business strategy, promoting integrity as well as ethical, sustainable and transparent operations. In FY25, we published our Supplier Assurance Handbook to improve transparency. This handbook provides our suppliers with detailed insights into our assessments, audits and development processes, to help enhance collaboration and responsible practices across our supply chain.</p> <p>We have also implemented ESG ratings for our suppliers, assessing their environmental impact, social responsibility and governance practices. These ratings provide suppliers with the guidance required to improve their scores, thereby strengthening our commitment to sustainability, enhancing supply chain resilience, reducing environmental impact and contributing to global sustainability goals.</p> <p>Our diverse portfolio of over 10,500 suppliers continues to be a key strength. Rigorous due diligence and continuous improvement efforts ensure compliance and risk management across our supply chain. This involves thorough supplier assessments, regular audits and continuous monitoring to ensure adherence to our standards.</p> <p>Our AI-driven risk resilience solution provides real-time monitoring of our supply chain and is continually developed to provide the most up-to-date and relevant tracking of our supply chain, allowing us to proactively address potential disruptions.</p> <p>Ethical practices are at the core of our supply chain governance. By adhering to our Supplier Code of Conduct, we ensure that our suppliers engage in fair labour practices, respect human rights and commit to environmental stewardship. This ethical foundation helps mitigate risks, safeguard our reputation and promote long-term value creation.</p> <p>Combining ethical practices with on-time delivery, cost efficiency, compliance and quality is essential for Babcock’s success. Reliable and timely delivery from suppliers ensures that our projects stay on schedule, while cost efficiency helps us remain competitive. High-quality standards aim to assure that we deliver exceptional products and services to our customers.</p> <p>See also pages 97-99 of our Annual Report 2025.</p>
2-25 Processes to remediate negative impacts	<p>We recognise our responsibility to respect human rights, protect the environment and uphold ethical business conduct throughout our supply chain.</p>

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Disclosure	Additional Information
	<p>Our key grievance mechanism is our independent whistleblowing hotline, EthicsPoint, which can be accessed anonymously by employees and anyone in our supply chain.</p> <p>In the first instance employees should raise any concerns with their line managers, who are responsible for escalating the information to the appropriate senior management. Alternatively, employees may use the confidential whistleblowing telephone or web service established for employees to report matters of concern.</p> <p>Suppliers are encouraged to raise concerns relating to any perceived violations as stated in our Supplier Code of Conduct and Modern Slavery Statement. Suppliers can approach their Account Manager, who will inform Babcock's senior management. Alternatively, concerns can be directly raised with Babcock's Group General Counsel or lawyers through phone, letter or email. In situations where the supplier prefers to place an anonymous report in confidence, they can use our confidential whistleblowing online platform.</p> <p>Environmental grievances submitted through the whistleblowing platform are directed to the Group Company Secretary, who forwards the information to the relevant SH&EP representative. The Corporate Safety Leadership Team (CSLT) will review the grievance and appoint a team to assess the site(s) involved. Following the assessment, a whistleblowing report will be prepared. This report will be escalated to higher levels of management if deemed necessary.</p> <p>Colleagues may also submit environmental grievances through the Synergi Life platform, whether they relate to a specific incident or reflect broader concern about environmental practices. These submissions are reviewed by the Environmental Working Group, which will initiate an incident management investigation if appropriate.</p> <p>See also page 97 of our Annual Report 2025; Code of Business Conduct.</p>
<p>2-26 Mechanisms for seeking advice and raising concerns</p>	<p>Where any employee or person connected to our business has any concern that either our Code of Business Conduct or associated guidance are not being followed, they can contact a confidential whistleblowing hotline, without fear of unfavourable consequences for themselves. This service is available 24 hours a day, 365 days a year, in local languages and is accessible by telephone or at babcockinternational.ethicspoint.com. It is managed by an external company, independent of Babcock, with staff trained to deal with reports. The hotline sends all reports received to the Group Company Secretary, who sends it to the person with the appropriate experience and training to investigate the report properly. The Group Company Secretary submits a report to the Board of all the investigations and their result.</p> <p>See also pages 97-99, 132-133 of our Annual Report 2025.</p>
<p>2-27 Compliance with laws and regulations</p>	<p>Environmental compliance</p> <p>There were no fines in respect of non-compliance this year.</p> <p>Socioeconomic compliance</p> <p>There were no fines in respect of non-compliance this year.</p> <p>Omission: Total number and the monetary value of fines for instances of non-compliance.</p>

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<i>Disclosure</i>	<i>Additional Information</i>																										
	<p>Reason: Not applicable.</p> <p>Explanation: We do not report fines that the business does not deem to be material.</p> <p>See also note 29 on page 260 of our Annual Report 2025.</p>																										
2-28 Membership associations	<p>Babcock participates in several associations and partnerships as corporate, chairing or active member.</p> <p>Our CEO was elected President of the ADS Board in January 2024 serving as President and Chair of the Board during his two-year tenure. Babcock employees are represented on 25 of the ADS's special interest groups, boards, and cross-cutting committees. In addition to our group membership subscription, we have contributed to ADS work on ESG, Climate Change Levy, Defence SSCR, and Party Conference Engagement.</p> <p>Our Chief Corporate Affairs Officer chairs the Defence Suppliers Forum (DSF) and is President and Board member of the Society of Maritime Industries and Chair of Maritime Research and Innovation UK (MarRI-UK).</p> <p>Babcock is one of the Defence Growth Partnership (DGP) 15 "main" members and is represented on the DGP steering committee, the UK Defence Solutions Centre (UKDSC) Liaison Board and the Defence Industry Liaison Board. Additionally, we provide secondees into the UK Defence and Security Exports (UKDSE) and UKDSC.</p> <p>We are also signatories of a number of initiatives, partnerships and pledges and we hold a gold award from the MOD's Armed Forces Covenant – see table in the charts and tables section for further details.</p> <p>See also page 95 of our Annual Report 2025.</p> <p>Membership Associations</p> <table border="1"> <tbody> <tr> <td>5% Club</td> <td>Menopause Workplace Pledge</td> </tr> <tr> <td>ADS</td> <td>Progressive Aboriginal Relations Pledge</td> </tr> <tr> <td>Apprentice Ambassador Network (AAN)</td> <td>Race at Work Charter</td> </tr> <tr> <td>Armed Forces Covenant</td> <td>Science Based Targets (SBTi)</td> </tr> <tr> <td>Careers & Enterprise Company</td> <td>Social Mobility Pledge</td> </tr> <tr> <td>Chapter Zero</td> <td>The Hidden Talent</td> </tr> <tr> <td>Defence Growth Partnership</td> <td>The Valuable 500</td> </tr> <tr> <td>Defence Suppliers Forum</td> <td>Tomorrow's Engineer Code</td> </tr> <tr> <td>Developing the Young Workforce (DYW)</td> <td>UK Defence Industry Safety Forum</td> </tr> <tr> <td>Disability Confident Employer Commitment</td> <td>UK Business and Biodiversity Forum</td> </tr> <tr> <td>Institute of Student Employers (ISE)</td> <td>We Mean Business Coalition</td> </tr> <tr> <td>Institute of Sustainability and Environmental Professionals (ISEP)</td> <td>Women in Defence</td> </tr> <tr> <td>MarRI-UK</td> <td></td> </tr> </tbody> </table>	5% Club	Menopause Workplace Pledge	ADS	Progressive Aboriginal Relations Pledge	Apprentice Ambassador Network (AAN)	Race at Work Charter	Armed Forces Covenant	Science Based Targets (SBTi)	Careers & Enterprise Company	Social Mobility Pledge	Chapter Zero	The Hidden Talent	Defence Growth Partnership	The Valuable 500	Defence Suppliers Forum	Tomorrow's Engineer Code	Developing the Young Workforce (DYW)	UK Defence Industry Safety Forum	Disability Confident Employer Commitment	UK Business and Biodiversity Forum	Institute of Student Employers (ISE)	We Mean Business Coalition	Institute of Sustainability and Environmental Professionals (ISEP)	Women in Defence	MarRI-UK	
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MarRI-UK																											

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Disclosure

Additional Information

Stakeholder

2-29 Approach to stakeholder engagement

We engage with internal and external stakeholders on a regular basis, ranging from customers, investors, employees, regulators, suppliers and communities.

See also [pages 62-103](#) of our Annual Report 2025.

2-30 Collective bargaining agreements

Globally 67.87% of Babcock's employees are covered by collective bargaining agreements.

The working conditions and terms of employment for employees who are not covered by collective bargaining agreements are determined separately to those who are subject to collective bargaining agreements.

See also page 2 of our [Human Rights Policy](#).

Collective bargaining agreements

	FY23		FY24		FY25	
	Number	%	Number	%	Number	%
UK	15,064	67%	15,896	72%	17,498	73%
Germany	8	12.7%	-	-	-	-
France	459	100%	543	100%	576	100%
Australasia	336	19%	418	24%	352	21%
Africa	499	62%	424	43%	429	42%
Canada	-	-	-	-	-	-
Total	16,366	62%	17,281	65,49%	18,855	67.87%

GRI 3: Material Topics

<i>Disclosure</i>	<i>Additional Information</i>
3-1 Process to determine material topics	<p>In 2024 we conducted a double materiality assessment incorporating a preliminary financial materiality lens to each of the material impacts identified to support Babcock’s new sustainability strategy. Topics were prioritised based on severity, likelihood and relevance to stakeholders.</p> <p>Our analysis identified 19 sustainability and governance factors which are material to Babcock - the most material factors form the basis of the six strategic priorities outlined in our new sustainability strategy.</p> <p>For more information on our double materiality methodology, please refer to our Double Materiality Assessment available on our website.</p> <p>This analysis was carried out based on the double materiality principle established by the Corporate Sustainability Reporting Directive (CSRD).</p>
3-2 List of material topics	<p>Based on our double materiality assessment and recognising that the relative importance of each topic may vary depending on geography and jurisdiction, several topics have been identified as material to Babcock, including: emissions, energy, water and effluents, biodiversity, waste, occupational health and safety, diversity and equal opportunities, employment, local communities and human rights assessment. The remaining topics, identified in our assessment, are also considered material.</p> <p>For more information, please refer to our materiality assessment and on page 65 of our Annual Report 2025.</p>
3-3 Management of material topics	<p>We have described the management and approach of our six strategic targets alongside each relevant disclosure and corresponding indicator.</p> <p>The management of material topics in relation to our six strategic targets is outlined alongside each relevant disclosure and corresponding indicator.</p> <p>Further information can be found throughout our Annual Report 2025.</p>

Topic Standards: Governance and Economic Disclosures

Disclosure

Additional Information

GRI 201: Economic Performance 2016

201-1 Direct economic value generated and distributed

Our revenue this year totalled £4,831.3 million. Economic value distributed contains operating costs (£2,809.6 million), employee salaries and benefits (£1,659.3 million) and tax cost (£80.2 million). See also notes 3,4 and 7 on [pages 211, 215 and 218](#) of our Annual Report 2025.

Omission: Direct economic value by local market

Reason: Information unavailable/incomplete

Explanation: We do not currently disaggregate direct economic value by local market.

201-2 Financial implications and other risks and opportunities due to climate change

Climate change will impact our business in a variety of ways and present both risks and opportunities. This is explained in more detail in the TCFD section on [pages 72-79, 120](#) of our Annual Report 2025.

We have highlighted climate-related risk within our Principal Risks and Management Controls section of our Annual Report - see [pages 104-123](#) for more information.

We are taking steps to better understand the direct and indirect impacts of climate change on our business, so we can develop plans to ensure our business activities remain robust and are affected by climate change as minimally as possible.

We recognise the importance of considering climate-related risks and opportunities in business decisions and strategic planning.

For the year ending 31 March 2025 we have continued to adopt the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to enable us to identify and address physical and transitional risks and quantify the impact of climate change on the Group.

201-3 Defined benefit plan obligations and other retirement plans

All of the Group's UK retirement plans (other than the Additional Compensation Program) are either established under Trust (which are at arm's length to the Company and administered by the appropriate Board of Trustees) or by way of a direct contract between the employee and the provider (such as a personal pension plan). The Additional Compensation Program provides certain categories of ex-employees with additional pensions, the costs of which, for many of these amounts, are met by other parties through contractual agreements. The estimated value of the liabilities for Additional Compensation Payments not reimbursed by other parties is £2m.

Outside of the UK, the Group's employing entities participate in pension programs as appropriate to the relevant country. No defined benefit programs are in place whereby liabilities are met from Group's general resources.

As of 31 March 2025, the Group's Trust based defined benefit pension schemes assets covered 99.8% of the liabilities as calculated for IAS19 purposes.

The full basis is given within the Group' Report and Accounts for the year ending 31 March 2025. As of 31 March 2025, the discount rate assumption used was between 5.7% and 5.8% and the CPI inflation assumption used was between 2.3% and 2.7%, depending on scheme.

Topic Standards: Governance and Economic Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>In recent years, the Group has agreed revised strategies with the trustees of the Babcock International Group Pension Scheme, the Devonport Royal Dockyard Pension Scheme and the Rosyth Royal Dockyard Pension Scheme designed to target these schemes all being self-sufficient by 2030.</p> <p>The level of participation in retirement plans is approximately 94% for the UK.</p> <p>See also note 25 on pages 252-258 our Annual Report 2025.</p> <p>Omission: Percentage of salary contributed by employee or employer.</p> <p>Reason: Confidentiality constraints.</p> <p>Explanation: Babcock considers the information confidential and cannot report it publicly.</p>
201-4 Financial assistance received from government	<p>Babcock is a publicly listed company and is not part-owned by any government.</p> <p>Government grants received during the year are disclosed on page 204 of our Annual Report 2025.</p> <p>Omission: Information broken down by country.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: This information is not broken down by country.</p>
GRI 202: Market Presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	<p>Workers across all our operations are paid at or above the relevant statutory minimum wage. Only a small number (less than 1%) of our Babcock employees (UK) are paid the statutory minimum wage rate and therefore do not represent a significant proportion of our workforce. The entry level wage by gender ratio is therefore not reportable.</p> <p>To ensure that workers who are not employees are not being underpaid, the Central Supplier Management Team within our managed service supplier of agency workers conducts an annual review of suppliers. This review includes a check to verify that workers are receiving wages in accordance with agreed rates and are not being paid below the minimum wage requirements.</p> <p>See also our Gender Pay Gap Report 2024.</p>
202-2 Proportion of senior management hired from the local community	<p>Omission: Proportion of senior management hired from the local community.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: Given the complexity of our operations we do not currently collate data on the proportion of senior management hired from the local community.</p>
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	<p>Secretary of State for Defence has secured an Agreement for Lease over a circa 200,000 sq. ft warehouse at a new site in Scotland, which has been constructed to a BREEAM Excellent, EPC A standard. Babcock are now engaged to develop the complex fit-out requirements for the property, which will provide a new world class Engineering Function</p>

Topic Standards: Governance and Economic Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>facility with capacity for circa 400 staff. The facility is planned for completion by Q3 2026.</p> <p>Omission: The size, cost and duration of each significant infrastructure investment or service supported.</p> <p>Reason: Confidentiality constraints.</p> <p>Explanation: The nature of Babcock estate initiatives is considered commercially sensitive.</p>
203-2 Significant indirect economic impacts	For more information on how we contribute to local economic development see page 92 of our Annual Report 2025, the Defence Dividend Report , and the Oxford Economics Report .

GRI 204: Procurement Practices 2016

204-1 Proportion of spending on local suppliers	<p>We are committed to creating value for our stakeholders and supporting local communities by leveraging local supply chain opportunities wherever possible. Our sourcing practices, which vary across sectors and business units, prioritise UK-based suppliers, currently accounting for 87% of our total UK spend (FY25). By engaging with the community, we foster significant growth opportunities for local suppliers of our products, goods, and services.</p> <p>Small and medium enterprises (SMEs) play a critical role in our supply chain, and we are dedicated to supporting their growth and promoting the continued sourcing of local suppliers to enhance our overall social value proposition. We aim build long-term relationships with our SME suppliers, providing them with the resources and support they need to succeed, while also delivering high-quality products, goods, and services to our customers. As of FY25, 31% of our suppliers are SMEs, with approximately 2,700 based in the UK.</p> <p>See also page 92 of our Annual Report 2025.</p>
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GRI 205: Anti-corruption 2016

205-1 Operations assessed for risks related to corruption	<p>The 2025 annual fraud risk assessment has been reported into the Audit Committee. All Sectors, DRCs and Central Functions have been assessed (covering 100% of the Group) for fraud risks which include corruption. No significant risks related to corruption were identified through the risk assessment.</p> <p>Following the fraud risk management framework review performed by EY in FY24 several improvements have been made in FY25 including the documentation of a central fraud risk management policy, enhanced bottom up and top-down fraud risk assessments, the mapping of control activities against specific fraud risks and enhanced training.</p> <p>Fraud risk management is incorporated into Babcock's enterprise risk management framework. Sectors, Direct Reporting Countries ("DRCs"), and Central Functions submit their strategic Risk Registers quarterly and these are analysed and reviewed for upward reporting into the Executive Risk and Controls Committee. In addition, a specific fraud focused top-down risk assessment has been performed at a Group level.</p> <p>The Group has a number of activities in place to mitigate these risks including the underlying organisation and culture, policies and standards in place, education and awareness, processes and controls, monitoring,</p>
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Topic Standards: Governance and Economic Disclosures

Disclosure	Additional Information
	<p>auditing and speak up processes, reporting communication and improvement processes and investigation and remediation activities.</p> <p>On a bi-annual basis Sectors, DRCs and functions complete letters of representation which include stated compliance with policies and procedures to manage risks associated with bribery and corruption and other ethical risks.</p> <p>See also page 105 of our Annual Report 2025.</p>

205-2 Communication and training about anti-corruption policies and procedures	<p>All employees must complete training, including training on anti-corruption policies and procedures, before they are given access to the Babcock network on joining the company, after which annual refresher training is compulsory. For employees of those operations not on our network, we make sure we identify the more at-risk groups and train them accordingly on an annual basis.</p> <p>Our Code of Business Conduct and details of our Whistleblowing lines, for reporting breaches of the Code of Conduct, are widely displayed across Babcock sites and on our intranet and website together with our Anti-Bribery and Corruption/Ethical Policy.</p> <p>Compliance with our Code of Business Conduct / Supplier Code of Conduct is also compulsory for our business advisors and partners and suppliers. See also pages 95, 102 of our Annual Report 2025.</p> <p>The table below shows the percentage of employees who completed their annual training over the past three years.</p>
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	% completed training FY23	% completed training FY24	% completed training FY25
Acceptable Use Policy	93%	92%	93%
Anti-Bribery Training	95%	95%	93%
Cyber Security Awareness Training	93%	92%	92%
Data Protection Training	95%	94%	92%
Trade Controls Awareness	97%	97%	93%

205-3 Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in the period. See also note 29 on page 260 of our Annual Report 2025.
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GRI 206: Anti-competitive Behavior 2016

206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<p>There is one legal case pending regarding an allegation of anti-competitive behaviours. We do not disclose information about ongoing cases.</p> <p>Omission: Any non-public incidents are not reported.</p> <p>Reason: Confidentiality constraint.</p> <p>Explanation: We don't disclose details of all ongoing investigations.</p>
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GRI 207: Tax 2019

207-1 Approach to tax	The Board of Directors of Babcock International Group PLC has ultimate responsibility for the tax strategy of the Group. Responsibility for implementation of / continued compliance with this strategy lies with the
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Topic Standards: Governance and Economic Disclosures

Disclosure	Additional Information
207-2 Tax governance, control, and risk management	<p>Group CFO, who is supported by the Group Head of Treasury and Tax, who assumes day to day responsibility in this area.</p> <p>The Group meets the legal obligation to make its tax strategy publicly available on our website.</p> <p>See also our Code of Business Conduct, Group Tax Strategy, and note 7 on pages 217-220 of our Annual Report 2025.</p> <p>The Board of Directors of Babcock International Group PLC has ultimate responsibility for the tax strategy of the Group. Responsibility for implementation of continued compliance with this strategy lies with the Group CFO, who is supported by the Group Head of Treasury and Tax, who assumes day to day responsibility in this area.</p> <p>On an annual basis, the Group Head of Treasury and Tax presents all relevant tax matters to the Board, including:</p> <ul style="list-style-type: none"> • A summary of the Group's tax strategy • A summary of the Group's level of compliance with tax laws in all relevant jurisdictions (including timely tax filings and tax payment processes) <p>At the end of the second quarter of the accounting period, in the UK the Group submits its annual SAO (Senior Accounting Officer) self-certification, in respect of Tax Controls Frameworks and ensures its tax controls and processes are as good as possible in order to help it achieve the highest levels of tax compliance.</p> <p>Our integrity in relation to tax is disclosed in the policies we set, the financial controls we have in place and our organisation culture.</p> <p>See also our Code of Business Conduct, Group Tax Strategy, and note 7 on pages 217-220 of our Annual Report 2025.</p>
207-3 Stakeholder engagement and management of concerns related to tax	<p>At Babcock, we strive to have an open and collaborative dialogue with tax authorities. This includes a regular dialogue with HM Revenue & Customs in the UK in respect of all relevant tax matters, including the Group's HMRC risk rating, which is assessed annually.</p> <p>As set out in the Group's tax strategy document, the Group ensures compliance with UK Government Contractor Guidelines.</p> <p>See also our Code of Business Conduct, Group Tax Strategy, and note 7 on pages 217-220 of our Annual Report 2025.</p>
207-4 Country-by-country reporting	<p>Babcock is supportive of tax compliance and disclosure regimes within the UK and elsewhere, for example Country-by-Country-Reporting and enhanced Transfer Pricing documentation.</p> <p>Since 2016 we have completed Country-by-Country-Reporting and supplied this to the UK HMRC, who can then supply it to other tax authorities under exchange of information protocols.</p> <p>See also our Group Tax Strategy, and note 7 on pages 217-220 of our Annual Report 2025.</p> <p>Omission: Country-by-Country reporting.</p> <p>Reason: Confidentiality constraint.</p>

Topic Standards: Governance and Economic Disclosures

Disclosure

Additional Information

Explanation: A breakdown of corporate tax information by jurisdiction is not included because this information is not publicly disclosed as it is commercially confidential and, from a practical perspective, voluminous and complex.



Topic Standards: Environmental Disclosures

Disclosure *Additional Information*

GRI 301: Materials 2016

301-1 Materials used by weight or volume	<p>Omission: Materials used by weight or volume.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
301-2 Recycled input materials used	<p>Omission: Recycled input materials.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
301-3 Reclaimed products and their packaging materials	<p>Omission: Reclaimed products and their packaging materials.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>

GRI 302: Energy 2016

3-3 Management approach to energy	<p>Climate change is impacting every corner of the earth and poses an existential threat to global stability. Research suggests that keeping global temperature rise below 1.5°C compared to pre-industrial levels is key to reducing the risk of damaging climate outcomes. We recognise the importance of our environmental responsibility and are taking steps to minimise the impacts of our operations.</p> <p>Within our new sustainability strategy, our Group-wide targets are initially focused on reducing the consumption of energy across our global operations.</p> <p>We have set a 15% energy efficiency improvement target by 2030 against a 2024 baseline. This new energy efficiency target is the equivalent of the Group achieving an energy intensity of 51kWh consumed per £1k revenue generated by 2030, down from the 2024 baseline of 60kWh per £1k revenue.</p> <p>Over the coming 12 months, our focus is to deliver the Energy Action Plans across the organisation and to run an awareness raising and behaviour change campaign to highlight opportunities to improve efficiency and eliminate energy leakage.</p> <p>For further information, see:</p> <ul style="list-style-type: none"> • Our website: See Environment page • Our reports: See the reporting boundaries and methodologies section on pages 66-69 of this report for more information about how we measure and report on our energy-related targets. • Our Annual Report pages 81-82 • Our policies and standards: See our PPN 06/21 - Carbon Reduction Plan for information on our strategy for energy and emissions.
302-1 Energy consumption within the organization	<p>In 2024, Babcock International Group plc consumed:</p> <ul style="list-style-type: none"> • 488,751.63GJ of fuel. This includes fuels consumed in both stationary and mobile combustion.

Topic Standards: Environmental Disclosures

Disclosure *Additional Information*

- 563,557.39GJ of purchased electricity and 117,222.45GJ of steam.

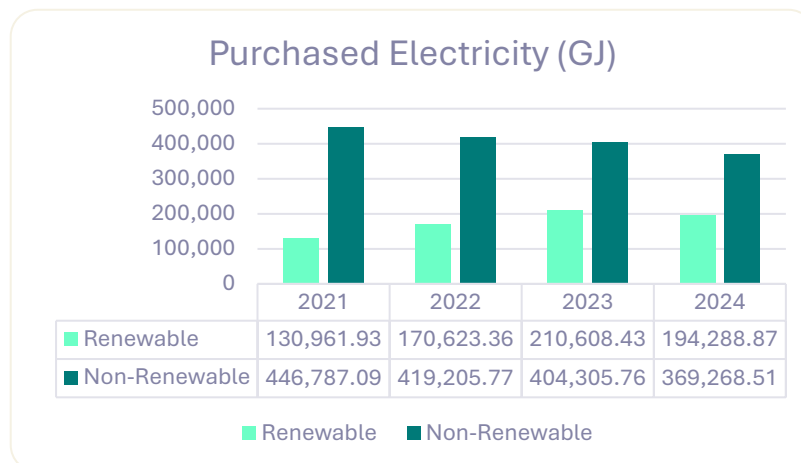
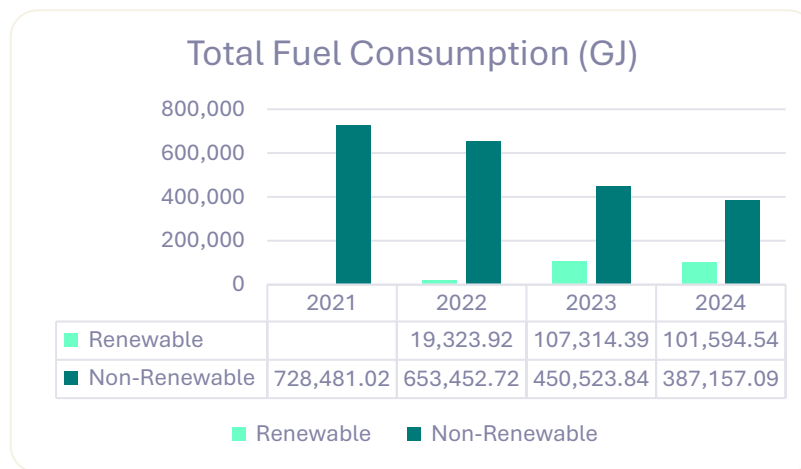
Babcock do not sell any electricity, heating, cooling, or steam.

See also [page 71](#) of our Annual Report 2025.

Omission: Breakdown of energy consumption by heating and cooling.

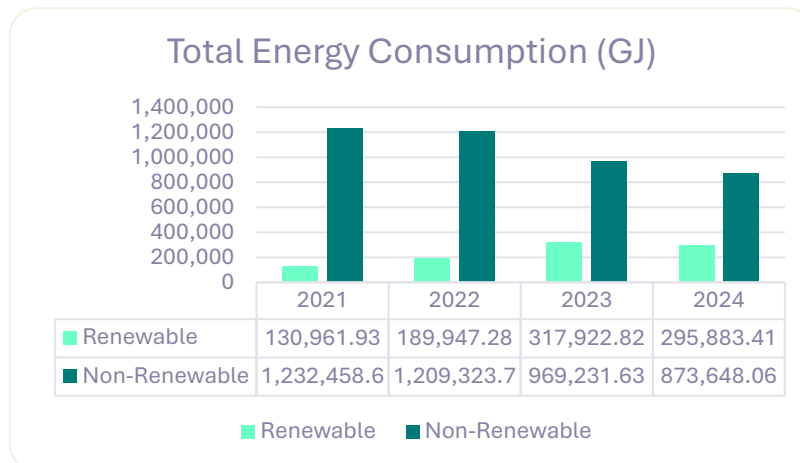
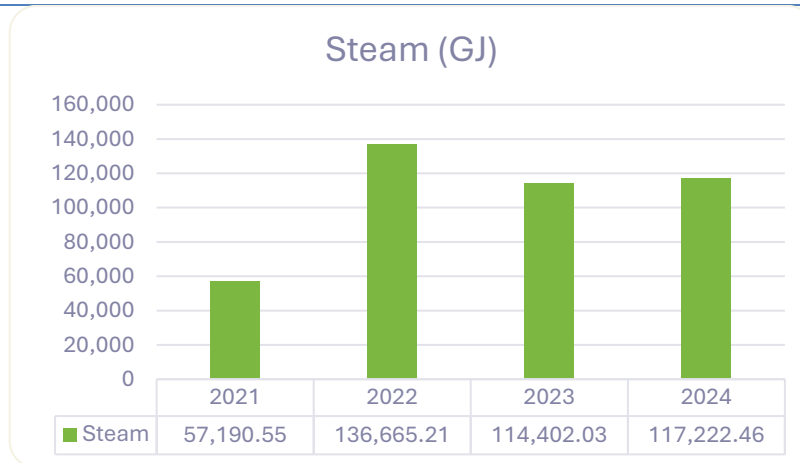
Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.



Topic Standards: Environmental Disclosures

Disclosure Additional Information



Note: The reporting period is the calendar year (01 January to 31 December).

Renewable fuels include biodiesel.

Non-renewable fuels include aviation turbine fuel, diesel, fuel oil, gas oil, kerosene, LPG, natural gas, paraffin, petrol & propane.

302-2 Energy consumption outside of the organization

Omission: Energy consumption outside of the organisation.

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

302-3 Energy intensity

Babcock International Group plc's energy intensity ratio is calculated as: Total Energy Consumption / Adjusted Revenue.

	Unit	2021	2022	2023	2024
Total Energy Consumption	GJ	1,363,421	1,399,271	1,287,154	1,169,531
Adjusted Revenue	£m	3,263	3,853	4,369	4,682
Energy Intensity Ratio	GJ/£1m Revenue	417.84	363.16	294.61	249.79

Topic Standards: Environmental Disclosures

Disclosure	Additional Information
	<p><i>Note: The reporting period is the calendar year (01 January to 31 December). Energy data for this year includes an element of estimated data. Additionally, certain data, estimated to be immaterial to the Group's emissions, has been omitted as it has not been practical to obtain (including operations in Japan and the USA).</i></p> <p><i>The energy included in the intensity ratio is the fuel, electricity and steam consumed within the organisation, as reported in GRI 302-1.</i></p> <p><i>In line with our base year recalculation policy, energy data for prior years have been adjusted in line with organisational changes and include corrected or additional data unavailable in previous Annual Reports. Energy consumption figures include an element of estimated data. Certain data, estimated to be immaterial to the Group's emissions, has been omitted as it has not been practical to obtain (including transport fuel in South Africa). Metering and monitoring improvements are being implemented to capture these data streams. See also page 71 of our Annual Report 2025.</i></p>
302-4 Reduction of energy consumption	<p>Omission: Reduction in energy consumption.</p> <p>Reason: Data unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
302-5 Reductions in energy requirements of products and services	<p>Omission: Reductions in energy requirements of sold products and services.</p> <p>Reason: Data unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	<p>Babcock deploy Environmental Management Systems (EMS) across its operational sites. These systems are in most places ISO14001 Certified. EMS include a framework of policies and procedures targeted to manage the environmental aspects on sites.</p> <p>Interactions with water are identified and managed at a local site level within EMS. Each EMS has an aspects and impacts register that identifies the relevant water-related impacts at the site and how they should be addressed. Where required there are specific policies and procedures in place to address significant water-related impacts.</p> <p>See also pages 80-82 of our Annual Report 2025.</p>
303-2 Management of water discharge-related impacts	<p>Babcock International Group plc operate within various discharge licences with different requirements. Where permits are in operation, Babcock will follow best practice guidance and requirements set by the regulator, for example the Monitoring Certification Scheme (MCERTS) within the UK. Any discharge licences or permits are identified within the relevant EMS and, where applicable, waste management plan. Where permits are in place, there is an identified permit holder who is responsible for deploying the monitoring regime associated with it.</p> <p>See also pages 80-82 of our Annual Report 2025 and our Environment pages.</p>
303-3 Water withdrawal	<p>Water withdrawal data is collected throughout the year by site based operational staff from supplier invoices/meter readings and submitted annually for reporting purposes. UK water stress areas have been determined by the UK Government policy paper Water Stressed Areas – 2021 Classification.</p> <p>Omission: Complete data set for water withdrawal.</p>

Topic Standards: Environmental Disclosures

Disclosure *Additional Information*

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure for 2024 due to data accuracy and completeness. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

	2021	2022	2023	2024
Water Withdrawal – Sea Water	269.0	2,917.3	269.0	269.0
Water Withdrawal - Groundwater	-	0.2	0.2	-
Water Withdrawal – Third-party	36.98	249.4	906.0	885.5
Water Withdrawal in known water stress areas – Third-party	-	407.3	248.5	289.7
Total	305.98	3,574.2	1,423.7	1,444.2

(unit of measurement: ML)

Note: The reporting period is the calendar year (01 January to 31 December).

303-4 Water discharge

Water discharge data is collected throughout the year by site based operational staff from supplier invoices/meter readings and submitted annually for reporting purposes. UK water stress areas have been determined by the UK Government policy paper [Water Stressed Areas – 2021 Classification](#).

Omission: Complete data set for water discharge.

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure for 2024 due to data accuracy and completeness. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

	2021	2022	2023	2024
Water Discharge – Sea Water	-	3.6	-	-
Water Discharge – Surface Water	2.1	3.0	3.0	-
Water Discharge – Third-party Water	273.5	314.8	422.4	-
Water Discharge - Groundwater	-	-	0.9	-
Total	275.6	321.4	426.3	-

(unit of measurement: ML)

Note: The reporting period is the calendar year (01 January to 31 December).

303-5 Water consumption

As noted in GRI 303-3 & 303-4, the data available for water withdrawal and water discharge is both estimated and incomplete. Please see these sections for more information.

Babcock's water consumption is calculated as: Total water withdrawal - Total water discharge.

Topic Standards: Environmental Disclosures

Disclosure *Additional Information*

Omission: Change in water storage in megalitres and complete data set for water consumption.

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure for 2024 due to data accuracy and completeness. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

	2021	2022	2023	2024
a. Water Consumption	306.0	3,166.9	906	-
b. Water Consumption in known water stress areas	30.8	29.6	34.5	-
Total (a-b)	275.2	3,137.3	871.5	-

(unit of measurement: ML)

Note: The reporting period is the calendar year (01 January to 31 December).

GRI 304: Biodiversity 2016

3-3
Management approach to Biodiversity

Across our operations, we engage with a wide variety of ecosystems, acknowledging their vital importance to both society and the planet. Protecting and enhancing biodiversity within the environments where we operate is a core priority, guiding our environmental stewardship. We ensure the protection of the environment through the implementation of Environmental Management Systems (EMS) across our sites.

Our new sustainability strategy reinforces the Group-wide priority to protect and enhance the natural environment.

Our new natural environment target is to deliver a 10% biodiversity Net Gain across our most significant sites (where we have full operational control) by 2030.

To date, we have identified sites located in, or adjacent to, protected areas of high biodiversity significance, as outlined in GRI 304-1 below. These sites are managed in accordance with our licence conditions and we are committed to meeting the conditions of local stakeholders.

As a member of the [UK Business and Biodiversity Forum](#), we continue to engage with UK companies to understand new legal and voluntary requirements and assess the value of biodiversity and nature for business.

For further information, see:

- Our website: See [Supporting a nature positive approach](#)
- Our Annual Report: [page 82](#)
- Our policies and standards: See our [Environmental policy](#)

304-1
Operational sites owned, leased, managed in, or adjacent to, protected

For information on operational sites see tables below.

See also [pages 80-82](#) of our Annual Report 2025 and [Support a nature positive approach](#) on our website.

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>							
areas and areas of high biodiversity value outside protected areas	Location	Site owned, leased, or managed	Type of operation	Size	Within	Adjacent to (200m)	Adjacent to (2Km)	Not in Location
	Canada	Customer site	Office and airfield	Medium	-	-	1	-
	France	Leasehold	Aircraft Hanger, Office	Medium	-	-	3	-
	Midlands	Freehold, Leasehold	Light Industrial, Heavy Industrial, Office	Small, Medium, Large	-	3	3	2
	N. Ireland	Leasehold	Light Industrial, Office	Small	-	-	1	3
	New Zealand	Customer site	Dockyard	Large	-	-	-	1
	Northeast	Leasehold	Light Industrial	Medium	-	-	-	1
	Northwest	Customer site, Freehold, Leasehold	Aircraft Hanger, Light Industrial, Office	Small, Medium	-	-	10	3
	Scotland	Customer site, Freehold, Leasehold	Airport, Dockyard, Light Industrial, Office	Small, Large	-	-	8	2
	South Africa	Leasehold	Warehouse	Medium	-	-	-	1
	Southeast	Customer site, Freehold, Leasehold	Light Industrial, Office, Training Centre	Small, Medium, Large	-	-	20	4
	Southwest	Customer site, Freehold, Leasehold, Tenanted	Aircraft Hanger, Dockyard, Laboratory, Light Industrial, Office, Training Centre	Small, Medium, Large	1	13	35	8
	Wales	Leasehold	Light Industrial, Training Centre	Small, Medium	-	4	-	1
	Grand Total					1	20	81

Location	Biodiversity value attribute	AONB	LNR	NNR	Ramsar	SSSI	SPA	SAC
Canada	None	-	-	-	-	-	-	-
France	Protected Habitat	-	-	-	-	-	-	2
Midlands	Protected habitats, Protected habitats and species	-	2	1	-	2	-	1
N. Ireland	Protected Habitat	-	-	-	-	1	-	-
New Zealand	None	-	-	-	-	-	-	-
Northeast	None	-	-	-	-	-	-	-
Northwest	Protected habitats and species	-	1	1	1	2	4	1
Scotland	Protected habitats and species	-	3	1	1	1	2	-
South Africa	None	-	-	-	-	-	-	-

Topic Standards: Environmental Disclosures

Disclosure	Additional Information							
Southeast	Protected habitats, Protected habitats and species	-	2	-	2	8	4	4
Southwest	Protected habitats, Protected habitats and species	5	16	-	2	10	6	10
Wales	Protected habitats and species	-	-	-	-	3	-	1
Grand Total		5	24	3	6	27	16	19

Note: The reporting period is the calendar year (01 January to 31 December). The number of sites not in locations are omitted from the table above.

See Glossary on pages 70-71 of this report for abbreviations.

304-2
Significant impacts of activities, products and services on biodiversity

Babcock estates vary in size and type of operation. Across our operations the most significant environmental impacts relate to:

- Air Pollution: Emissions from vehicles and construction activities.
- Contaminated land: Land within our Dockyard operations are historically contaminated and remains buried, however require careful management and monitoring.
- Energy Management: Energy use on site from buildings heating and electricity consumptions that can have an impact on the global climate change crisis.
- The Use of Fuels: Including spills and Leaks within manufacturing operations from the use of equipment.
- Waste and Water Management: Aspects here often relate to the movement and transfer of general waste on site that has the potential to impact the local environment, as well as hazardous Waste handling, management and disposal.
- Use of raw materials: within manufacturing processes on site that can have an impact on the local environment.

Environmental impacts are identified and managed at a local site level within our Environmental Management Systems (EMS). Each EMS has an aspects and impacts register that identifies environmental impacts at the site and how they should be addressed. Where required there are specific policies and procedures in place to address significant impacts.

Babcock operate in areas with protected habitats and species as outlined in 304-1. These impacts are managed through ISO 14001 certified EMS along with various statutory reporting requirements including Environmental Permit requirements managed and audited by the relevant regulatory body.

See also [pages 80-82](#) of our Annual Report 2025 and [Support a nature positive approach](#) on our website.

Omission: Significant impacts of activities, products and services on biodiversity.

Reason: Information unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

304-3
Habitats protected or restored

See also [pages 80-82](#) of our Annual Report 2025 and [Support a nature positive approach](#) on our website.

Omission: Habitat protected or restored.

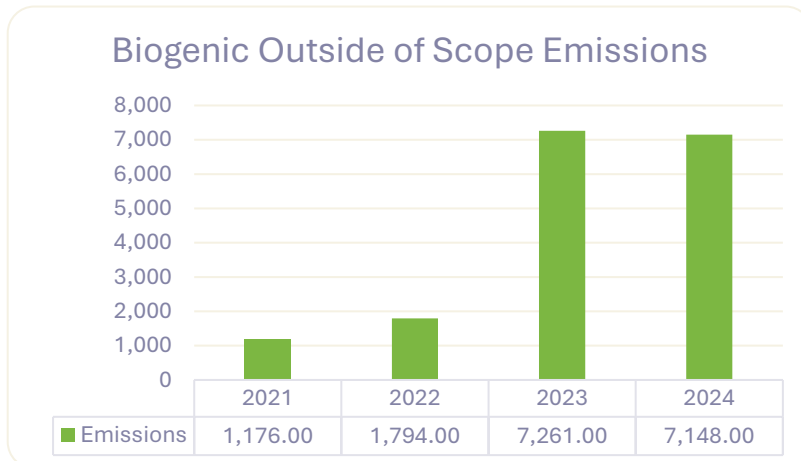
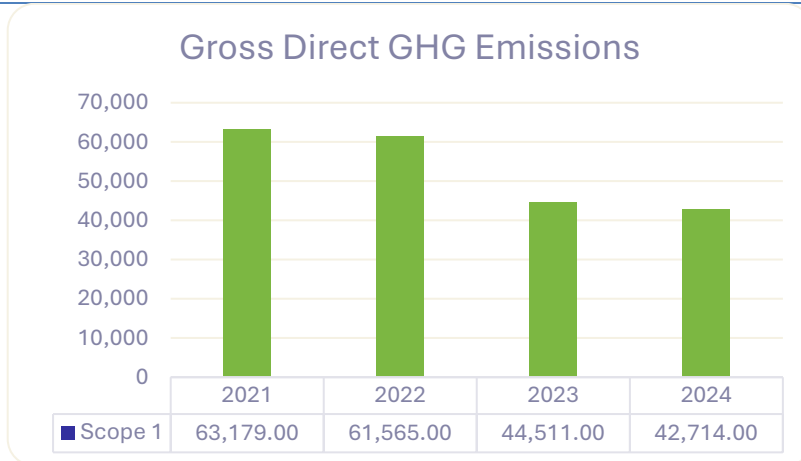
Reason: Information unavailable/incomplete.

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	<p>See also pages 80-82 of our Annual Report 2025 and Support a nature positive approach on our website.</p> <p>Omission: IUCN Red List species and national conservation list species with habitats in areas affected by operations.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
GRI 305: Emissions 2016	
3-3 Management approach to emissions	<p>The physical impacts of climate change are intensifying worldwide. We are taking actions to adapt and reduce our environmental impact. Our approach is grounded in climate science, focussing on cutting emissions across Scope 1, 2 and 3 to address and prepare for the most critical risks posed by climate change.</p> <p>As part of our new sustainability strategy, we are reaffirming our commitment to our long-term emission reduction targets which are:</p> <ul style="list-style-type: none"> • Reduce absolute Scope 1 and 2 greenhouse gas emissions (GHG) 90% by 2040 from a 2021 base year. • Net Zero greenhouse gas emissions across the value chain by 2050. <p>We also remain committed to our short-term target: a 42% reduction by 2030 in our Scope 1 and 2 emissions against a 2021 baseline. In 2024, we gained validation of our targets from the Science Based Targets initiative (SBTi).</p> <p>Babcock has an extensive value chain across its global operations and reporting Scope 3 emissions is a key focus, as it represents a significant portion of our carbon footprint and offers substantial opportunity for reduction.</p> <p>For further information, see:</p> <ul style="list-style-type: none"> • Our website: See Environment page; Decarbonising complex global estates; Carbon Trust Route to Net Zero Standards and Information on our Greenhouse Gas Emissions • Our reports: See the reporting boundaries and methodologies section on pages 66-69 of this report for more information about how we measure and report on our energy-related targets. • Our Annual Report: pages 66-71 • Our policies and standards: See our PPN 06/21 - Carbon Reduction Plan for information on our strategy for energy and emissions.
305-1 Direct (Scope 1) GHG emissions	For information on Scope 1 emissions see tables below.

Topic Standards: Environmental Disclosures

Disclosure Additional Information

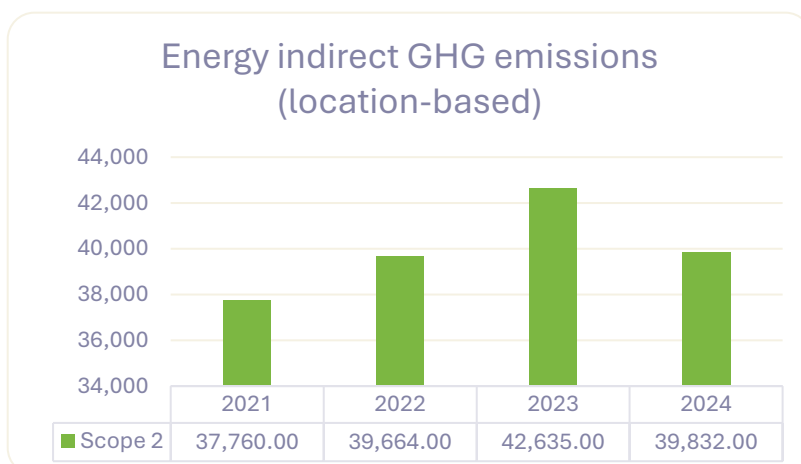


(unit of measurement tCO₂e)

Note: The reporting period is the calendar year (01 January to 31 December). Emissions figures for this year include an element of estimated data and certain data. Estimated data has been approximated in line with the policies/processes laid out in the basis of reporting section of this document (pages 68-68). See also [pages 66-71](#) of our Annual Report 2025.

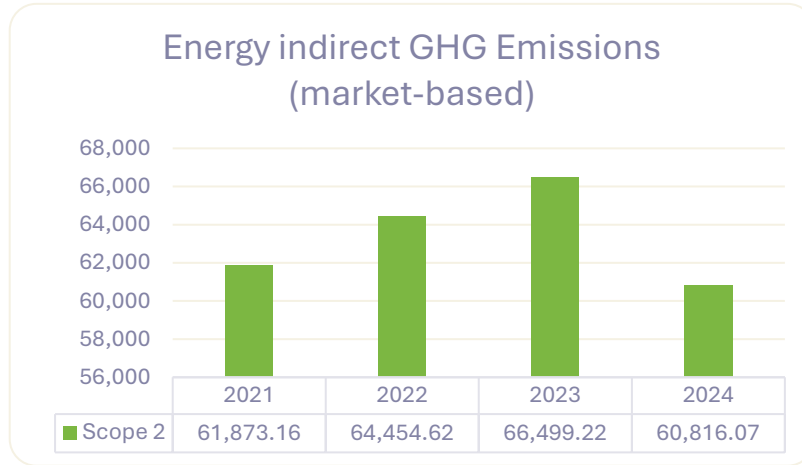
305-2 Energy indirect (Scope 2) GHG emissions

For information on Scope 2 emissions see tables below.



Topic Standards: Environmental Disclosures

Disclosure Additional Information



(unit of measurement tCO₂e)

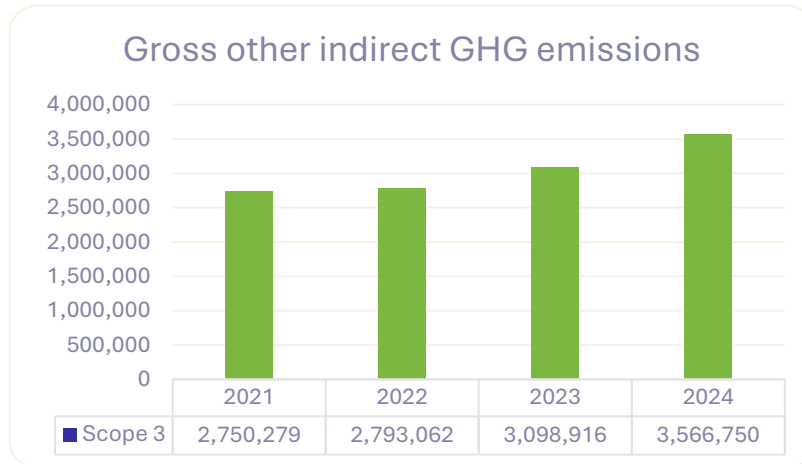
Note: The reporting period is the calendar year (01 January to 31 December). Emissions figures for this year include an element of estimated data and certain data. Estimated data has been approximated in line with the policies/processes laid out in the basis of reporting section of this document (pages 68-68). See also [pages 66-71](#) of our Annual Report 2025.

305-3 Other indirect (Scope 3) GHG emissions

For information on GHG emissions see chart and table below.

See also [pages 66-71](#) of our Annual Report 2025 and in the [supplement](#).

To find more about our Scope 3 footprint and calculation methodology please go to [Our Greenhouse Gas Emissions](#).



Other indirect (Scope 3) GHG emissions categories and activities included in the calculation

Scope 3 Category (tCO ₂ e)	2021	2022	2023	2024
Category 1: Purchased goods and services	506,647	512,504	510,102	654,329
Category 2: Capital goods	76,251	90,163	108,116	103,394
Category 3: Fuel- and Energy-Related	22,186	22,144	19,595	19,472
Category 4: Upstream transport	24,890	25,798	36,268	17,751
Category 5: Waste	4,580	3,949	4,362	11,433

Topic Standards: Environmental Disclosures

Disclosure	Additional Information			
Category 6: Business travel	6,608	15,461	25,475	21,992
Category 7: Employee commuting	30,095	29,664	30,502	30,726
Category 8: Upstream leased assets	892	1176	832	358
Category 9: Downstream transport	281	287	326	391
Category 10: Processing of sold products	0	0	0	0
Category 11: Use of sold products ¹	2,055,356	2,069,268	2,338,778	2,680,159
Category 12: End-of-life treatment of solid products	277.9009	280.5955	278.3307	352
Category 13: Downstream leased assets	18,378	18,519	17,055	20,425
Category 14: Franchises	0	0	0	-
Category 15: Investments	3,838	3,848	7,226	5,968
TOTAL (ex-pensions)	2,750,279	2,793,062	3,098,916	3,566,750

Note: The reporting period is the calendar year (01 January to 31 December).

Note: Figures are presented rounded to the nearest whole number, so may not sum precisely to totals (which are based on unrounded figures).

305-4 GHG emissions intensity	<p>Babcock's GHG emissions intensity ratio is calculated as: Adjusted tCO₂e / Adjusted Revenue.</p> <p>This ratio has been applied to Scope 1, 2 & 3 emissions, as disclosed in 305-1, 305-2 & 305-3. Please see tables related to GRI 305-1 and 305-2 for a breakdown of which gases are included for Scope 1 & 2 emissions.</p> <p>See also page 71 of our Annual Report 2025.</p> <p>Omission: Gases included in the calculation for Scope 3 emissions.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
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		2021	2022	2023	2024
Total Value Chain Emissions (excl. pensions)	tCO ₂ e	2,875,331	2,919,081	3,209,926	3,670,280
Adjusted Revenue	£m	3,263	3,853	4,369	4,682
Intensity Ratio	tCO ₂ e / £m Revenue	881.1	757.7	734.8	783.9

Note: The reporting period is the calendar year (01 January to 31 December).

305-5 Reduction of GHG emissions	<p>More information available on pages 66-71 of our Annual Report 2025 and in Our Greenhouse Gas Emissions.</p> <p>Omission: Reduction in GHG emissions.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>
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Topic Standards: Environmental Disclosures

Disclosure	Additional Information																				
305-6 Emissions of ozone-depleting substances (ODS)	<p>Omission: Emissions of ozone-depleting substances (ODS).</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>																				
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<p>For information on significant air emissions see table below.</p> <p>Omission: Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p> <table border="1"> <thead> <tr> <th>Emission Type</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>NOX</td> <td>5,171</td> <td>5,717</td> <td>4,208</td> <td>4,566</td> </tr> <tr> <td>VOC</td> <td>13,569</td> <td>24,919</td> <td>14,777</td> <td>20,796</td> </tr> <tr> <td>TOTAL</td> <td>18,740</td> <td>30,636</td> <td>18,985</td> <td>25,362</td> </tr> </tbody> </table> <p><i>Note: The reporting period is the calendar year (01 January to 31 December).</i></p> <p><i>The figures above do not include data from all our sites.</i></p>	Emission Type	2021	2022	2023	2024	NOX	5,171	5,717	4,208	4,566	VOC	13,569	24,919	14,777	20,796	TOTAL	18,740	30,636	18,985	25,362
Emission Type	2021	2022	2023	2024																	
NOX	5,171	5,717	4,208	4,566																	
VOC	13,569	24,919	14,777	20,796																	
TOTAL	18,740	30,636	18,985	25,362																	
GRI 306: Waste 2020																					
306-1 Waste generation and significant waste-related impacts	<p>More information available on pages 53, 67, 80-82 of our Annual Report 2025.</p> <p>Omission: Waste generation and significant waste-related impacts.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.</p>																				
306-2 Management of significant waste-related impacts	<p>Babcock deploy Environmental Management Systems (EMS) across its operational sites. These systems are in most places ISO14001 Certified. EMS include a framework of policies and procedures targeted to manage the environmental aspects on sites. Waste related policies/procedures include fundamental principles such as the use of the waste hierarchy and principals of a circular economy. Babcock's larger more significant sites also adopt waste management plans.</p> <p>Babcock has taken the following actions to prevent waste generation both within its own operations as well as upstream and downstream in its value chain:</p> <ul style="list-style-type: none"> • Babcock conducts duty of care audits to confirm the end destination of waste from Babcock sites. • Internal Audits of Environmental Management Systems, including the assessment of waste policies and procedures. • Dedicated waste working group exploring the use of plastics and recycling across major sites. • Pilot initiative in partnership with Arco to reduce/remove plastics from PPE equipment and explore the recycling of hard plastics. • Actively addressing and communicating the requirements for emerging legislation, notably in the UK working to improve the quality of our Extended 																				

Topic Standards: Environmental Disclosures

Disclosure *Additional Information*

Producer Responsibilities reporting and ensure compliance with Simpler Recycling Regulations

Babcock actively works with waste related service providers:

- Quarterly business reviews held with major service providers.
- Dedicated contract manager for waste contracts
- Contracts are increasingly adopting clauses with zero waste to landfill.

Babcock's waste data is collected and monitored are follows:

- Waste data is collected from sites where Babcock International Group plc has operational control, and the data is available.
- Monthly reports are sent to the business from major service providers.
- Annual environmental disclosures of waste data from Waste Transfer Note (WTNs) are received from other waste providers.
- Collected data is stored centrally and fed into internal reports/dashboards for monitoring purposes.

Implementation of an Environmental Data Management System will improve the collection, management, and quality of waste data across the business.

See also [pages 53, 67, 80-82](#) of our Annual Report 2025 and our [website](#).

306-3 Waste generated

For information on waste generated see table below.

Omission: Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.

Reason: Information unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

Waste Type	Disposal Route	2021	2022	2023	2024
Agricultural and animal waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	-	240.7
	Landfill	-	33.9	-	79.1
	On-site storage	-	-	-	-
	Other	-	-	0.3	-
	Recovery	0.5	0.5	-	-
	Recycling	1.1	-	-	-
	Reuse	-	-	-	-
Agricultural and animal waste TOTAL		1.6	34.4	0.3	319.8
Confidential waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	55.8	-
	Landfill	0.6	-	-	-
	On-site storage	-	-	-	-
	Other	-	-	-	-
	Recovery	-	-	-	-
	Recycling	16.0	130.7	158.9	-
	Reuse	-	-	-	-
Confidential waste TOTAL		16.6	130.7	214.7	-
Construction and demolition waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	-	382.0

Waste Type	Disposal Route	2021	2022	2023	2024
	Landfill	-	41.8	44.1	1,008.6
	On-site storage	-	-	-	-
	Other	-	-	2,668.1	6.2
	Recovery	-	-	-	-
	Recycling	70.5	453.8	558.6	237.5
	Reuse	13,230.3	0.6	-	-
Construction and demolition waste TOTAL		13,300.8	496.2	3,270.8	1,634.3
Electronic and electrical equipment waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	-	-
	Landfill	-	-	0.3	-
	On-site storage	-	-	-	-
	Other	-	-	0.1	3.4
	Recovery	1.6	-	0.1	-
	Recycling	55.8	9.7	1,138.2	13.1
Reuse	-	-	-	-	
Electronic and electrical equipment waste TOTAL		57.4	9.7	1,138.7	16.5
Fossil fuel combustion waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	8.0	-	-	3
	Landfill	-	-	-	-
	On-site storage	-	-	-	-
	Other	-	-	-	0.1
	Recovery	-	-	-	-
	Recycling	-	-	-	221.8
	Reuse	1.8	-	-	-
Fossil fuel combustion waste TOTAL		9.8	-	-	224.9
Hazardous waste	Composting	-	-	-	-
	Deep well injection	0.6	-	-	-
	Incineration (energy recovery)	189.6	214.1	61.8	0.5
	Landfill	40.0	64.3	85.7	26.6
	On-site storage	46.6	56.2	-	-
	Other	14.8	38.8	295.9	101.1
	Other - Treatment	565.2	407.9	-	-
	Recovery	537.5	525.2	17.4	0.25
	Recycling	86.2	56.4	577.1	6,614.1
	Reuse	36.1	44.4	3.7	-
Hazardous waste TOTAL		1,516.6	1,407.3	1,041.6	6,742.6
Industrial non-hazardous waste	Composting	0.8	0.6	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	0.1	10.5	-
	Landfill	108.6	84.1	0.6	-
	On-site storage	-	-	-	-
	Other	4.1	166.2	78.6	-
	Recovery	-	3.5	5.0	-
	Recycling	862.6	1,347.6	4,221.7	-
	Reuse	52.0	28.1	-	-
Industrial non-hazardous waste TOTAL		1,028.1	1,630.2	4,316.4	-
Medical waste	Composting	-	-	-	0.3
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	0.1	0.1	0.1	0.1
	Landfill	0.8	0.1	-	0.4
	On-site storage	-	-	-	-
	Other	-	-	0.9	0.4
	Recovery	0.1	-	-	-
	Recycling	-	-	-	0.4

Waste Type	Disposal Route	2021	2022	2023	2024
	Reuse	-	-	-	-
Medical waste TOTAL		1.0	0.2	1.0	1.6
Municipal waste	Composting	3.9	0.2	0.1	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	2.4	1,589.4	10,101.7	2,988.4
	Landfill	324.5	293.3	490.6	436.9
	On-site storage	-	-	-	-
	Other	-	0.4	11.1	107.9
	Other – Treatment	10,344.6	7,040.9	-	-
	Other – Organic to energy	0.5	-	-	-
	Recovery	3,269.0	147.5	7.8	-
	Recycling	7,105.6	4,759.0	4,196.2	1,887.0
	Reuse	118.3	18.5	130.1	-
Municipal waste TOTAL		21,168.8	13,849.2	14,937.6	5,420.2
Organic waste	Composting	-	-	20.4	25.7
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	0.6	1.8
	Landfill	-	-	13.8	4.2
	On-site storage	-	-	-	-
	Other	-	-	-	0.3
	Recovery	-	-	-	-
	Recycling	-	-	23.4	23.0
	Reuse	-	-	-	-
Organic waste TOTAL		-	-	58.2	55.0
Other waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	371.5	6.9
	Landfill	237.5	28,419.8	632.0	288.1
	On-site storage	-	-	-	-
	Other	0.1	17.9	41.2	38.2
	Other - Treatment	4.3	33.3	-	6,165.1
	Recovery	-	10.8	-	-
	Recycling	34.9	1,259.6	947.7	7,901.4
	Reuse	-	51.0	104.8	-
Other waste TOTAL		276.8	29,792.4	2,097.2	14,399.7
Persistent organic pollutant waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	0.2	-
	Landfill	-	-	-	-
	On-site storage	-	-	-	-
	Other	-	-	-	-
	Recovery	-	-	-	-
	Recycling	-	-	-	-
	Reuse	-	-	-	-
Persistent organic pollutant waste TOTAL		-	-	0.2	-
Radioactive waste	Composting	-	-	-	-
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	3.0	-	-	-
	Landfill (T)	62.2	8.3	84.6	67.8
	On-site storage	-	-	-	-
	Other	-	4.8	3.8	35.6
	Recovery	-	-	-	-
	Recycling	-	-	-	-
	Reuse	-	-	-	-
Radioactive waste TOTAL		65.2	13.1	88.4	103.4
Vehicle and oily waste	Composting	-	-	-	-

Waste Type	Disposal Route	2021	2022	2023	2024
	Deep well injection	-	-	-	-
	Incineration (energy recovery)	-	-	15.7	284.1
	Landfill	-	-	-	129.8
	On-site storage	-	-	-	-
	Other	-	1.9	5,561.4	111.8
	Recovery	0.9	2.2	0.9	-
	Recycling	6.4	441.9	-	68.8
	Reuse	-	-	-	-
Vehicle and oily waste TOTAL		7.3	446.0	5,578.0	594.5
GRAND TOTAL (Tonnes)		37,450.0	18,017.0	32,743.1	29,512.5

Note: The reporting period is the calendar year (01 January to 31 December).

306-4 Waste diverted from disposal

For information on waste diverted from disposal see table below.

Omission: For each recovery operation listed in disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal (i. and ii.).

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

Disposal Route	2021	2022	2023	2024
Composting (T)	4.1	0.8	20.5	26
Composting (m3)	11.1	-	-	-
Deep well injection	0.6	-	-	-
Incineration (energy recovery) (T)	201.7	1,803.7	10,617.83	3,907.5
Incineration (energy recovery) (m3)	4.0	-	-	-
Landfill (T)	656.8	28,945.6	1,351.62	2,041.52
Landfill (m3)	332.2	-	-	-
On-site storage	46.6	56.2	-	-
Other (T)	19	226.3	8,661.35	404.9
Other (m3)	-	10.7	-	-
Other – Organic to energy	0.5	-	-	-
Other – Treatment	10,914.1	7,482.1	-	6,165.1
Recovery (T)	3,809.6	688.8	31.227	0.25
Recovery (m3)	-	1.6	-	-
Recycling (T)	8,201	8,458.7	11,821.83	16,967.1
Recycling (m3)	107.8	-	-	-
Reuse	13,438.5	142.6	238.56	-

Note: The reporting period is the calendar year (01 January to 31 December).

306-5 Waste directed to disposal

For information on waste diverted from disposal see table on GRI 306-3 and 306-4

Omission: For each disposal operation listed in disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal (i. and ii.).

Reason: Data unavailable/incomplete.

Explanation: We are not currently able to report fully against this disclosure. We will review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

GRI 308: Supplier Environmental Assessment 2016

308-1 New suppliers that were screened using environmental criteria

Operating in the Defence & Aerospace sectors, we adopt a comprehensive risk-based approach to segment and evaluate new suppliers based on their activities. Our goal is to establish the appropriate level of due diligence required. Our supplier segmentation process is meticulously designed to assess risk and determine the level of support, engagement, and development needed for each supplier.

As of March 2025, nearly 3,000 suppliers have participated in the Joint Supply Chain Accreditation Register (JOSCAR) assessment process, which includes a comprehensive review of their practices and policies, including environmental criteria. By evaluating our suppliers' environmental performance, we aim to identify opportunities for improvement and promote sustainable business practices throughout our supply chain.

Additionally, with our standardised onboarding process in the UK, we aim to achieve 100% assessment rate of all new suppliers undergoing due diligence, including environmental considerations.

See also [pages 97-99](#) of our Annual Report 2025 and our [website](#).

308-2 Negative environmental impacts in the supply chain and actions taken

At Babcock, our [Sustainable Procurement Policy](#) identifies key sustainability themes, including requirements related to environmental and social criteria. Our [Sustainable Procurement Supplier Guide](#) outlines detailed requirements for suppliers to ensure alignment with our company's values and objectives. The due diligence processes adopted by our business units, including supplier onboarding, supplier assessments and supplier performance reports, have been effective in identifying and mitigating risks. As a result, no significant environmental or social impacts have been identified through these processes. We remain committed to continuously improving our due diligence processes to ensure that we operate in a sustainable and environmentally responsible manner.

As of March 2025, nearly 3,000 suppliers have participated in the [Joint Supply Chain Accreditation Register](#) (JOSCAR) assessment process, which includes a comprehensive review of their practices and policies, including environmental criteria. In FY25, all suppliers on the JOSCAR register were assigned an Environmental and Social rating, with clear scoring criteria for identifying their strengths and improvement opportunities.

Our risk resilience tool enables us to comprehensively map our supply chain ecosystem, monitor activities, and proactively identify hidden risks in our sub-tier supply chain with live alerting. This tool is accessible to all our sector procurement teams and monitors a range of ESG risks, including but not limited to, human rights, environmental and social risks.

As a result, no significant negative environmental impacts have been identified within our supply chain, and no supplier relationships have been terminated. We continuously monitor and assess the supply chain for potential environmental risks.

See also [pages 97-99](#) of our Annual Report 2025 and our [website](#).

Topic Standards: Social Disclosures

Disclosure

Additional Information

GRI 401: Employment 2016

401-1 New employee hires and employee turnover

Babcock employs 29,381 individuals globally, 6,663 of which joined during reporting period 1st April 2024 - 31st March 2025.

Employee turnover in reporting period 1st April 2024 - 31st March 2025 was 18%, this includes voluntary and involuntary redundancies.

See also [page 89](#) of our Annual Report 2025.

New hires by region by age

	UK**	Germany	France	Australasia	Africa	Canada	Total
Under 30	1,857	-	46	123	51	51	2,128
30-50	2,520	-	74	229	144	63	3,030
Over 50	1,284	-	40	90	25	19	1,458
N/A	17	-	20	2	-	8	47
Total	5,678	-	180	444	220	141	6,663

New hires by gender

	UK**	Germany	France	Australasia	Africa	Canada	Total
Female	938	-	37	113	41	43	1,172
Male	4,723	-	143	328	163	90	5,447
Non-binary*	5	-	-	-	-	1	6
Not specified	7	-	-	-	16	-	23
Prefer not to say	5	-	-	3	-	7	15
Total	5,678	-	180	444	220	141	6,663

Leavers by region by age

	UK**	Germany	France	Australasia	Africa	Canada	Total
Under 30	747	-	40	120	33	62	1,002
30-50	1,653	-	47	264	170	82	2,216
Over 50	1,618	-	38	124	44	46	1,870
N/A	72	-	19	-	1	10	102
Total	4,090	-	144	508	248	200	5,190

Leavers by gender

	UK**	Germany	France	Australasia	Africa	Canada	Total
Female	696	-	28	123	37	48	932
Male	3,361	-	115	380	174	144	4,174
Non-binary*	-	-	-	3	-	-	3
Not specified	19	-	1	-	37	4	61
Prefer not to say	13	-	-	2	-	4	19
Gender Fluid	1	-	-	-	-	-	1
Total	4,090	-	144	508	248	200	5,190

*People identifying as non-binary or 'I use another term'.

** Employee turnover is calculated by dividing leavers in year by average of total HC for the last 2 years.

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Disclosure	Additional Information
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Across its operations Babcock offers consistent benefits packages to full and part time colleagues, there may however, be variation based on job grade and employing entity.</p> <p>Babcock has included all locations within the definition of 'significant locations of operation'.</p> <p>See also pages 85-91 of our Annual Report 2025 and Careers FAQ page.</p>

401-3 Parental leave	<p>There is a legal requirement for all employees to be entitled to parental leave (either full, statutory or nil pay).</p>
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Babcock's return to work rate following parental leave is 98% male, 98% female.

The following formulas to calculate the return to work: Total number of employees that did return to work after parental leave / Total number of employees due to return to work after taking parental leave.

Employees taking parental leave and number of days taken by gender

	UK	Germany	France	Australasia	Africa	Canada	Total
Male	896	-	7	44	7	14	968
Female	434	-	1	27	8	7	477
Total	1,330	-	8	71	15	21	1,445

Employees that returned to work (RTW) after parental leave by gender

	UK	Germany	France	Australasia	Africa	Canada	Total
Male	883	-	7	17	7	14	928
Female	418	-	1	13	5	3	440
Total	1,301	-	8	30	12	17	1368

Total number of days taken for parental leave

	UK	Germany	France	Australasia	Africa	Canada	Total
Male	8,063	-	108	445	26	716	9,358
Female	48,978	-	66	2,747	608	1,086	53,485
Total	57,041	-	174	3,192	634	1,802	62,843

Employees that RTW after parental leave and remained employed after 12 months by gender

	UK	Germany	France	Australasia	Africa	Canada	Total
Male	356	-	6	22	6	1	391
Female	112	-	1	-	5	-	118
Total	468	-	7	22	11	1	509

	Male	Female
Return to work rate	98%	98%
Retention rate	92%	85%

Topic Standards: Social Disclosures

Disclosure *Additional Information*

GRI 402: Labor/Management Relations 2016

402-1 Minimum notice periods regarding operational changes

67.87% of our global workforce are covered by collective bargaining agreements and as such have notices periods and provisions for consultation and negotiations aligned to these agreements. For all other employees we would revert to the statutory requirements as minimum.

The relevant notice period and provisions for consultation and negotiation are specified in our collective agreements.

GRI 403: Occupational Health and Safety 2018

3-3 Management approach to Occupational Health & Safety

Babcock’s Purpose – to create a safe and secure world, together – includes our unwavering commitment to the health, safety and wellbeing of our people.

Having made significant progress in reducing the number of accidents, we are now broadening our focus to reduce absences through improvements in occupational health provision and individual case management to support colleagues back to work safely.

Therefore, as part of the new sustainability strategy we have set ourselves the target: Reduce the number of days lost due to work-related injuries and occupational illnesses by 10% by 2030 using FY25 as the baseline.

Our leaders are responsible for cascading and implementing occupational health and safety among their direct reports and third parties within their remit. We also expect all employees to take responsibility for their safety and those around them by acting in accordance with our Codes.

We have completed the baseline organisational assurance of all sectors and Direct Reporting Countries, transitioned to a single certifying body for ISO 9001, 45001 and 14001 accreditations across Babcock, and continue to expand the use of Synergi Life, our integrated management information system.

For further information, see:

- Our website: See [Safety and wellbeing](#)
- Our reports: See the reporting boundaries and methodologies section on pages 66-69 of this report for more information about how we measure and report on our health and safety data.
- Our Annual Report: [pages 83-84](#)
- Our policies and standards: See our [Safety, Health and Environmental Protection Policy Statement](#) and [Health and Safety Factsheet](#).

403-1 Occupational health and safety management system

Babcock [Safety, Health and Environmental Protection \(SH&EP\) Policy](#) is applicable to all who work for and with Babcock with no exclusions. The policy is endorsed by the Babcock Board and Executive and sets the expectations for behaviours and performance.

The Group Requirements Manuals are an integral part of the Babcock Occupational Health & Safety Management System and support the policy; they set the standards for each Sector and Direct Reporting Country with regard to key elements of managing health and safety. These include requirements for suitable arrangements for event management, recording, reporting and investigation, control of work and effective supervision, risk management, training and competency management, and assurance and monitoring. The Babcock Role Family and the SH&EP Functional Manual outline the various SH&EP roles and sets expectations for SH&EP resourcing proportionate to the risk profiling of the business activities to ensure

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403-2 Hazard identification, risk assessment,	<p>sufficient SH&EP managers, advisors and practitioners are employed in the various disciplines.</p> <p>Developed collaboratively across functions and aligned to ISO 45001 and 14001, the requirements manuals drive consistency of process across the wide range of activities undertaken and include specific requirements to meet legal obligations for event recording and reporting as well as managing high-hazard activities such as confined spaces.</p> <p>To support the business in meeting these requirements and provide consistency of data, Babcock has mandated the use of the Synergi Life management information system for all SH&EP reporting including events, investigations, audits and inspections. In order to prevent a recurrence of similar events or findings, it is essential that a proportionate investigation is completed to identify the root causes, treat people fairly and implement actions to address underlying issues. Standardised investigation training and root cause analysis and recording has been implemented through externally accredited training using Kelvin TOP-SET methodology. Reporting of near miss events and SH&EP observations provide opportunities to learn and improve performance; the Home Safe Commitment to speak up and regular internal communications reiterate to people the importance of their reports. We have a healthy reporting culture with incidents of all nature reported; furthermore, we routinely receive ten times more proactive observations than incident reports. The Executive monitor reporting rates, as well as progress of corrective actions and improvement plans through a Balanced Scorecard that includes leading and lagging Safety Performance Indicators relating to Leadership, Event Management, Learning and Communications and Assurance. The standardised reporting in an integrated system and monitoring progress and trends has brought greater coherence of processes.</p> <p>An additional capability in Synergi Life to deliver a common risk management tool that supports risk assessments, risk profiling, reporting and visualisation has been developed and is being progressively rolled out across the Business Units.</p> <p>Activities conducted by Babcock range from repair and maintenance on warships, submarines, aircraft and vehicles in support of defence; maintenance and operation of aircraft conducting aerial emergency services; design, engineering and maintenance in support of nuclear power plants and provision of technical support services and asset management to other customers.</p> <p>All Babcock activities and workplaces are within scope of the Babcock occupational health and safety management system. These include the office environment, dockyards, aircraft hangars, onboard vessels, aircraft, and vehicles as well as consideration of risks for agile workers that spend some time working remotely.</p> <p>At times, when working on customer sites or vessels the working environment is controlled by the customer, there is a requirement to work within the customer's occupational health and safety management systems. On these occasions, the customer systems have been reviewed and if Babcock requirements are different there is an agreed requirement to meet the most appropriate standard. Co-chairing the Defence Industry Safety Committee provides engagement with customers and collaboration opportunities to learn across the Defence Enterprise.</p> <p>See also pages 83-84 of our Annual Report 2025.</p> <p>The Babcock SH&EP manual for Risk Management and Control and Supervision of Work applies across all Babcock activity and identified the hierarchy of controls to be implemented including design and specification of equipment and infrastructure and competency of operators. Detailed manuals relating to top risks such as</p>

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<i>Disclosure</i>	<i>Additional Information</i>
and incident investigation	<p>working with high energy systems and in confined spaces include specific risk control requirements to meet legal obligations and set Babcock standards.</p> <p>All business units/operations/functions have a legal obligation to identify hazards, assess and manage health and safety risks by implementing mitigations to control the risk to as low as reasonably practicable. Risk assessments are reviewed regularly, at a frequency proportionate to the residual risk, and when the situation or activity changes or following an event. Where foreign workers are present, risk assessments are translated, and key safety posters displayed in different languages.</p> <p>Risk Management capability has been developed within Synergi Life to enable risk assessments and bowties analysis to be generated, including connecting event reports and assurance findings to evidence the effectiveness of the risk controls. This standardised system is progressively being rolled-out across Babcock. Local systems are in place to support the management of numerous task specific risk assessments in each area.</p> <p>Quality and SH&EP assurance activities are in place, using the three lines of defence model, to monitor the quality of risk assessments conducted and ensure that risk controls are appropriately implemented. Findings raised during assurance, identify corrective actions and completion of these actions is monitored by management and the Executive to ensure timely completion. Areas for improvement are shared between Sectors and Direct Reporting Countries (DRCs) SH&EP professionals at monthly and quarterly working groups to identify any trends and share learning. Local processes ensure that risk assessments are conducted and reviewed by suitably qualified and experienced personnel and include involvement of those who conduct the task being assessed, such as technical and production staff.</p> <p>Babcock has a structured risk-based colour coded safety alert process that is used to assist with sharing hazardous events of significance. The alerts are discussed and communicated to all Business Units through a Learning Working Group held monthly with Health, Safety and Environment (HSE) representatives from across Babcock and also at the Workers Representatives Safety Working Group. Alerts relating to significant events or identified themes are shared for onward communication to all levels of workforce and displayed on noticeboards at Babcock facilities.</p> <p>All Babcock employees, contingent workers and contractors can access Synergi Life as the incident reporting system, through Babcock intranet (which includes anonymous and confidential reporting), via guest reporting on the Babcock intranet and kiosks or via union representatives and local health and safety teams. Synergi Life enables reporting of hazard observations, unsafe acts, or conditions, to help identify hazards and emerging risks and SH&EP observations from everyone are actively encouraged at all levels across Babcock. The Home Safe Commitment of Speak Up has been communicated throughout the Home Safe campaign to reiterate the importance of reporting hazards, be those physical or psychosocial hazards.</p> <p>The Babcock safety policy highlights a Stop Work Authority – All employees are empowered through this policy to stop work if considered unsafe. As part of the Home Safe Campaign, cards were issued to workers that included the Home Safe Commitments, which include ‘I will always speak up’ and ‘I will always pause and stop work if something is unsafe’, also on the card is a statement from the Babcock International Group CEO giving his authority for anyone to pause or stop work.</p>

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SH&EP Awareness and Human factors training, available in several languages and completed by all workers, covers the engaged safety culture and recognition that humans can make errors and mistakes, thus supporting people to feel confident to speak up. Senior leaders and front-line leaders' safety training reiterates the importance of leaders' responsibilities to foster an environment where people are confident to speak up. Synergi Life reporting system includes confidential reporting alongside the whistleblower line, and these enable confidential reporting where reports are handled sensitively outside of the usual management chains should people feel unable to report issues to management. Visible Leadership Tours are conducted across the organisation on a regular basis and these enable discussion with senior leaders and provide an opportunity for workers to raise concerns.

The Babcock SH&EP manuals set requirements for event management, recording, reporting, and investigation including triage of all reported events and proportionate investigation to be conducted by competent individuals. Babcock has adopted the Kelvin TOP-SET methodology for investigations, supported by standardised training at all levels across Babcock to enhance investigation quality and root cause identification. All investigations are recorded in Synergi Life, where immediate and underlying causes are documented, and targeted interventions are defined to reduce the probability or prevent re-occurrence. Actions are linked to the recommendations of investigations and these actions are managed through to completion with monitoring at various levels across Babcock.

The scope and depth of the investigation should be commensurate with the severity and scale of the event and the potential loss.

To be effective the investigation should be methodical, with a structured approach to information gathering, collation and analysis including a review of existing controls and processes.

Actions from events, hazard observations or assurance findings are focussed on strengthening risk controls and sharing lessons enabling better risk management across Babcock.

See also [pages 83-84](#) of our Annual Report a 2025 and [Safety, Health and Environmental Protection Policy Statement](#).

403-3 Occupational health services

Babcock is committed to protecting the health of its workforce from all work-related hazards whether physical or psychological in nature, across all its operations in a systematic/evidence-based manner. The Babcock Occupational Health manual, applicable across the Group, outlines requirements for identification of health hazard. It does this through task reviews to reduce the presence of hazards and conducting related baseline medical assessments and on-going health monitoring programmes form key risk controls. The Occupational Health provision is delivered through a combination of trained Babcock workers and specialist external providers.

These health aspects are summarised in the Babcock Occupational Health (OH) strategic approach to the 3Ws and summarised as:

- Workers are fit for task.
- Workplace' health exposures are identified and mitigated.
- Wellbeing' needs that underpin fitness for task and susceptibility to occupational disease are supported through a wide range of interventions including lifestyle risk management.

The organisational health risk assessment is fundamental to health hazard identification, which categorises health hazards in terms of physical, chemical,

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	<p>biological, ergonomic, psychological, and geographical exposures encountered during work activity in each Sector or Direct Reporting Country (DRC).</p> <p>The Sector/DRC health risk assessment informs the necessary mitigations for specific worker roles and further translates into the local Occupational Health Surveillance programme, assurance of fitness for task medical assessments programme, and the occupational hygiene workplace health exposure monitoring programme.</p> <p>All employees undertake a health assessment prior to employment, with some roles requiring more in-depth fitness to work medical examinations. These enable Babcock and the future employee to identify any potential issues and provide appropriate support and reasonable adjustments such as PPE, work aids, access to an Employee Assistance Programme (EAP), to enable them to undertake the tasks and promote employee health or prevent any existing illness from being aggravated by work.</p> <p>Occupational Health (OH) services are generally outsourced, and, in the UK, this is to Health Partners, with dedicated service streams also identified for sickness/absence management and new starter onboarding. In addition to initial employment assessment and routine health monitoring, employees can access occupational health provision through manager referral or via their local Human Resources team to ensure that suitable provision is available to all and appropriate advice from competent medical professionals regarding safe working arrangements and return to work following absence is available. Medical information is retained and protected by the Occupational Health provider with the report to the manager containing only the information that is essential to enable them to make reasonable adjustments to keep workers safe and support their wellbeing.</p> <p>Noting the complexities and influence of personal health in ill health presentation, OH services integrate with the wider support of local public health capabilities such as the NHS and GP services as well as the Employee Assistance Programme (EAP) which incorporates a wider element of lifestyle risk management, psychological wellbeing and mental health support capabilities. Recognising the impact on wellbeing that domestic issues can have on workers and how this can impact their fitness for task, support from the EAP is available for family members of our workers. In-house occupational health provision includes trained first aiders and mental health first aiders.</p> <p>Babcock is committed to improving the management of health hazards, both physical and psychosocial, through collaboration between SH&EP, HR and the OH providers. The cross sector Occupational Health Working Group was established to provide greater coherence, sharing good practice and peer review of health risks across Babcock. The development of risk assessments for stress and agile workers supports line managers to manage health risks in the changing working environments due to hybrid working. SH&EP Awareness training and Safety Stand Down include information on health hazards, encourage workers to discuss the hazards and how they can be controlled within their working environment. The Home Safe Commitment of 'I always ensure that I am fit and trained for the task' has been communicated to reiterate to workers the importance of all elements of occupational health and wellbeing to be fit for task.</p> <p>See also pages 83-84 of our Annual Report 2025 and Safety, Health and Environmental Protection Policy Statement.</p>
403-4 Worker participation,	Babcock is committed to worker engagement in Safety, Health and Environmental Protection (SH&EP) matters and the Visible Leadership Standard outlines the

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<i>Disclosure</i>	<i>Additional Information</i>
consultation, and communication on occupational health and safety	<p>requirements for leadership engagement. These include a programme of Visible Leadership Tours (VLTs) enabling engagement with workers within the working environment. Completion of VLTs is monitored in the Balanced Scorecard and reported to the senior leadership.</p> <p>Within the Sectors and DRCs, Safety Forums are conducted (usually monthly) with management and employees from within the business units meeting to discuss safety matters. Adherence to the schedule of these forums is monitored in the Balanced Scorecard. Where Trade Unions are active, they are represented at the Safety Forums and play an integral role in engaging with the workforce. Many sites have dedicated safety management meetings with the Trade Unions to enable the flow of information to and from workers and in most Sectors/DRCs all areas of the safety management system are discussed. Where Trade Unions are not present, workers safety representatives are identified and play an active role in engagement with management on health and safety matters.</p> <p>In addition to the routine forums and committees, workers are involved in producing and reviewing risk assessments for activities they undertake, for advising on selection of appropriate PPE for tasks and gain feedback on equipment. Focus groups of workers are brought together to provide subject matter input and worker perspectives when developing the Home Safe Summit and other communications materials as well as to inform and review of guidance material to support manuals and policies.</p> <p>The annual Global People Survey includes a number of SH&EP and Wellbeing questions, and all workers are encouraged to respond as this gives valuable information and feedback to management on areas for improvement.</p> <p>See also our Safety, Health and Environmental Protection Policy Statement.</p>
403-5 Worker training on occupational health and safety	<p>Babcock is committed to providing suitable training for its workers to ensure they are informed and competent to undertake their tasks. For Babcock colleagues appropriate task-based training is available, provided and renewed as required on a frequency that is defined by legal requirements, industry practice or Babcock defined requirements as applicable. Certain activities or tasks mandate competency levels, which have to be demonstrated and, in some cases, certified before individuals are allowed to undertake the task – for example the use of forklift trucks; drivers need to be suitably trained and licensed. Risk assessments for the tasks identify the competency requirements of the operators and others involved in the task. Development of competency frameworks for all functions are underway to bring greater coherence and standardisation of functional training requirements across Babcock.</p> <p>Babcock’s employee management system, SuccessFactors, captures some of this training but in most cases, records are held locally in a mixture of electronic and hardcopy files that can be audited. Development of SuccessFactors is underway to provide for a coherent Learning and Competency Management System that enables employees to move within Babcock and competency levels to be viewed across the organisation.</p> <p>Common Babcock health, safety and environmental protection induction training has been developed and covers SH&EP Awareness, including the Home Safe commitments, risk assessment and control requirements, basic fire safety, and incident reporting. This is accompanied by common Babcock Human in the System training that provides workers with an understanding of the how human behaviour can impact an accident sequence, including latent defects and reiterates that it is human nature to make errors so highlighting the importance of building systems that are not error provocative as well as putting checks in place to identify errors in</p>

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	<p>safety critical procedures. This e-learning has been translated to various languages and is delivered as instructor led training for those unable to utilise IT.</p> <p>The Babcock global annual safety summit (see GRI 403-04) which is held across sites and virtually and the annual Safety Stand Down communicates to all employees, contractors and suppliers our top risks and how we control them. These events form an integral part of the annual training programme. The Summit sets the context for the Safety Stand Down and provides training material for all the workforce to use throughout the year in the form of toolbox talks, activities and material for discussions which act as timely refreshers on key topics.</p> <p>Babcock has created a series of Front-Line Leadership (FLL) safety training courses that includes e-learning packages and a face to face facilitated consolidation session. These courses are delivered specifically to FLL's to provide the skills needed to lead the workforce, set them to work safely and encourage a positive safety culture within our organisation. This interactive, practical and theory-based training provides us with the capability to provide good leadership, supervision and decision making at the working level. The completion levels of this training are monitored by the Executive through the Balanced Scorecard.</p> <p>We have developed and delivered impactful Senior Leader Safety and Compliance Training that enables senior leaders from across Babcock to understand more about their responsibilities and accountabilities for health and safety, what could happen if things go wrong and how good safety leadership is critical to developing and maintaining an engaged safety culture.</p> <p>Other Occupational Health and Safety training includes training for Display Screen Equipment assessment, use of Synergi Life reporting system, product safety awareness and health and safety for Project Managers. Training for specific activities such as working at height and entry to confined spaces is locally managed and a cross-sector training working group was established to share good practice and develop common training packages to meet the standardized requirements.</p> <p>All training is provided free of charge, within working hours and training records are used and retained in accordance with GDPR guidelines.</p> <p>Babcock SH&EP personnel have the opportunity to participate in Continuous Professional Development (CPD) sessions twice a year to increase knowledge, awareness of emerging risks and share good practice with colleagues from across the globe.</p> <p>Where hazards relate to specific locations or activities conducted by others on sites, specific site induction training and site orientation is provided to ensure workers, contractors and visitors understand the risks and controls to keep them safe e.g., emergency response arrangements and location of restricted areas.</p> <p>Task specific training of sub-contractor organisation workers is the responsibility of the sub-contracted organisation; however, dependent on the tasks they carry out they will need to prove that they are appropriately trained and certified to carry out tasks on Babcock managed premises e.g., Work on electrical systems or drive vehicles.</p> <p>See also pages 83-84 of our Annual Report 2025.</p>

403-6 Promotion of worker health	As identified in response to GRI 403-03, within the Babcock Strategic 3W's approach to Workplace Occupational Health needs, there is clear recognition as to the importance of wider non-occupational health and wellbeing employee interventions in supporting occupational health.
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The access, awareness and engagement of non-occupational health and wellbeing interventions is recognised as a key part of our Babcock Wellbeing Strategy supported by data driven action plans to focus on improving our colleagues' experience. These plans have made our wellbeing provision, including financial, social, physical, and mental wellbeing interventions more easily accessible to both our offline and online worker populations and includes use of more localised communications regarding our whole wellbeing portfolio and healthcare services. The use of mental health first aiders to signpost services has significantly increased awareness of our non-occupational health and wellbeing offering and supporting our mental health first aiders is key to this. Some employees within specific businesses are also offered subsidised private health insurance or gym memberships to support health needs. All employees within UK have access to a Babcock funded General Practitioner via telephone and online appointments with a nutritionist to build and maintain a healthy lifestyle.

Our wellbeing provision covering financial, social, physical and mental wellbeing offers employees a holistic opportunity to manage or improve their wellbeing needs. Services or wellbeing programmes offered include salary finance solutions, Electrical Vehicle (EV) financial schemes, corporate physical and social challenges. We provide an Employee Assistance Programme (EAP) to all colleagues and their families to support them and improve wellbeing and improved integration between the occupational health services and EAP providers have enhanced the provision to workers.

Babcock has several established networks that support workers to feel included and strengthens our safety culture. These includes the Neurodiversity Network and a Disability Network amongst others. These networks bring together employees, share useful information and help to raise the awareness of all at Babcock as well as assisting managers in making reasonable adjustments in the workplace and activities to support all our workers and ensure they go home safe every day. We celebrate Level 2 Disability Confident Employer status and set our sights on achieving Level 3.

Wellbeing provisions differ globally across Babcock, so an integral part of developing our provision is collaboration across the Babcock International Group to share good practice.

Personal sensitive information is recorded, stored and used in accordance with GDPR and similar regulations around the world.

Individuals are able to report events that impact their mental health via our Babcock-wide reporting system, Synergi Life, and they have the ability to identify the report as confidential which provides additional protection of the information that they deem as sensitive. Confidential psychosocial events are routed and notified to nominated Human Resources representatives within the area of business to provide suitable response and restrict access to information to only those that need to know.

All employees undertake a health assessment prior to employment, with some roles, or those with pre-existing conditions requiring more in-depth fitness to work examinations. These enable the individual to be more aware of the issues and for Babcock to identify any potential issues and provide appropriate support such as PPE, work aids, access to an Employee Assistance Programme (EAP) to enable them to undertake the tasks and promote employee health or prevent an existing condition from being aggravated by work.

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<i>Disclosure</i>	<i>Additional Information</i>																				
	<p>For non-Babcock workers, first aid and emergency medical services will be made available following incidents, but wider occupational/voluntary health and wellbeing services would be provided by their own employers.</p> <p>See also pages 83-84 of our Annual Report 2025 and Safety, Health and Environmental Protection Policy Statement.</p>																				
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Refer to GRI 403-02 above.</p> <p>See also pages 83-84 of our Annual Report 2025.</p>																				
403-8 Workers covered by an occupational health and safety management system	<p>All Babcock employees, contingent workers and sub-contracted staff that are working on Babcock managed premises and employees working away from Babcock premises are covered by the occupational health and safety management system and these management systems are subject to external audit by ISO 45001 certifying bodies. No employees or workers are excluded from the occupational health and safety management system.</p> <p>Many Babcock sites and business units have actively sought and achieved accreditation to the ISO 45001 Occupational Health and Safety Management System Standard and are regularly audited against this standard by third-party independent certifying bodies. Furthermore, some industries have national and industry specific regulators, such as aviation and nuclear, and these businesses are subject to robust audit regimes from external regulators and customers. The Babcock SH&EP management system is the amalgamation of many of these sub-systems within the different Sectors/DRCs and Business Units and the holistic Babcock management system is subject to independent internal audit in support of the audit committee scheduled for 2025.</p> <p>See also pages 83-84 of our Annual Report 2025.</p>																				
403-9 Work-related injuries	<p>There have been no work-related fatalities for employees, contingent workers and contractors in Babcock during the 24/25 financial reporting period.</p> <p>Fatalities</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2022</th> <th>FY23</th> <th>FY24</th> <th>FY25</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>Contractors</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>We recorded 202 Occupational Safety and Health Administration (OSHA) recordable accidents (rate per 200,000 hrs. worked = 0.73), of these 139 were injuries or illnesses that required days away from work (rate per 200,000 hrs. worked = 0.5).</p>		FY 2022	FY23	FY24	FY25	Employees	0	2	0	0	Contractors	0	0	0	0	Total	0	2	0	0
	FY 2022	FY23	FY24	FY25																	
Employees	0	2	0	0																	
Contractors	0	0	0	0																	
Total	0	2	0	0																	

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Lost Workday Rate (LWR)

	Unit	FY 2022	FY23	FY24	FY25
Employees	n/200,000 hrs worked	0.56	0.49	0.71	0.5
Data coverage (as % of employees, operations, or revenues)	% of employees:	100	100	100	100

Note: LWR is tracked on a consolidated basis: employees and contingent workers

The figures above include the injuries recorded by contingent workers and consultants working under the direction and control of Babcock. 9.4% of all reported injuries within our Babcock operations have resulted in harm to contractors. There were 2 reported injuries that occurred to members of the public. One was where a firefighter cut their thumb assisting to wheel a helicopter into a hangar as a hailstorm was due, the other was a member of hospital staff standing next to the aircraft received a minor injury when a panel was blown from a helicopter.

The total number of working hours applicable to the injury rates for FY24/25 was 55,342,662, up 2% from the previous year. Our injury rates are calculated per 200,000 working hours and categorised in accordance with the Occupational Safety and Health Administration guidelines.

The vast majority of injuries sustained, result in injuries to hands such as abrasions or cuts, which are minor in nature. Many of these are due to use of tooling, or contact with objects, when a hand slips during manual tasks. Working at height activities present a risk with a high consequence of work-related injuries. 61% of reported injuries were assessed as insignificant in severity and required little or no treatment but some of these events could have resulted in more serious consequences so investigations are conducted in relation to the potential consequence rather than the actual harm caused.

No workers were specifically excluded from reporting injuries and we actively encourage reporting via Synergi Life reporting system, however, it is recognised that minor or insignificant severity injuries experienced by sub-contractors are unlikely to be reported on the Babcock system therefore the injuries of sub-contractors are not included in Babcock statistics unless the injuries were directly attributed to our activities.

Refer to GRI 403-02 for how these hazards have been determined, what actions were taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls. Also, for any actions taken or underway to eliminate other work-related hazards.

See also [pages 83-84](#) of our Annual Report 2025.

403-10 Work-related ill health

There have been no fatalities due to work-related ill health in Babcock this year. The number of reported events of work-related ill health are very low and these relate to hand arm vibration (HAV) and noise induced hearing damage which are areas of focus across our industrial sites. A Health Risk Assessment process is used to identify the health hazards, including psychosocial hazards. Refer to GRI 403-02 for further details on how these hazards have been determined; what actions were taken or underway to eliminate these hazards and minimise risks using the hierarchy of controls and for any actions taken or underway to eliminate other work-related hazards.

Babcock is developing the reporting system to encourage people to report minor ill-health issues and near misses that could have impacted worker health to help

Topic Standards: Social Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>with understanding and managing the potential risk exposure. No workers were specifically excluded from this.</p> <p>Comprehensive Occupational Health service provider data in regard to occupational disease occurrence, outcomes of health surveillance and fitness for task medical assessments is provided by the suppliers to a small number of nominated central SH&EP staff to enable data analysis to inform Group wide interventions. This data integrates with Babcock's Synergi Life data to enable proactive mapping of any occupational related disease.</p> <p>See also pages 83-84 of our Annual Report 2025.</p>

GRI 404: Training and Education 2016

404-1 Average hours of training per year per employee	<p>Based on available data, the average number of training hours per annum is approximately 28, or 4 days of training, however the exact number will vary significantly depending on the role, site, BU and Sector. See also pages 63, 84, 89, 97 of our Annual Report 2025.</p> <p>Please see table related to 'GRI 205-2 Communication and training about anti-corruption policies and procedures' for a breakdown of mandatory training completion.</p> <p>Omission: Average hours of training per year per employee and gender.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: Our current system does not allow us to accurately track total number of training hours nor to record the number of hours training by gender.</p>
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404-2 Programs for upgrading employee skills and transition assistance programs	<p>Babcock is a people business. We have a lot of opportunities ahead of us and are ensuring we have the workforce we need, both now and in the future. That means delivering the growth, skills and capability enhancements that will support our customers' critical programmes for years to come.</p> <p>Early Careers</p> <p>The last 12 months has seen us recruit and welcome the highest number of apprentices and graduates across the Group. We are continuing to build upon our pre-apprenticeship programme on the back of the successful pilot in Clyde which saw us achieve a 90% success rate from this cohort completing a pre-apprenticeship to being offered a modern apprenticeship. We are continuing to expand our pre-apprenticeship programmes; Clyde has now doubled its intake, and we've commenced a new pre-apprenticeship programme in England. The eligibility criteria differs in England thus we are working with 16-18-year-old - Not in Education, Employment and Training (NEETs) however with the same intent of offering students employment with us.</p> <p>Alongside the delivery of our pre-apprenticeship programmes, we have invested in developing an External Engagement Team whose role is to ensure we engage, inspire, and educate people on the variety of choices that a STEM career can afford. This team, who are based across the UK, are also responsible for working with the business to develop new pre-entry programmes, such as neuro-diverse, home schooled work experience, all of which has been well received.</p> <p>We are also continuing to build upon our early careers offering and are continually bringing online new programmes to benefit the business and meet our workforce demand.</p> <p>See also pages 7, 10, 85-91 of our Annual Report 2025.</p>
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Topic Standards: Social Disclosures

<i>Disclosure</i>	<i>Additional Information</i>																																														
404-3 Percentage of employees receiving regular performance and career development reviews	<p>In the reporting period 1st April 2024 – 31st March 2025, 17,591 employees received a performance and development review through our HR system. In addition, a paper-based version is provided for all other employees who cannot access the electronic system.</p> <p>Percentage of Percentage of employees receiving regular performance</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">HR System Recorded</th> <th style="text-align: center;">Africa</th> <th style="text-align: center;">% of employees</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td style="text-align: center;">13,286</td> <td style="text-align: center;">243</td> <td style="text-align: center;">57%</td> </tr> <tr> <td>Female</td> <td style="text-align: center;">4,290</td> <td style="text-align: center;">360</td> <td style="text-align: center;">83%</td> </tr> <tr> <td>Prefer not to say</td> <td style="text-align: center;">1</td> <td style="text-align: center;">-</td> <td style="text-align: center;">3%</td> </tr> <tr> <td>Not specified</td> <td style="text-align: center;">1</td> <td style="text-align: center;">-</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>Nonbinary</td> <td style="text-align: center;">13</td> <td style="text-align: center;">-</td> <td style="text-align: center;">81%</td> </tr> <tr> <td>N/A</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">17,591</td> <td style="text-align: center;">603</td> <td style="text-align: center;">62%</td> </tr> </tbody> </table> <p><i>Demographic Total Employees</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td>Male</td> <td style="text-align: right;">See 401-1</td> </tr> <tr> <td>Female</td> <td style="text-align: right;">See 401-1</td> </tr> <tr> <td>Prefer not to say</td> <td style="text-align: right;">See 401-1</td> </tr> <tr> <td>Not specified</td> <td style="text-align: right;">See 401-1</td> </tr> <tr> <td>Nonbinary</td> <td style="text-align: right;">See 401-1</td> </tr> <tr> <td>N/A</td> <td style="text-align: center;">-</td> </tr> </tbody> </table>				HR System Recorded	Africa	% of employees	Male	13,286	243	57%	Female	4,290	360	83%	Prefer not to say	1	-	3%	Not specified	1	-	5%	Nonbinary	13	-	81%	N/A	-	-	-	Total	17,591	603	62%	Male	See 401-1	Female	See 401-1	Prefer not to say	See 401-1	Not specified	See 401-1	Nonbinary	See 401-1	N/A	-
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GRI 405: Diversity and Equal Opportunity 2016

3-3 Management approach to Diversity and Equal Opportunity	<p>Our people are the foundation of our success. Diversity strengthens our business. It enables innovation, supports decision-making and reflects the customers and communities we serve.</p> <p>This year, we reinforced our commitment to I&D through a range of initiatives. We continued to grow our eight colleague networks, which include B4ME (Babcock for Minority Ethnic), the Gender Balance Network, the Disability & Carers Networks and Pride in Babcock, our colleague network that represents the LGBTQ+ community.</p> <p>As part of our new sustainability strategy, a core priority remains increasing female representation. We are actively working towards our target of 30% women in our workforce by 2030.</p> <p>In the UK, we are signatories of the Race at Work Charter and continue to promote diversity education and awareness through our B4ME network.</p> <p>We continue to build inclusive recruitment processes, including the use of diverse interview panels and targeted outreach to underrepresented communities. Our commitment extends to veterans, early careers, and individuals with disabilities.</p> <p>We achieved Level 2 accreditation in the UK Government's Disability Confident scheme and are working towards Level 3, demonstrating our commitment to attracting, recruiting, on-boarding and retaining disabled people and those with caring responsibilities.</p> <p>We recognise that the gender pay gap is primarily an issue of representation rather than equal pay for equal work. We are encouraged to report that our median gender pay gap has once again narrowed, down from 6.7% to 5.9% this year. This</p>
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Topic Standards: Social Disclosures

Disclosure	Additional Information
	<p>figure stands well below the UK national average of 13.1%, reflecting our ongoing efforts towards gender parity.</p> <p>For further information, see:</p> <ul style="list-style-type: none"> • Our website: See Inclusion and Diversity; Inclusion and Diversity South Africa; • Our reports: See the reporting boundaries and methodologies section on pages 66-69 of this report • Our Annual Report, page 85-91 • Our policies and standards: See our Human Rights Policy; Gender Pay Gap Report 2024;

405-1 Diversity of governance bodies and employees

Women constitute 19% of our workforce. Female representation at the Board level remains consistent with the previous year at 40%, while the Senior Management level increased to 31% (up from 23%).

See also [pages 141-142](#) of our Annual Report 2025.

Diversity of governance bodies and employees

	<30	30-50	>50	N/A	Men	Women	LGBTQ+	BAME	Total
Senior leaders by age	-	55	54	15	-	-	-	-	124
Senior leaders by diverse groups	-	-	-	-	86	38	-	-	124
Senior leaders by diverse groups*	-	-	-	-	-	-	-	3	3
All employees by age	5,766	13,518	9,976	121	-	-	-	-	29,381
All employees by diverse groups**	-	-	-	-	23,694	5,610	-	-	29,304
All employees by diverse groups***	-	-	-	-	-	-	257	264	521

Note:

* No senior leaders have disclosed they are LGBTQ+ or BAME

** As per GRI 2-7 this is excluding 20 non-binary, 20 not specified, and 37 prefer not to say

*** Number of employees who have disclosed they are LGBTQ+ or BAME

The reporting period is 01 April 2024 to 31 March 2025

405-2 Ratio of basic salary and remuneration of women to men

We are committed to creating and maintaining a working environment that is as fair, inclusive, diverse, and as supportive as possible for our colleagues. As well as taking action at a Group level to address the historic under-representation of women, each of our businesses are developing specific plans to help us close their gender pay gap. Our work to reduce inequalities between male and female employees has delivered progress every year since we started reporting in 2017. As at 5th April 2024 our UK median gender pay gap was 5.5%, down from 6.8% in 2024.

See also [page 86](#) of our Annual Report 2025 and our [Gender Pay Gap report](#).

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GRI 406: Non-discrimination 2016

406-1 Incidents of discrimination and corrective actions taken

Discrimination in the workplace is not tolerated at Babcock.

Over the reporting period we had 2 cases of discrimination reported through Babcock's Whistleblowing line. In both cases, evidence was presented, and it was determined that discrimination had occurred - appropriate remedial activities were undertaken in response. See also [page 97](#) of our Annual Report 2025.

Whistleblowing Line (Global)

	FY23 Total	FY24 Total	FY25 Total
Number of incidents of discrimination during the reporting period	3	3	2
Total	3	3	2

GRI 407: Freedom of Association and Collective Bargaining 2016

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

At Babcock, we prioritise upholding the strictest standards and work closely with our suppliers to ensure these standards are consistently applied throughout our supply chain. Our [Supplier Code of Conduct](#) clearly outlines our expectations, including but not limited to the right to freedom of association and collective bargaining. We share our [Code of Business Conduct](#) with all our suppliers and have made it a key feature of our onboarding process to verify objective evidence of control at our suppliers.

Our business units are dedicated to upholding the highest standards of ethical conduct and social responsibility. To ensure our suppliers share these values, we have implemented a comprehensive due diligence process, including supplier onboarding, assessments and performance reports. These measures have been effective in identifying and mitigating risks.

As a result, no significant risks related to workers' rights to exercise freedom of association or collective bargaining have been identified in FY25. Our [Supplier Code of Conduct](#) prohibits any practices that infringe on these rights.

See also our [Human Rights Policy](#) and [Sustainable Procurement Policy](#).

GRI 408: Child Labour 2016

408-1 Operations and suppliers at significant risk for incidents of child labor

At Babcock, we prioritise upholding the strictest standards and work closely with our suppliers to ensure these standards are consistently applied throughout our supply chain. Our [Supplier Code of Conduct](#) clearly outlines our expectations, including, but not limited to, the prohibition of child labour. We share our [Code of Business Conduct](#) with all our suppliers and have made it a key feature of our onboarding process to verify objective evidence of control at our suppliers.

Our business units are dedicated to upholding the highest standards of ethical conduct and social responsibility. To ensure our suppliers share these values, we have implemented a comprehensive due diligence process, including supplier onboarding, assessments and performance reports. These measures have been effective in identifying and mitigating risks.

Our risk resilience tool enables us to comprehensively map our supply chain ecosystem, monitor activities and proactively identify hidden risks in our sub-tier supply chain with live alerting. This tool is accessible to all our sector procurement teams and monitors a range of ESG risks, including human rights alerts for child labour.

Topic Standards: Social Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>As a result, no significant risks related to child labour have been identified in FY25 during the supplier onboarding, assessments, performance reports or our risk resilience continuous monitoring solution. Our supplier code of conduct strictly prohibits such practices.</p> <p>See also pages 96-99, 135 of our Annual Report 2025, Supplier Code of Conduct, Sustainable Procurement Policy – Supplier Guide and Human Rights Policy.</p>

GRI 409: Forced or Compulsory Labor 2016

<p>409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor</p>	<p>At Babcock, we prioritise upholding the strictest standards and work closely with our suppliers to ensure these standards are consistently applied throughout our supply chain. Our Supplier Code of Conduct clearly outlines our expectations, including but not limited to the prohibition of forced labour and ensuring freedom of movement. We share our Code of Business Conduct with all our suppliers and have made it a key feature of our onboarding process to verify objective evidence of control at our suppliers.</p> <p>Our business units are dedicated to upholding the highest standards of ethical conduct and social responsibility. To ensure our suppliers share these values, we have implemented a comprehensive due diligence process, including supplier onboarding, assessments, and performance reports. These measures have been effective in identifying and mitigating risks.</p> <p>Our risk resilience tool enables us to comprehensively map our supply chain ecosystem, monitor activities, and proactively identify hidden risks in our sub-tier supply chain with live alerting. This tool is accessible to all our sector procurement teams and monitors a range of ESG risks, including human rights alerts for unethical labour practices and forced labour.</p> <p>As a result, no significant risks related to forced labour and freedom of movement have been identified in FY25 during the supplier onboarding, assessments, performance reports or our risk resilience continuous monitoring solution. Our supplier code of conduct strictly prohibits such practices.</p> <p>See also pages 63, 88, 101 of our Annual Report 2025 and Sustainable Procurement Policy.</p>
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GRI 410: Security Practices 2016

<p>410-1 Security personnel trained in human rights policies or procedures</p>	<p>In our Human Rights policy, we state: “In accordance with the United Nations’ Guiding Principles on Business and Human Rights, Babcock will disseminate the contents of this Policy, including awareness-raising and training actions and monitoring their effective implementation.”</p> <p>See also our Human Rights Policy and Modern Slavery Transparency Statement.</p> <p>Omission: The percentage of security personnel, including third-party organisations, who have received formal training in human rights policies or specific procedures and their application to security.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We do not currently record this data.</p>
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GRI 411: Rights of Indigenous Peoples 2016

<p>411-1 Incidents of violations involving rights</p>	<p>There are no confirmed incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>See also pages 63, 88, 101 of our Annual Report 2025.</p>
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Topic Standards: Social Disclosures

Disclosure *Additional Information*

of indigenous peoples

GRI 413: Local Communities 2016

3-3
Management approach to local communities

The communities where we operate play a vital role in our long-term success. We aim to create lasting value by addressing local needs and leveraging our business strength to support education, volunteering, charitable initiatives and local enterprise.

Partnering with SMEs can enhance our resilience through flexibility, innovation and cost efficiency, as these smaller enterprises can quickly adapt to changing market conditions and offer specialised expertise in areas such as advanced materials, cybersecurity, unmanned aerial systems, AI and additive manufacturing. In 2024, we have increased our engagement with SMEs, with our SME spend rising from 28% in FY24 to 31% in FY25.

We continue to emphasise the importance of volunteering, recognising the mutual benefits it brings to both our communities and our colleagues. Building on the success of Be Kind Day, we are setting a new target of 50,000 hours of volunteering per year in our communities by 2030 to further embed a culture of a culture of giving back.

We are helping to address the UK's STEM skills shortage through our External Engagement Teams situated across the UK. They are responsible for collaborating with our volunteer STEM ambassadors, young people, parents and teachers to raise awareness, engagement and inspiration with the intent of sparking interest in STEM.

For further information, see:

- Our website: See [Oxford Economic Report](#); the [Defence Dividend Report](#); [Supporting our communities](#); [Army Benevolent Fund \(ABF\) charity](#); [Naval patrol boat converted into floating clinic](#); [Our community | Babcock Australasia](#); [Community engagement - Babcock Canada](#); [Community Initiatives | South Africa](#)
- Our Annual Report: [pages 92-96](#)
- Our policies and standards: See our [Sustainability Policy](#); [Volunteering Policy](#); [Charity Policy](#).

413-1
Operations with local community engagement, impact assessments, and development programs

At Babcock, we aim to make a positive impact on the communities in which we operate, ensuring the safety and wellbeing of our people while fostering long-term, meaningful relationships with local stakeholders.

Our community engagement strategy includes volunteering, donations, sponsorships, career development opportunities, and collaborative initiatives that generate further opportunities. As a global business, Babcock also actively engages and supports indigenous communities at both programmatic and people-centric levels. We are proud to work closely with a diverse network of partners to enhance our local impact and drive meaningful change. Below are some examples from our work in the Marine and Land sectors.

Marine sector:

Argyle Community Trust: We collaborate with the Trust to support youth development, education, and wellbeing programs across Plymouth, helping to build stronger, healthier communities. As part of this commitment, we've invested

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£80,000 in a five-year sponsorship agreement supporting Foulston Park, reinforcing our long-term dedication to community development.

Civic Agreement: As a signatory, Babcock is a signatory to the Civic Engagement Agreement, a social value driven partnership between Plymouth City Council, University Hospitals Trust Plymouth & the University of Plymouth to deliver shared goals for the city, based on Workforce, Supply Chain and Place.

Growth Alliance Plymouth: Through this alliance, we contribute to strategic economic development initiatives that support innovation, job creation, and skills development in the region.

Plymouth City College: We maintain a strong partnership with the college to support skills training, apprenticeships, and career pathways for young people, ensuring a pipeline of talent for the future. Currently, we support 493 apprentices across 26 different apprenticeship programmes and we have 204 graduates actively progressing through the programme.

Be Kind Hours: This initiative allows our employees to dedicate time to volunteering and community service, reinforcing our culture of compassion and civic responsibility. In the past year, Babcock employees have contributed 3,368 hours of volunteering through Be Kind Hours, supporting local charities, schools, and environmental projects.

Land sector:

The Land Sector actively encourages our larger sites to establish local community engagement and charity groups led by staff volunteers, for example Bovington and Donnington.

Health & Wellbeing Initiatives: Two wellbeing rooms provide quiet, supportive spaces for staff, with resources and access to Mental Health First Aiders. Donnington site also partners with Shropshire Prostate Cancer Support Group to offer PSA testing and health information sessions.

Work Experience and Open Day: A structured work experience programme offers students hands-on exposure to various departments. Eleven placements are scheduled for summer 2025. Additionally, an open day invites staff and families to explore the site, promoting community pride.

Environmental Initiatives: Efforts include donating surplus furniture, introducing food waste caddies, organising litter picks, and piloting a PPE recycling project with Arco to reduce landfill waste.

Bovington Youth Centre: ASC Bovington and our customer are currently working in partnership to improve the Bovington Youth Centre. This has seen an incredible decrease in youth vandalism in the local area, and the club now plays a crucial role in the community supporting young people in their transition from childhood to responsible adulthood.

Land supports numerous local charities and causes close to our sites, including:

- Royal Shrewsbury Hospital and Princess Royal Children's Ward
 - Donate 2 Motivate (clothing for hospital patients)
 - Hilbrae Dog Rescue (donations and volunteer support)
 - Christmas Smile (gift donations for underprivileged families)
 - Hope House Children's Hospice (raffles and donations)
 - Armed Forces Day and memorial garden refurbishment
 - Telford Mind's veteran cafés (fundraising and awareness)
 - Telford Crisis Support (food bank and home packs)
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<i>Disclosure</i>	<i>Additional Information</i>
	<ul style="list-style-type: none"> • Shropshire Prostate Cancer Support • Lingen Davies Cancer Fun Run • A youth football team <p>For community engagement case studies, our quantified UK impact assessment, and further information across our full international business, please refer to the Oxford Economics Report, the Defence Dividend Report, our Sustainability pages on our website and our Annual Report 2025.</p> <p>Omission: Percentage of operations with implemented local community engagement, impact assessments, and/or development programs.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We do not collate and report this by specific location.</p>
413-2 Operations with significant actual and potential negative impacts on local communities	<p>Babcock's purpose reflects our commitment to making a positive contribution to the communities in which we operate, providing high-quality jobs and delivering social and economic sustainability. We're also aiming to integrate environmental sustainability into our programme design to reduce waste, optimise our resources and minimise the impact of our operations. More information on the Oxford Economics Report, the Defence Dividend Report and our Environment pages.</p> <p>Omission: The location of operations with significant actual and potential negative impacts on local communities.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We do not collate and report this by specific location.</p>
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	<p>Operating in the Defence & Aerospace sectors, we adopt a comprehensive risk-based approach to segment and evaluate new suppliers based on their activities. Our goal is to establish the appropriate level of due diligence required. Our supplier segmentation process is meticulously designed to assess risk and determine the level of support, engagement, and development needed for each supplier.</p> <p>As of March 2025, nearly 3,000 suppliers have participated in the Joint Supply Chain Accreditation Register assessment process, which includes a comprehensive review of their practices and policies, including social criteria. By evaluating our suppliers' social performance, we aim to identify opportunities for improvement and promote sustainable business practices throughout our supply chain.</p> <p>Additionally, with our standardised onboarding process in the UK, we aim to achieve 100% assessment rate of all new suppliers undergoing due diligence, inclusive of social criteria.</p> <p>See also pages 98, 116 of our Annual Report 2025 and Sustainable Procurement Policy.</p>
414-2 Negative social impacts in the supply chain and actions taken	<p>At Babcock, our Sustainable Procurement Policy identifies key sustainability themes, including requirements related to environmental and social criteria. The Sustainable Procurement Supplier Guide outlines detailed requirements for suppliers to ensure alignment with our company's values and objectives. The due diligence processes adopted by our business units, including supplier onboarding, supplier assessments and supplier performance reports, have been effective in identifying and mitigating risks. As a result, no significant environmental or social impacts have been identified through these processes. We remain committed to continuously improving our due diligence processes to ensure that we operate in a sustainable and environmentally responsible manner.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>As of March 2025, nearly 3,000 suppliers have participated in the Joint Supply Chain Accreditation Register (JOSCAR) assessment process, which includes a comprehensive review of their practices and policies, including social criteria. In FY25, all suppliers on the JOSCAR register were assigned an Environmental and Social (ESG) rating, with clear scoring criteria for identifying their strengths and improvement opportunities.</p> <p>Our risk resilience tool enables us to comprehensively map our supply chain ecosystem, monitor activities, and proactively identify hidden risks in our sub-tier supply chain with live alerting. This tool is accessible to all our sector procurement teams and monitors a range of ESG risks, including but not limited to, human rights, environmental and social risks.</p> <p>As a result, no significant negative social impacts have been identified within our supply chain, and no supplier relationships have been terminated. We continuously monitor and assess the supply chain for potential social risks.</p> <p>See also pages 98-99 of our Annual Report 2025 and Sustainable Procurement Policy.</p>

GRI 415: Public Policy 2016

415-1 Political contributions	<p>Our Anti-Bribery and Corruption/Ethical Policy mandates that no political contributions are to be made and none have been made in the period.</p> <p>See also page 179 of our Annual Report 2025.</p>
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GRI 416: Customer Health and Safety 2016

416-1 Assessment of the health and safety impacts of product and service categories	<p>30 products, out of 131 significant product and service categories reviewed by the quarterly Global Product Safety Review Board (GPSRB), are currently identified as 'Areas of Focus'. These areas of focus are categorised as requiring additional proactive monitoring and management to ensure the effectiveness of Risk Controls and reduce Product Safety risk exposure in terms of potential Health & Safety impacts.</p> <p>The GPSRB is currently migrating to a PSOE assessment, based on the following criteria:</p> <ul style="list-style-type: none"> • Present: There is evidence that the 'marker' is clearly visible and is documented within the organisation's PSMS or PS documentation. • Suitable: The marker is suitable based on the size, nature, complexity and the inherent risk in the activity. • Operating: There is evidence that the marker is in use and an output is being produced. • Effective: There is evidence that the marker is effectively achieving the desired outcome and has a positive safety impact.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	<p>To the best of our knowledge, we have had no incidents of non-compliance with regulations resulting in a fine, a penalty or a warning.</p>

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GRI 417: Marketing and Labeling 2016

417-1 Requirements for product and service information and labeling We do not believe this is material to our business at this time.

417-2 Incidents of non-compliance concerning product and service information and labeling We do not believe this is material to our business at this time.

417-3 Incidents of non-compliance concerning marketing communications We do not believe this is material to our business at this time.

GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data Babcock holds ISO 27001 certification and has company-wide policies and procedures for information security ensuring that appropriate security controls are in place to protect information and data from unauthorised access, corruption, loss, or theft. This year, there have been no known instances of regulatory action against us from either an outside party or a regulatory body.

At Babcock, the security of all data—whether corporate or customer—is a top priority. We ensure that both data at rest and data in transit are encrypted using current industry standards to uphold confidentiality and privacy. Our data protection practices are fully aligned with relevant regulatory requirements and compliance frameworks, including [DPA 2018](#), [UK GDPR](#) and other applicable data security standards.



SASB Standards

The Sustainability Accounting Standards Board ([SASB](#)) guidance for Aerospace and Defence helps inform the content, narrative and data included in this report.

The following table highlights sections of the report and other public disclosures that include information in line with SASB's metrics for the period 1 April 2024 to 31 March 2025 and 1 January to 31 December 2024 where applicable.

Babcock is committed to providing transparent and meaningful sustainability information to our employees, clients, communities and shareholders.

<i>Code and Metric</i>	<i>Our Response</i>
Energy Management	
RT-AE-130a.1	Full details of Babcock's energy consumption are included on pages 66-71 of our Annual Report and Financial Statements 2025 and GRI 305: Emissions.
a. Total energy consumed	
b. percentage grid electricity	During the calendar year 2023, Babcock consumed 1,169,531.47 GJ of energy. Grid supplied electricity equates to 48% of Babcock's energy consumption.
c. percentage renewable	Approximately 34% of Babcock's energy consumed is from renewable energy sources.
Hazardous Waste Management	
RT-AE-150a.1	During the calendar year 2024, Babcock generated 6,742.6 metric tonnes of hazardous waste. 98% of this was recycled.
a. Amount of hazardous waste generated	
b. percentage recycled	
RT-AE-150a.2	During 2024, 8 reportable spills have occurred in jurisdictions we operate in. Due to security reasons, we are not able to provide further details of the spillages.
a, Number and aggregate quantity of reportable spills	
b, Quantity recovered	
Data Security	
RT-AE-230a.1	There were no data breaches for the reporting period.
a. Number of data breaches	
b. Percentage involving confidential information	
RT-AE-230a.2	a. Babcock has a governance structure in place to ensure data security risks are identified, impact assessed and that necessary mitigating actions are recorded and implemented. Records of all information assets are held in a central register and asset owners (IAOs) are assigned with responsibility for assessment and management of associated risks in alignment with Babcock's overall risk appetite. Senior Information Risk Owners (SIROs) are responsible for data security within their respective areas, and this includes escalation of data security risks to the overall business risk register. Babcock holds ISO27001 certification for our core IT services and has company-wide policies and procedures for information security. Employees are required to undergo annual cyber security awareness and data protection training. As well as rigid technical controls to protect information there are technical checks including regular vulnerability scanning, penetration testing and compliance audits, the results (and corrective actions) of which are recorded in the audit system. A supply chain security process is in place to assess, monitor, and manage risks associated with third-party vendors and partners. This process includes initial and ongoing due diligence, continuous monitoring, and reassessments to ensure compliance with Babcock's security policies. Our approach aligns with internationally recognised standards such as ISO/IEC 27001 for information security management. Where applicable, UK based suppliers are expected to meet requirements under the UK Cyber Essentials scheme and demonstrate adherence to applicable regulatory obligations.
Description of approach to identifying and addressing data security risks in:	
a. Company operations and	
b. Products	

<i>Code and Metric</i>	<i>Our Response</i>
	b. Products generated by Babcock are required to go through a robust assurance process to ensure risk assessments have been carried out and that necessary standards are met. There are information security controls at all stages of the process including controlled access to design information, multiple checks and approvals, classification of designs and documents and control of information distribution.

Product Safety

RT-AE-250a.1	We do not believe this to be material to our business
a. Number of recalls issues, b. total units recalled	
RT-AE-250a.2	We do not believe this to be material to our business
a. Number of counterfeit parts detected b. percentage avoided	
RT-AE-250a.3	We do not believe this to be material to our business
a. Number of Airworthiness Directives received b. total units affected	
RT-AE-250a.4	We do not believe this to be material to our business
Total amount of monetary losses as a result of legal proceedings associated with product safety	

Fuel Economy & Emissions in Usephase

RT-AE-410a.1	No disclosure.
Revenue from alternative energy-related products	We are working to develop our environmental data management system to allow us to report on our revenue from alternative energy-related products moving forward.
RT-AE-410a.2	We are working to develop Climate Transition Plans across our global operations which shall map the journey to Net Zero and incorporate the strategy to eliminate emissions across our products and services.
Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	

Material Sourcing

RT-AE-440a.1	Risks associated with the use of critical materials are managed through the organisation's risk management strategy, processes, and procedures.
Description of the management of risks associated with the use of critical materials	Due to security restrictions, we are not able to disclose further on our use of critical materials.

Business Ethics

RT-AE-510a.1	None.
Total amount of monetary losses as a result of legal proceedings associated with incidents of	

<i>Code and Metric</i>	<i>Our Response</i>
corruption, bribery, and/or illicit international trade	
RT-AE-510a.2 Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defence Anti-Corruption Index	The Group has not disclosed revenue earning from countries in Band E and F due to confidentiality reasons.
RT-AE-510a.3 Discussion of processes to manage business ethics risks throughout the value chain	See response to GRI 205-1 Operations assessed for risks related to corruption. More information on Group risk management and risk assurance can be found on pages 104-123 of our Annual Report 2025.
Activity Metrics	
RT-AE-000.A Production by reportable segment	See "Our Business", on pages 2-3 of our Annual Report 2025.
RT-AE-000.B Number of employees	See GRI Disclosure 2-7 Employees on page 5.

Boundaries and Methodologies

The non-financial reporting boundaries and methodologies outlined here relate to the social and environmental performance disclosures set out in the Annual Report and Financial Statements 2025 and the GRI and SASB Report.

Reporting Period

Babcock International Group plc ESG performance data reporting covers the period from 1 April 2024 to 31 March 2025 unless otherwise stated.

Scope

Unless we state otherwise, the ESG performance data is reported on the same principles as the financial statements. Thus, our reporting covers Babcock's wholly owned and joint operations and subsidiaries.

Reporting Boundaries

The reporting process, collation of the data and drafting of this report, is managed by the Group Sustainability team prior to review and verification by functional owners and subject matter experts using their local systems and processes.

Whilst the aim of our reporting processes is to provide data that is complete, accurate and reliable with built in verification, this report has required numerous complex streams of data, and it is not possible to guarantee this. Where we have made estimates or exercised judgement, this is highlighted within this reporting.

This document was approved by our Group Sustainability Director. Our sustainability data has not been subject to external assurance unless indicated.

Exceptions

We have identified disclosure GRI 417: Marketing and Labelling 2016 as not material for Babcock as a Group in FY25.

Environmental Data

The following standards, assumptions and methodologies have been applied throughout the environmental reporting process.

Reporting Period & Baseline Year

Babcock International Group plc's environmental reporting period is the calendar year (01 January to 31 December). To ensure consistency across all standards and frameworks, the baseline year for all environmental reporting is 2021.

Data Collection Approach

All scope 1 & 2 environmental data has been collected and calculations conducted using an operational control approach (Section 3/4 GHG Protocol), using a consistent group of entities across all years detailed in this report (Section 5 GHG Protocol). The data has been collected based on automatic meter readings where possible, or supplier invoices/portals. Where quantity/volume data was unavailable, a spend based approach was used. A centralised approach to gathering data was used to minimise the reporting burden on the business and ensure a consistent approach.

Scope 3 data has been collected and calculated using a hybrid spend and revenue-based approach. Where practical, the completeness principle of the [GHG Protocol Corporate Standard](#) has been applied. There are some instances where due to the nature of the activities being undertaken at certain sites, the collection of certain data has not been possible.

Calculation Tools

All reported scope 1 & 2 data as well as category 6 of scope 3, has been uploaded to Babcock's new Environmental Data Management System, [Envizi](#) which is a cross-sector tool. All conversions and calculations for both GHG and energy are carried out and managed within the system and are compliant with international protocols. Emission factors are based primarily on regional, or country specific factor sets, with custom emission factors being used where necessary. A full breakdown of the emission factors used can be found [here](#).

Missing Data

Where data has been found to be missing, an extrapolation or interpolation approach (depending on the available data) has been taken to try and provide as complete a picture as possible. Where a site/supplier/service provider has been unable to provide current data, an average of the last 3 years has been used to illustrate the consumption/usage of missing data.

In 2024, the following percentages of Scope 1 & 2 data were estimated to ensure a consistent group of entities across all years:

- 2021 – 8%
- 2022 – 5%
- 2023 – 1%
- 2024 – 0%

Approach to Acquisitions/Divestments

Where a site has been acquired by the business, every effort has been made to acquire actual consumption/usage data from the vendor. Where this is not possible, the approach to missing data has been used. If a site has been built by the business, consumption/usage data has been collected from the point of occupation. Where a legal entity/site has been divested from the business' portfolio, the relevant data has been archived and is no longer reported.

More information can be found on [pages 122, 205-207](#) of our Annual Report 2025.

Social Data

Health and Safety

All accidents, regardless of severity of the injury, are reported. A recordable event is any work-related injury and illness that results in death, loss of consciousness, days away from work or medical treatment beyond first aid and is aligned to internationally recognised Occupational Safety and Health Administration (OSHA) recording methodology.

The Total Recordable Injury Rate (TRIR) is expressed as: the number of recordable work-related injuries and illnesses multiplied by 200,000 divided by the total working hours. (200,000 hours equates to 100 employees working 40 hours for 50 weeks per year).

The work-related injuries or illnesses that resulted in employees being away from work for one day or more are recorded as **Days Away from Work Cases** and the **Days Away from work Case Rate (DACR)** is expressed as: the number of recordable work-related injuries and illnesses multiplied by 200,000 divided by total working hours. (200,000 hours represents 100 employees working 40 hours for 50 weeks per year).

Events that occur involving contingent workers and consultants whilst working for Babcock are included within the figures as they come under the direction and control of Babcock, we have health and safety responsibilities for them, and we do not differentiate between temporary and permanent workers. Events that occur to others that are working or visiting Babcock facilities are also reported. They are then investigated and recorded by Babcock or the sub-contractor, whichever is assessed as the most appropriate organisation.

Events are reported across Babcock using the group-wide safety, health and environmental protection management information system [SYNERGI LIFE](#). This system is also used for proactive management and investigation of events, trend analysis and for company and group wide reporting.

Inclusion and Diversity

The data included in our responses covers our global workforce. Data for our UK, Australasia and Canada-Based employees is held in our HR Information System (SuccessFactors). The data for the other direct reporting countries (DRCs) is held in local HR Systems for their respective country or entity. This data is then manually aggregated to form a complete picture for our global workforce. Any exceptions / assumptions been noted in the individual response. Note that while we actively encourage our employees to provide their personal data, employees might choose to not disclose diversity data.

Find our public statement on our [website](#).

Pay Gap

For gender pay gap calculations see page four of our [Gender Pay Gap Report 2024](#).

See also [pages 85-86](#) our Annual Report 2025.

Governance and Ethics

Babcock is committed to conducting business honestly, transparently and with integrity. We have policies and procedures in place to ensure that employees are aware of business ethics, and we maintain internal policies and procedures to ensure that the Group complies with all applicable laws and regulations. We also have suitably qualified and experienced employees and/or expert external advisors to advise and assist on regulatory compliance.

Our [Code of Business Conduct](#), together with our [Ethics policy](#), sets out the clear expectations that we have of our employees. We seek to reinforce these values with all employees through several different processes, for example, our training.

Several training courses such as Acceptable Use Policy, Cyber Security Awareness and Anti-bribery and Corruption, are mandatory for Babcock employees and must be completed annually (see GRI Disclosure 404-1 Average hours of training per year per employee). Babcock has a governance structure in place to ensure data security risks are identified, impact assessed and that necessary mitigating actions are recorded and implemented. Records of information assets are held in a central register and asset owners (IAOs) are assigned with responsibility for assessment and management of associated risks in alignment with Babcock's overall risk appetite. Senior Information Risk Owners (SIROs) are responsible for data security within their respective areas, and this includes escalation of data security risks to the overall business risk register.

Where required, we create training materials in local languages.

Our [whistleblowing](#) telephone service and online portal is confidential and is available 24 hours a day, seven days a week in multiple languages. The independent confidential reporting service is operated by an [independent company](#). Employees can leave their name and contact details if they wish or choose to leave a completely anonymous message. Employees' concerns will be relayed, on a confidential basis, to the Company Secretary who will make sure that they are investigated.

Sustainable Supply Chain

At Babcock we are committed to conducting business honestly, transparently and with integrity. To protect the Company and reduce risks, we have set out a policy on how we should conduct business, which we summarise in the form of the [Babcock Code of Business Conduct](#) and [Supplier Code of Conduct](#).

As an international business, we recognise our responsibility for upholding and protecting the human rights of our employees and other individuals with whom we deal throughout our supply chain and in our operations across the world. Our [Modern Slavery Transparency Statement](#) is reviewed and approved by the Board.

To reinforce our commitment, we have published our [Sustainable Procurement Policy](#) and [Sustainable Procurement Policy Supplier Guide](#). These documents serve as key references for setting expectations with our suppliers regarding ethical and sustainable procurement and encourage suppliers to align with our vision, contribute to social responsibility and support the development of sustainable products and services.

We follow [The Fair Payment Code \(FPC\)](#) which require us to report on a half-yearly basis on our payment practices, policies and performance. This information is published through an [online service](#) provided by the government and is available to the public. To see our FY25 average payment term to our suppliers, see [page 99](#) of our Annual Report 2025.

Suppliers' volume and value statistics are the aggregation of ERP invoice information from across the group. For reporting SME status, we utilise our vendor master information as well as the suppliers registered country to determine region or location. For more information, please visit the [ESG Policies and Statement](#) page on our website.

GLOSSARY

AONB - Area of Outstanding Natural Beauty is a protected landscape in the United Kingdom, designated for its scenic beauty and natural features.

Bowtie analysis - A visual risk assessment method used to analyse and communicate how risk scenarios develop, particularly in high-risk situations.

BREEAM - it stands for Building Research Establishment Environmental Assessment Method, is a globally recognized standard for assessing and certifying the sustainability of buildings and infrastructure.

DPA 2018 - The Data Protection Act 2018 is a UK law that updates data protection laws and came into effect on May 25, 2018. It replaced the Data Protection Act 1998 and works in conjunction with the UK GDPR to protect personal data. The DPA 2018 ensures data is handled fairly, lawfully, and transparently, with specified, limited, and accurate use.

Envizi - is an IBM software suite that helps businesses manage and report on their Environmental, Social, and Governance (ESG) data, particularly focusing on sustainability and decarbonization.

EPC Standards - The Energy Performance Certificate standards refer to the regulations and requirements surrounding energy efficiency ratings for buildings, particularly rental properties. In England and Wales, the current minimum EPC rating for rental properties is E, but the government plans to raise this to C by 2030. This change is part of a broader effort to improve energy efficiency and reduce carbon emissions.

HSE - Health and Safety Executive is Britain's national regulator for workplace health and safety. It prevents work-related death, injury and ill health. HSE is an executive non-departmental public body, sponsored by the Department for Work and Pensions.

ISO 9001 - is a globally recognized standard for quality management. It helps organizations of all sizes and sectors to improve their performance, meet customer expectations and demonstrate their commitment to quality. Its requirements define how to establish, implement, maintain, and continually improve a **quality management system (QMS)**.

ISO 14001 - is the internationally recognized standard for **environmental management systems (EMS)**. It provides a framework for organizations to design and implement an EMS, and continually improve their environmental performance. By adhering to this standard, organizations can ensure they are taking proactive measures to minimize their environmental footprint, comply with relevant legal requirements, and achieve their environmental objectives.

ISO 45001 - is an international standard that specifies requirements for an **occupational health and safety (OH&S) management system**. It provides a framework for organizations to manage risks and improve OH&S performance. The standard establishes criteria for an OH&S policy, objectives, planning, implementation, operation, auditing and review.

IUCN - stands for the [International Union for Conservation of Nature](#). It is a membership Union composed of both government and civil society organizations. The IUCN is known for its Red List, which assesses the conservation status of species worldwide.

LNR - Local Nature Recovery Strategies. LNRS are a new system of spatial strategies for nature, introduced in the Environment Act 2021. LNRS will help map out the action needed to restore nature, working closely with local stakeholders, especially farmers and land managers.

MPA - Marine Protected Area, is a term that can refer to [Marine Protected Areas](#), designated regions of the ocean where human activities are limited to protect marine life and habitats.

OSHA – the Occupational Safety and Health Administration is a U.S. federal agency responsible for ensuring safe and healthful working conditions for working men and women. It does this by setting and enforcing standards, and by providing training, outreach, education, and assistance to employers and employees. In the UK, the equivalent of the US OSHA is the Health and Safety Executive (HSE)

PS – Process Safety documentation refers to the formal records and information that outline how to safely manage and operate processes involving hazardous materials or energy to prevent incidents like explosions, fires, or toxic releases.

PSMS - Process Safety Management Systems is a set of interrelated elements that establish policies, procedures, and practices to manage the process hazards in an organization.

PSOE assessment - Specifically within the context of Safety Management Systems (SMS) in aviation and other safety-critical industries, is an evaluation of how well a system or process is performing using four key criteria: Present, Suitable, Operating, and Effective.

Ramsar - The Convention on Wetlands is the intergovernmental treaty that provides the framework for the conservation and wise use of wetlands and their resources.

SAC - Special Areas of Conservation are protected areas designated to safeguard specific habitats and species, playing a crucial role in maintaining biodiversity, both on land and at sea.

SPA - Special Protection Area is a protected area designated to conserve wild birds and their habitats, often within the framework of the EU's Birds Directive.

SSSI - a Site of Special Scientific Interest is a UK-wide designation for land recognized for its exceptional ecological or geological features.

tCO₂e - it's a standard unit used to measure the global warming potential (GWP) of different greenhouse gases and stands for **tonne of carbon dioxide equivalent**. Essentially, it converts the warming effect of various greenhouse gases (like methane or nitrous oxide) into the equivalent amount of carbon dioxide (CO₂) that would produce the same impact.

TOP-SET – also known as Kelvin TOP-SET teaches incident investigation, root cause analysis and problem solving to make effective recommendations, prevent recurrence and improve performance. The method revolves around six elements: Technology, Organization, People, Similar Events, Environment and Time.



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