



SUSTAINABILITY PERFORMANCE REPORT

2023



INTRODUCTION

At Explore Manufacturing we're determined to be operationally net zero company by 2030, and to be fully net zero business before 2050. It will be challenging, but we believe this can be done. Achieving our goals means working together with our stakeholders; our clients, delivery partners, peers, and academia.

We have made significant strides over the last 12 months in embedding a sustainability-first mindset within our business operations. Our sustainability strategy comprises carbon reduction, nature protection, social impact, diversity, inclusion, and employee wellbeing. We have had some key successes in reducing energy intensity and operational carbon, we have engaged wider within the local community and taken steps to upskill our staff on sustainability topics. However, we are aware there is still a long way to go to achieve our over-arching ambitions.

We're undoubtedly moving in the right direction. We're continuing to invest in improvements to ensure our facility and products are fit for a lower-carbon future. Our dedicated Technology and Innovation teams are an essential part of ensuring we can expedite the deployment of sophisticated solutions that will help make tomorrow's sustainable future a reality that we can start to implement today.

We must work as a collective to keep challenging ourselves and to pioneer solutions that deliver sustainable buildings and infrastructure that deliver for society and the environment.

I am immensely proud to lead a business that has already made huge advances towards low-carbon manufacturing delivery; with our determined and ambitious team I am confident we will further progress our sustainability commitments and drive change.



JAMES LANGLEY
EXPLORE MANUFACTURING
GENERAL MANAGER

OUR OPERATIONS AND OUR SUSTAINABILITY APPROACH

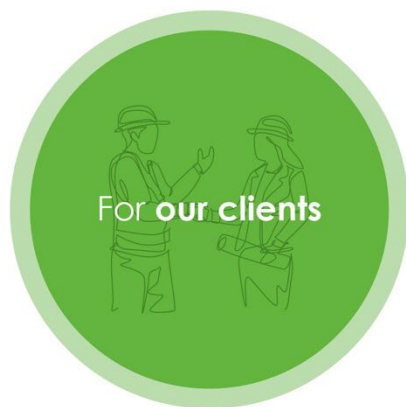


Explore Manufacturing leads the construction industry in driving greater levels of design standardisation and quality by producing components via our Centre of Excellence for Modern Construction (CEMC) for building and infrastructure projects throughout the UK. The investment in CEMC, which opened in 2009, has united the power of our experience and knowledge of construction with state-of-the-art processes and technology, providing our clients and contractors with leaner, smarter and more cost-efficient options for the built environment.

In supporting the wider industry in a more sustainable future and acknowledging our expertise in offsite manufacturing, we are determined to be a catalyst for transformation in our industry. We know that we cannot do this in isolation and strongly believe in collaboration with our supply chain and industry partners.

Decarbonising materials is one of the biggest ways we'll reduce embodied carbon in the built environment. We have a unique facility for low carbon concrete research and it's an area we've been firmly focused on over the past year.

Pushing the boundaries of what's possible is at the core of our purpose. It determines how we think and how we act. We know that actions speak louder than words and it's our philosophy to do what we say and say what we do. Our Group Pushing the Boundaries sustainability strategy is a comprehensive plan that details how we're reducing environmental impacts while positively contributing to society, whether that's our people, our clients or the communities within which we operate.



Deliver innovative,
high performance
sustainable solutions



PUSHING THE BOUNDARIES FOR OUR CLIENTS

Our commitment to innovation and modern construction methodologies empowers us to support clients in achieving their sustainability objectives.

At CEMC, our specialist concrete technologists have access to advanced facilities, technology, and ample space to test and trial a diverse array of product mixes and designs. These prototyping capabilities help us to advance construction progress. However, the primary objective of the facility is to deliver exceptional results for clients. Our technical engineers develop detailed digital models that can be precisely adjusted to meet client requirements and seamlessly translated into construction.

Our skilled workforce is directly employed and trained by us, providing direct access to on-site design engineers. This approach fosters a collaborative environment and ensures exceptional quality standards for our clients.

Our industry-leading modular building solutions, developed in collaboration between Explore Manufacturing, Expanded and Laing O'Rourke, are applied across multiple sectors, with bridges serving as a primary example. By integrating digital configuration, precast components, and off-site manufacturing, we are revolutionising engineering and construction. This approach delivers reductions in embodied carbon, project timeframes, and local disruption while enhancing workforce safety and productivity. Developed, tested, and refined by our engineers in collaboration with industry and academic partners, our solutions are currently supporting highways and rail networks, ensuring high-quality outputs with minimal impact on local communities.

Our modular system consists of standardised, precast components, manufactured at CEMC, that can be readily configured to specification, essentially forming an engineered kit of parts. Advanced digital modelling allows for rapid development and refinement of designs, significantly reducing the design period. The modular approach enables quick assembly on-site with a reduced workforce.

CASE STUDY: TRACE BRIDGES

We delivered 35m span bridges for our client, using the modular bridge kit of parts approach described. The project delivered the following benefits:

Outcome	Improvement
Programme timeframe	Reduced by 50% - from 37 to 19 weeks
Carbon reduction	8% reduction in embodied carbon versus traditionally designed, in-situ reinforced bridge abutment.
On-site resource	84% reduction – with much of the work taking place off-site, construction took just 3 weeks with a 6-strong workforce.
Local disruption	A shorter programme meant a shorter period of traffic management, with local roads handed back quickly.



Modular bridge solution in action.

To understand the full life cycle impacts of our products and support clients in providing accurate whole-life carbon assessments, we have developed five internally verified Environmental Product Declarations (EPDs). These EPDs provide accurate assessments of our product impacts, offering clear benchmarks for improvement. All EPDs are scheduled for third-party verification in 2024.

Building on the initiatives undertaken in 2021 and 2022, supported by a grant from Innovate UK, we have advanced our efforts to decarbonise concrete components and operations at our facility. The grant, awarded by the UK's Industrial Energy Transformation Fund (IETF), enabled a consortium comprising Laing O'Rourke, the University of Cambridge, and the University of Sheffield's Advanced Manufacturing Research Centre (AMRC) to conduct initial research into facility performance and simulate potential adaptations for manufacturing low embodied carbon concrete products.

The project was structured into three phases: Research, Implementation, and Operational. The research phase concluded in August 2022, and the implementation phase was completed in 2023. The implementation phase included four key workstreams focused on critical areas of our operations to support decarbonisation efforts:

- Product
- Materials
- Digital
- Operations

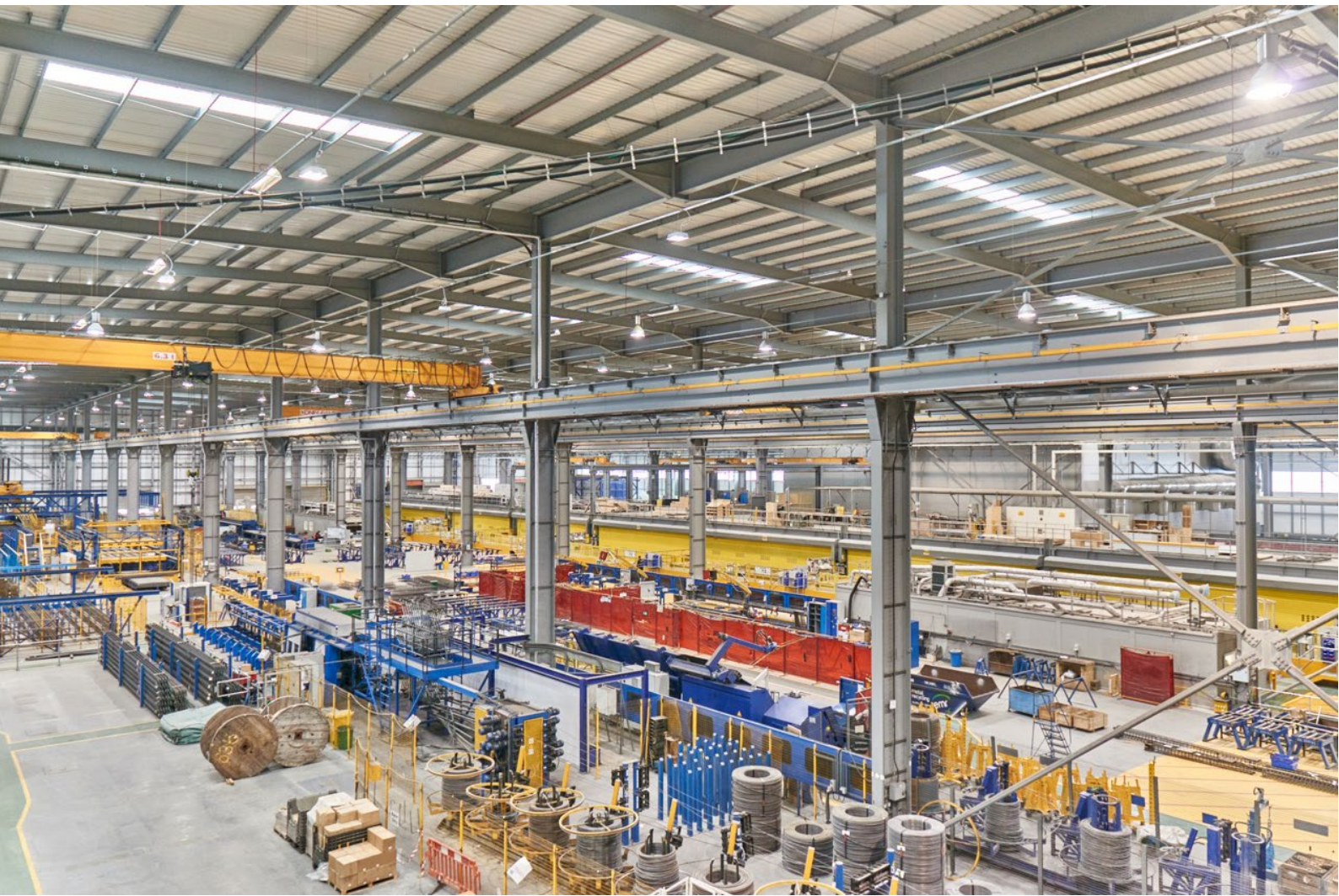
Key outputs from these workstreams include:

- Development of a water submetering dashboard
- Detection and resolution of water leaks
- Installation of energy usage submeters across the site to monitor localised usage
- Ongoing waste material monitoring and reduction initiatives
- Creation of a live dashboard for product embodied carbon (Scope 3) using CEMC material and production data
- Consolidation and publication of concrete mix guidelines
- Implementation of low-carbon concrete mix mandate
- Final testing of a cement-free concrete at Building Research Establishment (BRE)
- Ongoing testing of fibre reinforcement concrete mixes

- Approval of capital expenditure for plant modifications to enable the adoption of low-carbon mixes at an operational scale

In 2024, the business will transition into the operational phase of the project, following the implementation of numerous new initiatives throughout 2023. This phase will involve a comprehensive review of the performance of all implemented initiatives to ensure ongoing impact reduction and support the company's ongoing transition to a low-carbon manufacturing facility.

*Inside our Centre of Excellence for
Modern Construction*





Preserve our planet



PUSHING BOUNDARIES FOR THE ENVIRONMENT

SCOPE 1 & 2 CARBON REDUCTION

To continue reducing our Scope 1 emissions, we transitioned from white diesel to Hydro-treated Vegetable Oil (HVO) in 2022. Our HVO is derived from waste, sourced from ISCC certified providers, and has a fully traceable supply chain, ensuring no contribution to negative indirect land use change (ILUC), such as deforestation. Throughout 2023, this switch from diesel to HVO has resulted in a reduction of 322 tCO₂e.

All electricity utilised at our facility is 100% renewable and backed by Renewable Energy Guarantee of Origin (REGO) certification. By purchasing REGO-backed electricity in 2023, we have achieved a saving of 835.94 tCO₂e.

In our efforts to reduce energy consumption across operations, we achieved an 11% reduction in energy usage compared with 2022. Since establishing our 2020 energy baseline against production output, we have reduced our overall energy consumption by 30.6%.

In reducing carbon dioxide emissions across our operations, we have achieved an 28.5% CO₂ reduction against our 2022 energy usage. Since establishing our 2020 CO₂ baseline against production output we have overall reduced our operational CO₂ emissions by 48.23%.

As part of our decarbonisation strategy, the company made a significant investment in transitioning to electric plant equipment in 2023. In August 2023, we introduced an electric shunter and two electric forklift trucks to our fleet. Since their deployment, the two electric forklift trucks have achieved a reduction of 674 kgCO₂e compared to their diesel counterparts. Additionally, over the first five months of operation, the electric shunter has saved 16.35 tCO₂e relative to using a diesel equivalent.

In preparation for low-carbon concrete production, the High-Speed Carousel (HSC) ovens were transitioned from natural gas to electric heating during the Christmas maintenance shutdown. The reinstatement of the heat source within the HSC curing chamber facilitates this transition, utilising our zero-carbon electricity.

There are three primary reasons driving this project:

- Facilitate extended curing capabilities for HSC to achieve a 10-hour cure period, compared to the current 24 hours required during cold weather;
- Support the curing requirements of future low-carbon concretes, and;
- Transition away from carbon-emitting fuels would prevent an increase in operational carbon emissions when the ovens are reinstated

Commissioning of the reinstated ovens will be completed in January 2024.

SCOPE 3 CARBON REDUCTION

All water supplied to the facility is through a permitted abstraction licence from a borehole. Within the last year our abstracted water usage litre/production output (t) has decreased by 22.64% versus 2022 usage. A significant amount of work has been undertaken to understand localised usage with extensive

submetering installed across the site. Localised monitoring has supported the business in quickly identifying leaks to prevent excessive usage.

With the aim to conserve natural resources, where possible we try to procure either recycled materials or by-product materials that can be utilised in our production operations. Reinforcement used within our products contains 98% recycled content. We have also increased the use of alternative cementitious materials from 43% in 2022 to 48% in 2023.

LOWER CARBON CONCRETE

The business has committed to having net-zero carbon emissions across all scopes before 2050, which requires all our projects and materials to be net-zero carbon. As part of achieving this goal, we are setting interim targets to transition our business and supply-chain, enabling Laing O'Rourke to offer lower-carbon solutions to our clients.

Aligned with our net-zero carbon target, in July 2022 our parent company, Laing O'Rourke, signed up to the ConcreteZero initiative as a founding member. We have publicly committed to procure 100% net-zero concrete by 2050, and as part of the ConcreteZero requirements, we must achieve interim targets and move to "low carbon concrete".

In April 2023 the company committed to only use low carbon concrete (LCC) on all its new projects in the UK. This development will help accelerate progress towards our goal of becoming a net zero company before 2050, and will also support our clients' sustainability goals.

The switch to low carbon concrete followed a two-year research and development programme, co-funded by the company and Innovate UK, and with the support of academic partners from the University of Cambridge and Sheffield University's Advanced Manufacturing Research Centre.

The team from Explore Manufacturing worked closely with colleagues from Expanded, Technical and Procurement, and some of our supply chain partners, to test and refine different concrete mixes and products with less cement – which is the most carbon intensive element of concrete.

This process has enabled us to use alternative supplementary cementitious materials aligned with the Low Carbon Concrete Group (LCCG) definition of low carbon concrete: Grade A or better, to significantly reduce its carbon content and adhere to the Institution of Civil Engineers' (ICE) definition of low carbon concrete.

CIRCULAR ECONOMY

Total waste produced kg/production output (t) reduced by 28.43% from 2020, and decreased by 24.81% from 2022 figures. As part of our decarbonisation commitment, a significant amount of work has been undertaken to understand waste on site. The business is now able to monitor waste generation at a localised area where key waste streams arise. Load cells have been installed on specific production lines to ensure waste is accurately measured at source, and production teams record when and why excess waste is generated from specific operations. Additional monitoring at the facility has been established with an overall aim to bring about a waste reduction for the facility.

99.89% of waste was diverted from landfill, which is 0.07% improvement from 2022.

Key engagements have been made with a local supplier to understand how polystyrene can be eliminated from the High-Speed Carousel (HSC) with an aim to standardise materials for varying sized voids.

A comprehensive review of plant efficiency has been conducted to gain deeper insights into waste generation from our concrete washout operations. Consequently, a proposal has been formulated with the objective of reducing the production of filter cake waste by 50%. The company plans to implement these infrastructure enhancements in 2024. Ongoing research is also being pursued to explore potential reuse applications for the filter cake by-product.

All Personal Protective Equipment (PPE) is segregated from mixed waste streams. To limit the impacts of waste from replacing old PPE, a specialist textile waste contractor is appointed for the facility. The appointed contractor is a specialist in textile shredding, clothing destruction and textile recycling with a pledge to send zero textile waste to landfill.

BIODIVERSITY

At our facility, we have introduced several biodiversity initiatives to enhance our environmental stewardship and foster positive engagement among our employees and the local community. In February 2023 Explore Manufacturing partnered with Nottinghamshire Wildlife Trust, providing employees with more opportunities to engage with nature in the county. It encourages CEMC's employees to embrace the natural environment and become champions for nature's recovery. A series of seasonal topics and initiatives were developed to boost employees' and their families' wellbeing and encourage connection with wildlife, and the wild places where they work and live. One of the initiatives the Trust offers is the "Wild Work Day", where employees dedicate time to environmental conservation activities. This day has become a cornerstone of our commitment to biodiversity, providing an opportunity for staff to directly contribute to the enhancement of our local environment.

The business has a clear strategy to make a positive contribution to the environments in which it operates. Explore Manufacturing is taking action at its own site, working with the Trust's subsidiary specialist ecological consultancy, East Midlands Ecology Consultants Ltd (trading as EMEC Ecological). An initial baseline assessment of the Steetley site has been completed to better understand the biodiversity landscape, including identification of plant and animal species. Following this a biodiversity action plan has been developed, documenting key actions that can be undertaken to enhance the site's biodiversity, enabling existing wildlife and environments to further flourish.



One of the recommendations in the biodiversity baseline report was to conduct environmental DNA (eDNA) surveys to monitor the presence of Great Crested Newts in our local water bodies, which we have completed. These surveys are crucial for understanding and protecting this important species. With positive results received from the initial surveys, further population surveys have been programmed for 2024 to gain a deeper insight into the local population surrounding our site.

We embraced the "No Mow May" campaign, allowing areas of our grounds to grow naturally without mowing. This initiative not only supports local wildlife but also raises awareness about the importance of sustainable landscaping practices. It has been well-received by our staff, who have shown great enthusiasm in observing the positive changes in the facility's biodiversity. One of the site's favourite finding was the bee orchid located in the grounds.

We also undertook wildflower planting across the facility. This effort has transformed previously under-utilised areas into vibrant habitats for pollinators and other wildlife, creating a more visually appealing and ecologically valuable landscape.

These initiatives have not only improved our environmental performance but have also created a strong sense of community and engagement among our workforce. By actively participating in these initiatives, our employees have developed a deeper appreciation for environmental conservation and sustainability, further embedding these values into our corporate culture.



COMPLIANCE

Careful management of our environmental aspects and impacts is paramount, and we are proud to be ISO14001 and ISO50001 accredited. These systems enable us to thoroughly understand our impacts on natural resources. We conduct regular reviews of our manufacturing activities, including water and energy usage, and waste generation throughout our processes.

Our facility recorded zero convictions for air and water emissions in 2023.

We have implemented several targeted environmental action plans focused on energy, waste, and production, driving continual improvement and enhancing our environmental performance. These initiatives have fostered greater engagement with production teams and identified key sustainability opportunities, addressed by relevant experts in each area.

In 2023, we continued to achieve BES6001 'Very Good' certification. This certification underscores our active management of supply chain impacts and our own performance.

In 2023, 99.69% of the materials for our concrete mixes were supplied by companies certified to ISO14001, ISO9001, and ISO45001/OHS18001. Additionally, 57.46% of these materials were sourced from companies certified to BES6001.

In limiting our impacts as a business, we strive to support the local community and, where feasible, source materials from our local area.

Explore Manufacturing is delighted to have renewed its commitment to the MPA Precast Sustainability Charter and to have recertified as Charter Member in 2022. Our efforts to continually improve our sustainability performance have been reflected in our score, which has moved up from 97% in 2022 to 100% in 2023.

AWARDS



We were thrilled to win the Environment & Sustainability Award at the North Notts Business Awards.

This award recognises the action we have taken as part of our commitment to reducing our impact on climate change, while protecting our natural environment.



Bee friendly wildflower meadow at our site entrance



Make a positive, lasting impact for society



PUSHING BOUNDARIES FOR SOCIETY

As part of the Laing O'Rourke group, we have a social value strategy which focuses on key five areas, aligned to the government's Social Value Model. This framework allows our team to focus on what communities need most. We have programmes to widen employment opportunities, prioritise local supply chain partners during procurement, and engage with local students to inform them about the wide range of careers in construction.

We work hard to engage deeply with our local stakeholders, whether they be part of our workforce or nearby residents and business, to enable a deeper understanding of the long-term benefits of our work and promote the industry in a positive manner.

THEMES	 Inclusive employment	 Thriving local economies	 Healthy communities	 Inspiring future generations	 Environmental net gain
PRIORITY OUTCOMES	Offer equal opportunities Upskill a diverse construction workforce	Maximise local supply chain spend Develop diverse and resilient supply chains	Improve wellbeing of our people Contribute to thriving local communities	Inspire and attract future talent Embed STEM within the national curriculum	Achieve net zero carbon by 2050 Enhance community green spaces
2030 TARGETS	Enrich the lives of 2 million people				
	Create £2bn of social impact				

Explore Manufacturing is part of the Laing O'Rourke group and contributes to its strategic goal of enriching the lives of 2 million people and creating £2 billion of social impact by 2030.

We work in partnership with social value specialists, Thrive, to record and monitor progress towards our social value targets. By attributing a financial metric to social impact, the Thrive platform enables use to report the progress we're making and quantify its value. During 2023 we have generated over £6 million of social value within the region.

INSPIRING FUTURE GENERATIONS

Explore Manufacturing is rapidly evolving its technology, using digitalisation to solve some of the biggest environmental challenges the construction sector faces. With this comes a skills gap, and we are working with young people to demonstrate how varied and rewarding a career in construction can be.

We have partnered with three local schools to deliver a range of engaging STEM (Science, Technology, Engineering & Mathematics) interactive workshops to showcase the diversity of projects we work on, the science behind the Modern Methods of Construction processes we use at our facility and the range of the opportunities available. Building on these workshops, two of our team volunteer as Career and Enterprise Advisors, offering guidance to schools on how to weave real-life work scenarios into a STEM class curriculum.

We offer insightful tours and sessions for university students to build the skills and knowledge needed for the engineers of tomorrow. These tours provide vital context for those studying the built environment and demonstrate the power of digitising off-site manufacturing.

THRIVING LOCAL ECONOMIES

As a business we are proud of our long-standing relationships with local suppliers. We recognise we can, and do, play a crucial role in stimulating regional economic growth, creating jobs, and fostering community development. By supporting local businesses and encouraging local spending, communities can build a stronger and more resilient economy.

Over the last year we spent over £601,400 with local supply chain businesses. 29% of suppliers used in the last 12 months are based within 30 miles of our facility.

Due to the specialist nature of our components we tend to use larger suppliers, but will always stipulate that we want the spend to go through a local depot or hub. This directs the economic impact to the local area rather than a head office based in a city far from our community.

We are keen to support small and medium-sized businesses wherever we can and have over a dozen within our supply chain. For example, we have been working with a small company based less than 20 miles from our facility for a number of years now, and they are our preferred supplier on a range of goods that we require either on occasional basis or outside our usual procurement cycle. The business is recognised as one of our most supportive suppliers and is consistently providing proactive and reactive service. As a result, we account for a large percentage of the business' turnover. We take our responsibility for his ongoing success seriously and have measures in place to protect this commercial relationship.

HEALTHY COMMUNITIES

We also take our responsibility as a local employer seriously. Over 85% of employees live within 30 miles of the site and we recognise the importance of listening to and partnering with local and wider communities.

With our team's families being so deeply connected to the area, investing in our community is important to us and we have a long history of employee and corporate giving.

Our charitable partnership with Guide Dogs for the Blind started from a conversation with a member of the team with personal experience. It led us to create an interactive training workshop for the team to understand sight loss, the importance of regular eye tests and the challenges faced by visually impaired individuals in accessing employment.

Aside from this charitable partnership, we also work closely with Bassetlaw food banks to provide support to local families. Our teams have collected toys at Christmas, chocolate eggs at Easter and meal packs for donation during school holidays.



Engender an inclusive, healthy working environment



PUSHING THE BOUNDARIES FOR OUR PEOPLE

We know that a more diverse workforce will help us to innovate and make better decisions, and we continue to explore new approaches to ensuring we create an inclusive culture where all people feel welcome.

We have an industry-leading parenthood policy which helps us to create the foundation for gender balance by providing extended parental leave for all staff.

Aside from our target to have a 50-50 gender balance among staff by 2033, we are working with other partners to identify and eliminate unconscious biases, and help us make progress in reducing the barriers many face in accessing the workplace.

With 1:7 people in the UK in the neurominority, our hope is that individuals feel valued, and as an organisation we can embrace the talents of neurodiversity to bring fresh perspectives and valuable skills to our business. We have partnered with local specialist college, Portland College, to offer two of their students a meaningful 12-month supported internship that aims to enhance their long-term employability by providing them with real-world skills and experiences. The internships have been carefully designed to equip the students with valuable workplace skills and experiences that complement their academic education. They will benefit from tailored training, supervision, and mentorship from our team, ensuring a smoother transition into the professional world. Portland College will be running several general awareness sessions with our team to increase understanding of ADHD, autism, and the way in which we can adapt our environment to enable the interns to thrive.

Laing O'Rourke has been awarded Level 3: Disability Confident Leader, the highest level in the UK Government's Disability Confident scheme, which supports employers to make the most of the talents that people with disabilities can bring to the workplace. It is among the first tier one contractors to attain Level 3.

We have also partnered with Evenbreak to increase the diversity we see in applicants to advertised vacancies. Evenbreak is a leading disability online job board offering inclusive jobs for people with disabilities or any long-term health conditions. All of our vacancies are listed on Evenbreak and candidates referred through the site are automatically shortlisted.

Additionally, every year Explore provides employees with opportunities to think how we can best support everyone in our business to have the opportunity to thrive by participating in the Positively Purple initiative. This global movement promotes inclusive working environments for disabled employees. Traditionally we light-up our building in purple, run awareness campaigns and hold workforce briefings.



*Our building lit up in support of the
Positively Purple campaign*

¹Key Performance Indicators

Objective	KPI (2020 baseline)	2020	2021	*2022	**2023	Industry target	Business target
Responsible resourcing	Company to achieve at least a 'Very Good' through BES6001 responsible sourcing certification	Pass	Pass	Very Good	Very Good	N/A	Very Good
	% of alternative cementitious materials to be at least 30%	33.73%	39.35%	43%	48%	25% (target)	N/A
Energy reduction	Reducing overall energy intensity in production by 25% by 2024	128.05	102.88	98.7	88.77	54.89 (2019)	96.04
Carbon reduction	Reducing CO2 emissions for production (kgCO2/tonne) by 25% by 2024	7.61	8.45	5.51	3.94	11.43 (2019)	5.70
	Generate at least three generic Environmental Product Declarations for the facility	0	0	0	3 non-verified EPDs produced	N/A	3
Waste reduction	Reduction of factory waste by 75% (kg/tonne) by 2024	165.02	143.14	157.08	118.11	50.20 (2019)	41.25
	99% of waste to be diverted from landfill	99.95%	99.25%	99.82%	99.89%	87.4% (2019)	99%
Water reduction	Reduction of water consumption by 90% (litre/tonne) by 2024	1166	936.39	1705	1319	134.84 (2019)	116.6

¹*2022 Data third party verified by CM Environmental March 2022

**2023 Data third party verified by CM Environmental March 2023

Objective	KPI (2020 baseline)	2020	2021	*2022	**2023	Industry target	Business target
Community engagement	Facility open days to hold at least 1 a year	0	1	1	1	N/A	1
	Host at least 3 work experience/student placements in the year	0	1	11	10	N/A	3
Biodiversity	Biodiversity Action Plan to be developed for the site by 2024	0	0	1	1	1	1

Key	2023 Progress Definition
	Not on track to meet 2024 target
	Not met but on track to meet 2024 target
	Achieved 2024 target

SUMMARY

As we conclude our sustainability report, we reflect on a year of significant achievements and unwavering commitment to our sustainability goals. Our efforts have spanned multiple areas, from reducing our carbon footprint and protecting natural resources to fostering a diverse and inclusive workplace and supporting our communities.

We are proud to have made substantial progress in transitioning to low-carbon concrete production, implementing energy-efficient technologies, and achieving notable certifications, such as BES6001. Our initiatives, including Wild Work Day, No Mow May, and extensive wildflower planting, have enhanced biodiversity around our site and engaged our workforce in meaningful environmental stewardship.

Our adherence to ISO14001 and ISO50001 standards underscores our dedication to managing our environmental impacts. The transition from natural gas to zero-carbon electricity in our High-Speed Carousel (HSC) ovens exemplifies our strategic approach to reducing emissions and enhancing operational efficiency.

Looking ahead, we remain focused on our long-term sustainability objectives, including achieving net-zero emissions by 2050, operational net zero by 2030, and gender parity among our global staff by 2033. Our roadmap includes further innovations in low-carbon manufacturing, continuous improvement in resource management, and deepening our community and stakeholder engagement.

We recognise that our sustainability journey is ongoing, and we are committed to driving continuous improvement, innovation, and collaboration. By leveraging advanced technologies, fostering strong partnerships, and engaging our passionate team, we are confident in our ability to build a more sustainable and resilient future.

As a business we are grateful to all our stakeholders for their support and collaboration on our sustainability journey. Together, we will continue to pioneer solutions that deliver low-carbon concrete precast products, ensuring a positive impact on our environment and society for generations to come.