LAING O'ROURKE

EXPLORE MANUFACTURING SUSTAINABILITY PERFORMANCE REPORT

2024

THE POWER OF EXPERIENCE

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INTRODUCTION

I am pleased to introduce our fourth annual Sustainability Report, a milestone that reflects our continued progress toward becoming a fully net zero business. This year also marks another significant achievement: the 15-year anniversary of our facility, which began its innovative journey with the production of its very first precast component on 10th June 2009. Since that day, the facility has evolved into a leading example of off-site manufacturing excellence, playing a central role in delivering sustainable solutions across hundreds of UK projects.

In 2024, we experienced a year of meaningful transformation, marked by our parent company Laing O'Rourke formally committing to the Science Based Targets initiative (SBTi), aligning our climate strategy with internationally recognised science and best practice. This commitment has helped us refine our targets and embed sustainability even more deeply into our operations.

A key highlight of the year has been the significant capital investment made to accelerate our transition to low-carbon manufacturing. Most notably, we reinstated the High-Speed Carousel (HSC) ovens an essential part of our production line and converted them from gas to electric power. This shift not only supports our low-carbon concrete manufacturing process but also demonstrates our readiness to invest in cleaner, more efficient technologies. Throughout 2024, we remained steadfast in driving forward our sustainability agenda, laying strong foundations for continued progress in the years ahead.

Innovation and technology remain central to our approach. Our dedicated teams are accelerating the deployment of smart, scalable solutions that will shape a lower-carbon future. Whether through new materials, digital optimisation, or alternative fuels, we're pushing the boundaries of what is possible in sustainable manufacturing.

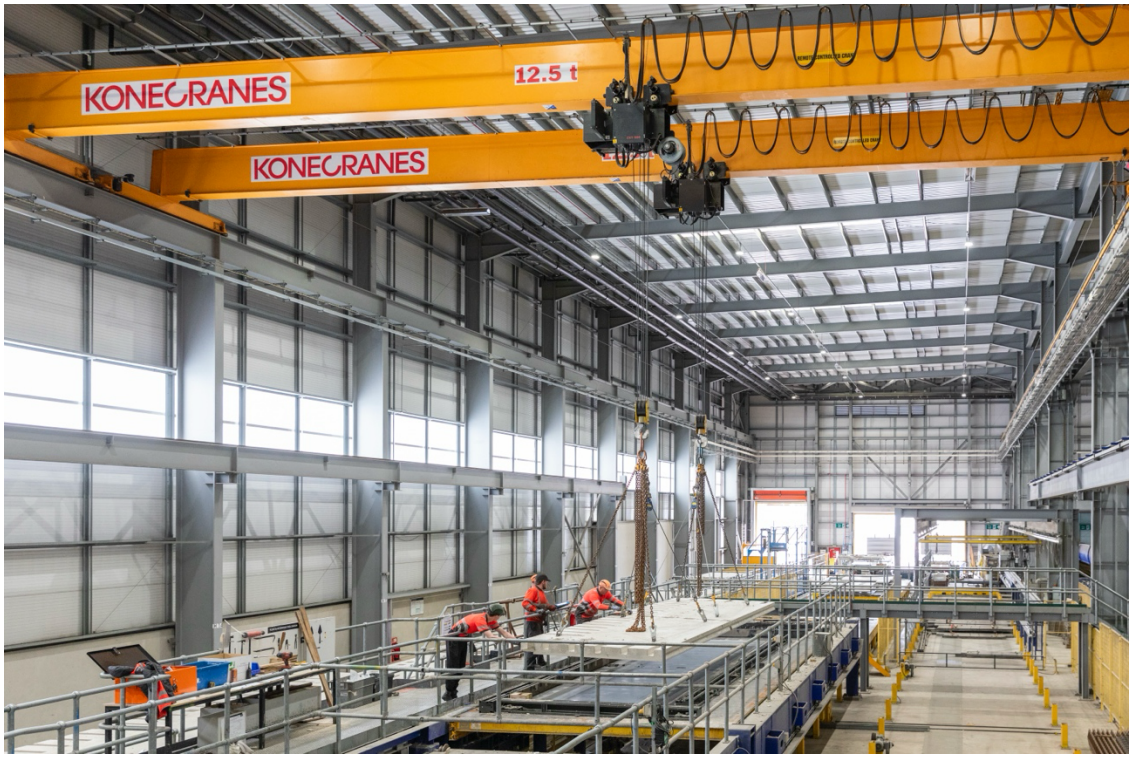
Our commitment to diversity, inclusion, and employee wellbeing underpins everything we do. We are building a culture where everyone feels valued and safe, and where our people are empowered to drive change. Through our projects and partnerships, we continue to create positive social value, exceeding our community impact targets and ensuring we deliver meaningful benefits to the areas we serve.

As we reflect on the progress made over the past 12 months, it's clear that the path ahead requires even greater urgency and collaboration. We must continue to challenge ourselves, lead by example, and pioneer sustainable solutions that serve both society and the planet. I am immensely proud of what we have achieved so far and confident that, with our passionate and dedicated team, we will continue to drive progress and deliver on our commitments.

JAMES LANGLEY
EXPLORE MANUFACTURING
GENERAL MANAGER

OUR OPERATIONS AND SUSTAINABILITY APPROACH

Over the past year, Explore Manufacturing has continued to strive to take a leading position in sustainable manufacturing, driving progress through operational excellence, innovation, and a clear focus on environmental impact. Our Centre of Excellence for Modern Construction (CEMC) remains central to the Laing O'Rourke delivery model, supporting the production of high-quality, standardised components that enable a faster and leaner construction across the UK. The integration of advanced manufacturing processes and digital tools within our operations continues to enhance productivity and reduce waste, helping to embed sustainability at the core of how we do business.



A key operational milestone this year was the re-establishment of the oven on the High-Speed Carousel (HSC) which is a significant step in our long-term strategy to scale up the production of low carbon concrete. This investment enhances our ability to develop and deliver innovative materials that lower embodied carbon in the built environment. Decarbonising materials remains one of the most impactful ways we can reduce overall project emissions, and the HSC line now plays a critical role in supporting this goal.

Collaboration is central to how we operate. We recognise that industry transformation can only be achieved through shared effort, and this year we've deepened partnerships with suppliers, clients, and academic institutions to drive innovation and scale impact. Our role is not only to deliver for our own business but also to support the wider industry in its transition to more sustainable practices. By aligning our operational goals with our clients' evolving needs and environmental targets, we've demonstrated how commercial success and sustainability can go hand in hand.

As we look ahead, we remain committed to embedding sustainability deeper into every aspect of our operations. From our manufacturing processes and material choices to our social value programmes and workplace culture, we are building a business that is fit for the future.

PUSHING THE BOUNDARIES FOR OUR CLIENTS

As part of our ongoing commitment to decarbonisation, we are pleased to introduce the Deep Decarbonisation of Complex Concrete Product Manufacturing (DDCCPM) study. This research initiative aims to explore how we can develop a low-carbon manufacturing facility capable of accommodating a wide variety of complex product types and variants, while retaining the flexibility to adapt to rapidly evolving materials and technologies.

Building on the findings from our IETF Phase 1 Decarbonising Precast Concrete Manufacturing project which commenced in April 2021 and assessed over 100 emerging and established technologies, the DDCCPM Phase 2 study which commenced in February 2024 will further examine how high-impact, short-term decarbonisation opportunities can be effectively implemented. Our earlier work identified key solutions through testing and full-scale manufacturing trials, offering a strong foundation for this next phase of development.

We recognise that many ultra-low carbon technologies and materials differ significantly from traditional approaches—not only in terms of composition, but also in how they are processed, formed, cured, and handled. These differences present challenges for integration into current manufacturing systems and highlight the need for more flexible, adaptive production environments. By addressing these barriers, we are not only future-proofing our operations but also helping our clients to meet increasingly ambitious sustainability targets, including embodied carbon reduction and enhanced reporting requirements.

The DDCCPM study will consider how advanced cellular manufacturing models—designed around variable product families—can provide the agility required to integrate new low-carbon technologies. In parallel, the study will explore robust methods for the assessment, verification, and validation of these evolving solutions, ensuring readiness for practical deployment. This approach will ensure that our manufacturing capabilities remain aligned with both our clients' expectations and our internal science-based targets for carbon reduction.

Our objective is to develop low-carbon manufacturing that realises short-term decarbonisation opportunities of 60–85%, while creating a flexible platform to support future innovations and long-term carbon neutrality. By advancing our internal capabilities in low-carbon manufacturing, we are better positioned to offer clients the low-impact solutions they need to deliver sustainable infrastructure.

ENVIRONMENTAL PRODUCT DECLARATION

IN ACCORDANCE WITH EN 15804+A2 & ISO 14025/ISO 21930

EPD HUB, HUB-1912

Published	15/08/2024
Last updated	21/08/2024
Valid until	15/08/2029

Precast Lattice Slab

LAING O'ROURKE LTD - EXPLORE MANUFACTURING

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Environmental Product Declarations (EPDs) play a vital role in providing transparent, third-party verified data on the environmental performance of our precast concrete products. In 2024, we were proud to publish five EPDs covering key elements including beams/columns, twin-wall, lattice slabs, precast façades and brick facades, with further EPDs to be developed to extend coverage to additional products in 2025. These EPDs give our clients clear, credible insights into the embodied carbon and lifecycle impacts of our solutions, supporting informed, sustainability-led design decisions. As regulatory and client expectations around carbon accountability continue to grow, EPDs serve as a trusted benchmark, demonstrating our commitment to responsible manufacturing and enabling our clients to meet their own environmental and sustainability targets with greater confidence.

As part of our continued commitment to climate leadership and our journey toward becoming a net zero business, in 2024 the business adopted refreshed, Laing O'Rourke group-wide science-based carbon reduction targets that Explore Manufacturing will input and support. These targets build upon our previous commitments strengthening our ambition and aligning our path with the latest climate science.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Crucially, these updated targets have been formally approved by the Science Based Targets initiative (SBTi), the globally recognised body that helps businesses reduce emissions in line with the goals of the Paris Agreement. This endorsement validates the rigour of our approach and ensures our strategy supports the urgent need to limit global temperature rise to well below 2°C.

As a business operating within one of the most carbon-intensive sectors, we recognise our responsibility to lead by example. We remain committed to challenging both ourselves and our wider industry to accelerate decarbonisation, adopting solutions that drive real, measurable impact.

Our new science-based targets are as follows:

- 42% absolute reduction in Scope 1 and 2 emissions (fuel and electricity) by 2030
- 5% absolute reduction in Scope 3 emissions (purchased goods and services) by 2030
- Net zero across all scopes by 2050, including a minimum 90% reduction in emissions

These targets form a key pillar of our sustainability strategy and reflect our determination to create a resilient, low-carbon future for our business, our clients, and the communities we serve.

SCOPE 1 AND SCOPE 2 EMISSIONS

In 2024, a dedicated Scope 1 and 2 working group was established to develop a clear roadmap for achieving our 42% reduction target in direct and indirect emissions by 2030. Over the course of the year, the group brought together specialists from across sustainability, operations, engineering, and commercial teams to analyse our current emissions profile and identify the most effective pathways to decarbonisation. This included a detailed review of our fuel usage, electricity consumption, and operational efficiencies across key sites.

The group completed high-level feasibility studies into the integration of renewable energy systems. These assessments laid the groundwork for future investment and operational change. Looking ahead to 2025, we plan to progress with further design approvals and explore capital investment opportunities to implement the most feasible solutions. This next phase will be critical in ensuring the delivery of practical, scalable initiatives that move us closer to our net zero ambition, while also supporting the long-term sustainability and resilience of our business operations.

In January 2024, the installation of new electric ovens on the High-Speed Carousel (HSC) production line was successfully completed. These ovens were introduced to enhance curing efficiency and support the production of low-carbon concrete. While the reinstatement of the HSC ovens contributed to an increase in electricity consumption at the facility, it marked a significant step toward reducing reliance on fossil fuels in the production process.

In line with our commitment to lower emissions, we continued our transition from diesel to responsibly sourced International Sustainability and Carbon Certification (ISCC) certified Hydrotreated Vegetable Oil (HVO) across the site. This included the conversion of our batching plant boiler, which previously operated on diesel. As a result, diesel usage at the facility was reduced by 87.37% compared to 2023.

Following the introduction of an electric shunter in 2023 to replace a diesel-powered model, energy consumption analysis over the past year revealed an 85% reduction in energy usage from the electric shunter compared to its diesel counterpart. This represents a significant improvement in operational efficiency and a reduction in emissions associated with on-site logistics.

Overall, we achieved an 11.17% absolute reduction in Scope 1 and 2 greenhouse gas emissions in 2024. However, due to a decrease in overall production output compared to 2023, energy usage per tonne of product increased by 21.44%.

Looking ahead to 2025, we remain focused on driving further reductions in energy consumption and emissions. Planned initiatives include:

- Replacement of external factory lighting with LED technology, projected to reduce lighting-related energy consumption by 57%
- Deployment of upgraded energy sensors across the facility, using LoRaWAN technology to enable granular monitoring of specific machines and areas. This will support data-driven energy management and continuous improvement.

These efforts reflect our ongoing commitment to reducing direct emissions and to drive more energy efficient opportunities for the future.

SCOPE 3 CARBON REDUCTION

In 2024, we achieved a 21.29% reduction in absolute overall waste generation compared to 2023, however when measuring this against production output are waste generation has actually increased by 11.37%. Our teams work collaboratively with the supply chain to understand how emissions and waste can be reduced by consolidating deliveries and reducing packaging. Additionally, we work closely with waste contractors to improve waste reporting and collect more granular data. This supports the facility in identifying key areas where waste is generated and finding further opportunities to reduce waste.

In May 2024, we implemented a new i-store system in collaboration with a local supplier who provides a significant amount of construction tools and equipment. This smart storage and ordering system allows us to maintain a large stock of essential materials and tools on-site, ensuring immediate availability and reducing the need for frequent deliveries. Materials are booked in as soon as they are collected from the store, streamlining the process and cutting down on carbon emissions.

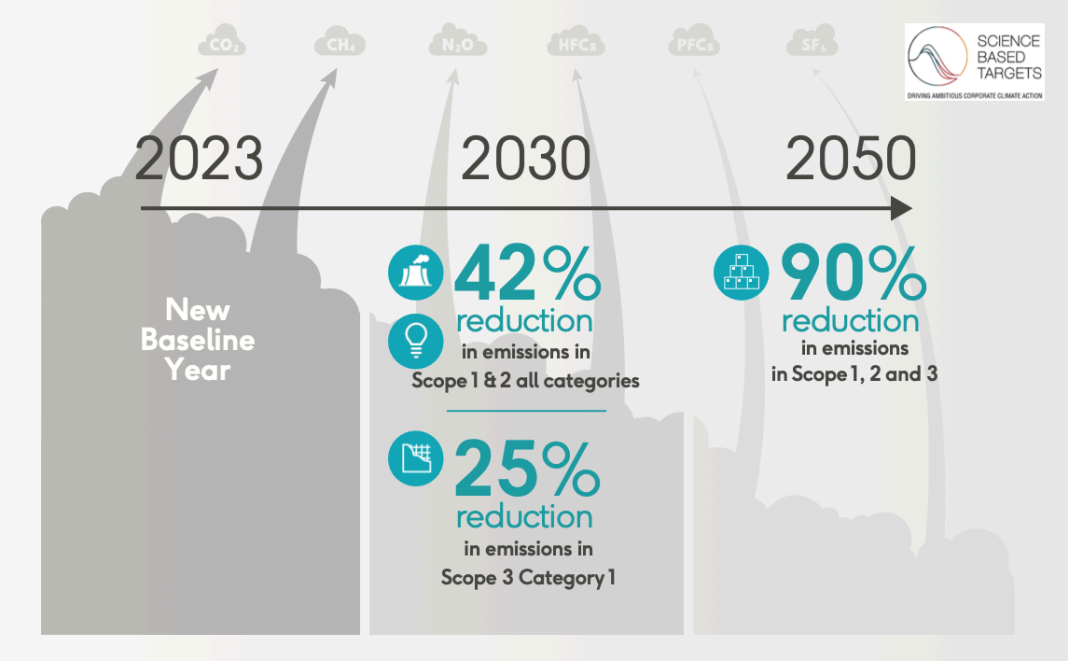
Prior to the installation, we received approximately four deliveries per week, resulting in 5451.25 kgCO2e emissions in the first half of the year. Post-installation, deliveries were reduced to one per week, with emissions dropping to 885.12 kgCO2e in the second half of the year. This represents a 37% reduction in the number of deliveries and an 84% reduction in emissions, amounting to savings of 7511.77 kgCO2e in 2024.

As part of our ongoing commitment to reducing our carbon footprint, the business conducted a comprehensive assessment in 2024 of emissions associated with both upstream and downstream transportation and distribution within our value chain.

Upstream emissions generated from the transportation of goods and materials from suppliers to our facilities were exclusively attributed to road transport in 2024, resulting in approximately 260.5 tCO2e.

Downstream emissions, arising from the distribution of products from our facility to construction sites nationwide, accounted for approximately 422.9 tCO2e over the same period.

To address these impacts, we are actively working with our logistics partners to optimise delivery routes, improve load efficiency, and explore low-emission transportation solutions. Additionally, we continue to engage with our suppliers to reduce packaging and consolidate deliveries further minimising waste and lowering carbon emissions across our supply chain.



NATURAL RESOURCES

All water used at the facility is sourced through a permitted abstraction licence from an on-site borehole, making efficient and responsible water management a key priority. Over the past year, our team has undertaken extensive work to significantly reduce water usage, achieving an impressive 59.63% reduction compared to the previous year. This outcome was largely driven by the identification and repair of a major on-site leak, highlighting the importance of proactive monitoring and maintenance in minimising environmental impact.

Central to this success has been the implementation of LoRaWAN technology, which has played a pivotal role in transforming how we manage and monitor water usage. By enabling real-time, long-distance data transmission from low-power sensors across the site, this system acts as an early warning and leak detection tool, allowing us to respond quickly to abnormal usage patterns. This data-driven approach has empowered our teams with the insights needed to make informed decisions, optimise resource use, and prevent unnecessary water loss. Looking forward, we plan to expand the application of LoRaWAN for more detailed energy monitoring, reinforcing our commitment to using technology and data to drive sustainable, low-impact operations.

LOWER CARBON CONCRETE

In April 2023, the business introduced a formal low carbon concrete (LCC) mandate, requiring all new UK projects to use lower carbon concrete solutions. This marked a pivotal step in our journey toward achieving net zero carbon emissions across all scopes by 2050. The mandate builds on Laing O'Rourke's commitment to the ConcreteZero initiative, which we joined as a founding member in July 2022, and reflects the outcomes of a two-year research and development programme co-funded with Innovate UK and supported by leading academic institutions.

Throughout 2024, the facility has made significant progress in aligning with this mandate, achieving an average of 94.6% of total output produced using low carbon concrete. The remaining proportion where this standard was not met primarily relates to historic projects initiated prior to the mandate coming into force. This achievement reflects strong collaboration across technical, procurement, and manufacturing teams and demonstrates our continued commitment to delivering lower-carbon, more sustainable solutions for our clients.

CIRCULAR ECONOMY

Embracing circular economy principles and strengthening collaboration across our supply chain are essential to driving long-term sustainability in our operations. By focusing on reuse, waste reduction, and responsible resource management, we are working not only to minimise our environmental impact but also to unlock efficiencies and create value across the full lifecycle of our products and materials. Over the past year, our team has taken meaningful steps to embed these principles into daily operations, leveraging innovation, cross-functional teamwork, and supplier partnerships to achieve measurable progress.

To enhance our sustainability efforts, separate collection bins were introduced for plastic bubble panel pads, which are nailed on timber bearers used during material storage to prevent damage. These panel pads are now removed by the teams and collected in separate bins, then sent to production teams for reuse. This practice resulted in a 37% reduction in the total quantity of new bubble packs.

Our Health and Safety team undertook extensive trials and research to identify a more durable and sustainable glove solution, while maintaining safety standards. After evaluating multiple options, the team selected a glove that not only better supports staff in their specific tasks but also offers improved longevity. Since April 2024, this change has led to a 50% reduction in PPE glove usage. As a result, we have significantly reduced both waste and carbon impact—saving 6.05 m³ of packaging waste and 225 kg of PPE glove waste. Additionally, by implementing a tracking system and optimising glove distribution, we have ensured more efficient resource use and further enhanced our sustainability efforts.

In addition, a green wall was introduced to bring nature closer to our built environment. Originally installed as part of the external hoarding for the Laing O'Rourke 25 Baker Street project, the wall was repurposed by the environmental and operational teams at Baker Street and Explore Manufacturing. This initiative not only reduced waste and promoted material reuse but also supported employee well-being by creating greener, more natural workspaces. By extending the life and function of project materials across sites, this effort exemplifies how collaboration between businesses within our group can deliver meaningful progress in embracing circular economy principles, maximising reuse opportunities, minimising waste, and creating shared value across the full project lifecycle.

Additionally, last year we collaborated with project sites to return timber bearers to Explore Manufacturing, further supporting the circular economy and enhancing waste reduction opportunities throughout our supply chain.

BIODIVERSITY

Since the launch of our Sustainability Strategy, the Environmental Pillar has guided our efforts to understand the impact of our operations on nature and to promote responsible environmental practices. Our commitment to environmental responsibility and community engagement has been further strengthened through the renewal of our business partnership with the Nottinghamshire Wildlife Trust. This collaboration has enabled employees to connect with nature, participate in conservation activities, and enhance their overall well-being.

In 2024, employees participated in the 'Wellbeing Walk' initiative, in addition to 'Wild Work Day', offering valuable opportunities to step away from screens and machinery, and engage with local wildlife supporting both mental and physical health.

To support our goal of understanding the biodiversity surrounding our facilities, we commissioned East Midlands Ecology Consultant Ltd (EMEC) to conduct a biodiversity baseline assessment in summer 2022. This assessment had identified a range of habitats and species, forming the basis for a comprehensive Biodiversity Action Plan.

Following the plan, targeted actions were implemented to enhance site biodiversity. In 2023, environmental DNA (eDNA) surveys were conducted to monitor the presence of Great Crested Newts (GCN) in nearby water bodies. The initial assessment had confirmed GCN presence in three water bodies within 500 metres of the site. Further population size class assessments were carried out between April and June 2024, identifying small breeding populations in two water bodies, with a third assumed to host a similar population.

A follow-up biodiversity survey was conducted by EMEC in 2024 to understand the measurable improvements that had taken place across the facility. The study revealed a 3.2% net gain in habitat units and a 46.56-unit net gain in hedgerow habitats, demonstrating measurable progress in our biodiversity enhancement efforts.

We also continued our participation in the “No Mow May” campaign, allowing designated areas of our grounds to grow naturally. This initiative supports pollinators and other wildlife while promoting sustainable landscaping practices.

We remain steadfast in our dedication to enhancing biodiversity, promoting sustainability, and supporting the well-being of our people and the communities we serve.

COMPLIANCE

In 2024, we had zero convictions for the breach for air and water emissions.

We remain ISO14001 and ISO50001 accredited in 2024 with continuous environmental performance improvement as our priority and continuous impact monitoring for water, energy usage and waste generation as well as manufacturing operations throughout our processes.

In 2024, 100% of the materials for our concrete mixes were supplied by companies certified to ISO14001, ISO9001, and ISO45001/OHS18001. Additionally, 75.64% of these materials were sourced from companies certified to BES6001certification for responsible resourcing.

Social Value is an integral part of our business aligning intrinsically with our business purpose and values 'in service to humanity'. Our social value programmes enable us to create enduring positive impacts within the communities we serve.

Explore Manufacturing, as part of the Laing O'Rourke group, is dedicated to the strategic goal of enriching the lives of 2 million people and generating £2 billion in social impact by 2030.

We continue to use social value measurement tool, Thrive, which has the capability to gather data and evidence for audit purposes as requested by our clients. In the long term, it will allow us to compare performance against internal business targets aligned with Laing O'Rourke's social value strategy and goals. It also enables projects to provide detailed client reports regarding key performance indicators and social return on investment (SROI).

In 2024 we generated £6.28 million of social value within the local region which was a 0.64% increase in social value generated compared to 2023 performance. Our biggest proportion was generated through value of contracts spent with local suppliers, with the second highest area of social value being generated in the number of local full-time time equivalent (FTE) employment opportunities created.

HEALTHY COMMUNITIES

In alignment with our commitment to social responsibility, we have actively collaborated with local charities to support our communities.

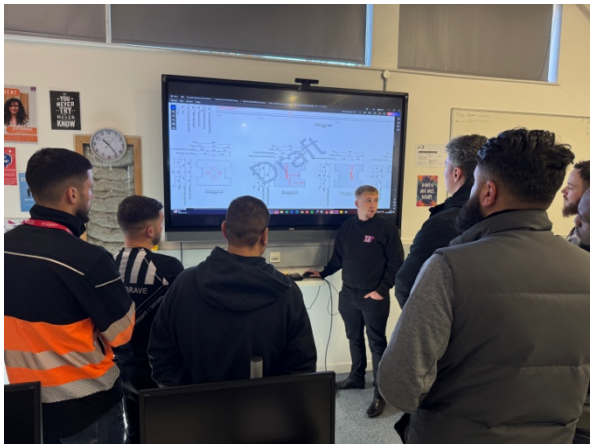
Our charitable partnership with Guide Dogs for the Blind continued throughout 2024 and saw us reach our fundraising campaign target giving us the opportunity to "Name a Puppy" and support the training period to a puppy becoming a fully trained Guide Dog. Once a puppy has been identified, the campaign will give us 6 monthly updates on the puppies' progress and transition to support a visually impaired person.

Aside from this charitable partnership, we continue to work closely with Bassetlaw food banks to provide support to local families and also a local charity called "From the Heart Foundation" by collecting toys at Christmas, chocolate eggs at Easter and in addition implementing a well-supported "school uniform" donation bank.

In 2024 we further extended our relationship with the Portland College, by making a donation from our Charities Committee to fund an employability initiative. This initiative helps students develop valuable skills in bicycle maintenance through a dedicated workshop. By gaining hands-on experience, a larger group of students will be able enhance their engineering skillsets and increase future employment opportunities.

Through these activities, we aim to make a positive impact on the lives of those around us and strengthen our ties with the local community. Our ongoing partnerships with these charities reflect our unwavering dedication to social responsibility and community engagement.

INSPIRING FUTURE GENERATIONS



This year, we proudly welcomed three T Level students, reinforcing our commitment to nurturing the next generation of talent.

The two-year programme offers students a comprehensive introduction to our industry, exposing them to a wide range of career paths while equipping them with the essential skills needed for further education and future employment.

Over the past year, we also delivered six dynamic STEM (Science, Technology, Engineering, and Mathematics) initiatives, engaging 100 young participants. These sessions combined tailored activities with site tours, supporting academic learning while showcasing the transformative role of digital technologies in off-site construction. Through these experiences, we aim to inspire and shape the engineers of tomorrow.

THRIVING LOCAL ECONOMIES

As part of our social value strategy, we are committed to delivering work that generates meaningful, long-term benefits for the communities we serve.

A core element of this commitment is our strong collaboration with local suppliers. We are proud to foster enduring partnerships that not only strengthen our supply chain but also contribute to the resilience and growth of local economies.

In the past year, we invested over £2.4 million with suppliers located within a 50-mile radius. Notably, more than 50% of this expenditure supported micro and small businesses, underscoring our dedication to inclusive and sustainable economic development.

Our commitment to local impact extends to our workforce. Currently, 86% of our employees reside within a 30-mile radius. This strong local presence helps reduce commuting times and environmental impact, while also fostering deeper community connections.

By prioritising local employment, we support regional economic growth, minimise our carbon footprint, and promote a healthier work-life balance for our team. This approach ensures our operations remain responsive, inclusive, and aligned with the needs of the communities in which we operate.

As a facility we open our doors to numerous clients, stakeholders, schools and universities throughout the year. In September 2024 the facility hosted Offsite Construction Week activities. This is a great opportunity for everyone passionate about offsite construction to gain behind the scenes knowledge and experience the magic of innovation first-hand.

PUSHING THE BOUNDARIES FOR OUR PEOPLE

To mark the 15-year anniversary of the facility, we hosted a special day of celebration on 10th June 2024 for all our staff, recognising the incredible contribution each team member has made to our journey since operations began in 2009. The event was a moment to reflect on how far we've come, celebrate our achievements, and thank our people for their dedication, innovation, and hard work that have helped shape Explore Manufacturing into the industry leader it is today.

SUPPORTING NEURODIVERSE TALENT THROUGH INCLUSIVE WORK PLACEMENTS

As part of our ongoing commitment to inclusion and as a Disability Confident Leader (Level 3) since 2022, our UK business continues to identify meaningful ways to support and empower people with disabilities. One of the most impactful steps we have taken is to offer structured work placements for neurodiverse students, working in partnership with Portland College, a specialist centre for autism and further education located near our Explore Manufacturing facility.

In January 2024, we proudly welcomed David and Alex two supported interns from Portland College into our facilities and stores teams respectively. Their placements were the result of a carefully designed programme shaped by close collaboration between our team, Portland College, and the students' families. From CV writing and interview preparation to structured onboarding and peer engagement, every step was built around setting the students up for success in a real-world workplace.

The benefits of the programme have been genuinely reciprocal. Our teams gained valuable insight into neurodiversity, supported by training and guidance from Portland College, which helped us create an understanding and inclusive environment. David and Alex brought fresh perspectives, reliability, and strong contributions to their roles, while our colleagues gained new awareness and empathy that will positively shape future inclusive practices.

As Angela Newton-Soanes, Deputy Principal at Portland College, highlighted, this partnership is about starting from a place of ability rather than disability. It reinforces that, with the right adjustments, neurodiverse individuals can thrive and make meaningful contributions in the workplace. The success of this initiative has been a powerful reminder of the potential unlocked through inclusive employment, and we are committed to building on this progress in future placement programmes.

HEARTS AND MINDS

Hearts & Minds Week returned in 2024 with a strong focus on "moving more for our mental health," aligning with Mental Health Awareness Week from 13 to 19 May. The initiative emphasised the vital connection between physical activity and mental wellbeing, encouraging staff to engage in a variety of activities designed to promote both health and team connection. Throughout the week, employees participated in organised events such as Footgolf, dog walks, and yoga sessions, alongside informal encouragements to walk during lunch breaks or hold meetings on the move. These activities promoted the benefits of both physical and mental health as well as fostering camaraderie and fun within teams.

Building on the success of last year's Big Check-In for World Mental Health Day, the initiative also invited colleagues to pause for 15 minutes during the week to connect and have meaningful conversations.

TRAINING AND DEVELOPMENT

At Explore Manufacturing, we take training and professional development seriously, recognising it as a cornerstone of both individual and organisational success. In 2024, we continued to invest heavily in the growth and upskilling of our workforce through structured and targeted training programmes designed to enhance skills, boost confidence, and drive better outcomes for the business.

Over the course of the year, a total of 2,584 hours of training were delivered across all departments. This significant investment reflects our ongoing commitment to fostering a culture of continuous learning, where employees are empowered to develop their capabilities and contribute meaningfully to the success of the organisation.

Our approach to training goes beyond compliance and technical instruction, it is a strategic tool to build resilience, innovation, and adaptability within our teams. By equipping our people with the knowledge and skills they need to thrive in a dynamic environment, we are not only supporting individual career progression but also strengthening our collective ability to meet current demands and future challenges. This commitment to upskilling ensures that we remain agile, competitive, and well-prepared for evolving industry needs.

RETHINKING SAFETY THROUGH INCLUSION AND WELLBEING

As part of the Laing O'Rourke Group, Explore Manufacturing fully embraced the organisation-wide initiative of rethinking safety through Inclusion and Wellbeing. This programme is designed to ensure our approach to safety encompasses both physical and psychological aspects, while addressing the specific risk factors unique to our operations. It also fosters a culture of inclusion, where every individual regardless of their role feels heard, valued, and empowered.

Everyone has a voice at every stage of our operations from design and manufacturing to delivery and planning shaping how we approach work activities. The programme encourages all team members to speak up and "call it out" if something doesn't feel right, reinforcing a proactive safety culture.

Building on the strong foundation of our innovative safety programmes, this initiative sharpens our focus on engineering out risk and engineering in health. In 2024, Explore Manufacturing played a key role in delivering the programme, with trained team members facilitating 28 Inclusion and Wellbeing sessions, engaging 402 employees. These sessions were aimed at fostering meaningful conversations, encouraging collaborative decision-making, and strengthening the delivery of Health, Safety, and Wellbeing across our operations.

KEY PERFORMANCE INDICATORS – 2024

In 2024, we made notable progress in our sustainability efforts, including the successful development of Environmental Product Declarations (EPDs) for key products. These EPDs provide greater transparency into the environmental impact of our products and support our customers in making informed, sustainable choices. In parallel, we achieved an absolute reduction of 11.17% in Scope 1 and 2 emissions, reflecting the effectiveness of our transition to lower-carbon technologies such as electric equipment and alternative fuels like Hydrotreated Vegetable Oil (HVO).

However, when performance is assessed relative to production output, challenges remain. Due to lower overall tonnage produced in 2024 compared to the previous year, both energy consumption and waste generation per tonne of product increased. While our absolute environmental impact has decreased, these intensity-based metrics highlight the importance of further optimising operational efficiency, particularly during periods of reduced production. As we look to 2025, our focus will be on continuing to implement targeted energy and waste reduction initiatives, supported by more advanced monitoring and data analysis capabilities.

To support ongoing improvement and more accurately measure progress, we have updated our key performance indicators (KPIs), using 2023 as the new baseline year. This recalibration ensures greater alignment with our current operational context and sustainability goals. Establishing 2023 as the reference point enables us to set more meaningful targets, drive focused action, and track year-on-year performance with improved clarity. These updated KPIs will guide our strategy moving forward, helping us identify opportunities to further reduce emissions, energy consumption, and waste intensity across the business.

OBJECTIVE	KPI (2020 BASELINE)	2023[1]	2024[2]	2025	2026	INDUSTRY PERFORMANCE	BUSINESS TARGET
Responsible resourcing	Company to achieve at least a 'Excellent' through BES6001 responsible sourcing certification	Very Good	**Very Good**			N/A	Excellent
	% of alternative cementitious materials to be at least 45%	48%	**49%**			25% (target)	N/A
Energy reduction	Reducing overall energy intensity in production by 25% by 2027	88.77	**111.84**			52.20 (2023)	66.58
Carbon reduction	Reduce Scope 1 & 2 emissions by 42% by 2030	N/A	**11.17%**			N/A	7.5% reduction year on year
	Reducing CO2 emissions for production (kgCO2/tonne) by 50% by 2026	15.28	**19.45%**			7.12	37.64
	Generate at least five generic Environmental Product Declarations for the facility	3 non-verified EPDs	**5**			N/A	5
Waste reduction	Reduction of factory waste by 25% (kg/tonne) by 2027	118.11	**133.26**			52.46 (2023)	88.59
	99% of waste to be diverted from landfill	99.89%	**97.86**			97.31% (2023)	99%
Water reduction	Reduction of water consumption by 75% (litre/tonne) by 2027	1323	**765**			135.5 (2023)	330.75
Social Value	Generate £20m Social Value, measured using the Thrive tool year on year up to 2030	£6.246m	**£6.284m**			N/A	
Biodiversity	Continue to monitor and implement recommendations from business Biodiversity Action Plan	N/A	**Green wall installed**				

KEY	Progress Definition
	Not on track to meet target
	Not met but on track to meet target
	Achieved target

[1] *2023 Data third party verified by CM Environmental March 2023*
[2] *2024 Data third party verified by CM Environmental March 2024*

SUMMARY

2024 has been a year of meaningful progress and strong foundations in our journey towards net zero and sustainable manufacturing. Marking 15 years of innovation at our facility, we reaffirmed our leadership by formally committing to new near-term carbon reduction targets across Scope 1 and 2 and 3 emissions making bold investments in low-carbon technologies like the electrification of our High-Speed Carousel ovens, and advancing low carbon concrete production to nearly 95% of output.

Our efforts in operational excellence, innovation, and collaboration have delivered measurable results from reductions in Scope 1 and 2 emissions and water usage to groundbreaking research initiatives that are driving our operations to a more sustainable future The development and publication of Environmental Product Declarations and the facility's strengthened biodiversity actions further demonstrate our holistic approach to sustainability, balancing environmental, social, and economic outcomes.

Social value remains integral to our mission, with increased community investment, strengthened partnerships, and ongoing programmes to inspire future talent and support local economies.

Looking ahead to 2025, our focus will be on accelerating the implementation of our carbon reduction roadmap, deepening technology adoption for energy and resource efficiency, expanding circular economy practices, and continuing to embed sustainability into every facet of our operations. Through this commitment, we will drive further decarbonisation, foster innovation, and deliver positive impacts for our clients, employees, and the communities we serve.

Together, with the passion and dedication of our teams and partners, we are confident in our ability to meet and exceed our ambitious targets, building a resilient, lower-carbon future.

THE POWER
OF EXPERIENCE

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