

GRI & SASB REPORT FY26



What's inside

About this report

This Global Reporting Initiative ([GRI](#)) and Sustainability Accounting Standards Board ([SASB](#)) report aims to complement our Annual Report and Financial Statements 2026 by providing a broader range of ESG disclosures.

Our Annual Report and Financial Statements 2026 explain the wider context in which we operate and present our 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 2026](#) and on our [website](#).

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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](#), this report includes a GRI content index that specifies the GRI Standards and disclosures included.

The disclosures included reflect topics that Babcock has determined to be material to the business based on its materiality assessment.

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 2025 to 31 March 2026 (and 1 January to 31 December 2025 where applicable) in accordance with the GRI 2021 Standards.

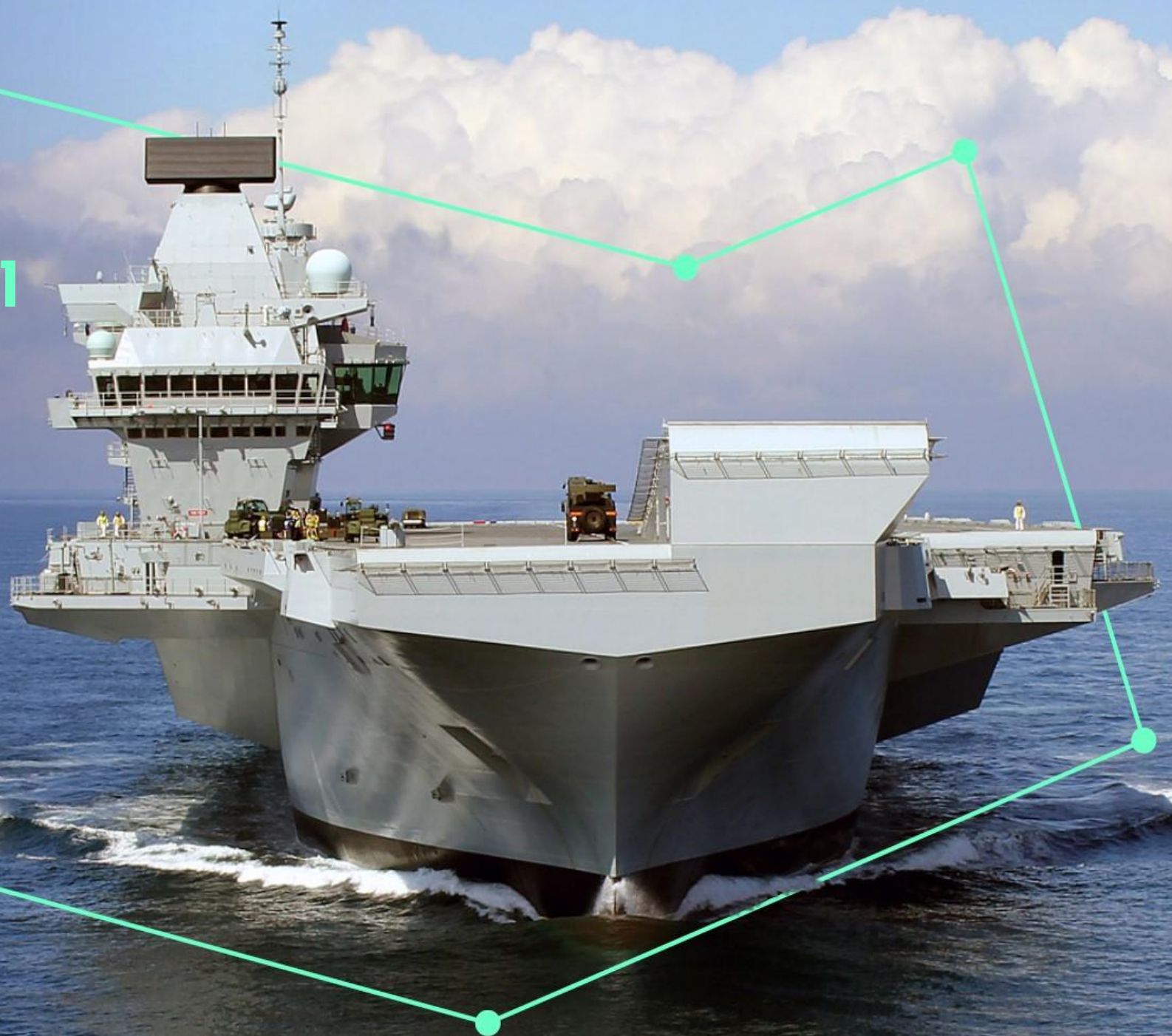
GRI 1 used: GRI 1 Foundation 2021

Applicable GRI Standard(s): No GRI Sector Standards apply.

General Disclosures and Material Topics

What's inside

- The organization and its reporting practices
- Activities and workers
- Governance
- Strategy, policies and practices
- Stakeholder Engagement
- Material Topics



GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
The organization and its reporting practices	
2-1 Organizational details	<p>Babcock International Group PLC, registered and domiciled in England and Wales, with the registered number 02342138, is the holding company for the Babcock International Group of companies.</p> <p>Babcock International is a global defence company that designs, manufactures and supports complex defence and critical assets across land, sea, air, energy and security domains, providing through life engineering, specialist equipment, critical training and technology enabled solutions that enhance operational capability, availability and affordability for defence and civil customers.</p> <p>Organisational details on Babcock can be found on pages 2 and Page 281 of our Annual Report and Financial Statements 2026.</p>
2-2 Entities included in the organization's sustainability reporting	<p>The Group's Financial statements for the year ended 31 March 2026 can be found in our Annual Report and Financial Statements 2026.</p> <p>Please refer to the Group entities listed in note 33 on page 265 of our Annual Report and Financial Statements 2026.</p>
2-3 Reporting period, frequency and contact point	<p>Reporting period: 31 March 2026</p> <p>Frequency of reporting: We report every year in line with our financial reporting.</p> <p>Publication date: Our Annual Report and Financial Statements 2026 was published on 29/06/2026. Our GRI and SASB Report was published on 06/07/2026.</p> <p>Contact information: BabcockIR@babcockinternational.com</p>
2-4 Restatements of information	<p>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.</p> <p>No restatements have been required for the year ended 31 March 2026. Figures for the year ended 31 March 2026 include an element of estimated data.</p>
2-5 External assurance	<p>The Group is committed to reporting accurate and reliable non-financial information, and the information reported is subject to detailed and thorough internal review.</p> <p>For the year ended 31 March 2026 the Group has not sought external assurance, beyond the standard assurance carried out by Forvis Mazars during their standard annual report audit, for the Sustainability section of our Annual Report 2026.</p>

GRI 2: General Disclosures 2021

Disclosure

Additional Information

Activities and workers

2-6 Activities, value chain and other business relationships

Babcock International 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.

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.

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.

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.

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 9.5k global suppliers, with approximately 4.5k based in the UK.

See also [page 93](#) of our Annual Report and Financial Statements 2026.

GRI 2: General Disclosures 2021

Disclosure

Additional Information

2-7 Employees

Our total workforce is 30,481, which includes 24,474 men, 5,924 women, 15 individuals identifying as non-binary, or "I use another term", 12 who did not specify, and 56 who chose to prefer not to say. See also [page 83](#) of our Annual Report and Financial Statements 2026.

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 page 115.

Employee by gender

	Total FY23	Total FY24	Total FY25	Total FY26
Male	21,302	22,704	23,694	24,474
Female	4,813	5,439	5,610	5,924
Non-binary	10	18	20	15
Not specified	290	129	20	12
Prefer not to say	65	53	37	56
Total	26,480	28,343	29,381	30,481

Employment Contract Type

	FY23*			FY24			FY25			FY26		
	Perm	Temp	Total	Perm	Temp	Total	Perm	Temp	Total	Perm	Temp	Total
Africa	-	-	-	1,125	-	1,125	1,126	0	1,126	1,101	0	1,101
Americas	-	-	-	542	39	581	503	15	518	545	47	592
Asia	-	-	-	20	-	20	19	2	21	18	-	18
Australasia	-	-	-	1,766	149	1,915	1,686	151	1837	1,748	82	1,830
Europe	-	-	-	658	25	683	653	11	664	688	12	700
UK	-	-	-	22,253	1,741	23,994	23,795	1,420	25,215	25,044	1,196	26,240
Unknown	-	-	-	25	-	25	-	-	-	-	-	-
Total	-	-	-	26,389	1,954	28,343	27,782	1,599	29,381	29,144	1,337	30,481

GRI 2: General Disclosures 2021

Disclosure	Additional Information
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* 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, Procurement Management and Reporting Officer (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			FY26		
	Full Time	Part Time	Total	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	1,166	42	1,208
France	1	-	1	17	-	17	-	-	-	1	-	1
Australasia	112	-	112	147	2	149	151	-	151	82	-	82
South Africa	-	-	-	-	-	-	-	-	-	-	-	-
Canada	16	-	16	33	1	34	14	-	14	46	-	46
Total	1,772	49	1,821	1,888	66	1,954	1,563	36	1,599	1,295	42	1,337

Governance

2-9 Governance structure and composition

Our governance structure is included in the Governance section on [pages 132-187](#) of our Annual Report and Financial Statements 2026.

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 148-179](#) of our Annual Report and Financial Statements 2026.

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
	In addition, an executive-level Corporate Sustainability Committee has been established to oversee ESG and sustainability-related matters. This committee is responsible for guiding the Group's sustainability strategy, monitoring performance and ensuring alignment with the organisation's broader governance framework.
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>Further information, including terms of reference, can be found on our website and on pages 145-147 of our Annual Report and Financial Statements 2026.</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 2026, 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 page 143 of our Annual Report and Financial Statements 2026 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>The Board has overall oversight of sustainability-related impacts, risks and opportunities, and regularly considers ESG matters as part of its review of the Group's strategy and performance. During the year, the Board and the Executive Committee reviewed key sustainability initiatives, including the development of the Group's sustainability strategy, decarbonisation efforts and Energy Saving Opportunities.</p> <p>At the executive level, sustainability-related risks and opportunities are overseen by the Executive Committee, supported by the Risk Committee and the Corporate Sustainability Committee. These governance forums monitor progress and performance on sustainability priorities and report regularly to the Board, enabling effective oversight and integration of sustainability into decision-making.</p> <p>More information can be found in the Strategic report on pages 1-131, in How the Board engages on page 137 and in the Governance section on pages 132-186 of our Annual Report and Financial Statements 2026.</p>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
2-13 Delegation of responsibility for managing impacts	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 136 of our Annual Report and Financial Statements 2026.
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 2-131 and in the Governance section on pages 132-186 of our Annual Report and Financial Statements 2026.</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 134-135, 144 of our Annual Report and Financial Statements 2026. Major shareholders as of 31 March 2026, none of whom have an interest in more than 10% of the Company, are detailed on page 177 and "Related party disclosures" on page 271 of our Annual Report and Financial Statements 2026.</p>
2-16 Communication of critical concerns	<p>Details can be found in the Governance report section on pages 132-186 and in the Principal Risks and Management Controls section on pages 110-128 of our Annual Report and Financial Statements 2026.</p> <p>All breaches and alleged breaches of our Code of Business Conduct are reported to the Group Whistleblowing line are reported to the Board.</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 several 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>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
	More information on pages 134-135 of our Annual Report and Financial Statements 2026.
2-18 Evaluation of the performance of the highest governance body	<p>Each year we review 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. The composition and diversity of the Board and its Committees and how well the Directors are working together is considered, as well as the individual performance of the Directors and the Chair. Following an external review last year, this year the review was internally led by Aedamar Comiskey. The review identified that the key strengths of the Board were its collegiate ways of working and its diversity of skills and experience.</p> <p>The review did identify actions for the Board to work on over FY27, more information about which can be found on page 147 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 details our remuneration policy (pages 154-179). The report details:</p> <ol style="list-style-type: none">i. the key components of the Executive Directors remuneration;ii. the purpose and link to strategy;iii. its operation;iv. the opportunity; andv. performance metrics <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 measure consists 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 continue 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.</p>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
	<p>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 and market practice, within the contact of the objectives and policy set by the committee.</p> <p>More information is available in the Remuneration Committee report on pages 154 - 179 of our Annual Report. Details of independent third-party remuneration consultants are on page 166.</p> <p>Following consultation, a proposal to enact changes within our remuneration policy was put forward for shareholder approval at the 2025 AGM. Resolution 2 (to approve certain changes to Babcock's remuneration policy (the "Policy") and resolution 18 (to amend the rules of the Performance Share Plan ("PSP") to implement Babcock's new remuneration policy) (the "Resolutions") were both ordinary resolutions requiring approval of at least 50% of those shareholders that voted. They received 67.65% and 67.36% respectively.</p> <p>However, at this time, following further consideration, the Committee decided with the support of the Board and the Executive Directors to make the FY26 bonus and PSP awards in line with the policy as the Committee applied it in FY25.</p> <p>For future years, the Committee will consult with shareholders prior to making any decision to implement the changes under the new policy.</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 in our Annual Report on page 175.</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">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.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.

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
Strategy, policies and practices	
2-22 Statement on sustainable development strategy	<p>In our Annual Report, the Chair's Introduction, pages 10-11 and CEO Review pages 12-15 explain how our role in society and our ESG strategy are central to delivering sustainable growth for our business. Our Purpose reflects our commitment to contributing positively to the communities in which we operate, creating high-quality jobs and supporting long-term social and economic sustainability.</p> <p>Further detail on our sustainability strategy is provided on pages 70-92 of our Annual Report and Financial Statements 2026.</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, Group Sustainability Policy, Supplier Code of Conduct, Sustainability Supplier Policy, 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>Our Human Rights Policy reflects our commitment to internationally recognised human rights, with particular attention to at-risk groups. It is informed by leading international frameworks, including the UN Universal Declaration of Human Rights and ILO standards, and is embedded in our Code of Business Conduct, which applies to all employees and business partners.</p> <p>Oversight and review of these policies are conducted at least every three years or at a change of ownership. The effectiveness of these policies and associated actions is further supported and summarised within the NFSIS table, ensuring appropriate governance and ongoing monitoring.</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>To ensure awareness, policies and commitments are communicated internally, on our Global Business Management System (BMS) and reinforced through regular training modules as appropriate. Suppliers and partners are 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>
2-24 Embedding policy commitments	<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>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
	<p>Effective supply chain governance is key to Babcock’s business strategy, promoting integrity as well as ethical, sustainable and transparent operations. In FY26, 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>See also pages 93-94 of our Annual Report and Financial Statements 2026.</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> <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 93 of our Annual Report and Financial Statements 2026; Code of Business Conduct.</p>
2-26 Mechanisms for seeking advice and raising concerns	<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</p>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
	<p>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 93, 109, 136 of our Annual Report and Financial Statements 2026.</p>
2-27 Compliance with laws and regulations	<p>During the reporting period, the Group maintained its commitment to operating in full compliance with all applicable laws, regulations, and administrative requirements across the jurisdictions in which we operate. Our approach to regulatory compliance is embedded within our governance framework and supported by internal controls designed to prevent, detect, and remediate instances of non-compliance.</p> <p>Environmental compliance</p> <p>There were no fines in respect of non-compliance this year.</p> <p>Environmental impact management and compliance are set out in our Environment Policy and supporting policies.</p> <p>Socioeconomic compliance</p> <p>There were no fines in respect of non-compliance this year.</p> <p>For more information on how we manage socioeconomic compliance, please see GRI 2-23 and 2-24</p> <p>Omission: Total number and the monetary value of fines for instances of non-compliance.</p> <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 262 of our Annual Report and Financial Statements 2026.</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. His two-year tenure has been extended for several months whilst they line up a successor. Babcock employees are represented on 25 of 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>

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
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Our CEO sits on the [Defence Industrial Joint Council \(DIJC\)](#) Main Board and our Chief Corporate Affairs Officer co-chairs its Delivery Group and is President and Board member of the [Society of Maritime Industries](#) and Chair of Maritime Research and Innovation UK ([MarRI-UK](#)).

Additionally, we provide secondees into the UK Defence and Security Exports (UKDSE) and UK Defence Solutions Centre (UKDSC).

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 Recognitions section on [pages 85-88](#) of the Annual Report and Financial Statements 2026.

Membership Associations

5% Club	Progressive Aboriginal Relations Pledge
ADS	Race at Work Charter
Apprentice Ambassador Network (AAN)	Science Based Targets (SBTi)
Armed Forces Covenant	Social Mobility Pledge
Careers & Enterprise Company	The Hidden Talent
Chapter Zero	The Smallest Things
Defence Industrial Joint Council	The Valuable 500
Developing the Young Workforce (DYW)	Tomorrow's Engineer Code
Disability Confident Employer Commitment	UK Defence Industry Safety Forum
Institute of Student Employers (ISE)	UK Business and Biodiversity Forum
Institute of Sustainability and Environmental Professionals (ISEP)	We Mean Business Coalition
MarRI-UK	Women in Defence
Menopause Workplace Pledge	

GRI 2: General Disclosures 2021

<i>Disclosure</i>	<i>Additional Information</i>
Stakeholder Engagement	
2-29 Approach to stakeholder engagement	<p>We engage with internal and external stakeholders on a regular basis, ranging from customers, investors, employees, regulators, suppliers and communities.</p> <p>Further details on our stakeholder engagement activities can be found in the Stakeholder Engagement section on pages 68-69 of our Annual Report 2026.</p>
2-30 Collective bargaining agreements	<p>Globally 67.16% of Babcock's employees are covered by collective bargaining agreements.</p> <p>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 those who are subject to collective bargaining agreements.</p> <p>See also page 2 of our Human Rights Policy.</p>

GRI 3: Material Topics

<i>Disclosure</i>	<i>Additional Information</i>
3-1 Process to determine material topics	<p>In 2024, we carried out a double materiality assessment that applied an initial financial materiality lens to each material impact identified, informing the development of Babcock's new sustainability strategy. The assessment was undertaken in line with the double materiality requirements set out in the Corporate Sustainability Reporting Directive (CSRD). Although our company is not currently in scope for CSRD or EU Taxonomy reporting and does not have a parent company that is required to report under these regulations, we have aligned our approach to ensure robustness and future readiness. The materiality assessment is reviewed and updated every three years to ensure continued alignment with our strategy.</p> <p>Topics were prioritised based on their severity, likelihood and stakeholder relevance. Through this process, we identified 19 sustainability and governance factors that are material to Babcock. The most material of these topics underpin the six strategic priorities set out in our new sustainability strategy.</p> <p>Further details on our methodology are available in our Double Materiality Assessment on our website.</p>
3-2 List of material topics	<p>Based on our double materiality assessment and acknowledging that the relative significance of topics may differ across geographies and jurisdictions, we identified a number of sustainability and governance topics as material to Babcock. These include emissions, energy, water and effluents, biodiversity, waste, occupational health and safety, diversity and equal opportunities, employment, local communities, and human rights assessment. All remaining topics identified through the assessment are also considered material, with the exception of marketing and labelling, which is not relevant to our business.</p> <p>Risks assessed as most material from both a financial and non-financial perspective, as well as climate-related risks, are presented on pages 110-128 in the "Our principal risks" and risk management section of the Annual Report and Financial Statements 2026. There have been no significant changes to our material topics or topic boundaries since the previous reporting period.</p> <p>Further detail is available in our Materiality Assessment and on page 70 of our Annual Report and Financial Statements 2026.</p>
3-3 Management of material topics	<p>We have described the management approach for each material topic (GRI 3-3) alongside the corresponding disclosures to support clarity and ease of reference within this index.</p> <p>Further information can be found throughout our Annual Report and Financial Statements 2026.</p>

Governance and Economic Disclosures

What's inside

GRI 201: Economic Performance 2016

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GRI 201: Economic Performance 2016

3-3 Management approach to economic performance

We are committed to delivering long-term, sustainable economic performance that creates value for our stakeholders and supports the resilience of our business. We recognise that our relationships with suppliers, investors, lenders, governments, employees and local communities have direct economic and social impacts, which we continuously measure, assess and manage. This approach ensures that our financial decisions and strategic investments contribute not only to commercial success but also to broader societal and economic wellbeing.

Oversight of economic performance is embedded within our corporate governance framework. The Board, supported by the Executive Committee and senior leadership teams, reviews financial performance at regular intervals throughout the year. These reviews assess progress against key performance measures, operating plans and strategic priorities.

Our governance structure ensures that:

- Financial risks and opportunities are systematically identified and managed.
- Capital allocation decisions support long-term value creation.
- Performance insights inform strategic planning, investment decisions and resource allocation.
- Transparent financial reporting is maintained in line with regulatory requirements and stakeholder expectations.

We operate a rigorous performance management system across all markets and functions. Each business area monitors and reports its economic performance against annual plans, budgets and long-term strategic targets. This structured approach allows us to:

- Evaluate progress toward financial and operational goals.
- Adjust plans and initiatives where required.
- Maintain accountability for performance at all organisational levels.
- Identify opportunities for efficiency, optimisation and growth.

We recognise that our economic footprint extends beyond our own operations. Our performance directly influences:

- Suppliers, through procurement spend and supply chain stability.
- Employees, through employment, training, benefits and wages.
- Communities, through taxes, local investment and social contribution.
- Governments and regulators, through compliance, revenue and long-term project delivery.
- Investors and lenders, through financial returns, resilience and risk management.

For further information, see:

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>Our website: Our Strategy; Suppliers; About Us</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Conduct; Supplier Code of Conduct; Anti-Bribery and Corruption/Ethical Policy</p>
201-1 Direct economic value generated and distributed	<p>Our revenue this year totalled £5,177.7 million. Economic value distributed contains operating costs (£2,993.7 million), employee salaries and benefits (£1,878.9 million) and tax cost (£73.0 million). See also notes 3, 4 and 7 on pages 212, 216 and 219 of our Annual Report 2026.</p> <p>Omission: Direct economic value by local market.</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: We do not currently disaggregate direct economic value by local market.</p>
201-2 Financial implications and other risks and opportunities due to climate change	<p>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 95 - 105 of our Annual Report 2026.</p> <p>We have highlighted climate-related risk within our Principal Risks and Management Controls section of our Annual Report - see page 124 for more information.</p> <p>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.</p> <p>We recognise the importance of considering climate-related risks and opportunities in business decisions and strategic planning.</p> <p>For the year ending 31 March 2026, 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.</p>
201-3 Defined benefit plan obligations and other retirement plans	<p>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 £1m.</p> <p>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.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>As of 31 March 2026, the Group's Trust based defined benefit pension schemes assets covered 99.08% of the liabilities as calculated for IAS19 purposes.</p> <p>The full basis is given within the Group' Report and Accounts for the year ending 31 March 2026. As of 31 March 2026, the discount rate assumption used was between 5.95% and 6.35% and the CPI inflation assumption used was between 2.85% and 3.0%, depending on scheme.</p> <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 94.5% for the UK.</p> <p>See also note 25 on page 41-42 our Annual Report and Financial Statements 2026.</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 206 of our Annual Report 2026.</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	
3-3 Management approach to market presence	<p>Babcock is an international defence company providing support and product solutions that enhance our customers' defence capabilities and protect critical national assets. Our operations span four key markets across multiple countries, enabling us to deliver essential services, engineering expertise and mission-critical support to government, defence, and civil customers. Our global footprint positions us to respond effectively to evolving customer needs while supporting local economic development and employment in the regions where we operate.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>We focus on sustainable market presence by aligning our capabilities with customer priorities, national security requirements and long-term defence strategies. Our activities often involve deep, long-term partnerships with government and defence organisations, creating stable revenue streams and supporting high-skilled employment.</p> <p>Babcock’s global presence reflects our ability to deliver specialised services tailored to regional and national needs, while leveraging our global expertise, technology and engineering capabilities. Our diverse portfolio across different geographies enables us to remain resilient to market fluctuations and strengthen our contribution to local economies.</p> <p>We continue to assess market developments and invest in areas that enhance our technological capability, operational efficiency and service offering. Increased investment in priority growth areas - such as digital enablement, advanced manufacturing, asset management, and defence modernisation - supports our ability to meet emerging customer requirements and maintain competitiveness.</p> <p>We actively monitor market opportunities driven by shifts in defence policy, technological innovation and global security needs. This ensures we can position our services, people and resources to support both current and future capabilities, strengthening our market presence and long-term value creation.</p> <p>We recognise the economic importance of local employment and skills development in the markets where we operate. Our presence supports high-skilled job creation, apprenticeships and career pathways, particularly in engineering, technology and critical operations roles. Where feasible, we prioritise local recruitment, invest in training, and collaborate with educational institutions and industry partners to help strengthen national talent pipelines.</p> <p>Our operations contribute to local economies through employment, training, procurement, tax contributions and long-term partnerships with suppliers and community stakeholders.</p> <p>For further information, see:</p> <p>Our website: Our Strategy; What we do; Where we do it</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: ESG policies, statements and reports</p>
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	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 does not represent a significant proportion of our workforce. The entry level wage by gender ratio is therefore not reportable.

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<i>Disclosure</i>	<i>Additional Information</i>
	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.
202-2 Proportion of senior management hired from the local community	<p>Although we remain committed to fostering inclusion, diversity, and the ongoing development of our people, we are unable to provide the required metric for this reporting period.</p> <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

3-3 Management approach to indirect economic impacts	<p>As a global business with operations across multiple locations, we recognise that our operations create significant indirect economic impacts in the communities where we work. Our strategy is designed to address our most material issues, including how we contribute to sustainable social and economic development in these areas. This includes creating jobs, investing across the UK and internationally, partnering with local suppliers, and ensuring we always act responsibly in the interests of the communities surrounding our sites.</p> <p>We closely monitor and evaluate the impact of our programmes. We play an important role in the regions where we operate - helping to sustain local employment, supporting businesses, and contributing to community wellbeing - because we recognise that long-term success depends on collective progress.</p> <p>For further information, see:</p> <p>Our website: Our Strategy; What we do; Where we do it</p> <p>Our reports: Annual Report and Financial Statements 2026; GRI 413-01 Local Communities</p> <p>Our policies and standards: ESG policies, statements and reports</p>
203-1 Infrastructure investments and services supported	Support to the significant MOD development at Westway in Renfrew is continuing, with the programme now having been revised due to design variations. The project is now programmed for completion early in 2028. Babcock is also considering

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>several other major property development initiatives across the UK which, if progressed, will have significant derivative benefits to the respective communities they would serve. This is particularly relevant in Plymouth.</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	<p>Through our business relationships and community investment programmes, we generate a range of significant indirect economic impacts. We recognise that the way we operate influences how these impacts are distributed across different stakeholder groups and geographies. Our approach contributes to local economic development through employment, supply-chain activity, skills development, and targeted community investments.</p> <p>Further information on the nature and scale of these impacts - including our contribution to the UK and the groups affected, are outlined on pages 28-31 of the Annual Report and Financial Statements 2026, and in the Defence Dividend Report and the Oxford Economics Report.</p>

GRI 204: Procurement Practices 2016

3-3 Management approach to procurement practices	<p>We are committed to responsible, transparent and sustainable procurement practices that support our operational needs while creating long-term value for our customers, suppliers and communities. Our sustainable growth relies on an efficient, highly effective and ethical supply chain, and we work closely with suppliers who share our commitment to innovation, best practice and continuous improvement.</p> <p>We select suppliers through a structured and fair sourcing process that assesses capability, commercial competitiveness, quality, safety and alignment with our ethical standards. Procurement teams review each supplier's ongoing performance against contract requirements and service-level agreements, ensuring that delivery, cost, quality, compliance and ethical expectations are consistently met. We also assess suppliers' adherence to labour and human-rights requirements, including the prohibition of forced labour, child labour and other unethical practices.</p> <p>We prioritise responsible sourcing and sustainability to maintain strong and ethical supply chains. We collaborate closely with suppliers to encourage sustainable practices that reduce environmental impact while supporting business objectives. By engaging suppliers in sustainability efforts, we strengthen supply-chain resilience, reduce emissions and contribute to global climate goals. We also work with suppliers aligned to our environmental priorities, including initiatives to reuse and recycle IT services where feasible.</p>
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<i>Disclosure</i>	<i>Additional Information</i>
	<p>Beyond operational delivery, we focus on sharing best practices with customers, suppliers and industry peers. We also recognise the importance of supporting local communities. Across our markets, we engage suppliers in STEM initiatives, skills development and charity partnerships that promote social inclusion. In Canada, for example, we are expanding our supply chain with a focus on Indigenous suppliers, including for the Emergency Health Services Rotary Wing Air Ambulance contract in British Columbia.</p> <p>Effective supply-chain governance underpins our procurement strategy, promoting integrity, transparency and sustainable practices. In FY25, we published our Supplier Assurance Handbook to improve transparency and provide suppliers with detailed insight into our assessment, audit and development processes, supporting stronger collaboration and responsible practices across the supply chain.</p> <p>We have implemented ESG ratings for suppliers, assessing environmental impact, social responsibility and governance standards. These ratings give suppliers clear guidance on how to strengthen their performance, while enhancing our commitment to sustainability, reducing risk and improving overall supply-chain resilience.</p> <p>Our diverse portfolio of more than 9,500 suppliers remains a significant strength. Rigorous due diligence, regular audits and continuous monitoring ensure compliance with our standards and effective risk management. Our AI-driven risk-resilience solution provides real-time monitoring of our supply chain to identify emerging risks and proactively address potential disruptions.</p> <p>Ethical practices are a core element of our supply-chain governance. By adhering to our Supplier Code of Conduct, we ensure suppliers engage in fair labour practices, respect human rights and demonstrate environmental stewardship. This ethical foundation supports risk mitigation, protects our reputation and contributes to long-term value creation.</p> <p>We continue to review our procurement practices, supplier standards and risk-assessment methods to enhance transparency, efficiency and resilience across our supply chain. This ongoing improvement supports our commitment to responsible procurement and ensures that our supply chain remains aligned with both business needs and our broader sustainability objectives.</p> <p>For more information on our procurement, human-rights and supply-chain expectations, see:</p> <p>Our website: Our approach to procurement; Small and Medium Enterprises</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Supplier Code of Conduct; Human Rights Policy; Code of Business Conduct; Modern Slavery Statement</p>

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<i>Disclosure</i>	<i>Additional Information</i>
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 78.5% of our total UK spend (FY26). 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 FY26, 30% of our suppliers are SMEs.</p> <p>For more information see also page 89 of our Annual Report and Financial Statements 2026.</p>

GRI 205: Anti-corruption 2016

3-3 Management approach to anti-corruption	<p>We maintain a strong commitment to conducting our business ethically and in accordance with all applicable anti-corruption laws. Alongside the principles set out in our Code of Business Conduct, our Anti-Bribery and Corruption (ABC) Policy provides the framework that ensures Babcock operates responsibly and avoids any form of bribery or unethical conduct when pursuing, delivering or awarding business.</p> <p>The policy establishes clear rules, procedures and guidance that all employees must follow to ensure we do not become involved - directly or indirectly - in corrupt practices. It also sets expectations for third-party behaviours, helping us to manage the risk of suppliers, partners or intermediaries engaging in unethical activities on our behalf.</p> <p>Oversight of anti-corruption compliance sits within our established governance structure. The Executive Committee and Board of Directors receive regular updates on key risks, policy implementation and significant incidents or investigations. Responsibility for day-to-day management of our anti-corruption programme lies with our compliance and risk teams, who conduct training, perform risk assessments, and monitor adherence to our policies across the business. Internal audit activities, incident reporting channels and due-diligence processes provide further assurance and support continuous improvement.</p> <p>For further information, see:</p> <p>Our website: Leadership and governance; EthicsPoint</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Anti-Bribery and Corruption (ABC) Policy; Whistleblowing Policy</p>
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<i>Disclosure</i>	<i>Additional Information</i>
<p>205-1 Operations assessed for risks related to corruption</p>	<p>The 2026 annual fraud risk assessment has been reported into the Audit Committee. All Sectors, Direct Reporting Countries (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 FY26 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, 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, 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>205-2 Communication and training about anti-corruption policies and procedures</p>	<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 Business 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.</p> <p>Omission: Breakdown of communication and training data by employee category and region.</p> <p>Reason: Information unavailable or incomplete.</p>

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Disclosure	Additional Information
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Explanation: The organisation does not currently capture anti-corruption training data disaggregated by employee category, governance body, or region. Processes are being reviewed to enhance data collection and enable more detailed disclosures in future reporting cycles.

The table below shows the percentage of employees who completed their annual training over the past four years.

	% completed training FY23	% completed training FY24	% completed training FY26	% completed training FY26
Acceptable Use Policy	93%	92%	93%	94%
Anti-Bribery Training	95%	95%	93%	92%
Cyber Security Awareness Training	93%	92%	92%	92%
Data Protection Training	95%	94%	92%	97%
Trade Controls Awareness	97%	97%	93%	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 262](#) of our Annual Report and Financial Statements 2026.

Reporting areas	Number of breaches in FY26
Corruption or Bribery	See GRI 205-3
Discrimination or Harassment	See GRI 406-1
Customer Privacy Data	See GRI 418-1
Conflicts of Interest	See GRI 206-1

GRI 206: Anti-competitive Behaviour 2016

3-3 Management approach to anticompetitive behaviour

We maintain a robust framework to prevent anti-competitive behaviour across our operations. Our Anti-Trust (Competition) Law Policy and Conflicts of Interest Policy set clear expectations for all employees and form part of our mandatory compliance training. These policies ensure that employees understand their responsibilities under competition law and can identify and manage situations that could give rise to conflicts of interest.

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Disclosure	Additional Information
	<p>We monitor adherence to these policies by reviewing emerging issues, analysing outcomes from internal compliance reporting channels and conducting periodic assessments of business functions through our internal review processes.</p> <p>To strengthen our oversight, we identify and assess the most significant risks relating to anti-competitive behaviour as part of our broader compliance and risk management system. For each key risk, we implement targeted mitigation plans, which may include enhanced training, strengthened controls, tighter approvals, or increased monitoring of high-risk activities and markets.</p> <p>Further information on how we evaluate our compliance approach, including controls relating to anti-competitive behaviour, can be found in GRI 3-3 Anti-corruption within this ESG Reporting Index.</p> <p>For further information, see:</p> <p>Our website: Who we are; Our Strategy; What we do;</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: ESG policies, statements and reports; Anti-Trust (Competition) Law Policy; Conflicts of Interest Policy</p>
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	<p>There are no legal cases pending regarding an allegation of anti-competitive behaviours.</p> <p>Omission: Any non-public incidents are not reported.</p> <p>Reason: Confidentiality constraint.</p> <p>Explanation: We don't disclose details of investigations.</p>
GRI 207: Tax 2019	
3-3 Management approach to tax	<p>We comply with all applicable tax laws and regulations in every jurisdiction in which we operate. Our approach to tax supports our business strategy and seeks to balance the interests of our key stakeholders, including investors, governments, employees, customers, consumers, suppliers and the communities in which we operate.</p> <p>Our global Tax Policy sets out our commitments, principles and governance arrangements in relation to tax. The policy and tax strategy are approved by the Board of Directors, which oversees compliance annually through the Audit Committee and on an ad-hoc basis as required.</p> <p>Responsibility for implementing and maintaining compliance with the Group Tax Strategy sits with the Group CFO, supported by the Group Head of Tax, who has day-to-day responsibility for this area.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>For further information, see:</p> <p>Our website: Leadership and governance</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Tax Strategy; Code of Business Conduct</p>
207-1 Approach to tax	<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>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 218-221 of our Annual Report and Financial Statements 2026.</p>
207-2 Tax governance, control, and risk management	<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 present 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 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 218-221 of our Annual Report and Financial Statements 2026.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
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 218- 221 of our Annual Report and Financial Statements 2026.</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 218-221 of our Annual Report and Financial Statements 2026.</p> <p>Omission: Country-by-Country reporting.</p> <p>Reason: Confidentiality constraint.</p> <p>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.</p>

Environmental Disclosures

What's inside

GRI 101 Biodiversity 2024

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GRI 302: Energy 2016

GRI 303: Water and Effluents 2018

GRI 305: Emissions 2016

GRI 306: Waste 2020

GRI 308: Supplier Environmental Assessment 2016

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<i>Disclosure</i>	<i>Additional Information</i>
GRI 101: Biodiversity 2024	
101-2 Management of biodiversity impacts	<p>Across our operations, we interact with a diverse range of ecosystems and recognise their fundamental importance to society, ecological resilience, and the long-term health of the planet. Protecting and enhancing biodiversity within the environments in which we operate is a core priority and underpins our approach to environmental stewardship.</p> <p>Environmental protection is embedded within our operations through the implementation of Environmental Management Systems (EMS) across our sites. These systems provide a structured framework to identify, manage, and mitigate biodiversity-related risks, ensure compliance with legal requirements, and support continual improvement in environmental performance.</p> <p>Our sustainability strategy further reinforces the importance of protecting the natural environment as a Group-wide priority. As part of this strategy, we have set a specific target to achieve a 10% Biodiversity Net Gain by 2030 across our most significant sites, where we have full operational control. This target aligns with emerging best practice and regulatory expectations and supports our contribution to positive outcomes for nature. Moreover, we are developing a group wide approach to nature risk assessments, aligned to the methodology set within the Taskforce on Nature Related Financial Disclosures (TNFD).</p> <p>As part of this work, and to ensure ongoing alignment with GRI, we have identified sites that are located within, or adjacent to, protected areas and locations of high biodiversity value, as disclosed under GRI 101-4. These sites are managed in line with applicable licence conditions, planning requirements, and environmental commitments, and we work to meet the expectations of local regulators and stakeholders.</p> <p>In addition, we actively engage in external collaboration to strengthen our approach to biodiversity. As a member of the UK Business and Biodiversity Forum, we work alongside other UK organisations to better understand emerging legal and voluntary nature-related requirements and to explore how biodiversity and natural capital considerations can be meaningfully integrated into business decision-making.</p> <p>For further information, see:</p> <p>Our website: Protecting the natural environment; Supporting a Nature-Positive Approach</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Environmental Policy; Group Sustainability Policy</p>
101-1 Policies to halt and reverse biodiversity loss	Babcock maintain a strong commitment to protecting the natural environment and reversing biodiversity loss through its Group wide environmental sustainability policy. Notably the policy outlines the commitment to:

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<i>Disclosure</i>	<i>Additional Information</i>																
	<ul style="list-style-type: none"> • Conserving and enhancing habitats and species across our estates: Achieving a 10% Biodiversity Net Gain across our significant sites (defined in section 4) by 2030. • Understanding and assessing nature-related risks and dependencies: Identifying our most material nature related risks and opportunities across our estates and value chain. • Providing our people with access to nature, identifying the role accessible greenspace plays in supporting mental health and well-being. <p>For further details on our approach, please see our website page Supporting a Nature-Positive Approach and our Environmental Policy.</p>																
101-3 Access and benefit-sharing	<p>This disclosure is immaterial to Babcock as our organisation does not conduct research and development involving the use of genetic resources or the genetic or biochemical composition of biological resources, including through the application of biotechnology.</p> <p>Omission: Access and benefit-sharing</p> <p>Reason: Not applicable</p> <p>Explanation: Not relevant to Babcock as the organisation does not use genetic resources to conduct research and development on the genetic or biochemical composition of resources, including through the application of biotechnology.</p>																
101-4 Identification of biodiversity impacts	<p>In line with Babcock's Nature Positive Roadmap, we are exploring the approach set out in the TNFD LEAP framework to help identify, assess, and manage our interactions with nature. This includes mapping our most significant estates and understanding their potential impacts and dependencies on the natural environment.</p> <p>Information on our operational sites is provided in the tables below. Further detail can also be found on page 77-78 of our Annual Report and Financial Statements 2026, as well as within the Supporting a Nature Positive Approach section of our website.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Location</th> <th style="text-align: center;">Site owned, leased, or managed</th> <th style="text-align: center;">Type of operation</th> <th style="text-align: center;">Size</th> <th style="text-align: center;">Within</th> <th style="text-align: center;">Adjacent to (200m)</th> <th style="text-align: center;">Adjacent to (2Km)</th> <th style="text-align: center;">Not in Location</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Canada</td> <td style="text-align: center;">Customer site</td> <td style="text-align: center;">Office and airfield</td> <td style="text-align: center;">Medium</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> <td style="text-align: center;">1</td> <td style="text-align: center;">-</td> </tr> </tbody> </table>	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	-
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	-										

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>						
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	2
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	-	-	5	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, Store, Training Centre	Small, Medium, Large	1	13	35	9
Wales	Leasehold	Light Industrial, Training Centre	Small, Medium	-	4	-	1
Grand Total				1	20	76	26

Topic Standards: Environmental Disclosures

Disclosure

Additional Information

Location	Biodiversity value attribute	AONB	LNR	NNR	Ramsar	SSSI	SPA	SAC	Other
Canada	None	-	-	-	-	-	-	-	1
France	Protected Habitat	-	-	-	-	-	-	-	3
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	1	1	-
Scotland	Protected habitats and species	-	3	1	1	1	1	-	-
South Africa	None	-	-	-	-	-	-	-	-
Southeast	Protected habitats, Protected habitats and species	-	2	-	2	7	3	4	-
Southwest	Protected habitats, Protected habitats and species	5	16	-	2	10	3	6	-
Wales	Protected habitats and species	-	-	-	-	3	-	1	-
Grand Total		5	24	3	5	25	8	15	2

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 122-125 of this report for abbreviations.

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
101-5 Locations with biodiversity impacts	<p>In line with Babcock's Nature Positive Roadmap, we are exploring the approach set out in the TNFD LEAP framework to better understand our interactions with the natural environment. This includes mapping our most significant estates and assessing their potential impacts. Babcock estates vary in size and operational profile, and the nature of impacts differs accordingly.</p> <p>Across our operations, the most significant environmental pressures with the potential to affect biodiversity typically relate to air emissions from vehicles, plant and construction activities; energy consumption associated with building heating and electricity use; the use of fuels, including the risk of spills and leaks within manufacturing and operational activities; waste and water management, particularly the handling and movement of general and hazardous waste; and the use of raw materials in manufacturing processes. In addition, some dockyard operations are located on land that has been historically contaminated; while contamination remains contained, it requires careful management and ongoing monitoring to avoid environmental harm.</p> <p>Environmental impacts are identified and managed at local site level through Environmental Management Systems (EMS). Each EMS includes an aspect and impacts register that identifies environmental risks and defines appropriate management measures. Where significant impacts are identified, specific policies, procedures, and controls are implemented. A number of Babcock operations are located in areas with protected habitats and species, as outlined in GRI 101-4. These sites are managed through ISO 14001-certified EMS and in accordance with statutory requirements, including environmental permits that are regulated and audited by the relevant authorities.</p> <p>Further information is available on pages 77-78 of our Annual Report and Financial Statements 2026 and within the Support a Nature Positive Approach section of our website.</p> <p>Omission: Significant impacts of activities, products and services on biodiversity</p> <p>Reason: Information unavailable or incomplete.</p> <p>Explanation: We are not yet able to report fully against this disclosure at a consolidated level. We will review opportunities to expand and enhance biodiversity-related disclosures as part of the next phases of our Environmental Data Management System implementation and as outputs from our TNFD assessment become available.</p>
101-6 Direct drivers of biodiversity loss	<p>Assessment of the direct drivers of biodiversity loss is currently being progressed as part of our TNFD programme and full assessment outputs are not yet available. As a result, we are not yet able to comprehensively disclose impacts across all drivers referenced in this disclosure. This disclosure will be expanded as the TNFD assessment advances and outputs become available.</p> <p>In the interim, information relevant to certain direct drivers is addressed through existing disclosures elsewhere in this report. Impacts related to water use and discharge are covered under GRI 303-3 Water withdrawal; GRI 303-5 Water consumption and GRI 303-4 Water discharge. Information relating to pollution are disclosed under GRI 306-3 Significant spills. Information on air</p>

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>emissions, including the quantity of nitrogen oxides (NOx) emissions, which may contribute to ecosystem degradation, is provided under GRI 305-7 Nitrogen oxides, sulphur oxides and other significant air emissions.</p> <p>As our TNFD work progresses, we expect to improve visibility over direct drivers of biodiversity loss and enhance future reporting accordingly.</p> <p>Omission: Direct drivers of biodiversity loss</p> <p>Reason: Information unavailable/incomplete.</p> <p>Explanation: Assessment of the direct drivers of biodiversity loss is currently underway as part of our TNFD programme, and disclosures will be expanded once assessment outputs become available.</p>
101-7 Changes to the state of biodiversity	<p>Assessment and monitoring of changes to the state of biodiversity across our operations is being progressively strengthened through our environmental management processes and wider nature-related initiatives. As outlined in our Annual Report, Babcock delivered biodiversity improvements across two of its four enterprise locations during the reporting period. These improvements reflect site-specific actions taken to enhance habitats, manage environmental pressures, and support positive outcomes for nature, including targeted interventions tailored to local conditions and operational contexts.</p> <p>Our understanding of changes to biodiversity at a Group-wide level continues to evolve. As part of our TNFD programme and implementation of our Nature Positive Roadmap, we are working to improve the consistency and comparability of biodiversity data across sites.</p> <p>Omission: Changes to the state of biodiversity</p> <p>Reason: Information unavailable/incomplete</p> <p>Explanation: Full disclosure not yet available; reporting will be expanded as our Environmental Data Management System matures.</p>
101-8 Ecosystem services	<p>Assessment of our impacts and dependencies on ecosystem services is currently being progressed as part of our TNFD programme, and full assessment outputs are not yet available. This disclosure will be expanded as the TNFD assessment advances and outputs become available.</p> <p>Omission: Ecosystem services</p> <p>Reason: Information unavailable/incomplete.</p>

Topic Standards: Environmental Disclosures

Disclosure	Additional Information
	<p>Explanation: Assessment of impacts and dependencies on ecosystem services is underway as part of our TNFD programme, and disclosures will be expanded as assessment outputs become available.</p>
<p>GRI 301: Materials 2016</p>	
<p>3-3 Management approach to materials</p>	<p>The materials used across our operations are largely categorised as construction (building and asset) materials, packaging materials, fuels, oils and lubricants, office-based materials. These materials are essential to delivering our services; however, their production, use, and disposal contribute to a range of environmental impacts, including greenhouse gas emissions, water consumption, resource depletion, and waste generation. Most of these impacts occur upstream within our supply chain, rather than in our direct operations.</p> <p>We recognise that responsible materials management is critical to reducing our overall environmental footprint and supporting the transition towards a more circular economy. Our approach focuses on minimising the use of virgin materials, improving material efficiency, and promoting the use of recycled, recyclable, and lower-impact alternatives wherever operationally and commercially feasible.</p> <p>While we are not currently able to report fully against all GRI 301 disclosures, we are actively reviewing opportunities to expand and improve our materials-related reporting. As part of the next phases of our Environmental Data Management System implementation, we aim to enhance data coverage, improve consistency, and increase transparency across our materials disclosures.</p> <p>For further information, see:</p> <p>Our website: Managing our resources responsibly; Hazardous Waste Factsheet</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Environmental Policy, Group Sustainability Policy</p>
<p>301-1 Materials used by weight or volume</p>	<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>
<p>301-2 Recycled input materials used</p>	<p>Omission: Recycled input materials.</p> <p>Reason: Information unavailable/incomplete.</p>

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	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.
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 presents increasing risks to global systems, with rising temperatures already affecting communities, ecosystems and economies. Scientific consensus indicates that limiting warming to 1.5°C above pre-industrial levels reduces the likelihood of the most severe impacts. In this context, Babcock recognises its responsibility to manage and reduce the environmental footprint of operations, particularly energy consumption, which is a key driver of greenhouse gas emissions. Energy management is therefore a core component of our sustainability strategy, focused on reducing demand, improving operational efficiency and driving continuous improvement across the organisation.</p> <p>Energy use is a material driver of Scope 1 and Scope 2 emissions. We are committed to reducing energy demand and improving energy efficiency across our operations. Strategy, governance and reporting for energy demand reduction are managed at Group level, with implementation delivered locally through operational leadership and site teams. We use a portfolio of programmes within the Sustainability Strategy to identify opportunities, prioritise interventions and deliver reductions, including:</p> <ul style="list-style-type: none"> • Energy Action Plans – a Group-wide repository of identified energy-saving opportunities and projects, maintained and progressed by sites with oversight through central reporting. • Enterprise sustainability projects – initiatives prioritised for delivery because they are material to emissions reduction and operational efficiency objectives. • Employee energy campaign – ongoing employee engagement and awareness activity to reduce avoidable energy use and reinforce efficient operating behaviours. • Fleet transition – the planned transition of eligible fleet vehicles to electric alternatives, supported by operational and infrastructure planning. • Energy efficiency improvement programme – a structured approach to delivering and tracking efficiency improvements over a multi-year period.
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Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>Across operations, we identify and implement efficiency measures, minimise energy leakage through operational controls and maintenance, develop site-specific Energy Action Plans and monitor performance to support continuous improvement. This structured approach enables consistent management of energy-related risks and opportunities across regions and business units.</p> <p>Energy consumption data is collected routinely and consolidated in a central data repository. The data is then converted into usable management information to support performance reporting, prioritisation of investment and validation of the impact of initiatives implemented.</p> <p>To guide long-term progress, we have established a Group-wide target to improve energy efficiency by 15% by 2030, using 2024 as the baseline year. Progress is reported through our internal reporting framework and reviewed by the sustainability team and senior leadership.</p> <p>Our approach to energy management also supports emerging requirements under the UK Sustainability Reporting Standards (UK SRS), which has adopted the IFRS Sustainability Disclosure Standards with UK-specific adaptations. These standards are expected to strengthen expectations around disclosures on energy use, efficiency initiatives and climate-related risks and opportunities. By setting clear targets, improving energy data and building structured action plans, we are preparing to meet these future requirements and ensuring our reporting remains transparent, consistent and aligned with UK regulatory expectations.</p> <p>For further information, see:</p> <p>Our website: Sustainability; Tackling climate change; Managing our resources responsibly</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Environmental Policy; Group Sustainability Policy</p>
302-1 Energy consumption within the organization	<p>In 2025, Babcock International Group plc consumed:</p> <ul style="list-style-type: none"> • 789,996.6118 GJ of fuel. This includes natural gas and fuels consumed in both stationary and mobile combustion. • 545,663.70 GJ of purchased electricity and 96,602.78 GJ of steam. <p>Babcock do not sell any electricity, heating, cooling, or steam.</p> <p>See also page 105 of our Annual and Financial Statements Report 2026.</p> <p>Omission: Breakdown of energy consumption by heating and cooling.</p>

Topic Standards: Environmental Disclosures

Disclosure	Additional Information																												
	<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>																												
302-2 Energy consumption outside of the organization	<p>Energy consumption outside of the organisation is an important aspect of understanding broader value chain impacts; however, our current disclosures are subject to data availability and system maturity.</p> <p>Omission: Energy consumption outside of the organisation.</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>																												
302-3 Energy intensity	<p>Babcock International Group plc's energy intensity ratio is calculated as: Total Energy Consumption / Adjusted Revenue.</p> <table border="1"> <thead> <tr> <th></th> <th>Unit</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Total Energy Consumption</td> <td>GJ</td> <td>1,363,421</td> <td>1,399,271</td> <td>1,287,154</td> <td>1,169,531</td> <td>1,432,263</td> </tr> <tr> <td>Adjusted Revenue</td> <td>£m</td> <td>3,263</td> <td>3,853</td> <td>4,369</td> <td>4,682</td> <td>5,121</td> </tr> <tr> <td>Energy Intensity Ratio</td> <td>GJ/£1m Revenue</td> <td>417.84</td> <td>363.16</td> <td>294.61</td> <td>249.79</td> <td>279.70</td> </tr> </tbody> </table> <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. 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 105 of our Annual Report and Financial Statements 2026. This metric is not the same as our Energy Efficiency target, and previous years have not been recalculated unlike the emissions data.</i></p>		Unit	2021	2022	2023	2024	2025	Total Energy Consumption	GJ	1,363,421	1,399,271	1,287,154	1,169,531	1,432,263	Adjusted Revenue	£m	3,263	3,853	4,369	4,682	5,121	Energy Intensity Ratio	GJ/£1m Revenue	417.84	363.16	294.61	249.79	279.70
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Energy Intensity Ratio	GJ/£1m Revenue	417.84	363.16	294.61	249.79	279.70																							
302-4 Reduction of energy consumption	<p>While we recognise that reducing energy consumption is a key driver of efficiency and environmental performance, our current ability to report against this disclosure is limited by data availability and system maturity.</p>																												

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>Omission: Reduction of 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>Reducing the energy requirements of our products and services is an important aspect of minimising lifecycle impacts; however, our current ability to report against this disclosure is limited by data availability and system maturity.</p> <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

3-3 Management approach to water and effluent	<p>Babcock uses a wide range of resources across its global operations, and we recognise that water consumption contributes significantly to our environmental footprint. Responsible resource management is one of our sustainability priorities, helping reduce environmental impacts while improving operational efficiency.</p> <p>Water demand and use is essential across our activities, and managing it efficiently supports energy, carbon, water and cost savings. We also recognise increasing pressures on water resources globally. In the UK, this aligns with national priorities outlined in A Green Future: Our 25-Year Environment Plan and reinforced through the Environment Act 2021, which identifies clean and sustainably managed water as a priority. Water stewardship is shaped by wider international environmental and regulatory frameworks. In Europe, our approach aligns with the European Green Deal, including the EU Zero Pollution Action Plan, EU Biodiversity Strategy for 2030 and Fit for 55 legislation. In Australia and Canada, we support national priorities through alignment with the Nature Positive Plan and Canada's Greening Government Strategy. These frameworks help inform our site-level water management and reinforce our commitment to responsible water stewardship globally.</p> <p>Across the business, we monitor water withdrawals, usage and effluent discharges through environmental management systems and regulatory permits. Effluents are treated and discharged in line with local standards to minimise impacts on receiving water bodies. These systems provide a structured framework to identify and mitigate water and waste water related risks, ensure compliance with legal requirements, and support continual improvement in environmental performance. Water Management Plans and procedures are in place across our owned and managed sites, where water related environmental aspects and impacts have been identified. Through our EMS governance and management, we continually assess local risks,</p>
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Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>review current practices, identify reduction opportunities and integrate water-efficient technologies. This structured approach strengthens site-level resilience, reduces consumption and supports the long-term sustainability of local water resources.</p> <p>We continue to invest in technologies that reduce water use and enhance efficiency. A recent example is Babcock’s carbon-neutral facility in South Australia, opened in October 2024. The site incorporates solar generation, groundwater harvesting, energy-efficient lighting, intelligent building controls and electric-vehicle charging stations—reducing reliance on mains water and supporting operational resilience in a climate-sensitive region. In Africa, a range of water-efficiency initiatives have been implemented, including low-flow taps and showerheads, rainwater harvesting, dual-flush toilets, water sub-metering for leak detection, reuse of wash-bay water, and water-wise landscaping. Water audits also identified significant improvement opportunities at a fabrication site, where repairs and system adjustments delivered a 63% reduction in monthly water consumption.</p> <p>We remain committed to continuous improvement, seeking new ways to reduce water use, enhance recycling, and strengthen effluent controls. As our operations evolve, we will continue to integrate water-efficient technologies and work with partners and suppliers to reduce water impacts across our broader value chain.</p> <p>For further information, see:</p> <p>Our website: Supporting a nature positive approach,</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Environmental Policy; Group Sustainability Policy</p>
303-1 Interactions with water as a shared resource	<p>Babcock recognises water as a shared and finite resource that is vital to ecosystems, communities, and economic activity. Our interactions with water are therefore managed to minimise potential adverse impacts and ensure compliance with applicable regulatory requirements, while supporting the sustainable use of water resources.</p> <p>Babcock deploys Environmental Management Systems (EMS) across its operational sites, the majority of which are ISO 14001 certified. These systems provide a structured framework of policies and procedures to identify, manage, and mitigate environmental aspects, including water-related interactions, at site level.</p> <p>Interactions with water are identified and managed locally through each site’s EMS. This includes the use of aspects and impacts registers, which identify relevant water-related impacts such as water abstraction, use, discharge, and the potential for pollution, and define appropriate management measures to address these impacts. Where significant water-related impacts or risks are identified, site-specific policies, procedures, and controls are implemented to manage water use responsibly and prevent harm to local water bodies and shared water resources.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>Through this decentralised, site-based approach, Babcock seeks to manage its interactions with water in a manner that reflects local conditions, regulatory requirements, and stakeholder expectations, while supporting the sustainable management of shared water resources.</p> <p>See also page 76 of our Annual Report and Financial Statements 2026.</p>
303-2 Management of water discharge-related impacts	<p>Babcock recognises the potential environmental impacts associated with water discharges and manages these interactions to protect local water bodies and shared water resources. Water discharge-related impacts are managed through site-specific controls and in compliance with relevant regulatory requirements.</p> <p>Babcock International Group plc operates under a range of water discharge licences and permits, which vary according to location and the nature of operations. Where permits are in place, Babcock follows best-practice guidance and all requirements set by the relevant regulator. This includes compliance with recognised standards such as the UK Monitoring Certification Scheme (MCERTS), where applicable.</p> <p>All discharge licences and permits are identified and managed through the relevant Environmental Management Systems (EMS) and, where applicable, Waste Management Plans. Each permitted discharge has an assigned permit holder, who is responsible for ensuring compliance with permit conditions, including implementing the required monitoring, record-keeping, and reporting regimes.</p> <p>Monitoring results are reviewed at site level to ensure ongoing compliance and to identify any trends or deviations that may require corrective action. Any exceedances, incidents, or non-compliances are managed in accordance with site procedures and regulatory requirements.</p> <p>See also page 76 of our Annual Report and Financial Statements 2026.</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> <p>Reason: Data unavailable/incomplete.</p> <p>Explanation: Whilst our water withdrawal data quality has improved as a result of our data improvement activities, there are still gaps in the data, therefore we are not currently able to report fully against this disclosure for 2025. Historical data figures</p>

Topic Standards: Environmental Disclosures

Disclosure

Additional Information

have been recalculated where supported by documented evidence. We will continue to review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

	2022	2023	2024	2025
Water Withdrawal – Sea Water	2,951.02	673.24	-	2,228.09
Water Withdrawal - Groundwater	0.20	0.20	33.94	77.22
Water Withdrawal – Third-party	831.87	633.22	600.48	783.98
Water Withdrawal in known water stress areas – Third-party	27.50	24.32	26.64	29.82
Total	3,810.59	1,330.98	661.06	3,119.11

(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: Whilst our water discharge data quality has improved as a result of our data improvement activities, there are still gaps in the data, therefore we are not currently able to report fully against this disclosure for 2025. Historical data figures have been recalculated where supported by documented evidence. We will continue to review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

Topic Standards: Environmental Disclosures

Disclosure

Additional Information

	2022	2023	2024	2025
Water Discharge – Sea Water	2,951.02	673.24	-	2,228.09
Water Discharge – Surface Water	-	-	-	-
Water Discharge – Third-party Water	617.62	511.84	483.70	691.72
Water Discharge – Groundwater	-	-	33.94	77.22
Total	3,568.64	1,185.08	517.64	2,997.03

(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.

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

Reason: Data unavailable/incomplete.

Explanation: Whilst our water data quality has improved as a result of our data improvement activities, there are still gaps in the data, therefore we are not currently able to report fully against this disclosure for 2025. Historical data figures have been recalculated where supported by documented evidence. We will continue to review opportunities to expand our disclosures within the next phases of our Environmental Data Management System implementation.

Topic Standards: Environmental Disclosures

Disclosure

Additional Information

	2022	2023	2024	2025
a. Water Consumption	215.82	122.8	91.38	93.75
b. Water Consumption in known water stress areas	26.13	23.10	25.31	28.33
Total (a-b)	241.95	145.90	116.69	122.08

(unit of measurement: ML)

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

GRI 305: Emissions 2016

3-3 Management approach to emissions

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. Offsets are not currently part of our strategy to meet our emission reduction targets.

As part of our sustainability strategy, we are reaffirming our commitment to our long-term emission reduction targets which are:

- 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.

We also remain committed to our short-term target: a 42% reduction by 2030 in our Scope 1 and 2 emissions against a 2021 base-year. In 2024, we gained validation of our targets from the [Science Based Targets initiative \(SBTi\)](#).

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.

For further information, 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 and:

Our website: [Sustainability page](#); [Decarbonising complex global estates](#); [Carbon Trust Route to Net Zero Standards](#); [GHG factsheet](#)

Our reports: [Annual Report and Financial Statements 2026](#)

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	Our policies and standards: Group Environmental Sustainability Policy ; Group Sustainability Policy ; PPN 006 - Carbon Reduction Plan
305-1 Direct (Scope 1) GHG emissions	<p>Babcock International utilises an Operational Control approach when calculating emissions.</p> <p>For information on Scope 1 emission refer to page 105 of our Annual Report and Financial Statements 2026.</p> <ul style="list-style-type: none"> • 2021 baseline year: 61,935 tCO₂e • Calendar year 2025: 46,440.08 tCO₂e <p>Data improvement activities undertaken during 2025 have resulted in improved historical data.</p>
305-2 Energy indirect (Scope 2) GHG emissions	<p>Babcock International utilises an Operational Control approach when calculating emissions.</p> <p>For information on Scope 2 emissions refer to pages 105 of our Annual Report and Financial Statements 2026.</p> <p>2021 baseline year:</p> <ul style="list-style-type: none"> • Location Based = 74,561 tCO₂e • Market Based = 74,983 tCO₂e <p>Calendar year 2025:</p> <ul style="list-style-type: none"> • Location Based = 56,699.53 tCO₂e • Market Based = 62,949.42 tCO₂e
305-3 Other indirect (Scope 3) GHG emissions	<p>For information on GHG emissions see table below.</p> <p>See also pages 105 of our Annual Report and Financial Statements 2026 and Our Greenhouse Gas Emissions.</p> <p>To find more about our Scope 3 footprint and calculation methodology please go to Tackling climate change and Our Greenhouse Gas Emissions.</p>
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 105 of our Annual Report and Financial Statements 2026 for an explanation of the adjustments.</p>
	2021 2022 2023 2024 2025

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>						
	Total Value Chain Emissions (excl. pensions)	tCO2e	4,797,065	5,102,010	5,604,072	5,679,433	5,460,097
	Adjusted Revenue	£m	3,160	3,853	4,369	4,682	5,121
	Intensity Ratio	tCO2e / £m Revenue	1,518	1,324	1,283	1,213	1,066
	<i>Note: The reporting period is the calendar year (01 January to 31 December).</i>						
305-5 Reduction of GHG emissions	<p>Reducing greenhouse gas (GHG) emissions is a key component of managing climate-related impacts; however, our current ability to report against this disclosure is limited by data availability and system maturity. More information available on pages 72-74 of our Annual Report and Financial Statements 2026 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>						
305-6 Emissions of ozone-depleting substances (ODS)	<p>The management of ozone-depleting substances (ODS) remains an important part of protecting the environment and safeguarding the ozone layer; however, our current ability to report against this disclosure is limited by data availability and system maturity.</p> <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), sulphur oxides (SOx), and other significant air emissions	<p>In the current reporting year, we are not yet able to fully report against the requirements of GRI 305-7. While elements of emissions monitoring are in place, limitations in data consolidation, coverage, and consistency across operations mean that a complete and comprehensive disclosure cannot yet be provided. The table containing the relevant available information is presented below.</p> <p>Omission: Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.</p> <p>Reason: Information unavailable/incomplete.</p>						

Topic Standards: Environmental Disclosures

Disclosure	Additional Information
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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.

Emission Type	2021	2022	2023	2024	2025
NOX	5,171	5,717	4,208	4,566	-
VOC	13,569	24,919	14,777	20,796	22,495
TOTAL	18,740	30,636	18,985	25,362	22,495

The figures above do not include data from all our sites.

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

GRI 306: Waste 2020

3-3 Management approach to waste

Waste management is a significant environmental aspect across Babcock’s global portfolio. Poor waste and material management practices could result in negative environmental and social impacts, including increased greenhouse gas emissions, air pollution, biodiversity loss, and adverse effects on human health. However, Babcock recognise the significance of good waste management practices, and the benefits of sustainable resources use and a transition towards a circular economy.

Across our organisation, we monitor waste related environmental aspects and impacts through environmental management systems and regulatory permits. These systems provide a structured framework to identify and mitigate waste related risks, ensure compliance with legal requirements, and support continual improvement in environmental performance. As part of our EMS, waste management plans and procedures, are embedded at a site level to define our approach to managing waste responsibly. These plans are designed to ensure full compliance with applicable waste legislation and regulatory requirements, while also minimising the environmental impact associated with waste generation, handling, transport, and disposal. This approach also supports the identification of improvement opportunities, including those identified through RECP assessments conducted at selected sites in Africa, such as improved waste separation, enhanced hazardous-waste storage, improved waste tracking, increased material reuse, reduced packaging, reuse of oil containers, and the development of treatment solutions to reduce TDS levels prior to discharge. These initiatives will be implemented on a phased basis to ensure effective operational alignment.

To support consistent implementation across the organisation, a standard environmental awareness training module is available to employees via [iHASCO](#), although it does not specifically focus on waste management. In addition, individual sites

Topic Standards: Environmental Disclosures

Disclosure	Additional Information
	<p>and sectors deliver their own environmental inductions, which include guidance on local waste-management procedures, segregation requirements, and site-specific arrangements.</p> <p>We continue to report waste generated in our direct operations in line with GRI 306-03. To minimise landfill disposal, we work with certified and licensed waste handlers and apply a waste management hierarchy that prioritises: eliminate, reduce, reuse, recycle, recover, and dispose.</p> <p>For further information, see:</p> <p>Our website: Managing our resources responsibly, Net Zero Resource Efficiency Award,</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Group Environmental Sustainability Policy; Supplier Sustainability Policy</p>
<p>306-1 Waste generation and significant waste-related impacts</p>	<p>At this stage, we are not yet able to report fully against the quantitative requirements of this disclosure, but we monitor the main waste streams generated across our operations and the associated environmental impacts, focusing on responsible handling, reduction, and compliance with relevant regulations. For further information refer to page 76 of our Annual Report and Financial Statements 2026.</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>
<p>306-2 Management of significant waste-related impacts</p>	<p>Babcock operates Environmental Management Systems (EMS) across its operational sites, the majority of which are ISO 14001 certified. These systems provide a structured framework to identify, manage, and mitigate waste-related impacts at site level, in line with GRI 306-2. Waste policies and procedures are embedded within the EMS and aligned with the waste hierarchy (prevent, reduce, reuse, recycle, recover, dispose) and the principles of the circular economy. Larger and more significant sites also implement Waste Management Plans to address site-specific waste risks and opportunities for prevention and reduction.</p> <p>To prevent and minimise waste generation within its own operations and across the value chain, Babcock undertakes duty of care audits to verify the treatment and final destination of waste from its sites and conducts internal EMS audits that assess compliance with waste-management policies and controls. A dedicated waste working group explores opportunities to reduce plastic use and improve recycling performance across major sites, supported by initiatives such as a pilot partnership with</p>

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>Arco to reduce or remove plastics from Personal Protective Equipment (PPE) and trial recycling options for hard plastics. Babcock also actively monitors and communicates requirements arising from emerging waste-related legislation, including improving Extended Producer Responsibility (EPR) reporting and ensuring compliance with the UK's Simpler Recycling Regulations.</p> <p>Babcock works closely with waste-management service providers to support effective waste handling and continuous improvement. This includes quarterly business reviews with major contractors, oversight by dedicated waste-contract managers, and the progressive inclusion of zero waste-to-landfill clauses within contractual arrangements.</p> <p>In accordance with GRI 306-3, waste-generation data is collected for sites where Babcock International Group plc has operational control and where reliable data is available. Data is obtained through monthly reports from major waste contractors and annual waste data supported by Waste Transfer Notes from other providers. All waste data is stored centrally and used to support internal reporting, performance monitoring, and management review.</p> <p>The ongoing implementation of an Environmental Data Management System will further enhance the consistency, coverage, and quality of waste-related data across the business, supporting improved monitoring and future reporting.</p>
306-3 Waste generated	<p>We have updated and refined our waste categorisation approach using the Babcock International Waste Categorisation Methodology to classify and report waste data in alignment with GRI 306: Waste (2020) – see Boundaries and Methodologies. While the underlying data remain unchanged, this enhanced structure improves data quality and enables clearer identification and assessment of key waste-related issues, supporting early scoping of their scale and impact. For details on the total weight of waste generated by type and disposal method, please refer to the tables below.</p> <p>Omission: Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.</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>

Topic Standards: Environmental Disclosures

<i>Disclosure</i>		<i>Additional Information</i>				
Type / Disposal Route	UoM	2021	2022	2023	2024	2025
Hazardous	t	9,229.44	593,828.50	1,308,252.53	6,672,068.74	1,140,699.66
	m3	96.18	963.81	42.76	67.60	46.66
Discharge	m3	-	959.41	-	-	7.02
Discharge	t	-	12,051.00	27,308.00	15,297.75	9,349.50
Energy Recovery	t	-	3.13	1.51	1.53	1.86
Incinerated	t	30.00	2,050.70	19,601.05	50,767.00	1,100.00
Landfill	t	-	12,424.00	117,866.00	26,520.40	2,661.00
Recovered	t	100.00	1,638.00	863.00	980.00	2,900.00
Recycled	m3	-	-	42.76	67.60	39.64
Recycled	t	2,060.20	448,050.39	226,335.35	6,576,290.54	313,525.00
Treatment	t	4,440.00	2,500.00	261,163.00	-	-
Unknown	m3	96.18	4.40	-	-	-
Unknown	t	2,599.24	115,111.29	655,208.63	2,211.52	811,162.30
Non-Hazardous Waste	t	1,025,500.42	31,933,878.85	12,399,006.31	20,437,831.84	20,540,597.45
	m3	216,650.53	464,501.29	366,517.71	328,830.71	2,779,834.81
	l	-	36,888.52	-	-	48,740.00
Burial	t	83,120.00	-	-	-	-
Composted	t	102.00	276.00	16,388.74	303.00	9,360.00
Discharge	m3	216,650.53	464,464.77	361,110.72	327,840.71	2,779,741.46
Energy Recovery	t	824.98	2,013.39	2,280.06	3,196.63	1,865,410.87
Incinerated	t	99.00	34,120.00	1,310,598.18	324,490.28	56,872.60
Landfill	t	5,283.00	28,478,469.00	999,730.66	1,607,697.21	440,152.00
Recovered	t	495.50	8,354.00	7,937.00	45.00	517.00
Recycled	t	872,060.88	3,349,570.46	7,272,224.22	14,798,204.45	14,089,662.88
Treatment	l	-	36,888.52	-	-	-
Treatment	m3	-	-	-	990.00	-
Treatment	t	-	-	9,959.44	3,703,876.63	3,923,480.00

Topic Standards: Environmental Disclosures

Disclosure	Additional Information					
Unknown	l	-	-	-	-	48,740.00
Unknown	m3	-	36.52	5,406.99	-	93.35
Unknown	t	63,515.06	61,076.00	2,779,888.00	18.64	155,142.10
Unknown	t	-	30,469.00	24,236.77	31,180.78	2,620.13
Recycled	t	-	30,469.00	24,236.77	31,180.78	2,620.13
Unknown	t	-	-	0.15	-	-
Total	t	1,034,729.86	32,558,176.35	13,731,589.61	27,141,081.36	21,732,657.24
Total	m3	96.18	1,000.33	5,449.75	1,057.60	966.07
Total	l	-	36,888.52	-	-	-

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	UoM	2021	2022	2023	2024	2025
Burial	t	83,120.00	-	-	-	-
Composted	t	102.00	276.00	16,388.74	303.00	9,360.00
Discharge	m3	-	959.41	-	-	833.08
Discharge	t	-	12,051.00	27,308.00	15,297.75	9,349.50
Energy Recovery	t	824.98	2,016.52	2,281.57	3,198.16	1,865,412.73
Incinerated	t	129.00	36,170.70	1,330,199.23	375,257.28	57,972.60
Landfill	t	5,283.00	28,490,893.00	1,117,596.66	1,634,217.61	442,813.00
Recovered	t	595.50	9,992.00	8,800.00	1,025.00	3,417.00

Topic Standards: Environmental Disclosures

Disclosure	Additional Information						
	Recycled	m3	-	-	42.76	67.60	39.64
	Recycled	t	874,121.08	3,828,089.85	7,522,796.20	21,405,675.77	14,405,808.01
	Treatment	L	-	36,888.52	-	-	-
	Treatment	m3	-	-	-	990.00	-
	Treatment	t	4,440.00	2,500.00	271,122.44	3,703,876.63	3,923,480.00
	Unknown	L	-	-	-	-	48,740.00
	Unknown	m3	96.18	40.92	5,406.99	-	93.35
	Unknown	t	66,114.30	176,187.29	3,435,096.78	2,230.16	966,304.40
	Total	t	1,034,729.86	32,558,176.35	13,731,589.61	27,141,081.36	21,683,917.24
	Total	m3	96.18	1,000.33	5,449.75	1,057.60	966.07
	Total	L	-	36,888.52	-	-	48,740.00

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

3-3 Management approach to supplier environmental assessment

We recognise that a significant proportion of our environmental impacts occur within our supply chain and that robust supplier environmental assessment is essential to managing these risks. Environmental considerations are integrated into our procurement and supplier-onboarding processes through the use of our procurement systems, pre-qualification questionnaires, and supplier declarations, with requirements applied proportionately based on the nature and risk profile of the goods or services procured.

New suppliers are screened against environmental criteria that may include compliance with applicable environmental legislation, the presence of environmental management controls or systems, waste and hazardous-material management

Topic Standards: Environmental Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
	<p>practices, resource and energy efficiency, greenhouse-gas emissions management, pollution prevention measures, and any history of environmental incidents or non-compliance.</p> <p>We apply a risk-based due-diligence approach to identify and assess actual and potential negative environmental impacts in the supply chain. This may include supplier self-assessments, reviews of publicly available information, and consideration of sector-specific and geographic risks. Where elevated risks are identified, additional information may be requested or specific environmental requirements incorporated into supplier contracts, with follow-up engagement as required.</p> <p>Through this approach, we aim to mitigate supply-chain environmental risks, promote responsible sourcing, and support continuous improvement in supplier environmental performance, with further enhancements planned as our environmental data management capabilities continue to mature.</p> <p>For further information, see:</p> <p>Our website: Suppliers; Supply Chain Responsibility</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Supplier Code of Conduct; Supplier Sustainability Policy; Sustainable Procurement Policy Supplier Guide</p>
<p>308-1 New suppliers that were screened using environmental criteria</p>	<p>Over the past 12 months, environmental questions have been issued to 100% of new suppliers via Coupa or Joint Supply Chain Accreditation Register (JOSCAR), with responses monitored and managed as part of the supplier onboarding process.</p> <p>For JOSCAR specifically, a significant proportion of suppliers are captured, as completion of the environmental questionnaire is mandatory when uploading their submission.</p> <p>From next year, we expect to be able to report specific metrics aligned to JOSCAR Zero.</p> <p>See also pages 93 of our Annual Report and Financial Statements 2026 and our website.</p>
<p>308-2 Negative environmental impacts in the supply chain and actions taken</p>	<p>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.</p>

Topic Standards: Environmental Disclosures

Disclosure

Additional Information

As of March 2026, over 3,000 suppliers have participated in the JOSCAR assessment process, which includes a comprehensive review of their practices and policies, including environmental criteria. In FY26, 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 [page 93](#) of our Annual Report and Financial Statements 2026 and [Our approach to procurement](#).

Social Disclosures

What's inside

- GRI 401: Employment 2016
- GRI 402: Labor and Management Relations 2016
- GRI 403: Occupational Health and Safety 2016
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 406: Non-discrimination 2016
- GRI 407: Freedom of Association and Collective Bargaining 2016
- GRI 408: Child Labour 2016
- GRI 409: Forced or Compulsory Labor 2016
- GRI 410: Security Practices 2016
- GRI 411: Rights of Indigenous Peoples 2016
- GRI 413: Local Communities 2016
- GRI 414: Supplier Social Assessment 2016
- GRI 415: Public Policy 2016
- GRI 416: Customer Health and Safety 2016
- GRI 417: Marketing and Labelling 2016
- GRI 418: Customer Privacy 2016



Topic Standards: Social Disclosures

<i>Disclosure</i>	<i>Additional Information</i>
GRI 401: Employment 2016	
3-3 Management approach to employment	<p>We are committed to providing a safe, healthy and flexible working environment for all our people. We strive to create a workplace that is inspiring and where talent is nurtured, developed and rewarded. We promote an inclusive culture in which employees feel secure, respected and valued for their contribution.</p> <p>We maintain constructive and transparent labour-management relations across our organisation, grounded in open communication, respect for workplace rights and active engagement with employees and their representatives. Strong relationships between management, employees and trade unions are essential to maintaining a stable, productive and inclusive working environment. Our HR teams work closely with these groups and involve employee representatives early in key decisions to ensure their perspectives are considered.</p> <p>Our labour-management approach is supported by clear internal policies, leadership accountability and robust governance structures that ensure consistency across our global operations. These processes help us identify emerging issues, manage workplace risks and maintain a positive employee experience.</p> <p>We regularly engage with workers' representatives and recognised trade unions on working conditions, employee wellbeing and organisational change. This constructive dialogue ensures that our workplace practices continue to meet employee needs and regulatory expectations. In line with local requirements, we provide timely and meaningful consultation on business plans, operational developments and any potential impacts on roles or working conditions.</p> <p>To support workforce resilience, particularly as we navigate technological advancements and the transition to a low-carbon economy, we provide training, reskilling and upskilling opportunities. These programmes help employees adapt to new technologies, capability needs and emerging roles.</p> <p>We maintain a variety of channels for employee engagement, including regular team briefings, leadership communications, employee forums and our annual Global People Survey. Insights from these channels inform continuous improvements to our culture and ways of working. Each team uses survey outcomes and engagement feedback to create targeted action plans that enhance employee satisfaction.</p> <p>We encourage employees to raise concerns informally wherever possible, as this is often the most effective way to resolve issues quickly. Our confidential Whistleblowing service is available to all employees and anyone in our value chain—including contractors, suppliers, customers and consumers - and we use the insights received to evaluate and strengthen our labour-management approach.</p> <p>We respect the rights to freedom of association and collective bargaining and work constructively with recognised trade unions wherever we operate. Beyond statutory obligations, we offer additional benefits that enhance social protection,</p>

Topic Standards: Social Disclosures

Disclosure	Additional Information																																																																						
	<p>including family-friendly policies, wellbeing initiatives, employee assistance services and access to healthcare benefits where applicable, supporting the overall wellbeing and security of our workforce.</p> <p>For further information see:</p> <p>Our website: Why Babcock; Careers; Working at Babcock; Armed Forces commitment, FAQ</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Gender Pay Gap Report; Whistleblowing Policy; Volunteering Policy</p>																																																																						
401-1 New employee hires and employee turnover	<p>Babcock employs 30,481 individuals globally, 5,584 of which joined during reporting period 1st April 2025 - 31st March 2026.</p> <p>Employee turnover in reporting period 1st April 2025 - 31st March 2026 was 14.2%, this includes voluntary and involuntary redundancies.</p> <p>See also page 83 of our Annual Report and Financial Statements 2026.</p> <p>New hires by region by age</p> <table border="1"> <thead> <tr> <th></th> <th>UK**</th> <th>France</th> <th>Australasia</th> <th>Africa</th> <th>Canada</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>1,731</td> <td>48</td> <td>137</td> <td>35</td> <td>88</td> <td>2,039</td> </tr> <tr> <td>30-50</td> <td>2,016</td> <td>87</td> <td>210</td> <td>74</td> <td>45</td> <td>2,432</td> </tr> <tr> <td>Over 50</td> <td>871</td> <td>37</td> <td>76</td> <td>10</td> <td>22</td> <td>1,016</td> </tr> <tr> <td>N/A</td> <td>45</td> <td>15</td> <td>0</td> <td>0</td> <td>37</td> <td>97</td> </tr> <tr> <td>Total</td> <td>4,663</td> <td>187</td> <td>423</td> <td>119</td> <td>192</td> <td>5,584</td> </tr> </tbody> </table> <p>New hires by gender</p> <table border="1"> <thead> <tr> <th></th> <th>UK**</th> <th>France</th> <th>Australasia</th> <th>Africa</th> <th>Canada</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>912</td> <td>39</td> <td>123</td> <td>39</td> <td>64</td> <td>1,177</td> </tr> <tr> <td>Male</td> <td>3,747</td> <td>148</td> <td>296</td> <td>80</td> <td>99</td> <td>4,370</td> </tr> <tr> <td>Non-binary*</td> <td>0</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> <td>2</td> </tr> </tbody> </table>		UK**	France	Australasia	Africa	Canada	Total	Under 30	1,731	48	137	35	88	2,039	30-50	2,016	87	210	74	45	2,432	Over 50	871	37	76	10	22	1,016	N/A	45	15	0	0	37	97	Total	4,663	187	423	119	192	5,584		UK**	France	Australasia	Africa	Canada	Total	Female	912	39	123	39	64	1,177	Male	3,747	148	296	80	99	4,370	Non-binary*	0	0	2	0	0	2
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Topic Standards: Social Disclosures

Disclosure *Additional Information*

Not specified	1	0	0	0	0	1
Prefer not to say	3	0	2	0	29	34
Total	4,663	187	423	119	192	5,584

Leavers by region by age

	UK**	France	Australasia	Africa	Canada	Total
Under 30	776	36	91	11	63	977
30-50	1,365	46	184	64	30	1,689
Over 50	1,349	40	93	29	25	1,536
N/A	31	21	1	0	4	57
Total	3,521	143	369	104	122	4,259

Leavers by gender

	UK**	France	Australasia	Africa	Canada	Total
Female	652	28	91	18	45	834
Male	2,860	115	273	86	71	3,405
Non-binary*	1	0	1	0	1	3
Not specified	5	0	0	0	1	6
Prefer not to say	3	0	4	0	4	11
Total	3,521	143	369	104	122	4,259

*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.

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Across its operations Babcock offers consistent benefits packages to full and part time employees, there may however be variation based on employee job grade, reporting Country and employing entity.

Babcock has included all locations within the definition of 'significant locations of operation'.

See also [pages 81-88](#) of our Annual Report and Financial Statements 2026. Information on some of the benefits available in the UK, including our BIG platform on [Why Babcock - Babcock International Group](#), where our people can get a full view on

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	all wellbeing resources and benefits. See more information about employee benefits in other countries on our Africa , Australasia and Canada websites.

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> <p>Babcock's return to work rate following parental leave is 99.6% male, 97.5% female.</p> <p>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.</p>
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Employees taking parental leave and number of days taken by gender

	UK	France	Australasia	Africa	Canada	Total
Male	486	7	45	5	11	554
Female	234	3	19	9	10	275
Total	720	10	64	21	21	829

Total number of days taken for parental leave

	UK	France	Australasia	Africa	Canada	Total
Male	8,851	87	441	14	599	9,992
Female	40,171	137	1,843	716	2,111	45,078
Total	49,022	224	2,384	730	2,710	55,070

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

	UK	France	Australasia	Africa	Canada	Total
Male	466	7	45	5	8	65
Female	118	2	11	9	3	25
Total	584	9	56	14	11	90

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

	UK	France	Australasia	Africa	Canada	Total
Male	455	5	39	5	11	515
Female	136	2	15	9	5	167
Total	591	7	54	14	16	682

	Male	Female
Return to work rate	99.6%	98%
Retention rate	90%	86%

GRI 402: Labor/Management Relations 2016

3-3 Management approach to labour/management relations

We are committed to fostering a workplace where employees are treated with dignity, respect, and integrity, and where open communication between employees and management supports a positive and collaborative working environment. Our approach to labour/management relations is grounded in our core values and reflected in our policies, training, and engagement practices.

Our Code of Business Conduct and Dignity at Work Policy outline our expectations for professional behaviour, ethical conduct, and mutual respect. These policies reinforce our commitment to maintaining a workplace that is free from discrimination, harassment, and intimidation, and they serve as the foundation for constructive labour / management relationships.

We uphold employees' rights to freedom of association and collective bargaining, in line with internationally recognized labour standards. We support transparent communication between employees, employee representatives, and management to address workplace issues proactively and collaboratively.

To strengthen understanding and adherence to our standards, we provide mandatory training modules that cover our Code of Business Conduct and Dignity at Work principles. These modules prepare employees with the knowledge and tools needed to uphold a respectful workplace culture and ensure alignment with our ethical expectations. The training is refreshed regularly, and completion is monitored to ensure full participation across the organization.

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	<p>We engage with employees through established consultation processes, including regular briefings, feedback channels, and, where applicable, discussions with employee representatives. These mechanisms help us anticipate and manage operational changes, ensuring employees are informed and able to participate in dialogue regarding significant business decisions that may affect them.</p> <p>Our commitment to respectful labour relations extends to our value chain. We expect suppliers to adhere to the standards outlined in our Supplier Code of Conduct, which includes principles related to labour rights, ethical conduct, and fair treatment of workers. We communicate these expectations clearly and monitor supplier compliance through due diligence processes, assessments, and corrective-action engagement when needed.</p> <p>We regularly review the effectiveness of our policies, training, and engagement practices to ensure they remain relevant and aligned with best practices. Feedback from employees, managers, and stakeholders informs ongoing improvements to how we manage labour / management relations and uphold our commitment to a respectful and transparent workplace.</p> <p>For further information see:</p> <p>Our website: Ensuring the health, safety and wellbeing of our people; Supply chain responsibility</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Supplier Code of Conduct; Safety, Health and Environmental protection Policy Statement; Whistleblowing Policy</p>
402-1 Minimum notice periods regarding operational changes	<p>We comply with all local laws that set minimum consultation periods and specify requirements for collective or individual consultation. Wherever possible, we seek to redeploy affected employees or offer suitable alternative roles; if this is not feasible, we provide severance or redundancy.</p> <p>67.16% 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.</p> <p>The relevant notice period and provisions for consultation and negotiation are specified in our collective agreements.</p>
GRI 403: Occupational Health and Safety 2018	
3-3 Management approach to Occupational Health & Safety	At Babcock, the Safety, Health and Environmental Protection (SH&EP) function plays a central role in safeguarding the wellbeing of our people and ensuring that our operations are conducted safely and responsibly. Our Purpose – to create a

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	<p>safe and secure world, together – underscores our unwavering commitment to the health, safety and wellbeing of every colleague, contractor and partners across our global operations.</p> <p>We maintain comprehensive Occupational Health and Safety policies aligned with internationally recognised standards, including ISO 45001, and embed safety processes across all business units. These policies set the standards and outline our expectations for safe behaviours, hazard prevention, risk mitigation, and continual improvement.</p> <p>Our leaders, at all levels, are pivotal to delivering our engaged safety culture. Responsible for implementing and maintaining OHS requirements across their area of the business, leaders proactively consult with colleagues to optimise safe delivery. We enable colleagues to take personal responsibility for their own safety and that of others by encouraging them to report any concerns, unsafe conditions or near-miss events and empowering all colleagues to pause or stop work if things change or they see something that may be unsafe. This is one of our Home Safe Commitments which includes a commitment that “I always plan work with safety in mind, and I always protect myself and others”.</p> <p>Having made progress in reducing the number of accidents over recent years, we are focussing on the wider aspects of occupational health and wellbeing. This includes strengthening our occupational health provision and employee assistance programme, expanding our wellbeing offering with greater access to digital GP and nutritionalist services and improving individual case-management processes to support colleagues in staying healthy and returning to work safely and sustainably.</p> <p>As part of our sustainability strategy, we have set a long-term target to drive continued progress: Reduce the number of days lost due to work-related injuries and occupational illnesses by 10% by 2030, using FY25 as the baseline.</p> <p>This target reflects our ambition to address root causes, promote early intervention, and enhance preventative support across the organisation.</p> <p>We continue to strengthen our governance and management systems to support the implementation of our OHS approach and we maintain robust oversight of occupational health and safety risks, performance and compliance through layered management reviews up to Executive governance. Key developments include:</p> <ul style="list-style-type: none"> • Development of a structured risk control self-assessment framework across the global operations. • Continued improvements in training provision for colleagues at all levels, including standardised induction and human factors training as well as senior leader safety and compliance training. • Increased use of digital systems and integration of data from across Babcock to enable trends to be identified, lessons to be shared and benchmarking within the organisation. This includes use of Synergi Life as a global

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	<p>integrated Management Information System for safety, quality, product safety, health and environmental protection reporting, event management and assurance management.</p> <p>We promote open communication and active colleague involvement in health and safety matters. This includes regular engagement with employee representatives, safety committees, site-level forums, and structured incident review processes. We encourage colleagues and contractors to raise concerns, provide suggestions, and report hazards or near misses, which contribute to continuous learning and risk reduction. All colleagues have access to report safety matters via Synergi Life.</p> <p>We routinely monitor OHS performance through audits, incident investigations, trend analysis and management reviews. Insights from these processes inform corrective actions and targeted interventions aimed at strengthening risk controls, improving safety performance and reducing occupational health risks. Progress against our strategic targets is reviewed quarterly and communicated to executive leadership and Board.</p> <p>For further information, see:</p> <p>Our website: Ensuring the health, safety and wellbeing of our people; Wellbeing and benefits</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Safety, Health and Environmental protection Policy Statement; Health & Safety Factsheet</p>
403-1 Occupational health and safety management system	<p>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.</p> <p>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 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. SH&EP requirements</p>

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have been introduced to within business development and procurement processes for developing contracted arrangements to ensure that Babcock expectations are met through the supply chain.

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 is in place with 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 reporting. 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, Assurance and People. The standardised reporting in an integrated system and monitoring progress and trends has brought greater coherence of processes.

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.

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.

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.

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 are reviewed and if Babcock requirements are different there is an agreed requirement to meet the most appropriate standard. Active involvement in the Defence Industry Safety Committee provides engagement with customers and collaboration opportunities to learn across the Defence Enterprise.

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	See also pages 79-80, 87 of our Annual Report and Financial Statements 2026.
403-2 Hazard identification, risk assessment, and incident investigation	<p>The Babcock Risk Management requirements apply across all Babcock activity. Safety Risk Management guidance identifies 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 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 and training materials 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 SH&EP 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 colleagues, 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</p>

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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.

The Babcock safety policy highlights a Stop Work Authority – All colleagues 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.

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 thus reducing the risk. 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.

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	<p>See also pages 79-80 of our Annual Report and Financial Statements 2026 and Safety, Health and Environmental Protection Policy Statement.</p>
403-3 Occupational health services	<p>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.</p> <p>These health aspects are summarised in the Babcock Occupational Health (OH) strategic approach to the 3Ws and summarised as:</p> <ul style="list-style-type: none">• 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. <p>The organisational health risk assessment is fundamental to health hazard identification, which categorises health hazards in terms of physical, chemical, 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, and support, 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.</p>

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	<p>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, Occupational Health services integrate with the wider support of local public health capabilities such as the NHS and Babcock provides colleagues with access to additional support through a corporate funded digital GP service and access to nutritionist support. The Employee Assistance Programme (EAP) which incorporates a wider element of lifestyle risk management, psychological wellbeing and mental health support capabilities can be accessed by colleagues. 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 is well established and provides coherence, sharing good practice and peer review of health risks across Babcock. Digital standardised risk assessments for stress and agile workers support line managers to manage health risks in the hybrid working environments. SH&EP Awareness training and previous Safety Stand Downs include information on health hazards, encourage workers to discuss the hazards and how they can be controlled within their working environment and the focus of the Home Safe Summit in 2025 was how mental and physical health can impact safety and security risks. 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 79-80 of our Annual Report and Financial Statements 2026 and Safety, Health and Environmental Protection Policy Statement.</p>
<p>403-4 Worker participation, consultation, and communication on occupational health and safety</p>	<p>Babcock is committed to worker engagement in Safety, Health and Environmental Protection (SH&EP) matters and the Visible Leadership Standard outlines the requirements for leadership engagement. These include a programme of Visible Leadership Tours (VLTs) at all levels of leadership, enabling engagement with workers within the working environment. Completion of VLTs is monitored in the Balanced Scorecard and reported to the Executive.</p> <p>Within the Sectors and DRCs, Safety Forums are conducted (usually monthly) with management and colleagues from the business units meeting to discuss safety and health 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 to enable consultation with and participation of colleagues in health and safety initiatives. Many sites have dedicated safety management meetings with the Trade Unions to enable the flow of information to and from</p>

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	<p>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 pages 79-80 of our Annual Report and Financial Statements 2026 and 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 people management system, SuccessFactors, captures some health and safety and role specific training but in most cases, records are held locally in a mixture of electronic and hardcopy files that can be audited. Hands HQ, a competency management system has been successfully piloted in the Land Sector and has been expanded to other areas, meanwhile 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 is in place 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</p>

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place to identify errors in 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.

The Babcock global annual Home Safe Summit, which across 60 sites and virtually increases the knowledge and engagement of colleagues in relation to 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.

Babcock has a Group-wide Front-Line Leadership (FLL) safety training package that includes e-learning modules and an interactive 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 engaging, 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.

We have developed and continue to deliver 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.

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 provides opportunities to share good practice and develop common training packages to meet the standardized requirements.

All training is provided free of charge, within working hours and training records are used and retained in accordance with GDPR guidelines.

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.

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.

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	<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. Where specific risks to contractors are present due to the local working environment, Babcock provides information and training to raise awareness of the risk and necessary controls e.g., Working on a nuclear licenced site.</p> <p>See also pages 79-80 of our Annual Report and Financial Statements 2026.</p>
403-6 Promotion of worker health	<p>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.</p> <p>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.</p> <p>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</p> <p>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.</p> <p>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.</p>

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	<p>Personal sensitive information is recorded, stored and used in accordance with GDPR and similar regulations around the world.</p> <p>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.</p> <p>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.</p> <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 79-80 of our Annual Report and Financial Statements 2026 and Safety, Health and Environmental Protection Policy Statement.</p>
<p>403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</p>	<p>Refer to GRI 403-02 above.</p> <p>See also pages 79-80 of our Annual Report and Financial Statements 2026.</p>
<p>403-8 Workers covered by an occupational health and safety management system</p>	<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. These management systems align to international standards, and many 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.</p>

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See also [pages 79-80](#) of our Annual Report and Financial Statements 2026.

403-9 Work-related injuries

There have been no work-related fatalities for employees, contingent workers and contractors in Babcock during the 25/26 financial reporting period.

Fatalities

	FY22	FY23	FY24	FY25	FY26
Employees	0	2	0	0	0
Contractors	0	0	0	0	0
Total	0	2	0	0	0

We recorded 193 Occupational Safety and Health Administration (OSHA) recordable accidents (rate per 200,000 hrs. worked = 0.68), of these 127 were injuries or illnesses that required days away from work (rate per 200,000 hrs. worked = 0.45).

Days Away Case Rate (DACR)

	Unit	FY22	FY23	FY24	FY25	FY26
Employees	n/200,000 hrs worked	0.56	0.49	0.71	0.5	0.45
Data coverage (as % of employees, operations, or revenues)	% of employees:	100	100	100	100	100

The figures above include the injuries recorded by contingent workers and consultants working under the direction and control of Babcock. 11.8% 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 including a road traffic accident and an individual falling over when onlookers were moving from a temporary landing area of a HEMS helicopter during an emergency tasking.

The total number of working hours applicable to the injury rates for FY25/26 was 56,931,687 up 2.8% 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

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	<p>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.</p> <p>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.</p> <p>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.</p> <p>See also pages 79-80 of our Annual Report and Financial Statements 2026.</p>
403-10 Work-related ill health	<p>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 illnesses impacting the hands such as carpal tunnel syndrome. 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.</p> <p>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 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 79-80 of our Annual Report and Financial Statements 2026.</p>
GRI 404: Training and Education 2016	
3-3 Management approach to training and education	We are committed to developing the skills, capability and long-term career progression of our people. Our approach ensures that employees have access to high-quality training, structured learning pathways and opportunities to gain new skills or retrain into different roles. A career at Babcock can start from many different entry points, and we continue to expand access

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	<p>beyond traditional routes by attracting people from diverse backgrounds, including those not currently in education, employment or training. We increasingly assess candidates based on attributes such as attitude, teamwork and potential, broadening and diversifying our talent pool.</p> <p>We leverage our performance management process to identify development opportunities for every employee. Individuals are evaluated against annual goals, enabling managers to pinpoint where employees would benefit from internal or external training. Each function also assesses its own training needs based on operational requirements, helping guide employees to the right training at the right time. Training and development are overseen through our people and capability governance processes, ensuring our approach remains aligned with organisational priorities and future skills requirements.</p> <p>To support wider capability development, we launched the Babcock Skills Academy in August 2023. The Academy focuses on addressing current and future nuclear skills needs across our programmes, as well as supporting the wider civil and defence nuclear enterprise. It plays a central role in developing specialist skills, growing talent pipelines and supporting national capability requirements.</p> <p>We also invest in programmes that help people transition into employment or develop new skills. These include our skills-based work academy programme, developed with the Department for Work and Pensions and Plymouth City Council, which supports individuals returning to the workforce while contributing to the British Army's Jackal vehicle programme. In addition, our employability pilot with Argyle Community Trust and KAEFER offers practical insight into careers such as electrical engineering, insulating and labouring, supporting people in the local community facing barriers to employment.</p> <p>We work with a range of partners to maximise impact, leverage our scale and avoid duplication, ensuring customers and communities receive the support they need. Our key strategic partnerships include:</p> <ul style="list-style-type: none">• a new collaboration between the University of Adelaide and our Australasian business to support talent attraction and development aligned to national security and the AUKUS agenda• continued support for Women in Defence and Women in Nuclear to improve female representation, including in leadership roles• partnerships with Strathclyde University and Cranfield University to develop future leaders• engagement with Engineering UK to strengthen our early careers pipeline <p>Training and education remain integral to our people strategy, and our governance processes ensure that capability development is aligned to organisational needs and future skills requirements.</p> <p>For further information, see:</p>

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	<p>Our website: Building an inclusive, diverse and resilient workforce; Why Babcock; Social Impact Report Babcock's Devonport Facility; Development and Support</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: ESG policies, statements and reports; Learning and Development Policy</p>
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.</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>
404-2 Programs for upgrading employee skills and transition assistance programs	<p>Babcock delivers a structured and scalable portfolio of leadership, management, and development programmes designed to upgrade employee skills, support career progression, and ensure a consistent standard of leadership capability across the organisation.</p> <p>Emerging Talent</p> <p>This year, we evolved our approach from Early Careers to Emerging Talent - a change that reflects shifting workforce dynamics rather than a simple rebrand. As hiring needs become more complex, we are moving beyond traditional graduate and apprenticeship models to focus on broader capability requirements and the full range of pathways available to meet them.</p> <p>The Emerging Talent model supports more inclusive and diverse hiring across age, background, and life stage, opening opportunities for individuals who may have been excluded by traditional early career routes. We welcomed our largest Emerging Talent intake to date, with approximately 750 apprentices and graduates joining the business. Looking ahead, we expect this to increase to around 850 new hires next year.</p> <p>Following the success of the pre apprenticeship pilot in Clyde, the programme was expanded to Devonport, where 70% of participants progressed into full apprenticeships starting in September 2025. In response, cohort sizes were increased from 18 to 32 to widen access for those not yet ready for full programmes. We also relaunched the scheme at Rosyth, welcoming 12 new students, and expanded capacity further in Clyde with 24 additional places. Alongside this, the number of T Level placements increased, creating a valuable new talent pipeline.</p>

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	<p>Mission Systems also opened a new apprentice welding school in Bristol, combining traditional training with augmented reality. This facility strengthens regional and national skills capability, supports UK defence, and helps address critical skills shortages while reinforcing our commitment to inclusive, high-quality training.</p> <p>STEM and external engagement remained a key priority. Festivals of Engineering were held for the first time in Devonport and Bristol, engaging around 650 schoolchildren, alongside the established Rosyth event, which welcomed a further 700. Overall, we delivered or supported 325 STEM and engagement activities, reaching 27,385 young people during the last academic year. This sustained effort has led to Babcock being selected to lead the Defence Industrial Joint Council STEM pilot in Plymouth, in partnership with the MoD.</p> <p>Train to Fit / Academy</p> <p>Future cohorts will provide the opportunity for us to enrol employees onto programmes alongside external workers; providing upskilling and/or a change of career path for those selected.</p> <p>If required, out placement support is available and provided to help employees transition into new careers and opportunities through a combination of facilitated workshops, career coaching, self-directed learning and upskilling opportunities.</p> <p>2025 Awards</p> <p>A selection of awards include: Winner - Top 50 GB Employer of Veterans; The Engineer "Top 10 Employer of Engineers"; RAD Awards Winner "DE&I Service Leavers"; Scottish Ex-Forces "Organisation Advocate of the Year"; British Ex-Forces in business "Employer of the Year". Further examples can be found on page 88 of our Annual Report.</p>
404-3 Percentage of employees receiving regular performance and career development reviews	<p>In the reporting period 1st April 2025 – 31st March 2026, 17,343 colleagues are part of our performance & development review process through our HR system.</p> <p>In addition, a paper based or locally version is available for all other colleagues who cannot access the electronic system, and for our Emerging Talent colleagues who require a more intensive process to support their programme.</p> <p>Employee demographic information, including a breakdown of total employees by gender, is disclosed under GRI 401-1. This disclosure provides the relevant workforce composition data used to inform training and development reporting under GRI 404-3.</p>

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Percentage of employees receiving regular performance

	HR System Recorded	Africa	% of employees
Male	13,047	246	54%
Female	4,261	360	78%
Prefer not to say	23	0	41%
Use another term	1	0	50%
Non-binary	11	0	85%
Not specified	0	0	0
Total	17,343	606	59%

GRI 405: Diversity and Equal Opportunity 2016

3-3 Management approach to Diversity and Equal Opportunity

Our people are central to our success, and we recognise that diversity strengthens our business. A workforce that reflects the customers and communities we serve enhances innovation, improves decision-making and supports sustainable growth.

Over the past year, we strengthened our commitment to inclusion and diversity through a range of initiatives. We continued to expand our eight colleague networks, including B4ME (Babcock for Minority Ethnic), the Gender Balance Network, the Disability & Carers Networks and Pride in Babcock, which represents our LGBTQ+ community.

As part of our new sustainability strategy, increasing female representation remains a core priority, and we are progressing towards our target of achieving 30% women in our workforce by 2030. We have directly linked our senior leader long-term incentive plan awards to delivering these ambitions, reinforcing accountability at the highest levels of the organisation.

In the UK, we remain signatories of the [Race at Work Charter](#) and continue to promote diversity education and awareness through our B4ME network. We are also enhancing inclusive recruitment practices, including diverse interview panels and targeted outreach to underrepresented groups. Our commitment extends to veterans, early-career talent and individuals with disabilities.

We achieved Level 2 accreditation under the [UK Government's Disability Confident scheme](#) and are working towards Level 3, reinforcing our commitment to attracting, recruiting, onboarding and retaining disabled colleagues and those with caring responsibilities.

We recognise that the gender pay gap primarily reflects representation rather than differences in pay for equal work. Our median gender pay gap has widened slightly this year - from 5.9% to 6.2% - though it remains below the UK national average of 12.8%. This change reflects our ongoing efforts to advance gender parity across the organisation.

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	<p>To ensure we understand and monitor the lived experience of our people, we track perceptions of inclusion and diversity through our annual Global People Survey. Insights from this survey inform ongoing improvements to our culture, policies and practices.</p> <p>For further information, see:</p> <p>Our website: Inclusion and Diversity; Inclusion and Diversity South Africa; Indigenous relations Canada; Social Investment Australasia</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Human Rights Policy; Gender Pay Gap Report 2025; Equal Opportunities Policy; Transgender and Non-Binary Policy;</p>																																																																						
405-1 Diversity of governance bodies and employees	<p>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%).</p> <p>See also pages 83 of our Annual Report and Financial Statements 2026.</p> <p>Diversity of governance bodies and employees</p> <table border="1"> <thead> <tr> <th></th> <th><30</th> <th>30-50</th> <th>>50</th> <th>N/A</th> <th>Men</th> <th>Women</th> <th>LGBTQ+</th> <th>BAME</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Senior leaders by age</td> <td>2</td> <td>59</td> <td>60</td> <td>17</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>138</td> </tr> <tr> <td>Senior leaders by diverse groups</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>94</td> <td>44</td> <td>-</td> <td>-</td> <td>138</td> </tr> <tr> <td>Senior leaders by diverse groups*</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>0</td> <td>5</td> <td>5</td> </tr> <tr> <td>All employees by age</td> <td>6,185</td> <td>14,245</td> <td>9,924</td> <td>127</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>30,481</td> </tr> <tr> <td>All employees by diverse groups**</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>24,474</td> <td>5,924</td> <td>-</td> <td>30,398</td> </tr> <tr> <td>All employees by diverse groups***</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>286</td> <td>1,113</td> <td>1,399</td> </tr> </tbody> </table> <p><i>Note: The reporting period is 01 April 2025 to 31 March 2026</i></p> <p><i>* No senior leaders have disclosed they are LGBTQ+ or BAME</i></p> <p><i>** As per GRI 2-7 this is excluding 15 non-binary, 12 not specified, and 56 prefer not to say</i></p> <p><i>*** Number of employees who have disclosed they are LGBTQ+ or BAME</i></p>		<30	30-50	>50	N/A	Men	Women	LGBTQ+	BAME	Total	Senior leaders by age	2	59	60	17	-	-	-	-	138	Senior leaders by diverse groups	-	-	-	-	94	44	-	-	138	Senior leaders by diverse groups*	-	-	-	-	-	-	0	5	5	All employees by age	6,185	14,245	9,924	127	-	-	-	-	30,481	All employees by diverse groups**	-	-	-	-	-	24,474	5,924	-	30,398	All employees by diverse groups***	-	-	-	-	-	-	286	1,113	1,399
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<i>Disclosure</i>	<i>Additional Information</i>
405-2 Ratio of basic salary and remuneration of women to men	<p>Addressing our gender pay gap is an important part of our broader commitment to creating a workplace where everyone has the opportunity to develop and succeed.</p> <p>As at 5th April 2026 our UK median Gender Pay Gap within the UK for 2025 stands at 6.2%, which remains significantly lower than the UK national average of 12.8%. This reflects the strength of our position and the impact of our ongoing work to support representation, progression, and equitable opportunities for all colleagues.</p> <p>Further detail and our published data can be found in the Social – People and potential section on page 84 of our Annual Report and Financial Statements 2026, or via our Gender Pay Gap report.</p>

GRI 406: Non-discrimination 2016

3-3 Management approach to non-discrimination	<p>Babcock is committed to fostering a respectful and inclusive workplace where everyone is treated with dignity and respect, recognising that inclusion means different things to different people. The Group maintains a zero-tolerance approach to discrimination, harassment, bullying and violence, including sexual harassment, supported by its Dignity at Work policy, specific anti-harassment policies available through the Babcock Management System (BMS), and comprehensive training programmes.</p> <p>Employees are expected to act respectfully, avoid discrimination on any grounds, and remain mindful of unconscious bias, embracing individual differences. These expectations are reinforced through clear guidance on acceptable behaviours and accessible procedures for raising concerns.</p> <p>Babcock provides multiple confidential and independent reporting channels to ensure that concerns can be raised safely and addressed promptly. Employees are encouraged to seek advice and report incidents through trusted routes such as their line manager, local HR team, Trade Union representative, or formal channels including Synergi, Speak Up, and the Whistleblowing hotline. External support is also available through independent organisations such as the Equality Advisory and Support Service (EASS).</p> <p>These commitments apply to all employees, including full-time, part-time, temporary and contract workers, as well as managers and executives. Babcock also undertakes regular risk assessments, engages with employee representative groups, and maintains structured investigation and resolution processes to minimise risks and ensure appropriate action is taken where concerns are raised.</p> <p>A strong focus is placed on training to support prevention and awareness. This includes Business Ethics Training, Dignity at Work training, Disability Awareness Training, and targeted learning on topics such as sexual harassment prevention, bullying and harassment, unconscious bias, equality, diversity and inclusion (EDI), and safe working practices. HR-led masterclasses on areas such as difficult conversations, grievance handling and investigations further strengthen organisational capability.</p> <p>Babcock continues to strengthen its inclusive culture through targeted initiatives, such as the Diversity & Inclusion Charter in France, and through ongoing engagement and communication across the Group.</p>
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Disclosure	Additional Information
	<p>Adherence to these principles is monitored through internal reviews and feedback mechanisms, including whistleblowing data, employee engagement insights, and ongoing collaboration with HR Business Partners, ensuring continuous assessment and improvement of workplace practices. For further information, see:</p> <p>Our website: Building an inclusive, diverse and resilient workforce</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Modern Slavery Transparency Statement 2026; Dignity and Respect at Work Policy and Procedure; Transgender and Non-Binary Policy; Equal Opportunities Policy; Grievance Policy and Procedure</p>

406-1 Incidents of discrimination and corrective actions taken

Discrimination in the workplace is not tolerated at Babcock.

Over the reporting period we had one case of discrimination reported through Babcock's Whistleblowing line. Evidence was presented, and it was determined that discrimination had occurred. Appropriate remedial activities were undertaken in response.

See also [pages 93,109](#) of our Annual Report and Financial Statements 2026.

	FY23 Total	FY24 Total	FY25 Total	FY26 Total
Number of incidents of discrimination during the reporting period	3	3	2	2
Total	3	3	2	2

GRI 407: Freedom of Association and Collective Bargaining 2016

3-3 Management approach to freedom of association and collective bargaining

We recognise freedom of association and collective bargaining as fundamental rights and are committed to upholding them across our operations and supply chain. Our Code of Business Conduct, Human Rights Policy and Supplier Code of Conduct clearly state that all workers must be free to organise, join unions and engage in constructive dialogue without fear of retaliation.

We assess both our operations and suppliers to identify environments where these rights may be at risk due to local legislation, political contexts or sector-specific sensitivities. In such cases, we strengthen alternative worker-engagement mechanisms - such as employee forums, direct consultation and regular dialogue sessions—to ensure that workers continue to have a meaningful voice.

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	<p>Through ongoing due diligence, supplier assessments and our independent Whistleblowing tool, we monitor compliance and respond to concerns raised by employees or workers within our supply chain. Any issues identified are managed through established investigation procedures and corrective action plans.</p> <p>Oversight of labour rights is embedded within our corporate governance framework. Our Human Resources, Procurement, Supply Chain Management and Ethics & Compliance teams work collaboratively to identify risks, monitor adherence to our standards and respond to concerns from workers, trade unions or external stakeholders. Risks relating to freedom of association and collective bargaining are periodically reviewed by senior management and escalated as required.</p> <p>We expect all suppliers to uphold these same standards as outlined in our Supplier Code of Conduct. Compliance is evaluated through pre-qualification and onboarding processes, periodic audits, questionnaires and self-assessments.</p> <p>We continue to review our practices, supplier standards and risk assessments to ensure that freedom of association and collective bargaining are consistently respected and supported across our global operations.</p> <p>For further information, see:</p> <p>Our website: Modern Slavery Transparency Statement 2026</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Supplier Code of Conduct</p>
<p>407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</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 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.</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>As a result, no significant risks related to workers' rights to exercise freedom of association or collective bargaining have been identified in FY26. Our Supplier Code of Conduct prohibits any practices that infringe on these rights.</p> <p>See also our Human Rights Policy and Sustainable Procurement Policy.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
GRI 408: Child Labour 2016	
3-3 Management approach to child labour	<p>We are committed to ensuring that no form of child labour occurs within our operations or supply chain. Our approach is guided by international standards, including ILO conventions, the UN Guiding Principles on Business and Human Rights and applicable national legislation. Our Code of Business Conduct, Human Rights Policy, Supplier Code of Conduct and Modern Slavery Statement clearly prohibit child labour and set firm expectations for ethical employment practices across all tiers of our value chain.</p> <p>We assess our operations and suppliers to identify any environments where the risk of child labour may be elevated due to local legislation, enforcement gaps, political factors or sector-specific vulnerabilities. In these contexts, we apply enhanced due diligence and strengthen supplier oversight to ensure compliance with our standards.</p> <p>As part of our centre-led Procurement and Supply Chain operating model, we manage a unified risk register across our key sectors: Marine, Nuclear, Land and Aviation. This register enhances visibility and tracks supplier-related risks including child labour, unethical labour practices, legal restrictions, environmental impacts and broader social criteria. Insights from the register inform prioritisation, targeted assessments and ongoing supplier engagement.</p> <p>Our due-diligence programme includes supplier pre-qualification and onboarding checks, self-assessments, periodic audits, site visits and contract clauses that explicitly prohibit child labour. Any non-conformance triggers a formal corrective action plan, which may include immediate remediation, strengthened controls, capability-building or, if required, termination of the supplier relationship.</p> <p>Workers across our operations and supply chain have access to an independently operated Whistleblowing tool, as well as local reporting channels, to raise concerns confidentially. All reports are investigated promptly under established procedures, with appropriate remediation and measures to prevent recurrence.</p> <p>Oversight of child-labour-related risks is integrated into our broader human rights and supply-chain governance framework. Human Resources, Procurement, Supply Chain Management and Ethics & Compliance teams work collaboratively to identify risks, monitor compliance and respond to concerns raised by employees, suppliers' workers, unions or external stakeholders. Significant risks are reviewed by senior management and escalated through established governance channels as required.</p> <p>We continue to review and strengthen our policies, due-diligence processes, supplier standards and risk-assessment approaches to ensure that child labour is neither present nor tolerated anywhere within our global operations or supply chain.</p> <p>For further information, see:</p> <p>Our website: Combating modern slavery in our supply chain</p>

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	<p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Supplier Code of Conduct; Modern Slavery Statement 2026</p>
<p>408-1 Operations and suppliers at significant risk for incidents of child labour</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 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.</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 child labour.</p> <p>As a result, no significant risks related to child labour have been identified in FY26 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 93, 107 of our Annual Report and Financial Statements 2026; Supplier Code of Conduct, Sustainable Procurement Policy – Supplier Guide; Human Rights Policy.</p>
<p>GRI 409: Forced or Compulsory Labor 2016</p>	
<p>3-3 Management approach to forced or compulsory labour</p>	<p>We are committed to ensuring that forced or compulsory labour is not present anywhere in our operations or supply chain. Our Code of Business Conduct, Human Rights Policy, Supplier Code of Conduct and Modern Slavery Statement explicitly prohibit all forms of forced, bonded, trafficked or involuntary labour, and set clear expectations for ethical employment practices across all tiers of our value chain.</p> <p>We regularly assess our operations and suppliers to identify environments where the risk of forced labour may be elevated, including regions with known modern slavery risks, sectors reliant on migrant or vulnerable workers, and supply chains where labour practices may be harder to monitor. Where higher-risk contexts are identified, we apply enhanced due diligence, strengthen monitoring and engage directly with suppliers to ensure alignment with our standards.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>As part of our centre-led Procurement and Supply Chain model, we maintain a unified risk register covering the Marine, Nuclear, Land and Aviation sectors. This register increases transparency and enables us to track and assess supplier-related risks, including forced or compulsory labour, unethical recruitment practices, restrictions on worker movement, environmental impacts and broader social factors. This informs targeted assessments, supplier engagement and ongoing monitoring activities.</p> <p>Our due-diligence programme includes supplier pre-qualification checks, onboarding assessments, self-assessments, contractual requirements, audits and site visits. Where non-compliance is identified, we implement corrective action plans, which may include immediate remediation, strengthened controls, worker protection measures, training or, where necessary, termination of the supplier relationship.</p> <p>Workers in our operations and supply chain have access to our independently operated Whistleblowing tool and other local reporting channels to raise concerns confidentially. All reports are investigated promptly, with actions taken to protect affected individuals, resolve issues and prevent recurrence.</p> <p>Oversight of forced-labour-related risks is integrated into our wider human rights and supply chain governance framework. Human Resources, Procurement, Supply Chain Management and Ethics & Compliance teams work collaboratively to identify risks, ensure compliance and respond to concerns raised by employees, suppliers' workers, trade unions or external stakeholders. Significant risks or incidents are reviewed by senior leadership and escalated as required.</p> <p>We continue to enhance our policies, risk assessments, supplier-engagement practices and training to ensure that forced or compulsory labour is neither present nor tolerated anywhere in our global operations or supply chain.</p> <p>For further information, see:</p> <p>Our website: Combating modern slavery in our supply chain; Modern Slavery Transparency Statements 2026</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Supplier Code of Conduct; Modern Slavery Statement 2026</p>
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	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.

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<i>Disclosure</i>	<i>Additional Information</i>
	<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. Measures to mitigate and remediate human rights risks include supplier due diligence, mandatory human rights standards, grievance mechanisms, corrective action plans, and ongoing monitoring to prevent, address, and remedy adverse impacts.</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 FY26 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 93, 107 of our Annual Report and Financial Statements 2026 and Sustainable Procurement Policy</p>

GRI 410: Security Practices 2016

3-3 Management approach to security practices	<p>We are committed to ensuring that all individuals representing or acting on behalf of our company conduct themselves in a manner consistent with our Human Rights Policy, Code of Business Conduct and wider ethical standards. This includes security personnel - both internal employees and contracted service providers - who may interact with employees, customers, visitors or local communities across our operational sites.</p> <p>Our Human Rights Policy sets clear expectations regarding respect for human dignity, non-discrimination, and the protection of individuals' rights in all operational contexts. Security providers are required to operate in accordance with these principles and with applicable national legislation wherever we operate. Our procurement and contracting processes include requirements for suppliers, including security providers, to adhere to our standards relating to human rights, labour practices and ethical behaviour.</p> <p>While we currently do not capture centralised data on the proportion of security personnel who have received formal human rights training (GRI 410-1), we recognise the increasing importance of monitoring this area. As part of the ongoing strengthening of our sustainability governance, we are reviewing our systems and processes to enhance transparency and ensure that future reporting can more fully reflect training coverage and compliance among security providers.</p> <p>For further information, see:</p> <p>Our website: Combating modern slavery in our supply chain; Coupa FAQs</p>
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<i>Disclosure</i>	<i>Additional Information</i>
	<p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Modern Slavery Statement 2026; Information & Cyber Security</p>
<p>410-1 Security personnel trained in human rights policies or procedures</p>	<p>We recognise that robust human rights training is essential to upholding our commitments across all operations. 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." This commitment underpins our approach to ensuring that relevant employees are equipped with the knowledge and awareness needed to identify, prevent and address human rights risks.</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>
GRI 411: Rights of Indigenous Peoples 2016	
<p>3-3 Management approach to rights of indigenous people</p>	<p>We are committed to respecting the rights, cultures and heritage of Indigenous peoples across all areas where we operate. This commitment is embedded in our Code of Business Conduct, Human Rights Policy and due-diligence processes, which are designed to ensure that our activities do not infringe upon Indigenous rights or adversely impact traditional lands, livelihoods or cultural practices.</p> <p>We recognise the importance of Indigenous and historically disadvantaged communities within our global footprint, particularly in South Africa, Australia and Canada. Their diverse perspectives enrich our organisation and contribute to our long-term success. Across these regions, we continue to support and uplift communities through local engagement, culturally inclusive practices and targeted initiatives that reflect their unique needs and identities. We are also working to improve the transparency of ethnicity-related data to further strengthen our understanding and support of these groups.</p> <p>We have had no reported incidents of violations involving the rights of Indigenous peoples. Nonetheless, we maintain strong governance structures and risk-management processes to ensure continued alignment with international human rights standards. This includes screening new projects and operations for potential human rights risks, with specific attention to impacts on Indigenous communities and Indigenous suppliers. Through our enhanced internal sustainability governance structures, we are embedding inclusive practices and celebrating cultural diversity across our global operations, ensuring our organisation reflects the communities we serve.</p>

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	<p>Oversight for human rights, including the rights of Indigenous peoples, rests with senior management and is integrated into our wider sustainability and risk-management framework.</p> <p>For further information, see:</p> <p>Our website: Indigenous Relations; Inclusion and Diversity South Africa; Indigenous relations Canada; Social Investment Australasia</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy</p>
411-1 Incidents of violations involving rights of indigenous peoples	<p>There are no confirmed incidents of violations involving the rights of indigenous peoples during the reporting period.</p> <p>See also pages 91-92, 108 of our Annual Report and Financial Statements 2026.</p>
<h3>GRI 413: Local Communities 2016</h3>	
3-3 Management approach to local communities	<p>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.</p> <p>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 FY26.</p> <p>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.</p> <p>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, as well as supporting our STEM Returners programme.</p> <p>Most of our UK sectors now use the Thrive social impact software, underpinned by the Impact Evaluation Standard, with the intention that this is rolled out across our operations, enabling us to embed robust monitoring and evidenced delivery while</p>

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Disclosure	Additional Information
	<p>continuously improving our interventions. Programmes are designed using socio-economic data to ensure that they are grounded in reality rather than assumption and support those with a genuine need.</p> <p>For further information, see:</p> <p>Our website: Oxford Economic Report; 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</p> <p>Our Annual Report: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Sustainability Policy; Volunteering Policy; Charities Policy</p>
<p>413-1 Operations with local community engagement, impact assessments, and development programs</p>	<p>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.</p> <p>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.</p> <p>Nuclear/Marine sector</p> <p>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 £80,000 in a five-year sponsorship agreement supporting Foulston Park, reinforcing our long-term dedication to community development.</p> <p>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.</p> <p>Team Plymouth: Through this alliance, we contribute to strategic economic development initiatives that support innovation, job creation, and skills development in the region.</p> <p>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.</p>

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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.

Devonport Open Days: In 2025, we opened our gates to over 6000 visitors to allow young people and potential new employees a chance to see behind the walls of our site. This initiative included STEM engagement, Royal Marines Bands and a visit to HMS Portland along with river boat rides.

MoveSmart: In 2025 we launched our innovative city bus shuttle service, 5 routes across city allowing ease of access for our staff and improved road and parking conditions for our community.

Land & UK Aviation sector

We utilise socio-economic data to support targeted interventions that engage those communities most in need, for instance in Walsall and Plymouth, we ran Sector Based Work Academy programmes for local residents in receipt of Universal Credit. Our activities are captured through the Thrive Social Impact software to facilitate reporting to key stakeholders and continuous improvement of our interventions.

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

Health & Wellbeing Initiatives: Wellbeing rooms and Mental Health First Aiders at Donnington, alongside PSA testing and health awareness sessions delivered in partnership with external organisations; expanded to 17 mobile health screening days across sites.

Work Experience and Open Days: A structured work experience programme provides students with hands-on exposure across multiple departments, including 11 placements at Donnington in summer 2025. This is complemented by site open days for staff and families, helping to strengthen community engagement and pride.

Environmental Initiatives: Waste reduction and circularity initiatives including food waste segregation, litter picking, PPE recycling, and Babcock's new SWOP Shop initiative to reuse, resell, or donate surplus assets e.g. old hoses from our fire service activities to a local zoo.

Bovington Youth Centre: SC Bovington and our customer are working in partnership to enhance the Bovington Youth Centre, contributing to a significant reduction in local youth vandalism and strengthening support for young people's development. A dedicated Community Engagement Coordinator works with key local organisations and the Contract Manager to ensure targeted, high-impact engagement.

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Within Aviation, we partner with the RAF Association (RAFA) to support RAFA Kidz nurseries through volunteer-led refurbishment and maintenance, as well as the provision of STEM toolkits to support early years development. These nurseries play a vital role in supporting military families and enabling RAF operations.

In addition, our partnership with the Army Benevolent Fund has led to the development of the "Operation Bletchley" interactive codebreaking challenge, which introduces schoolchildren to real roles at Babcock and promotes interest in STEM from primary school onwards.

Across Land & UKA, we support a range of local charities and community initiatives, including Royal Shrewsbury Hospital, Weldmar Hospice, Telford Crisis Support (food bank), Royal British Veterans Enterprise, and youth organisations such as Little Troopers and local sports teams.

Cavendish Nuclear

Cavendish Nuclear delivers a range of structured community engagement, impact, and development initiatives across its operational sites, with a strong focus on education, skills development, environmental stewardship, and social inclusion.

Youth Engagement (Cumbria): Launched a pilot programme with Sellafield and partners at Cleator Moor Celtic FC, combining engineering career insights, CV/interview skills, and mental health awareness. Activities included workshops, lab visits, and talks from role models and guest speakers. The programme supports STEM interest, teamwork, and emotional resilience.

Environmental Volunteering: Ongoing partnerships with charities such as [Bristol & Avon Rivers Trust](#) and local Wildlife Trusts, delivering activities including tree planting, invasive species removal, and habitat restoration. Volunteers benefit from both environmental impact and wellbeing.

Right 2 Work: Supporting supported internships for young people with EHCPs. Currently providing workplace experience at Greeson Court, helping participants build skills and confidence.

Environmental Investments: Funded tree planting (200 trees via Trees for Cities) and conservation projects with Wildlife Trusts, including low-impact grazing initiatives and protection of rare habitats.

Education & Skills Development

- **UTC Warrington:** Delivered a two-day project simulator to ~100 students, supporting technical and employability skills.
 - **T-Levels:** Hosting students at Greeson Court labs for hands-on experience.
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	<ul style="list-style-type: none"> • Teacher & Parent Engagement: Delivered sessions to improve careers awareness and support informed career conversations. • Beamont Mentoring: Mentored students on sustainable energy projects, culminating in final presentations. <p>Community & Social Impact</p> <ul style="list-style-type: none"> • Chapter One Reading Programme: Supporting literacy initiatives in Cumbria and Warrington. • Skills-Based Volunteering: Provided strategic support to Team Evie, improving community engagement and fundraising outcomes. • Thrive: Ongoing support for horticultural therapy programmes and facility development. <p>Fundraising & Community Support: Employees raised funds for multiple charities including veterans, homelessness, and health organisations (e.g. Great Tommy Sleep Out, Yorkshire 3 Peaks, bake sales). Christmas appeals supported vulnerable groups across multiple UK locations.</p> <p>Inclusion & Advocacy: 35 White Ribbon Ambassadors and Champions promoting gender equality and awareness across workplaces and communities.</p> <p>Local Community Giving: “Be kind to your neighbour” initiative enables employees to support local causes, alongside targeted donations (e.g. Time to Change West Cumbria).</p> <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 and Financial Statements 2026.</p> <p>See also pages 90-92 of our Annual Report and Financial Statements 2026.</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	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.

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	<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>
<p>GRI 414: Supplier Social Assessment 2016</p>	
<p>3-3 Management approach to supplier social assessment</p>	<p>We are committed to ensuring that our supply chain operates responsibly and ethically, with full respect for human rights. Our Code of Business Conduct, Human Rights Policy, Supplier Code of Conduct and Modern Slavery Statement set clear expectations for suppliers on labour practices, ethical conduct and adherence to international standards prohibiting forced labour, child labour and all forms of exploitation.</p> <p>As part of our centre-led Procurement and Supply Chain operating model, we maintain a unified risk register across our Marine, Nuclear, Land and Aviation sectors. This register enhances visibility and tracks human-rights-related supplier risks, including potential indicators of forced labour, child labour, unethical recruitment, labour restrictions, as well as environmental and wider social criteria. Insights from this register help us identify suppliers operating in higher-risk regions or sectors and prioritise them for further assessment.</p> <p>Our due-diligence processes are designed to identify and evaluate actual and potential negative social impacts. They include supplier pre-qualification and onboarding checks, self-assessment questionnaires, contractual requirements, periodic risk screenings and targeted audits or site visits. Human-rights criteria assessed include age-verification practices, employment terms, recruitment processes, working conditions and worker accessibility to grievance mechanisms.</p> <p>Where elevated risks or non-conformances are identified, we work directly with suppliers to implement corrective action plans. These may include remediation steps, strengthening of management systems, improvements to labour practices or, in cases of sustained non-compliance, termination of the supplier relationship.</p> <p>To support continuous improvement, we provide training for our supply-chain teams and key suppliers, ensuring they are competent in applying our policies and executing robust responsible-sourcing programmes. This includes training on modern slavery risks, ethical recruitment, human-rights due diligence, and identification of potential indicators of forced or child labour within complex supply chains. These activities help build supplier capability and strengthen alignment with our standards across all tiers of the value chain.</p> <p>Workers across our supply chain can raise concerns via our independently operated Whistleblowing tool, along with other local reporting channels. All concerns are investigated promptly using established procedures, with action taken to protect affected individuals and prevent recurrence.</p>

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<i>Disclosure</i>	<i>Additional Information</i>
	<p>Oversight of supplier social-risk management is integrated into our broader human-rights and supply-chain governance frameworks. Human Resources, Procurement, Supply Chain Management and Ethics & Compliance teams work collaboratively to monitor compliance, identify emerging risks and escalate issues to senior leadership when required.</p> <p>We continue to enhance our due-diligence approach through improved risk analytics, supplier-engagement activities, capability-building programmes and regular review of our assessment criteria. These efforts support our commitment to ensuring that human rights – particularly the prevention of forced and child labour – are consistently respected and protected throughout our global supply chain.</p> <p>For further information see:</p> <p>Our website: Supply chain responsibility; Becoming a Supplier;</p> <p>Our Annual Report: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Human Rights Policy; Supplier Code of Conduct; Modern Slavery Statement 2026; Sustainable Procurement Policy</p>
<p>414-1 New suppliers that were screened using social criteria</p>	<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 2026, 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. By evaluating our suppliers' social performance, we aim to identify opportunities for improvement and promote sustainable business practices throughout our supply chain. The Company is on an ongoing social value journey and is currently reviewing its approach to align with PPN 02/20, embedding social value principles more effectively across procurement, supplier engagement, and delivery activities.</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 page 93 of our Annual Report and Financial Statements 2026 and Sustainable Procurement Policy.</p>
<p>414-2 Negative social impacts in the supply chain and actions taken</p>	<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,</p>

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	<p>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> <p>As of March 2026, 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 FY26, 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 93-94 of our Annual Report and Financial Statements 2026 and Sustainable Procurement Policy.</p>

GRI 415: Public Policy 2016

3-3 Management approach to public policy	<p>As part of our business activities, we engage with governments, regulators, industry associations, public-interest groups and other relevant bodies in the countries where we operate. This engagement helps ensure that we understand the external environment, contribute constructively to policy discussions and support the effective delivery of our strategic objectives. All such interactions are carried out in full compliance with applicable laws governing political activity, lobbying, public affairs and political contributions.</p> <p>Responsibility for managing our public policy engagement sits with the Corporate Affairs team, which oversees interactions with external stakeholders on policy-related matters. The team monitors developments in legislation and regulation, assesses associated risks and opportunities, and ensures that our engagement is appropriate, transparent and aligned with our organisational values and strategy. This includes analysing potential implications of changes in areas such as international trade, indirect taxation, defence policy and wider regulatory frameworks, and developing appropriate mitigation or response strategies.</p>
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Disclosure	Additional Information
	<p>Our approach is reviewed regularly through internal reporting processes to assess its effectiveness across our markets and ensure resources are allocated appropriately throughout the year. The Corporate Affairs team provides insights and updates to support decision-making and to help the business anticipate and prepare for relevant policy and regulatory developments.</p> <p>Oversight is provided by the Executive Committee, the Audit Committee and the Audit and Risk Committee, which review our overall approach to public policy engagement and the management of related risks as part of the Group's broader corporate risk management framework.</p> <p>We do not make political donations and ensure that any engagement with public bodies or industry groups is undertaken in a responsible and compliant manner, consistent with our Code of Business Conduct and internal governance processes, including specific Government Relations guidance, which sets out our approach to political and policy engagement across the Group.</p> <p>For further information, see:</p> <p>Our website: Who we are; Our Strategy; What we do</p> <p>Our Annual Report: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Code of Business Conduct; Business Growth Functional Policy; Government Relations Policy</p>
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 181 of our Annual Report and Financial Statements 2026.</p>

GRI 416: Customer Health and Safety 2016

3-3 Management approach to customer health & safety	<p>Customer health and safety is a core commitment embedded within our Product Safety Management System (PSMS), which provides a structured, ISO aligned framework ensuring that the goods and services we deliver are safe, compliant, and environmentally responsible throughout the entire product lifecycle – from technology innovation and mission analysis, through concept development, design, production, and commissioning, and on to operation, in service support, and eventual retirement. We apply a robust Plan–Do–Check–Act methodology that governs how we identify, control, assure, and continually improve the safety and environmental impacts of our products, whether they are physical goods, maintenance activities, technical advice, or other related services.</p> <p>During the planning phase, we establish clear Product Safety requirements, objectives, governance arrangements and competencies. Engineering defines the technical and safety acceptance criteria, while commercial, procurement and project</p>
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Disclosure	Additional Information
	<p>management functions ensure these requirements are embedded within contracts, supplier arrangements and delivery strategies. Product Safety Management Plans (PSMPs) and Safety & Environmental Management Plans (SEMPs) set out how risks will be addressed throughout the entire lifecycle.</p> <p>In the execution phase, we manage safety by applying Safe by Design principles, supported by hazard identification, environmental assessments, and rigorous configuration control. For service activities, including maintenance and technical support, we ensure all work is completed to approved data using the correct materials, tooling, and documentation, so that the outputs of our activities do not introduce latent defects and are demonstrably safe for the end user.</p> <p>Through the assurance phase, we maintain strong oversight via internal governance boards, independent technical assurance, supplier audits, quality inspections and compliance monitoring. We verify that procured components, engineering outputs and service activities meet engineering defined acceptance criteria and applicable regulatory standards.</p> <p>For further information, see:</p> <p>Our website: Product design, manufacture and integration; Who we are; What we do</p> <p>Our Annual Report: Annual Report and Financial Statements 2026</p> <p>Our policies and standards: Global Product Safety Factsheet</p>
416-1 Assessment of the health and safety impacts of product and service categories	<p>14 products, out of 146 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.

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<i>Disclosure</i>	<i>Additional Information</i>
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	To the best of our knowledge, we have had no confirmed incidents of non-compliance with regulations resulting in a fine, a penalty or a warning.
GRI 417: Marketing and Labelling 2016	
3-3 Management approach to customer privacy	<p>Given the nature of our operations, marketing, product labelling, and customer information requirements are not considered material topics. Our activities do not typically involve consumer-facing products or services that require detailed product labelling or marketing disclosures under GRI 417.</p> <p>We remain committed to conducting business in an honest and transparent manner, and where marketing or communications activities are undertaken, these are expected to comply with applicable laws, regulations, and internal standards such as our Code of Business Conduct. As such, no formal management approach specific to GRI 417 has been established, and the related disclosures are not applicable.</p>
417-1 Requirements for product and service information and labelling	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 labelling	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	
3-3 Management approach to customer privacy	<p>Protecting customer privacy and the security of information entrusted to us is fundamental to our operations and risk-management approach. Given the sensitive nature of many of our activities - particularly in defence, security and critical-infrastructure environments - robust data-protection and cyber-security controls are essential to maintaining trust and operational resilience.</p> <p>We hold personal data relating to employees, customers, suppliers, and other individuals, including prospective and former employees. Our approach to managing this data is governed by our Data Protection Policy, Information Security Policy and</p>

Topic Standards: Social Disclosures

Disclosure	Additional Information
	<p>Code of Business Conduct, which align with applicable data-protection legislation, including UK and EU GDPR, the Data Protection Act 2018 and equivalent frameworks internationally. These requirements are embedded within our enterprise risk-management framework.</p> <p>Information on how we manage personal data in line with our values, legal obligations and our commitment to privacy as a fundamental human right is available at ESG policies, statements and reports.</p> <p>Privacy, data-protection and cyber-security risks are identified, assessed and monitored through established governance and assurance processes, with oversight provided by senior leadership and specialist Legal, IT, Information Security and Compliance teams. Appropriate technical and organisational safeguards - such as access controls, secure systems, data classification and monitoring - are in place to protect personal and customer information.</p> <p>Training and awareness programmes support employees and relevant third parties in understanding their responsibilities when handling personal data. Processes are also in place to detect, manage and respond to actual or suspected data-privacy incidents, including escalation, remediation and notification in line with legal and contractual requirements.</p> <p>Concerns relating to data privacy may be raised through our whistleblowing helpline, with line managers, or directly with the Group Head of Data Protection ensuring that individuals have accessible and confidential routes to raise issues.</p> <p>We continue to review and enhance our privacy and information-security controls in response to evolving cyber threats, regulatory developments and technological change, reinforcing customer privacy as a core component of our risk-management approach.</p> <p>For further information, see:</p> <p>Our website: Terms</p> <p>Our reports: Annual Report and Financial Statements 2026</p> <ul style="list-style-type: none"> • Our policies and standards: Information & Cyber Security Factsheet; Data Protection Policy; Information Security Policy; Information Classification Policy; Information and Data Governance Policy; Acceptable Use Policy
<p>418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</p>	<p>Babcock holds ISO 27001 certification and maintains company-wide policies and procedures for information security, ensuring that appropriate controls are in place to protect information and data from unauthorised access, corruption, loss or theft. During the reporting period, there were no known instances of regulatory action taken against Babcock by external parties or regulatory authorities.</p>

Topic Standards: Social Disclosures

Disclosure

Additional Information

The security of all data - both corporate and customer - is a top priority. We apply encryption to data at rest and in transit in line with current industry standards to preserve confidentiality, integrity and privacy. Our data-protection and information-security practices are aligned with applicable regulatory and compliance frameworks, including the [Data Protection Act 2018](#), [UK GDPR](#), and other relevant data-security standards.

For information on confirmed incidents of corruption and actions taken during the reporting period, see GRI 205-3: Confirmed incidents of corruption and actions taken, which is presented in table format.

SASB Standards

The SASB Standards are organized around five key sustainability dimensions and cover 77 distinct industries across 11 sectors. As Babcock operates in multiple industries, we may need to reference more than one industry-specific standard to ensure comprehensive and material disclosures.

Guidance from the Sustainability Accounting Standards Board (SASB) for **Aerospace & Defence** and **Professional & Commercial Services** have informed the content, narrative, and data presented in this report. The tables below identify sections of the report and other public disclosures that align with SASB metrics for the periods 1 April 2025 to 31 March 2026 and, where applicable, 1 January to 31 December 2025.

We remain committed to delivering transparent and meaningful sustainability information to our employees, clients, communities, and shareholders.



What's inside

- Energy Management
- Hazardous Waste Management
- Data Security
- Product Safety
- Fuel Economy and Emissions in Use-phase
- Materials Sourcing
- Business Ethics
- Workforce Diversity and Engagement
- Professional Integrity
- Activity Metrics

<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 page 105 of our Annual Report and Financial Statements 2026 and GRI 305: Emissions.
a. Total energy consumed	
b. percentage grid electricity	During the calendar year 2025, Babcock consumed 1,432,263.09 GJ of energy. Grid supplied electricity equates to 33% of Babcock's energy consumption.
c. percentage renewable	Approximately 31% of Babcock's electricity consumed is from renewable energy sources.
Hazardous Waste Management	
RT-AE-150a.1	During the calendar year 2025, Babcock generated 1,140,699.66 tonnes of hazardous waste. c27% 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	During 2025, no reportable spills have occurred in jurisdiction we operate within
b, Quantity recovered	
Data Security	
RT-AE-230a.1	There were no data breaches for the reporting period.
SV-PS-230a.3	
a. Number of data breaches	
b. Percentage that (a) involve customers' confidential business information and (b) are personal data breaches;	
c. Number of (a) customers and (b) individuals affected	
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

<i>Code and Metric</i>	<i>Our Response</i>
<p>SV-PS-230a.1</p> <p>Description of approach to identifying and addressing data security risks in:</p> <p>a. Company operations and</p> <p>b. Products</p>	<p>and asset owners (IAOs) are assigned with responsibility for assessment and management of associated risks in alignment with Babcock’s overall risk appetite. Senior Security Risk Owners (SyROs) 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 ISO 27001 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 recognized 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.</p> <p>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.</p>
<p>SV-PS-230a.2</p> <p>Description of policies and practices relating to collection, usage, and retention of customer information</p>	<p>The following Group wide policies exist that outline the organisations intent when managing both company and customer data:</p> <ul style="list-style-type: none"> • Data Protection Policy • Information Security Policy • Information Classification Policy • Document Retention, Marking and Destruction Policy • Information and Data Governance Policy • Acceptable Use Policy <p>In addition to the above policies, staff awareness is underpinned by the completion of mandatory training for Data Protection, Cyber Awareness and Acceptable Use on an annual basis.</p>
Product Safety	
<p>RT-AE-250a.1</p> <p>a. Number of recalls issues,</p> <p>b. total units recalled</p>	<p>We do not publicly disclose detailed product safety information due to the confidential nature of our operations and customer relationships.</p> <p>Product safety is nonetheless tightly managed through established governance, quality and assurance processes, with risks monitored, incidents investigated, and corrective actions implemented to ensure safe and reliable delivery.</p>

<i>Code and Metric</i>	<i>Our Response</i>
RT-AE-250a.2 a. Number of counterfeit parts detected b. percentage avoided	<p>We do not publicly disclose detailed product safety information due to the confidential nature of our operations and customer relationships.</p> <p>Product safety is nonetheless tightly managed through established governance, quality and assurance processes, with risks monitored, incidents investigated, and corrective actions implemented to ensure safe and reliable delivery.</p>
RT-AE-250a.3 a. Number of Airworthiness Directives received b. total units affected	<p>We do not believe this is material to our business.</p>
RT-AE-250a.4 Total amount of monetary losses as a result of legal proceedings associated with product safety	<p>We do not disclose this information in the public domain for reasons of commercial confidentiality.</p>
Fuel Economy and Emissions in Use phase	
RT-AE-410a.1 Revenue from alternative energy-related products	<p>No disclosure.</p> <p>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.</p>
RT-AE-410a.2 Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products	<p>The company addresses fuel economy and greenhouse gas emissions through continuous innovation in its LGE business's ecoSMRT® LNG reliquefaction technology. The ecoSMRT® system is specifically designed to minimise energy consumption and reduce greenhouse gas emissions by efficiently managing boil-off gas during transit and at anchor for LNG carriers.</p> <p>The company's strategy centres on progressive performance enhancements to existing technologies without requiring modifications to customer installations. The guaranteed capacity for ecoSMRT® systems has been systematically increased from the original 1.5 tonnes per hour to 1.7 tph in 2023, and most recently to 1.9 tph for models from 22-01 onwards, representing a 12 per cent performance upgrade. This approach enables operators to deliver larger quantities of cargo without increasing fuel costs or environmental impact, directly contributing to reduced operational greenhouse gas emissions.</p> <p>The company has developed next-generation technology through ecoSMRT® 2.5, a breakthrough reliquefaction solution capable of guaranteeing up to 2.5 tph of natural boil-off gas based on pure methane. This represents more than a 30 per cent increase in capacity compared to the 1.9 tph system and sets a new benchmark for LNG carrier efficiency. The technology offers greater operational flexibility and environmental benefits whilst maintaining the highest standards of reliability.</p>

<i>Code and Metric</i>	<i>Our Response</i>
	<p>The company's approach is driven by responding to growing demand for higher capacity, evolving vessel performance requirements, and environmental legislation. The strategy emphasises ongoing investment in innovation and operational excellence, ensuring customers benefit from enhanced performance levels that reduce both operational costs and environmental footprint. Through these continuous improvements, the company demonstrates its commitment to sustainability whilst helping customers meet increasingly stringent environmental requirements in the maritime transport sector.</p> <p>In addition to this innovation, we are working to develop a Climate Transition Plan across our global operations which shall map the journey to Net Zero and incorporate the strategy to address emissions across our products and services portfolio.</p>
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 unable 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 corruption, bribery, and/or illicit international trade	
RT-AE-510a.2	The Group has not disclosed revenue earning from countries in Band E and F due to confidentiality reasons.
Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defence Anti-Corruption Index	
RT-AE-510a.3	Strong governance is fundamental to our business and underpins our sustainability agenda. We are committed to acting ethically and responsibly across all our operations (GRI 2-23 Policy commitments, 2-24 Embedding policy commitments). Operating in a highly regulated sector, we consistently meet, and often exceed, relevant legal and regulatory requirements.
Discussion of processes to manage business ethics risks throughout the value chain	Our Operational Framework sets out the policies, processes and standards that guide our work globally (GRI 2-9 Governance structure and composition, 2-12 Role of the highest governance body in overseeing the management of impacts, 2-13 Delegation of responsibility for managing impacts), supported by our Code of Business Conduct (GRI 2-23 Policy

<i>Code and Metric</i>	<i>Our Response</i>
	<p>commitments) and Supplier Principles (GRI 2-6 Activities, value chain and other business relationships, 2-24 Embedding policy commitments, 2-25 Processes to remediate negative impacts; GRI 3-3 Management of material topics).</p> <p>See also our response to GRI 205-1 Operations assessed for risks related to corruption.</p>
Workforce Diversity and Engagement	
SV-PS-330a.1	See GRI 2-7 Employees, GRI 405-1 Diversity of governance bodies and employees.
Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	
SV-PS-330a.2	See GRI 401-1 New employee hires and employee turnover.
(1) Voluntary and (2) involuntary turnover rate for employees	
SV-PS-330a.3	Our Global People Survey (GPS) remains a key measure of organisational health and employee engagement. Participation continues to be strong at 79%, reflecting high levels of colleague voice across the business. Insights gathered from the survey inform both local action plans and Group-wide priorities, ensuring focus, accountability, and measurable progress in areas such as leadership effectiveness, inclusion, and performance culture.
Employee engagement as a percentage	
Professional Integrity	
SV-PS-510a.1	Babcock fosters professional integrity through a comprehensive framework of policies, governance, and cultural initiatives.
Description of approach to ensuring professional integrity	<p>The Code of Business Conduct, alongside supporting policies on ethics and anti-bribery and corruption, sets clear expectations for ethical behaviour across all employees, contractors, and business partners. These standards are reinforced through mandatory training programmes, including Business Ethics training, which promote ethical decision-making and awareness of responsibilities.</p> <p>Oversight is maintained through robust governance structures, internal controls, and regular reviews, including monitoring of whistleblowing data. A confidential whistleblowing mechanism supports transparency and accountability, enabling concerns to be raised and addressed appropriately.</p> <p>Expectations of integrity are also extended across the value chain through the Supplier Code of Conduct and contractual requirements, ensuring a consistent approach to ethical business practices across Babcock's global operations.</p>

<i>Code and Metric</i>	<i>Our Response</i>
SV-PS-510a.2 Total amount of monetary losses as a result of legal proceedings associated with professional integrity	We are unable to provide this information as it is currently unavailable or incomplete.
Activity Metrics	
RT-AE-000.A Production by reportable segment	See "What we do" on pages 3, 5 and "Our Business Model" on pages 24 of our Annual Report and Financial Statements 2026.
RT-AE-000.B	See GRI Disclosure 2-7 Employees on page 7
SV-PS-000.A Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	See GRI 2-8 Workers who are not employees on page 8
SV-PS-000.B Employee hours worked, percentage billable	We are unable to provide this information as it is currently unavailable or incomplete.



Appendix

What's inside

Boundaries and Methodologies

External Ratings

Glossary

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 2026 and the GRI and SASB Report.

Reporting Period

Babcock International Group plc ESG performance data reporting covers the period from 1 April 2025 to 31 March 2026 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 FY26.

Environmental Data

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

Environmental data is reported using consistent internal methodologies; however, waste data is supported by a more detailed classification framework due to the complexity of waste streams and the need to align with regulatory definitions and disclosure requirements.

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 have been collected and calculations conducted using an operational control approach (Sections 3/4 GHG Protocol), using a consistent group of entities across all years detailed in this report (Section 5 GHG Protocol). 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 adopted to minimise reporting burden and ensure consistency.

Scope 3 data have 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. In some instances, due to the nature of activities at certain sites, it has not been possible to collect all data.

Calculation Tools

All reported Scope 1 & 2 data, as well as Category 6 of Scope 3, has been uploaded to Babcock's Environmental Data Management System, Envizi. All conversions and calculations for GHG emissions and energy are carried out within the system and are compliant with international protocols. Emission factors are primarily based on regional or country-specific datasets, with custom factors applied where necessary. A full breakdown of emission factors is available in the [GHG emissions factsheet](#).

Missing Data

Where data is 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 estimate the consumption/usage of missing data.

In 2025, the following percentages of Scope 1 & 2 data were estimated to ensure a consistent group of entities across all years:

2021 – 4%

2022 – 3%

2023 – 2%

2024 – 1%

2025 – 10%

Approach to Acquisitions/Divestments

Where sites have been acquired, efforts have been made to obtain actual consumption data from the vendor. Where this is not possible, the missing data approach has been applied. For newly built sites, data is captured from the point of occupation.

Where entities or sites have been divested, relevant data has been archived and is no longer reported. Further detail can be found on [pages 39, 128, 206](#) of the Annual Report and Financial Statements 2026.

Waste Data Classification Methodology

Waste data is classified and reported in line with GRI 306: Waste (2020), using the European Waste Catalogue (EWC) as the primary classification system to ensure consistency with regulatory definitions.

EWC-coded waste streams are aggregated into standardised categories to support clear, decision-useful reporting, align with industry practices, and enable consistent tracking of waste generation, recycling, and disposal performance. Categories are based on material type (e.g. metals, plastics, organics) and/or source activity (e.g. construction, manufacturing) and are further classified as hazardous or non-hazardous.

All waste data is recorded at EWC code level where available and mapped to defined reporting categories through a controlled classification framework.

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 2025](#).

See also [page 84](#) our Annual Report and Financial Statements 2026.

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](#), [Sustainable Procurement Policy Supplier Guide](#) and [Supplier Assurance Handbook](#). 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 requires 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 FY26 average payment term to our suppliers, see [page 94](#) of our Annual Report and Financial Statements 2026.

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 supplier's registered country to determine region or location. A percentage of suppliers is assessed through on-site assessments, which are targeted based on risk profiling; suppliers screened as low or medium risk are not in scope for on-site assessments. For more information, please visit the [ESG Policies and Statement](#) page on our website.

EXTERNAL RATINGS

Our company is assessed by a range of leading ESG rating agencies, reflecting our commitment to transparency and continuous improvement across environmental, social, and governance matters. These independent evaluations provide valuable insights into our performance and help benchmark our progress against industry peers.

The table below presents an overview of our performance across a selection of key ESG ratings over recent years, highlighting both our achievements and areas for further development.

	Rating 2025	Scale	Comments
CDP	Climate: C Water Security: C	D- A	Assessment to be submitted by Sept-26. In 2025, we were awarded "C" for both Climate and Water security.
MSCI ESG Rating	AA	CCC AAA	Submitted in Jan-26. In previous years we were awarded A.
S&P Global CSA (aka DJSI)	55	0 100	Assessment to be submitted by 30-Nov-26. We were awarded 55/100 in 2025.
GRI Standards	N/A	N/A	Reporting in accordance with GRI Standards 2021 for the period April 2025 to March 2026. The report is available on our website.
SASB Standards	N/A	N/A	Reporting to SASB Standards for the period April 2025 to March 2026. The report is available on our website.

GLOSSARY

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

Bowtie analysis - A visual risk assessment and management tool that maps the pathways from causes to consequences, illustrating the controls in place to prevent risks and mitigate their impact, and supporting clear communication of how risk scenarios develop.

Building Research Establishment Environmental Assessment Method (BREEAM) – A widely used sustainability assessment method for buildings and infrastructure, developed in the UK. It evaluates environmental performance across areas such as energy use, water, materials, waste, and health and wellbeing, and assigns ratings to reflect a building’s overall sustainability performance.

CDP (formerly Carbon Disclosure Project) - A global non-profit organisation that runs a widely used disclosure system for companies to report environmental data. It focuses on climate change, water security, and deforestation, enabling investors and stakeholders to assess how organisations manage environmental risks and impacts.

Coupa - A cloud-based Business Spend Management (BSM) platform used by organisations to manage procurement, expenses, invoicing, and supplier relationships.

Diversity, Equity & Inclusion (DE&I) - An organisational approach focused on fostering a diverse workforce, ensuring fair and equitable access to opportunities, and creating an inclusive environment where all individuals feel valued and respected. DE&I initiatives aim to improve representation, reduce disparities, and support equal participation across all levels of the organisation.

Double Materiality Assessment (DMA) - A process, introduced under frameworks such as the EU Corporate Sustainability Reporting Directive

(CSRD), used to identify and prioritise the most significant sustainability topics by considering both an organisation’s impacts on the environment and society (*impact materiality*) and the financial risks and opportunities those topics pose to the organisation (*financial materiality*).

Dow Jones Sustainability Indices (DJSI) - A family of global sustainability benchmarks that evaluate companies based on their environmental, social, and governance (ESG) performance. Companies are assessed through a Corporate Sustainability Assessment (CSA), also known as the S&P Global CSA, and only top-performing organisations in each industry are included.

Data Protection Act 2018 (DPA 2018). It 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.

Effluent - Wastewater or liquid discharges released from industrial, operational, or treatment processes into the environment (e.g. surface water, groundwater, or marine environments). Effluents may contain pollutants such as chemicals, nutrients, or heat, and are typically managed and monitored to ensure compliance with regulatory standards and to minimise environmental impact.

Environmental Management Systems (EMS) - A structured framework that enables an organisation to identify, manage, monitor, and improve its environmental performance. It typically includes policies, procedures, and processes to control environmental impacts, ensure regulatory compliance, and drive continuous improvement, often aligned with recognised standards such as ISO 14001.

Envizi – 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.

Greenhouse Gas (GHG) - Gases that contribute to the greenhouse effect by absorbing infrared radiation in the Earth’s atmosphere, thereby trapping heat and driving climate change. The primary greenhouse gases covered by the [Kyoto Protocol](#) are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).

Health and Safety Executive (HSE) - 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 27001- is an international standard for managing information security. It sets out the requirements for establishing, implementing, maintaining, and continuously improving an Information Security Management System (ISMS).

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](#). is an international body that brings together governments, NGOs, and experts to protect biodiversity and guide environmental policy.

Joint Supply Chain Accreditation Register (JOSCAR) - is a supplier accreditation system used by the aerospace, defence, and security sectors in the UK.

Local Nature Recovery Strategies (LNR) - 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.

Marine Protected Area (MPA) – It’s 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.

Morgan Stanley Capital International (MSCI) ESG Ratings - A set of ESG performance ratings developed by MSCI that assess a company’s exposure to financially material ESG risks and how well it manages those risks. Companies are rated on a scale (typically from AAA to CCC), allowing investors to compare ESG performance across industries.

Nitrogen oxides (NOx) – They refer to a group of highly reactive gases, primarily nitric oxide (NO) and nitrogen dioxide (NO₂). Most NOx comes from human-made sources (combustion of fossil fuels), with road transport, energy generation, and industrial manufacturing being the primary contributors. Natural sources include lightning and organic processes in soil. They are significant urban air pollutants that cause respiratory illnesses, contribute to photochemical smog, form ground-level ozone, and produce acid rain.

Net Natural Resources or Net Natural Resource (NNR) - A metric used to assess the balance between an organisation's use of natural resources and its efforts to conserve, replenish, or offset those resources. It reflects how efficiently a company manages natural capital by considering both resource consumption (e.g. water, energy, raw materials) and actions taken to reduce environmental impact or restore ecosystems.

Occupational Safety and Health Administration (OSHA) – 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).

Personal Protective Equipment (PPE) - It refers to protective clothing, helmets, goggles, or other garments/equipment designed to protect the wearer's body from injury or infection. Used in workplaces to minimize exposure to hazards (chemical, physical, biological), it is considered a last resort when risks cannot be controlled by other means.

Production, Maintenance, Repair and Overhaul (PRMO) – This set of processes is crucial across various industries, including manufacturing, aviation, and defense, for ensuring the operational readiness, safety, and extended lifespan of equipment, tools, and facilities.

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

Process Safety Management Systems (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.

Reliquefaction - The process of converting vaporised gas back into its liquid state, typically by cooling it at low temperatures. In the context of liquefied natural gas (LNG), reliquefaction systems are used to capture and recondense boil-off gas during storage or transportation, helping to reduce emissions, minimise product loss, and improve operational efficiency.

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

Safety & Environmental Management Plans (SEMP) are strategic documents used by organizations to identify, assess, and mitigate risks to workers, the public, and the surrounding ecosystem during specific projects or operations. They serve as a practical guidebook for achieving regulatory compliance and minimizing environmental impact.

Sulfur oxide emissions (SOx) - Refers to compounds of sulfur and oxygen, primarily sulfur dioxide (SO₂). Smoke containing sulfur oxides emitted by the combustion of marine fuel will often oxidize further, forming sulfuric acid which is a major contributor to acid rain. SOx emissions also contribute to the formation of secondary inorganic aerosol gases – fine particulates that are harmful to people.

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

Site of Special Scientific Interest (SSSI) 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.

Task Force on Climate-related Financial Disclosures (TCFD) - A framework developed to improve the reporting of climate-related financial risks and opportunities. It provides recommendations for disclosures across four core areas: governance, strategy, risk management, and metrics and targets, helping organisations communicate the financial impacts of climate change to investors and stakeholders. The TCFD framework has now been largely superseded by the UK Sustainability Reporting Standards (UK SRS), which build on and incorporate its principles.

Taskforce on Nature Related Financial Disclosures (TNFD) provides a framework for organisations to identify, assess, and disclose their impacts, dependencies, risks, and opportunities related to nature and biodiversity. It is used by companies and financial actors to understand and manage nature-related risks and opportunities, and to communicate these to the market.

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.

UK Business and Biodiversity Forum (UKBBF) - is a business-to-business hub and Community Interest Company (CIC) that helps companies integrate biodiversity and nature-positive actions into their core strategies.

UK Sustainability Reporting Standards (UK SRS) - are a set of UK-endorsed requirements, based on IFRS Sustainability Disclosure Standards, that guide companies on how to consistently disclose climate and broader sustainability-related risks and opportunities. UK SRS will primarily apply to

large, listed, and economically significant organisations in the UK once implemented.

UK Cyber Essentials - is a UK government-backed certification scheme that helps organisations protect themselves against common cyber threats by implementing a basic set of security controls.

Volatile Organic Compounds (VOC) - Refers to the level of (gases from everyday products like paints, cleaners, furniture) in the air, which can impact health through headaches, irritation, or more severe issues like organ damage or cancer, with concentrations often higher indoors than outdoors, impacting overall indoor air quality.

Waste - We report our generated waste using the following units of measure (UoM):

- **m³ (Cubic metres)**
A unit of volume used to measure the total quantity of waste, particularly for bulky or non-compacted materials, reflecting the space it occupies.
Example: general office waste collected in large bins or skips.
- **t (Tonnes)**
A unit of mass used to measure the weight of waste, commonly used for reporting total waste generated, recycled, or disposed of.
Example: total construction waste or scrap metal sent for recycling.
- **L (Litres)**
A unit of volume used for smaller quantities of waste, typically liquids or specific waste streams.
Example: waste oils, chemicals, or other liquid waste collected in containers.

● Contact us

We appreciate your questions, comments, and suggestions on this GRI & SASB Report, our performance, and our ongoing work in sustainability and ESG.

Please share your feedback with us at:

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