Safety, Sustainability and Technology Committee report

"I am looking forward to tackling the big questions regarding the future of the mining industry."

Tracey Kerr
Chair of the Safety, Sustainability and Technology Committee

Dear shareholder,

I am delighted to present my first report as Chair of the Safety, Sustainability and Technology Committee (previously called the Sustainability and Technology Committee).

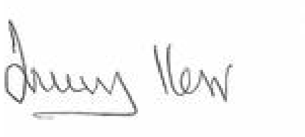
During 2024, we provided both strategic and governance oversight of our sustainability strategy – delivering sustainable Weir and accelerating sustainable mining. The structure of the meetings was split across the two parts of the strategy. This provided us with a clear focus to evaluate relevant risks and opportunities and oversee performance against agreed technology and sustainability metrics. The Committee benefited from the insights of external attendees and detailed pre-read briefings to broaden and inform the discussions.

Following discussion by the Board, the Committee's remit was expanded to cover safety, which led to the change of name of the Committee to become the Safety, Sustainability and Technology Committee. From 1 January 2025, the Committee will, alongside its existing remit, provide a forum to:

- identify safety opportunities and risks relevant for the long-term future success of the Group;
- oversee the future evolution of the Group safety strategy and its integration with the Group's core business strategy;
- constructively review and discuss operational safety and environmental performance trends and safety risk management; and
- oversee the use of technology and innovation to reduce operational risk and increase personal safety.

My focus for 2025 will be to ensure that safety matters are embedded in the committee agenda.

I am looking forward to working with the management team to tackle the big questions regarding the future of the mining industry, identifying and managing opportunities and risks for the long-term future success of Weir.



Tracey Kerr
Chair of the Safety, Sustainability and Technology Committee
27 February 2025

Role of the Committee

The role of the Committee is to provide both strategic and governance oversight to explore the future of the mining industry and the implications for the Group's integrated business model. The focus of the Committee is the 'leap agenda' in safety, sustainability and technology. The Committee is intended to bring together relevant experience from members and external thought leaders to provide input on, and governance in relation to, management's response to thematic long-term trends in the mining and metals industry, considering the opportunities and risks for the long-term future success of the Group.

Members have been selected with the aim of providing the wide range of mining, safety, sustainability, technology and commercial expertise necessary to fulfil Committee responsibilities. Individual biographies can be found on pages 75 to 78.

The Terms of Reference of the Committee were updated from 1 January 2025 to reflect the addition of safety.

→ **Read more** about the full responsibilities of the Safety, Sustainability and Technology Committee in its Terms of Reference, which are reviewed annually and available at global.weir/investors/corporate-governance/board-committees/

Safety, Sustainability and Technology Committee meeting attendance

Members	Attendance
Tracey Kerr (Chair)	3/3
Andy Agg	3/3
Dame Nicola Brewer	3/3
Ben Magara	3/3

Safety, Sustainability and Technology Committee report
continued

Main activities of the Safety, Sustainability and Technology Committee

(i) Deliver Sustainable Weir

The Committee discussed long-term sustainability issues that included:

- a round table discussion on emerging thematic long-term ESG trends, including climate change strategy and net-zero transition planning together with a report on scope 3 target and a recommendation to the Board;
- a review of progress and strategy on sustainability and an update on the non-financial reporting regulatory legislative landscape with recommendations to the Audit Committee on the context for the ESG assurance roadmap; and
- a review of the proposed sustainability and technology-related key performance indicators for the 2025 Balanced Scorecard leading to a recommendation to the Remuneration Committee.

(ii) Accelerate Sustainable Mining

The Committee had three thematic deep-dives during 2024 covering some of the key sustainable mining challenges for our customers:

- a discussion on the scale and scope of the tailings challenge globally including external perspectives and technology approaches;
- an analysis of the issues and consequences of low precision ore characterisation and the benefits of the technological solutions to use less energy, create less waste and use water wisely; and
- a review of the Weir Enterprise Technology Roadmap.

In order to help facilitate technology discussions by increasing the knowledge of the Non-Executive Directors, the full Board and Group Executive team attended a technology training session at Weir's Advanced Research Centre (WARC). This was a very useful opportunity for the Board members to learn more about the technology structure and strategy, digital strategy, the Enterprise Technology Roadmap and 'blue sky' technologies being developed by Weir's engineers in collaboration with leading engineering academics to support both the development of new products and solutions, and our core technology positions.

Our sustainability strategy