

Sustainability introduction

continued

Double materiality assessment

In 2023 we carried out a comprehensive sustainability materiality assessment, with the results used to inform the evolution of our sustainability strategy described on page 45.

Overview

The assessment considered evolving customer needs and the perceptions of employees, investors and other stakeholders, as well as the emerging regulatory landscape for sustainability reporting. It updated our first materiality assessment conducted in 2019 which informed our previous sustainability roadmap.

With support from an external advisor, we took an approach based on double materiality, a concept proposed by the EU Corporate Sustainability Reporting Directive (CSRD) and supporting standards such as European Sustainability Reporting Standard (ESRS) 1. Double materiality considers impacts the company has on people and planet (inside-out view) as well as the financial risks and opportunities for Weir resulting from those topics (outside-in view).

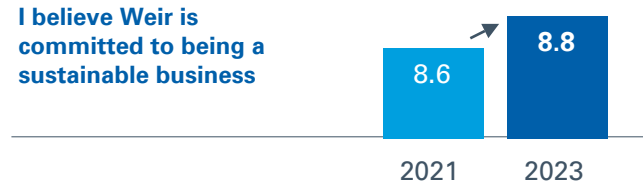
Stakeholder engagement

We conducted desktop research and sought direct inputs from key internal and external stakeholders as outlined below.

Weir

- One-to-one interviews with members of the Board and Group Executive.
- Responses to a survey open to all employees.
- Outcome validation sessions with both the Group Executive and Board.
- Scoring and text responses to two questions in our global employee engagement surveys.

I believe Weir is committed to being a sustainable business



I feel empowered to take actions to make Weir more sustainable



Customers

- Desktop reviews of customers and peer companies to understand published ESG policies and performance.
- Joint interview sessions with senior customer-facing employees in both our Minerals and ESCO Divisions provided voice-of-customer input. This method was chosen to enable views from a much wider range of geography, commodity sector, role within company, company size and corporate structure than would have been possible with individual interviews.

Sector organisations

- Interviews with industry associations involved in responsible business and the mining sector.

Investors

- ESG-focused questions included in investor perceptions study.
- Ongoing direct engagement with investors on ESG topics involving our Investor Relations and Sustainability teams.

We were encouraged that stakeholders participated actively in this work. This indicates increasing priority on sustainability topics linked to our operations and to mining, as well as a desire to engage with providers of technology solutions to help accelerate sustainable mining.

Topic identification

The stakeholder-driven double-materiality approach aligns with the EU CSRD which, based on current legislation, will apply to us from a Group reporting perspective under the non-EU parent group rules. We also took account of other emerging requirements, including the International Sustainability Standards Board (ISSB), the Taskforce for Nature Related Financial Disclosure (TNFD) and the EU Taxonomy.

Since the universe of potential material sustainability topics is very large, we wanted to maximise strategic value to the business by focusing on the most material topics where we have significant impact, risk or opportunity and the ability to make a meaningful difference.

This 'better not more' approach is aligned with guidance from the Financial Reporting Council. Results are shown in the materiality matrix on the next page.

Key changes since 2019

The assessment revalidated our overall focus on topics relating to environment, protecting our people and culture, with increased urgency around the need to manage key impact areas and to show quantified progress. This includes some sector-specific concerns about the mining industry – increasing critical mineral supply to drive the transition to a low-carbon economy, minimising environmental impact, protecting communities and licence to operate - as well as our role as a technology provider.

Changes since 2019 included:

- Increased focus on downstream water and waste topics. Waste is most significantly driven by mine tailings which has associated impacts on downstream biodiversity and pollution. Circularity of Weir products at the end of life is considered less material but has future potential. These topics align with our Enterprise Technology Roadmap (ETR). See pages 30 to 31.
- More emphasis on responsible upstream supply chain. We recognise this as an area for action and have engaged Division supply chain teams to oversee roll-out of responsible supply chain practices and tools across the group.
- Greater value placed on quantification and the provision of robust ESG data, and recognition of the accelerator effect of emergent regulation. This is aligned with our ongoing focus on digitisation, ESG data assurance, and reporting.

Next steps

Since completing the assessment, we have assessed each high priority topic with respective owners in our Divisions and functions. This has identified less mature areas to accelerate by defining governance, strategies and KPIs, as well as areas where governance can be refined and areas where it is already well developed. During 2024, we plan to further analyse each topic to drive clarity of accountability and purpose.

In addition, we intend to review all lower priority topics identified on the matrix to identify relevant metrics to report. We also aim to continuously improve the integrity of reported data through our ESG assurance roadmap – see page 102.

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2023 double materiality assessment

Displayed below is the materiality matrix which shows the material impacts, risks and opportunities (IROs) for Weir identified from our double materiality assessment. Recognising that these topics are all material for Weir, the matrix shows the relative positioning of each topic based on potential financial materiality (i.e. impact on Weir) and impact materiality (i.e. impact by Weir). We have subsequently grouped the topics based on their strategic importance as a means of informing the update to our sustainability strategy.

Materiality matrix



Higher materiality

Higher impact, risk or opportunity requiring strategic response with sustainability KPIs and targets.

- 1 Product responsibility and innovation: Climate change impacts (downstream)
- 2 Climate change impacts (own operations)
- 3 Water consumption (downstream)
- 4 Waste circularity (downstream)
- 5 Workforce health and safety
- 6 Customer health and safety
- 7 Inclusion, diversity and equity
- 8 Workforce engagement – talent attraction

Governance topics

Foundational elements expected of all responsible businesses.

- 9 Data privacy and cyber security (own operations)
- 10 Responsible business practices (own operations)
- 11 Customer data and privacy and cyber security
- 12 Responsible supply chain practices (own operations)

Lower materiality

Lower impact, risk or opportunity requiring operational response and reporting.

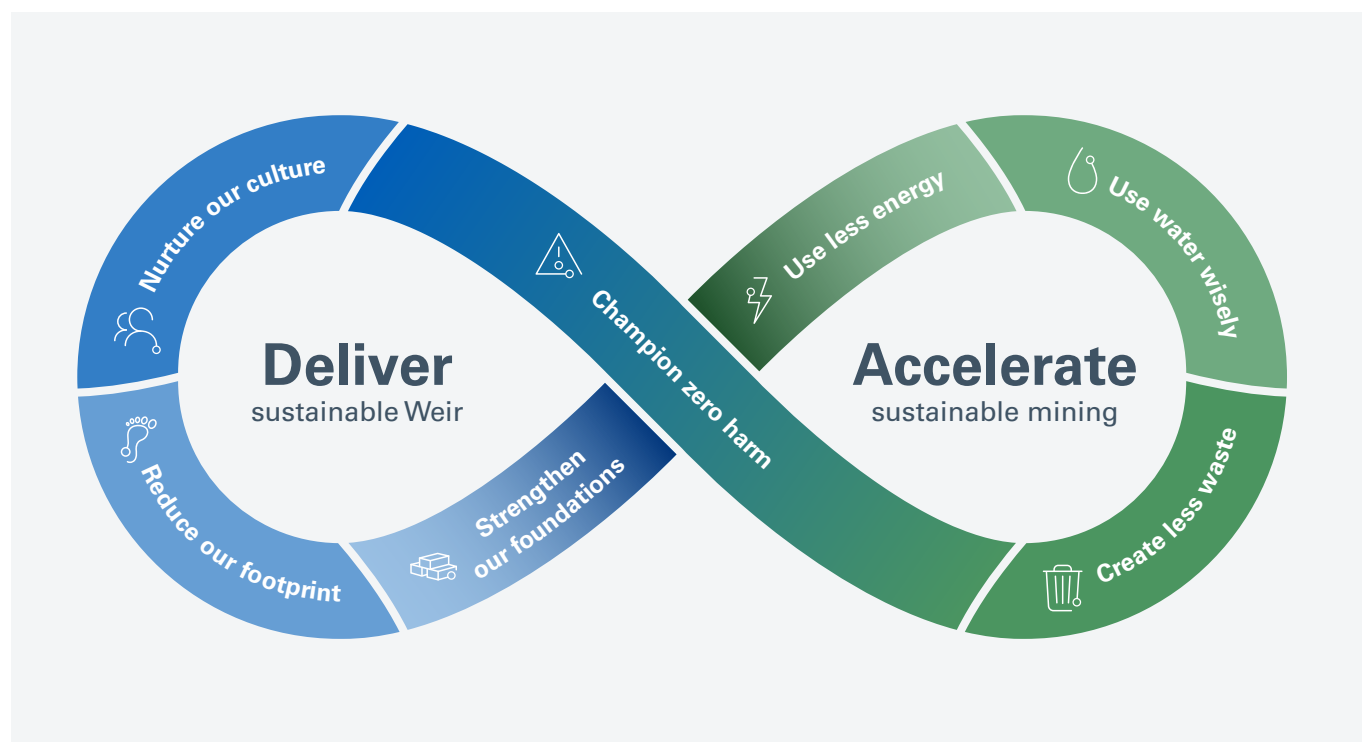
- 13 Waste circularity (own operations)
- 14 Product responsibility and innovation: Biodiversity and land use (downstream)
- 15 Product responsibility and innovation: Pollution (downstream)
- 16 Biodiversity and land use (own operations)
- 17 Water consumption (own operations)
- 18 Community engagement and impacts

Sustainability introduction

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Our sustainability strategy

We've evolved our sustainability visual framework to reflect both our progress since 2019 and the insight from our latest materiality assessment, maturing from a sustainability roadmap to a fully integrated sustainability strategy.



Deliver sustainable Weir

Find out more on pages 46 to 47

Focused internally on Weir's people, operations and ways of working:

- **Champion zero harm** (IRO 5) – keeping our people safe remains a top priority for Weir and all our stakeholders. We address it through our vision for a zero harm workplace where everyone goes home safe and healthy. See more on page 46.
- **Nurture our culture** (IRO 7, 8, 18) – it continues to matter to all our stakeholders that we maintain strong engagement, the ability to attract talent and a strong approach to inclusion, diversity and equity. We are proud of our unique blend of talent, technology and culture and seek to inspire our people to do the best work of their lives. See more on page 47.
- **Reduce our footprint** (IRO 2, 13, 16, 17) – the latest materiality assessment showed that the climate impacts of our own operations is among the most material issues and so we continue to act to reduce our own CO₂e footprint. We are also actively reducing our own waste and water and associated biodiversity impact. See more on page 47.
- **Strengthen our foundations** (IRO 9, 10, 11, 12) – governance topics were highlighted as foundational elements expected of all responsible businesses and so we address these through the Strengthen our foundations segment of our strategy. See more on page 58.

Accelerate sustainable mining

Find out more on pages 48 to 49

Focused externally on solving Weir customers' biggest sustainability challenges:

- **Champion zero harm** (IRO 6) – Our zero harm culture is just as important on our customers' sites, both in the safety first behaviours and actions of our people, and our product design and stewardship. We address this through our approach to customer health and safety, see page 58.
- **Use less energy** (IRO 1) – Mining today is energy intensive and the industry accounts for around 3.5% of total global electrical power consumption. Energy is a significant cost for miners and contributes to their CO₂e footprint, so there is a dual impetus for them to use less energy in their processes. We are innovating solutions that deliver significant energy savings, helping our customers meet their sustainability goals. See more on pages 48 to 49.
- **Use water wisely** (IRO 3, 15) – Water is fundamental to the way minerals are processed. However, in some parts of the world there is not enough, and in some parts there is too much. So miners want to use water wisely and reduce pollution risks. We are developing tailored solutions that increase water recovery and recycling rates and, where possible, introduce water-free process steps. See more on page 48.
- **Create less waste** (IRO 4, 14) – Today, over 90% of mined rock ends up as tailings, the waste stream produced in conventional mining processes. With technologies to tackle energy and water use, and for more efficient rock movement, mining will create less waste and lower volumes of tailings. In addition, we are working on innovative ways to manage the tailings that are produced more safely and sustainably. See more on page 48.