



Fasteners for Safety Critical Applications



ESG Report & Roadmap

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A message from Tony Brown, CEO



I am delighted to present this ESG report and roadmap, a watershed moment and the first such publication for the Cooper Turner Beck Group. Its release signifies a crucial milestone, demonstrating our dedication to transparency and the formalization of our strategic ESG objectives.

We recognize that there is a climate emergency caused by human activity, and that there is a business imperative to limit Cooper Turner Beck's environmental impacts as we continue to grow. Further, we believe in the triple bottom line of *Profit, People and Planet*.

We are committed to improving our social and environmental impact by helping to build inclusive, equitable and regenerative economic systems and become a 'force for good' in the communities where we are present.

This report outlines the actions we are already taking to improve our ESG performance and sets out our plans for environmental stewardship and social sustainability. It also contains our baseline global carbon footprint for 2022 and our carbon reduction strategy.

As an industry, the metals manufacturing sector is carbon intensive by nature and largely behind the curve on ESG and climate action, but we are determined that Cooper Turner Beck can be a part of the solution.

Who We Are

Cooper Turner Beck is a globally leading provider and innovator of safety critical fastener solutions for renewable energy, nuclear, gas turbine, construction and oil and gas markets. Our manufacturing and distribution network spans Europe, North America and Asia.

Overview of our global operations:



Our Leadership Team



Tony Brown
Chief Executive Officer

Tony has worked in the fasteners industry for over 30 years. From the purchase of a UK forging business in the late 1980s and purchase of Cooper & Turner in 2000 to a merger with Beck Industries in 2019. He is responsible for the group's strategic vision and has transformed CTB into the UK's largest, and one of Europe's largest hot and cold forge bolt manufacturers.



Jarrod Christie-Smith
Chief Operating Officer

Jarrod joined Cooper Turner Beck in 2022 as Group COO. He has over 30 years international experience in blue chip OEMs, supply chain and private equity across a number of disciplines including Operations, Finance, Human Resources and Project Management. He is also a strong advocate and sponsor for our EHS systems and standards globally.



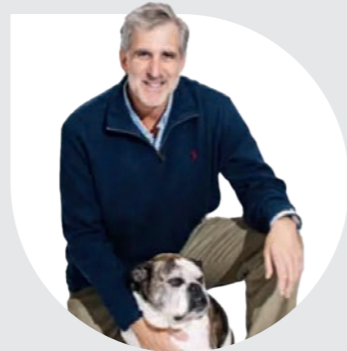
Mal Hartland
Chief Financial Officer

Mal joined Cooper Turner Beck in 2019 as Group CFO. He has over 25 years' experience gained within the manufacturing and FMCG supplier sectors, including a substantial amount of private equity, restructuring and turnaround experience. He is a qualified FCA with a proven track record of success, and experience in controlling, reporting, restructuring, refinancing and M&A activities.



Ron Krisanda
Chairman

Ron has been Chairman of the Board since 2017. He has over 40 years' experience in engineering and manufacturing.



Steven E. Karol
Director

Steven is the Managing Partner and Founder of the Watermill Group, and Director of Andaray Holdings, the holding company of the Cooper Turner Beck Group.

Our Company in Numbers



Number of Employees
1,084



Annual Turnover 2023
150M GBP



Number of Locations
15



Number of Countries we Operate In
8



Scope 1, 2 and 3 Baseline Carbon Footprint
73,702 tCO₂e



Scope 1 & 2 Baseline Carbon Footprint
5,912 tCO₂e

Our Corporate Values

We are committed to creating a work environment based on the values of safety, trust and respect, developing employees who are accountable and work as a team to achieve more. Our values provide a foundation for success, redefining the expectations of our customers, employees, and shareholders and must be at the heart of everything we do at work.

In 2023 we published a Values information booklet for all employees and took 35 senior leaders through a 16-week coaching program. In 2024 the program was extended to a further 80 managers.



Safety

We prioritise the health, safety and wellbeing of ourselves and others



Trust

We are trustworthy: we act with integrity, we demonstrate honesty and consistency at all times



Accountability

We demonstrate ownership of the task at hand, and take accountability for results



Respect

We respect each other and assume positive intentions



Teamwork

We work as a team, with a common purpose

“Committed to creating a work environment based on the values of safety, trust, and respect”



Management Systems & EHS Model



All Cooper Turner Beck sites globally hold ISO9001 Quality Management certification, and most sites also hold ISO14001 Environmental and ISO45001 Health and Safety certification.

EHS at Cooper Turner Beck is managed and tracked using our corporate EHS Model, which is a 22-point framework for proactive EHS management and comprehensive, systematic focus on daily actions to prevent harm to people and the environment.

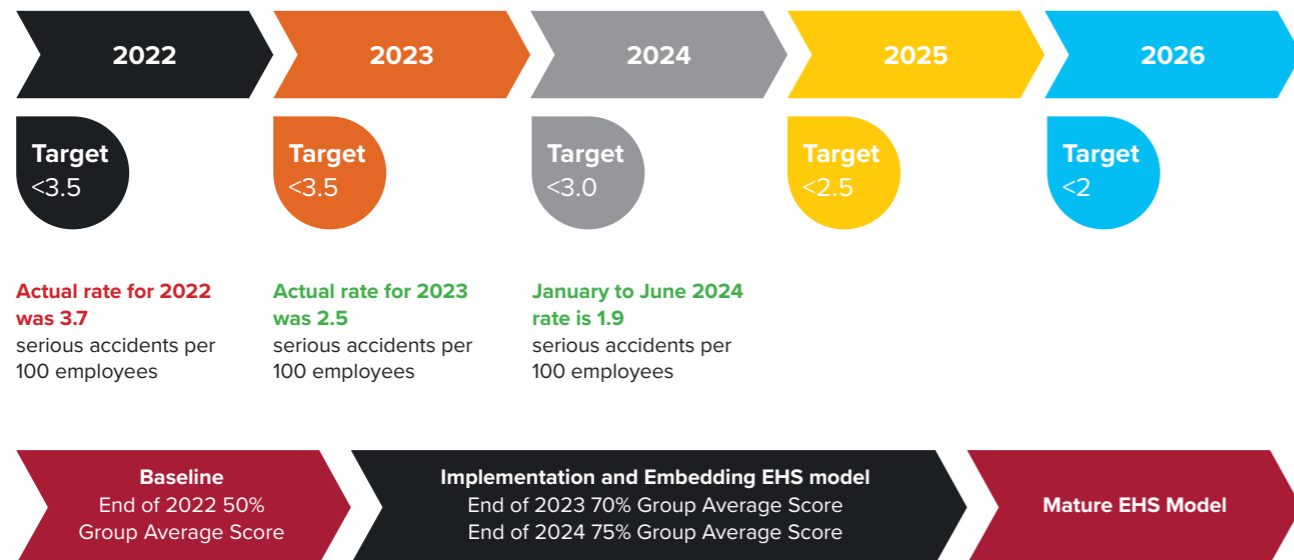
Our EHS Model is aligned with ISO standards but is significantly more prescriptive and proactive. This enables us to closely monitor our leading indicators

across the business and act appropriately. Since the introduction of the EHS Model in 2022, there has been a significant reduction in serious accidents. The tables below illustrate the relationship between EHS Model application and accident reduction at the Cooper Turner Beck Group.

CTB definition of a serious accident: An injury or illness, caused by work activity, that leads to either days away from work, restricted duties, or medical treatment over and above first aid. And/or, an injury or illness caused by work activity that is reportable to local authorities in the jurisdiction where it happened.

	2022	2023	
Total 'serious' accidents	33	20	36% reduction vs. 2022
...of which DART (lost time)	23	14	40% reduction vs. 2022
Serious accidents per 100 employees	3.6	2.2	39% reduction vs. 2022
EHS Model application year end score	50%	70%	40% improvement vs. 2022

Group Serious Accident Rate Target Trajectory



Corporate EHS Standards & Audit



In order to strengthen governance and drive consistency and year-on-year improvements across the group, a corporate EHS audit program was established in 2023.

The purpose of the audit program is to calibrate self-assessed scores and promote consistent group standards at all Cooper Turner Beck sites. 10 CTB locations were audited in 2023 and a rolling schedule of audits and re-audits has been established. We recognize that differing jurisdictions may have local regulations and requirements that are less stringent or more stringent than the Cooper Turner Beck standards. Therefore we always apply the principle that the higher or more stringent of the two rules (local regulations or CTB's standards) must be met at any given site.

The CTB corporate standards and EHS audit program produce clear action plans and guidance for sites in all locations to enable them to continue to improve, reduce risks, and maximize proactive EHS activity.

Commitment to Customers

CTB's safety critical fasteners meet the strictest and most demanding of requirements, providing maximum safety when operating in some of the world's most hostile and demanding environments, from the heat of the deserts to the cold of the Arctic and the deepest seas.

Our fully equipped and accredited state-of-the-art laboratories and R&D facilities at our European, Asian and American manufacturing facilities allow us to develop our products and services to meet the tailored needs of our customers.

We offer high quality as standard for both our products and services. Full in-house testing equipment along with robust inspection procedures ensure our components are manufactured to the highest of industry standards. Our businesses hold an impressive range of certifications and accreditations that demonstrate our commitment to the highest levels of service and quality. Across our global operations, our sites hold many certifications and accreditations, including:

- EN 14399-1 and EN 15048-1
- ISO/IEC 17025
- API-Q1 and 20E
- ISO 19443



Materiality Assessment



The first Cooper Turner Beck materiality assessment was conducted in 2023 to identify our key risks and material issues. By understanding which topics impact our stakeholders and business the most, we can ensure we focus our efforts accordingly. The methodology for the assessment was a questionnaire containing subjects which respondents were asked to rank in terms of importance from negligible, moderate, to significant, major and unsure. The questionnaire was in English and translated into French for the benefit of colleagues in France. It was available as a digital form and a Word document that could be printed and completed by those without access to a computer. We received 74 responses, mainly from employees.

As this was the first materiality assessment completed at Cooper Turner Beck we have identified a number of aspects in which we can improve the quality of the assessment and data in future. These are to:

- Simplify the language of the questions to make the topics easier for non-specialists to understand.
- Translate the questionnaire into more languages to improve accessibility for our stakeholders.
- Offer the questionnaire to a wider audience, including customers, suppliers and neighbours.
- Hold focus groups to gather enhanced qualitative data.

The graph below shows the results of the assessment.

Product quality and safety scored the highest in terms of impact on people and the environment, and impact on our future business success. This aligns with our business strategy and vision and our commitment to quality and safety. Customer satisfaction and employee health and safety were consistently rated as being of high importance both to people and the environment, and to the future success of the business.

Employee health and safety was also consistently rated as being of high importance both to people and to the future success of the business.

Some sustainability topics scored lower than expected in the assessment and it is possible that this was partly due to a lack of awareness of these topics amongst the respondents, although it may also be the case that these topics were not considered to be materially important. A program of training and awareness activities is already in progress and the use of focus groups will support a more nuanced analysis in the next materiality assessment.

- 1 Customer Satisfaction
- 2 Product Quality and Safety
- 3 Employee Health and Safety
- 4 Business Continuity
- 5 Changing Customer Needs
- 6 Access and Affordability of CTB Products
- 7 Governance Structures and Mechanisms
- 8 Employee Acquisition and Retention
- 9 Legal and Regulatory Compliance
- 10 Organisational Structure and Efficiency
- 11 Innovation and Technology
- 12 Cyber Security and Information Security
- 13 Business Ethics
- 14 Risk Management
- 15 Diversity and Inclusion
- 16 Community Relations
- 17 Social Impacts of Supply Chain
- 18 Physical Impacts of Climate Change
- 19 Greenhouse Gas Emissions
- 20 Environmental Impacts of Supply Chain
- 21 Human Rights and Labour Practices
- 22 CTB's Air Emissions
- 23 Product Labelling and Marketing
- 24 Circular Economy
- 25 Water Management
- 26 Packaging Lifecycle Management



Sustainability



Cooper Turner Beck supports the UN Sustainable Development Goals (UN SDG)

At Cooper Turner Beck we have followed the 'principled prioritization process' to the UN SDGs, as set out in *Integrating the SDGs into Corporate Reporting: A Practical Guide*.^{*} According to the UN's guidance document on integrating the SDGs into corporate reporting, principled prioritization is designed to help companies achieve the following:

- Align company strategy, efforts and allocation of resources with SDG targets that reflect their significant impacts, as informed by assessing risks to people and the environment.
- Identify new actions necessary to contribute to the SDGs exploring beneficial products, services and investments.
- Avoid 'cherry-picking' and 'SDG-washing'.¹

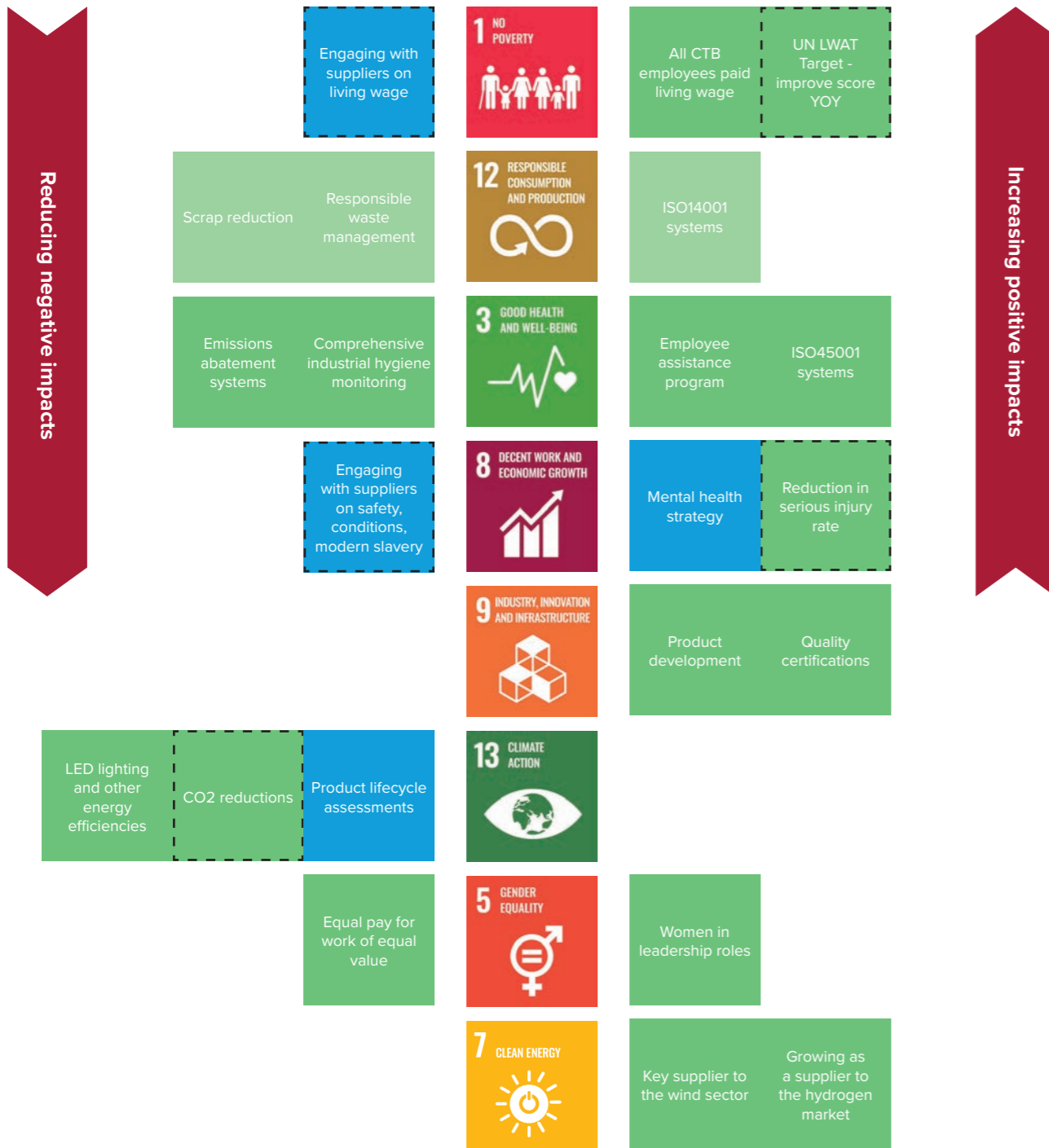
Eight of the UN SDGs are directly relevant to our business activities and our sustainability strategy is aligned with them. At CTB, we use *B Corp's SDG Action Manager*^{**} tool to track our alignment with the SDGs. The SDG Action Manager brings together B Lab's B Impact Assessment and the Ten Principles of the UN Global Compact to enable meaningful business action through dynamic self-assessment, benchmarking, and improvement. Using the results of our materiality assessment and the SDG Action Manager tool, we have prioritised risks to people and the environment and mapped the relevant SDGs to our value chain as can be seen in the illustration below.

^{*} [publications/Practical_Guide_SDG_Reporting.pdf \(d306pr3pise04h.cloudfront.net\)](#)
^{**} <https://www.bcorporation.net/en-us/programs-and-tools/sdg-action-manager/>

The illustration on page 10 provides an overview of how CTB's existing and planned actions align with the UN Sustainable Development Goals, contributing to the reduction in negative impacts and increasing positive impacts to support the goals.



SDG Strategy Alignment



Our Sustainability Expertise

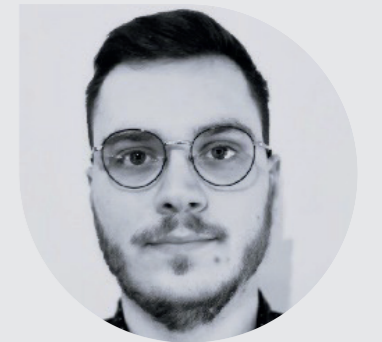


Victoria Hill
Head of ESG and Safety

Victoria joined Cooper Turner Beck in July 2023. She is a Full Member of the Institute for Environmental Management and Assessment, and a Chartered Environmentalist. She is also a Chartered Health and Safety Professional with recognized qualifications in both Environmental Management and Occupational Health and Safety. Having also recently completed a doctorate, her thesis examined the organizational and societal factors surrounding industrial fatalities in modern economies, with a strong focus on social justice.

Paul Rach
EHS Manager for Beck Technologies SAS (BT)

Paul joined Cooper Turner Beck in July 2023. Paul is a qualified EHS professional who completed a master's degree in 2021, specialising in HSE, project and personnel management. His dissertation and thesis examined waste management, waste reduction and the circular economy at an automotive parts assembly plant. At BT, Paul is in the process of creating a safety dashboard with proactive indicators, while raising the level of safety culture among all his company's staff.



In addition, we have a network of highly qualified global EHS professionals, dedicated to environmental stewardship, and employee health and safety.

Commitment to Social Sustainability and the Communities we Operate in

At Cooper Turner Beck we value our employees and strive to ensure that our businesses are safe and equitable environments where people feel valued and involved.

We are committed to engaging with our employees to provide a challenging, dynamic, inclusive, and diverse work environment that supports their professional development, as well as promoting a good work-life balance that prioritises their overall health and wellness.

We support initiatives that benefit the environment, human welfare, and education. This includes skills training that advances workforce talent pipelines for our customers and economic development in the communities in which we operate.



Employee Wellbeing and Satisfaction



Consultation and participation is a key element of our ISO45001 certifications, and we strive to ensure that our employees at all locations feel included and heard. Our ethos is to respect and value people's differences, to help everyone achieve more at work as well as in their personal lives so that they feel proud of the part they play in our success.

All CTB locations have policies or commitments to religious freedom and to the peaceful practice and expression of religious faith, including the beliefs, values and practices involved in them.

Living Wage

All Cooper Turner Beck sites have a policy or commitment which includes a clear statement of equal pay for work of equal value for our direct employees. We are already paying a living wage to all direct employees in the scope of our living wage commitment. Workers and their representatives are consulted about basic wage levels, pay scales and revision of basic wages. There is a process to regularly review wages to monitor and address any instances of payment of wages that are below the cost-of-living estimates. Trade unions and employee representatives are engaged in negotiation on wage setting and there exists a grievance mechanism for managing complaints related to unequal pay.

As a group, we have completed the UN Global Compact's Living Wage Analysis Tool (LWAT) and in 2023 our score was 23%, intermediate. This score is reflective of our existing commitment to paying our direct employees a living wage, and our future plans to expand our influence to our supply chain and customers. The LWAT helps companies identify actions and further opportunities to provide a living wage to ensure all workers, families and communities can live in dignity. The LWAT supports Goal 1 of the UN Sustainable Development Goals and CTB is committed to improving our LWAT score, year on year.



Value Chain



Our value chain has in-built circularity because 85-90% of the world's steel is recycled. Whilst we don't yet track the percentage of recycled content in our raw material, we know that our value chain contains this feature which we can further explore and tap into in the future. The grades of steel used in CTB's products are capable of being recycled endlessly without losing essential properties. Our raw material is sourced from suppliers in Europe, the Far East, and the USA.

The typical use-stage of our products is around 25 years, during which time they are inert and have a carbon footprint of zero. Therefore, the impacts of our value chain can be best mitigated and reduced in the following ways:

Upstream

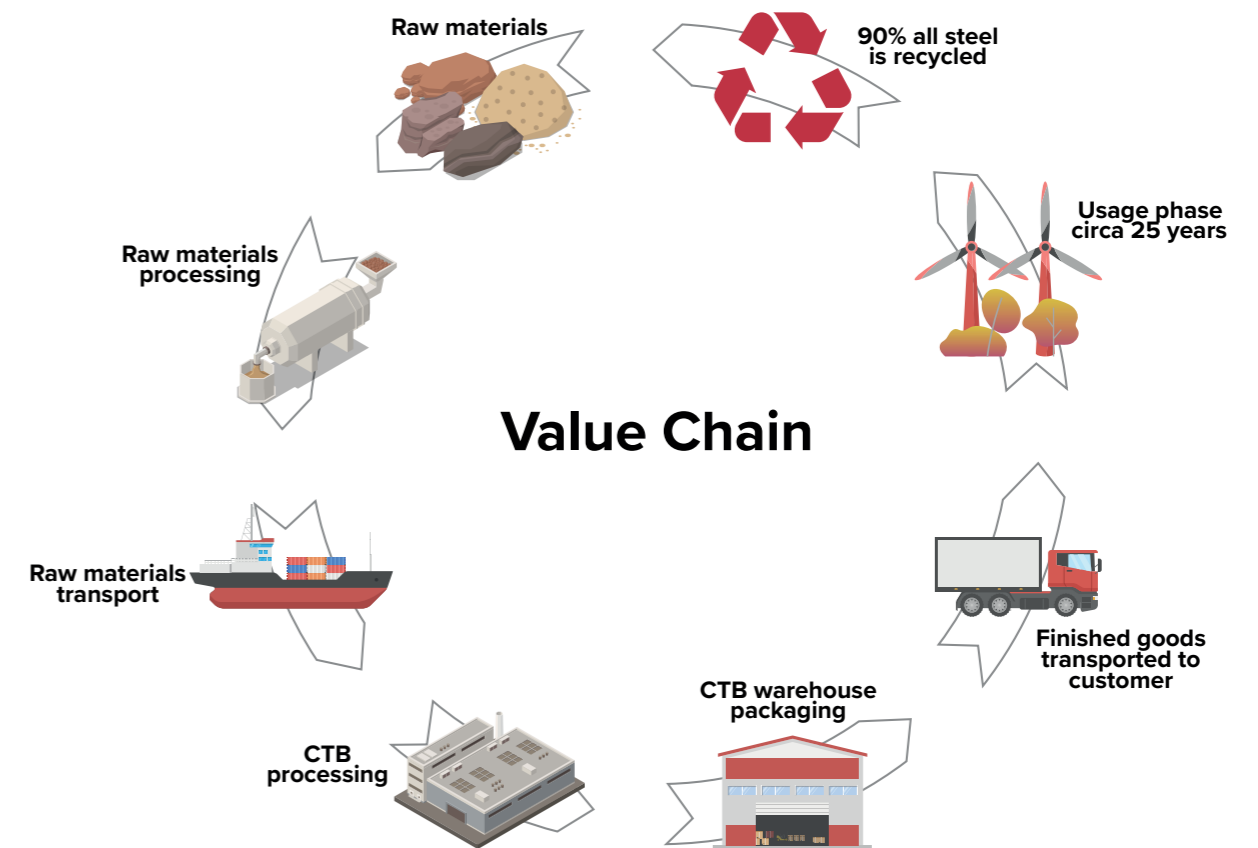
Source more 'green steel', lower carbon production methods such as electric arc furnaces, source higher recycled content, reduce raw materials miles travelled.

CTB facilities

Reduce scrap through efficiencies and quality systems, thus reducing raw material consumption and waste processing. Source 100% renewable energy, install solar PV, battery storage and other renewable energy generation on site. Reduce natural gas consumption and energy efficiency using new technologies and energy efficiency strategies. Minimise packaging and packaging waste.

Downstream

Switch to lower carbon transport options such as electric vehicles and trains. Encourage and track recycling journeys of our product once it reaches the end of its life.



Supply Chain Management



Our sites work hard to improve our environmental and social impacts. During 2024 we are launching new processes to standardise our supplier onboarding. This involves ensuring the supplier is fully compliant with all world sanctions and they follow our new Supplier Code of Conduct. We have also launched a 'Source Local' policy to encourage our buyers to consider the carbon impact on the local economy as well as cost.

The following areas have been identified for targeted improvements and supply chain rationalisation in 2024/2025:

- As a group we have around 3200 active suppliers – we plan to reduce this by 20% by the end of 2025.
- All product related suppliers are fully credit and sanction checked (approximately 1000 suppliers).
- Approximately 100 transport suppliers are used across the group. We aim to reduce this number by 50% whilst prioritising suppliers with the capability to measure and reduce their carbon footprint over time.

These targeted actions support our overarching goal of achieving full transparency and control of our global supply chain.

Information Technology and Cloud Computing

At the heart of CTB's IT strategy is cloud computing with cloud technologies. Microsoft's cloud sustainability efforts align with our own environmental goals. Highlighting the environmental impact of technology, particularly power-hungry on-premises servers, CTB continues to transition to Azure as a solution to address sustainability concerns. Major cloud providers, including Microsoft Azure, prioritize carbon reductions through innovative technologies including liquid immersion cooling for AI chips and underwater data centres for efficient cloud service delivery.

The eventual elimination of on-premises servers also supports the overall reduction of hardware, thus supporting SDG 12, Responsible Consumption and Production. In addition to this, all IT equipment is refurbished and re-issued within the business where possible, and at the end of its useful life, IT hardware is sent for recycling in line with local regulations. We continue to transition away from desk phones to cellular phones only, and with this, we promote the use of dual SIM technology to reduce the number of handsets in circulation. In 2022, over 1.4 billion smart phones were manufactured worldwide, generating 146 million tons of CO2 or equivalent emissions (CO2e) according to Deloitte's TMT Predictions Report 2022. This, along with the mining of minerals and potential worker exploitation in the handset supply chain makes the reduction of smart phone consumption another key focus area.

CTB's IT strategy takes a global view, and we continue to explore the ways in which we can use technology responsibly to support our overall ESG objectives.



Chemical Management and Pollution Prevention



Cooper Turner Beck sites consume a range of chemicals including coatings, oils, lubricants and acids in manufacturing and laboratory testing processes.

Chemical storage and management are tightly controlled and managed to prevent leaks, spills or contact with permeable ground. Further, our employees are trained to handle and use chemicals appropriately and responsibly to ensure their health, safety and the environment are protected. All CTB sites carry out a review at least once per year to look for opportunities to eliminate or substitute the most harmful chemicals from our processes. In 2023 we introduced a prohibition of the storage and use of picric acid and hydrofluoric acid, and successfully eliminated these two acids from our operations.

Several known carcinogens are used in CTB's processes, including PTFE coatings on components for the oil and gas sector. The application of these coatings is carried out in purpose-built facilities with extraction and abatement systems to protect employees and the environment, using the best available techniques (BAT). Respiratory protection, industrial hygiene monitoring and occupational health surveillance are used to maintain vigilance and control of potential exposures. We continue to work with suppliers and customers to reduce and eliminate carcinogenic substances from our operations.

Environmental Compliance

Cooper Turner Beck's sites around the world comply with both the letter and spirit of the law, and we endeavour to protect people and the planet. CTB has not been subject to any environmental or health and safety offences nor enforcement actions in any of the countries we operate in for at least the last three years.

Whistleblowing

CTB has a range of policies and procedures in place for anti-bribery and corruption, supplier compliance, anti-slavery, and conflict minerals. Further to these policies, our supplier code of conduct sets out our expectations for health and safety, environmental compliance, human rights, and ethics in our supply chain. We have internal and external mechanisms in place for whistleblowing, which we communicate regularly to our stakeholders. These mechanisms include anonymous reporting, and a policy of no retaliation. In addition to this, all managers are required to positively confirm adherence to the relevant policies on an annual basis.



Carbon Emissions



The first step for Cooper Turner Beck in creating a decarbonisation strategy was to measure our organisation's carbon footprint. In 2023 we partnered with Go Green Experts to measure the carbon footprint of our Green House Gas (GHG) emissions including direct and selected indirect emissions, i.e. Scope 1, Scope 2 and selected Scope 3 emissions

This was undertaken for the 1 Jan 2022 to 31 Dec 2022 period, which is the baseline period for the organisation.

The Greenhouse Gas (GHG) emissions for each category of consumption were calculated using the methodology defined in the Greenhouse Gas Protocol and the Carbon Conversion Factors published annually by DEFRA on behalf of the UK Government, and where available, data sets for the other countries that we operate in, including data published by the World Bank.

Where emissions data is not available for a specific category or location, UK data has been used as a proxy in accordance with GHG protocol methodology. Emissions consist of several atmospheric greenhouse gases which include Carbon Dioxide (CO₂), Sulphur Hexafluoride (SF₆), Methane (CH₄), Nitrous Oxide (N₂O), Ozone (O₃), Hydrofluorocarbons (HFCs) and Perfluorocarbons (PFCs). For simplicity of comparison, the global warming potential of all these gases is combined into a Carbon Dioxide Equivalent (CO₂e). All 'Carbon Emissions' quoted in this report are in CO₂e units.

For the period 1st Jan 2022 to 31st Dec 2022 the carbon footprint (Scopes 1, 2 and 3) for Cooper Turner Beck was calculated to be:

Total: 73,702 tCO₂e

TOTAL Carbon Emissions for the period 1st Jan to 31st December 2022

Aspect	Tonnes CO ₂ e				
	Total	Scope 1	Scope 2	Scope 3	%
Mains Gas	4,259.08	3,639.07		620.00	5.8%
Electricity	2,472.08		1,891.14	580.93	3.4%
LPG	174.32	155.92		18.41	0.2%
Owned Fleet Transport	277.37	223.00		54.37	0.4%
Business Travel	37.69	0.00	0.00	37.69	0.1%
Transport	7,602.29			7,602.29	10.3%
Waste	275.65			275.65	0.45%
Water & Sewerage	343.83			343.83	0.5%
Refrigerant Gasses	2.68	2.68		0.00	0.0%
Purchases	58,257.28			58,257.28	79.0%
Total	73,702.27	4,020.67	1,891.14	67,790.46	100%

Categorisation:

Gas and electricity are reported in Scopes 1, 2 & 3, where the Scope 3 element covers upstream distribution losses. The figures show that purchased goods and services are the highest contributor of emissions at 79%. The next highest source of emissions is transport, with the highest value from subcontracted transport services. Gas and electricity are also high sources of emissions.

Carbon Intensity & Reduction



Carbon Intensity metrics allow a company to compare its emissions year on year as the size and activity of the business increases or decreases. Cooper Turner Beck's key carbon intensity metric selected for the baseline year is tCO₂e per \$m turnover. For consistency and clarity, our carbon intensity metric does not include scope 3 emissions.

The table below shows the carbon intensity of the CTB group as a whole, and selected sites. The sites with the highest carbon intensity represent significant opportunities for carbon reduction.

2022	tCO ₂ e	\$M Revenue	tCO ₂ e per \$M
CTB Group	5912	180	32.84
Selected CTB Entities for Comparison			
Cooper & Turner Ltd	3271.8	49	66.8
Zhejiang Cooper Turner Beck Green Energy Co., Ltd	1180.2	19.6	60.21
Beck Technologies SAS	276.6	21	13.17
Beck Prosper Limited	380	17	22.35

We must remove carbon from our operations and wider business activities consistently each year until we reach a net zero position by 2050.

An interim target of up to 50% reduction in scope 1 and scope 2 emissions has been set for 2032. This is consistent with a 1.5°C reduction pathway and are set in accordance with the Science-Based Targets Initiative (SBTi) guidance.

These ambitious targets are aspirational in the medium to long term and a process of constant review of progress against targets over multiple years is required to achieve success. The principles of the Science Based Targets Initiative state that offsets must be excluded from emissions reduction targets. Offsetting can be used for beneficial projects such as forest management but cannot be used to comply with emissions reduction targets.

Our targets were set using the market-based methodology of electricity carbon accounting rather than the location-based methodology. Cooper Turner Beck will report on both the market-based and location-based carbon footprint in future and aim to become Net-Zero by 2050 under both measures. Since these targets were agreed upon, the SBTi have published their final industry-specific pathway for the Steel industry. Through 2024 CTB will review this new guidance and may set new Net-Zero targets which are in line with this new sector-specific pathway.



Decarbonisation

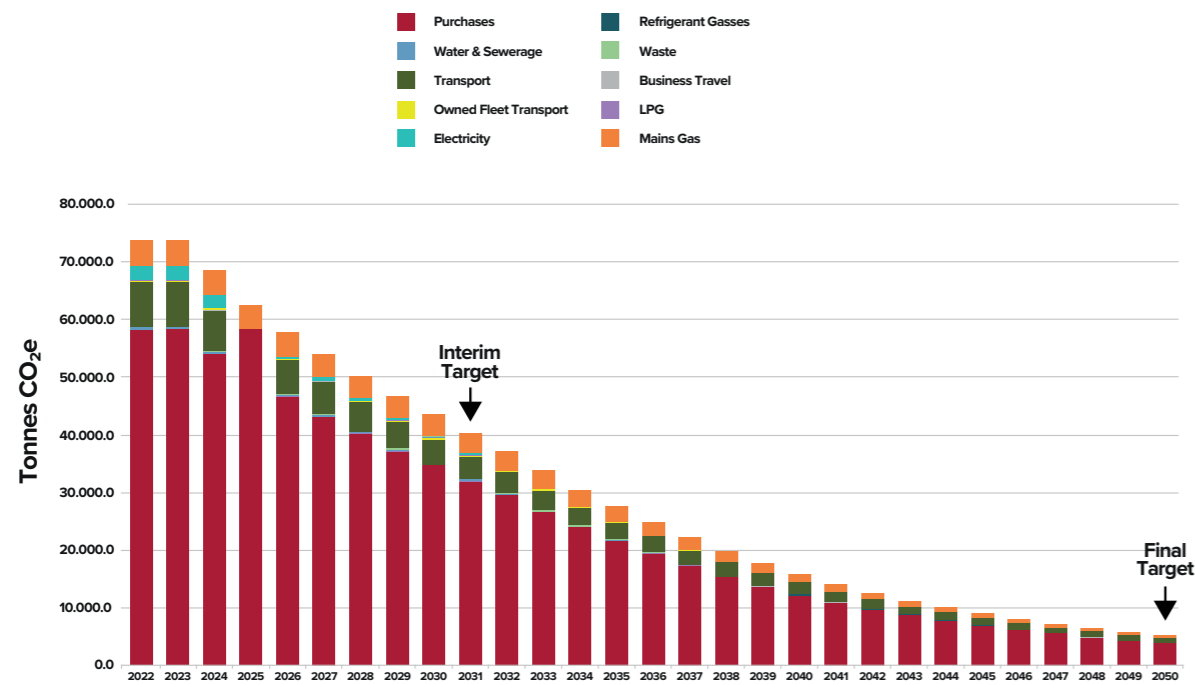


The 2022 baseline carbon footprint was the first such exercise for the group, so methods of data collection were not fully established at all locations. This presented some challenges in terms of gathering a full dataset, but also enabled the business to establish reliable tracking methods for subsequent years. The 2022 baseline carbon footprint was completed in full, and externally verified by Go Green Experts.

SBTi reduction plan

With the support of Go Green Experts we have developed a carbon reduction plan in line with SBTi.

Figure 2 below illustrates Cooper Turner Beck's SBTi reduction plan summary.



Product Lifecycle Assessments (LCAs)

In 2023 we partnered with an external specialist to build a custom product lifecycle analysis tool with a carbon calculator. This capability enables Cooper Turner Beck to generate product LCAs using the standard methodology set out in ISO14040 and ISO14044 and to provide stakeholders with product-specific carbon data.

The cradle to grave product LCA process will also enable us to understand our value chain better, quantify carbon reduction potential and identify less carbon intensive alternatives.



Targets and Commitments



The following targets summarise Cooper Turner Beck's ESG commitments based on the information presented in this report and our ambitions to maintain transparency and accountability.

1. Periodic publication of performance and progress on the topics and plans set out in this report.
2. Reduction in scope 1 and scope 2 emissions intensity over time to support the SBTi carbon reduction plan.
3. Absolute reduction of scope 3 emissions over time to support the SBTi carbon reduction plan.
4. Serious accident rate – a YoY reduction and a consistent <2.0 serious accident rate from 2026 onwards.
5. Zero enforcement action or prosecutions from regulatory bodies.
6. The Living Wage Analysis Tool (LWAT) improved score, year on year.
7. B Impact SDG Action Manager Baseline score of 56.2% - improve YOY.
8. 3200 active suppliers – we aim to reduce this by 20% by the end of 2025.
9. Around 100 transport suppliers across group. Reduce by 50% with an emphasis on reducing carbon emissions in the supply chain.
10. Achieve external verifications to further support the credibility and transparency of our ESG program

