



ESG STRATEGY

April 2026 - March 2027

Essential Infrastructure
Services For Life



M GROUP

INTRODUCTION

As BGEN Group, through our provision of multi-disciplinary lifecycle engineering solutions, encompassing design, construction and offsite manufacturing, fabrication, installation, commissioning and maintenance, we are helping deliver essential infrastructure services for life.

Operating across our three Strategic Business Units (SBU's): Major Projects & Strategic Clients, Controlled Environments and Critical Infrastructure, we support a wide range of highly regulated, energy intensive industrial sectors. This provides a unique opportunity to support our clients to achieve their sustainability aspirations, through the provision of innovation, technical leadership and project engineering excellence.

We live by our values and believe that by being Responsible, Together, Open and Ambitious, we can tackle our greatest challenges.

A CASE FOR CHANGE

We know that we are facing some big challenges, from the increase in extreme weather events to closing the construction skills gap. We all have an important part to play in combatting these challenges and our vision is for every act of our business to contribute to making the world a better place.

We're not there yet, and we still have lots of questions to explore and solutions to innovate, but we made an important step by looking at where we have the most impact as a business, in relation to our planet, our people and our operational transparency. We will work with our people, partners and parent group, to make sure we focus our efforts in the right areas to achieve our goals.

Our strategy sets out our aspiration for the business we want to become and provides a framework for how we will build a sustainable business, fit for the future and with people at its heart.

Zeb Ahmed
Managing Director BGEN Ltd

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A FOCUS ON OUTCOMES

Our vision for the future is that every act of design, engineering and construction we do, helps make the world a better place. We don't have all the answers yet, but we're committed to working together with our partners, supply chain, local communities, and others to tackle global and local complex and interconnected challenges head-on.

That's why our strategy is focused on delivering three key outcomes: **protecting our planet, looking after our people and building a sustainable and resilient business.**

Protecting our Planet for the Next Generation

We will operate in a way that minimises negative impact on the natural environment and ensures that natural resources are managed sustainably. We want to play our part in addressing the climate crisis and achieving net zero carbon emissions.

Looking after our People and attracting our Future Talent

We want to inspire our people to be the next generation of the industry. We also want people to feel they can give their best, using their diverse skills and talents. A team that is happy, engaged and motivated creates the foundations needed to address the sustainability challenges ahead and maintain a thriving business.

Building a Successful and Thriving Business, Fit for the Future

We want to ensure that every project is delivered to the highest quality and on time. We must make sure that we are delivering a consistently good service and being transparent and ethical in our operations.

ALIGNED WITH OUR VALUES AND SUSTAINABLE DEVELOPMENT GOALS

Planet-

Protecting our Planet for the Next Generation

Responsible

- We're responsible and go further for our people, clients, communities and the planet.
- We know we can only succeed by delivering responsibly, sustainably and safely.
- We take ownership, we're accountable and we deliver.
- We're rigorous, expert and committed to excellence in all we do.
- We have integrity and do the right thing.

People -

Looking after our People and attracting our Future Talent

Together

- We're together as one team, the whole is greater than the sum of the parts.
- We achieve more by collaborating and delivering together.
- We respect one another's differences and learn from one another's diverse perspectives.
- We look after and support one another to work safely.
- We inspire one another to excel, succeed and enjoy the work we do together.

Good Governance -

Building a Successful and Thriving Business, Fit for the Future

Open Ambitious

- We are curious and learn from our experiences.
- We're flexible, open-minded and know there's more than one way to achieve our objectives.
- We influence by listening, valuing the contributions of others and having a point of view.
- We're problem-solvers that act on data, insight and evaluation.
- We're progressive and constantly seek new ways to deliver outstanding outcomes.
- We're resilient and thrive on challenge and change.
- We are sector leaders in our areas of expertise and are aligned around a shared vision.
- We're entrepreneurial, innovative, constantly looking ahead and continuously improving.



PLANET

Protecting our Planet for the Next Generation

Priority:

Energy and GHG Emissions

Ambition:

We will transparently monitor and manage our energy consumption and carbon emissions, whilst supporting customers to achieve their net zero ambitions. We will embrace sustainable initiatives and innovation.

- Develop Fleet Decarbonisation Plan in line with M Group's Fleet Decarbonisation Strategy to identify transition pathway.
- Implement an Energy Audit and Management Plan and nominate an Energy Champion at each fixed office and workshop location.
- Collaborate with suppliers to pilot use of diesel alternatives at key locations.
- Extend PPE Recycling service across the businesses.

Quick Wins

- Roll out Carbon literacy training.
- Initiate Chapter Zero Training for Non-Executive Director's.
- Review sustainable facility and site set up approach.
- Maintain Net Zero status of BGEN Firecrest Zero Head Office.
- Embed Sustainable Design offering into work winning processes.
- Achieve EcoVadis Medal Status.
- Embed our Supplier Engagement Plan to reduce Scope 3 carbon emissions.

Short term
FY26/27

- Reduce Scope 1 absolute emissions by 42% from a 2022 base year, by 2030.
- Reduce Scope 2 absolute emissions by 42% from a 2022 base year, by 2030.
- Reduce intensity of Scope 3 emissions from Purchased Goods and Services by 52% from a 2022 base year, by 2030.
- Achieve Net Zero carbon emissions by 2050.
- Initiate extension to scope and alignment programme for ISO:14001 accreditation.

Long Term
FY27/28





PLANET

Protecting our planet for the next generation

Priority:

Waste and Resource Efficiency.

Ambition:

We will strive to be a waste free business and adopt the principles of reduce, reuse and recycle.



Quick Wins

- Ensure Simpler Recycling requirements are fully embedded across the business.
- Pilot the use of Community Wood Recycling for waste wood removal, at suitable locations.
- Align preferred supplier for waste management services across the business.



Short Term FY26/27

- Maintain >99% diversion from landfill rate.
- 100% of all direct employees trained on Waste Management and Resource Efficiency principals*.
- Identify and eliminate all single use plastics within our control.



Long Term FY27/28

- Identify and adopt circular economy principals at our off-site manufacturing facilities.

*Down to Supervisor level

PEOPLE

Looking after our People and attracting our Future Talent

Priority :

Safe and Healthy working environment.

Ambition:

We will continue to deliver our work safely and responsibly and create working environments that have the safety and wellbeing of employees, in the leading position.

KEY MILESTONES



QUICK WINS

- Launch Working Groups for process improvements for key risks associated with BGEN activities.
- Track and measure Leadership presence on site.
- COSHH Management update to utilise Sypol COSHH System.



SHORT TERM FY26/27

Achieve:

- RIDDOR = 0.06
- LTIR = 0.06
- NLTIR = 1
- Support relaunch of 'It Starts with Me' Behavioral Safety Initiative.

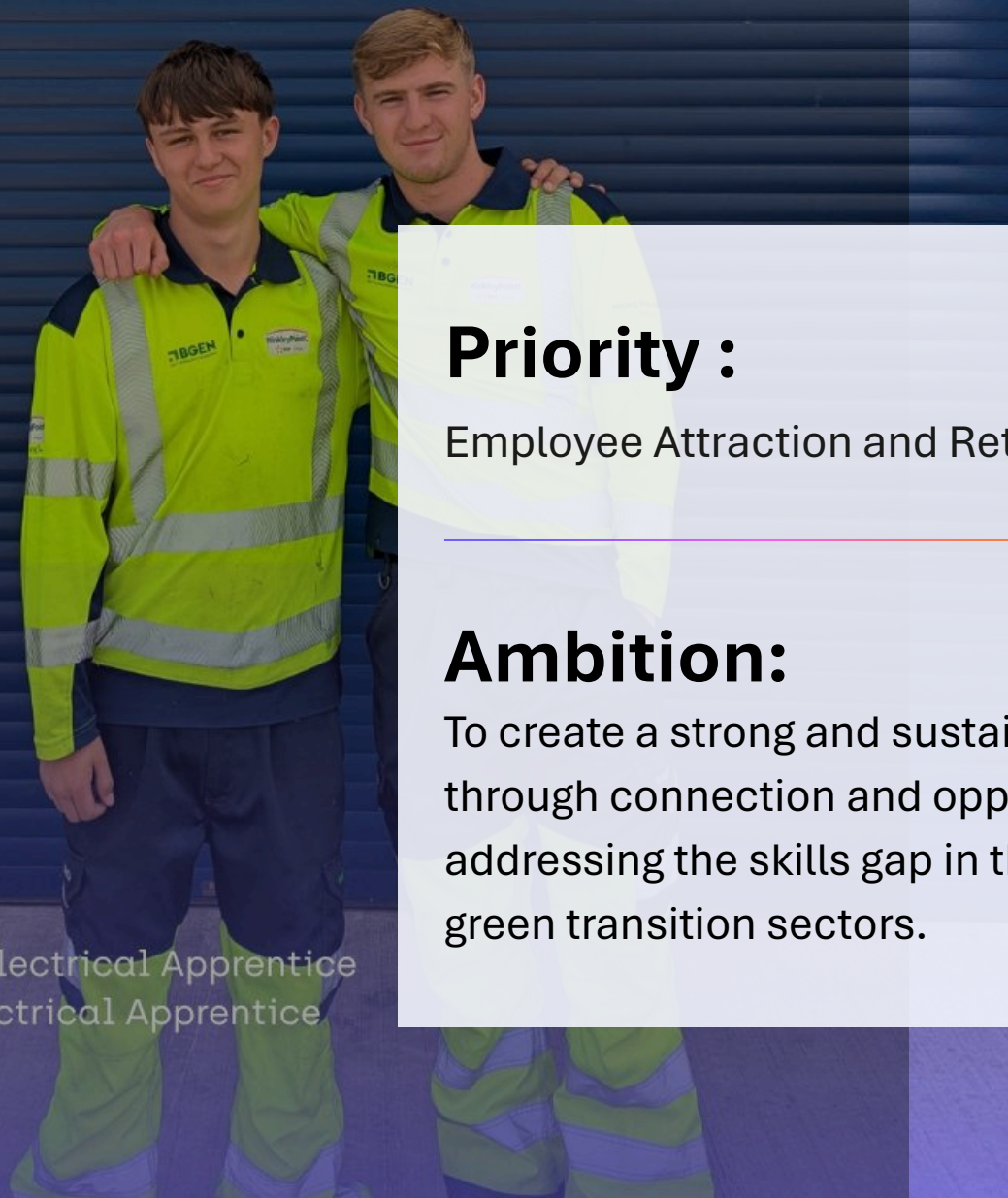


LONG TERM FY27/28

- Integrate SHE Management Systems across the BGEN business to ensure robust and consistent approach to Safety, Health and Environment.
- Encourage a work culture that is psychologically safe, emotionally intelligent and focused on well-being.

PEOPLE

LOOKING AFTER OUR PEOPLE AND ATTRACTING OUR FUTURE TALENT



Isaac Ramsey – Electrical Apprentice
Sol Sullivan – Electrical Apprentice

Priority :

Employee Attraction and Retention.

Ambition:

To create a strong and sustainable workforce through connection and opportunity, whilst addressing the skills gap in the engineering and green transition sectors.

Key Milestones



Quick Wins

- Develop a Community Engagement Plan for each fixed office location.
- Enrolment of BGEN Apprentices and Graduates onto M Group ADS and GDS development programmes.
- Establish 'ENABLE' inclusion network to ensure engagement.



Short Term FY26/27

- Maintain 5% Club 'Gold' membership status.
- Build peer network of trained STEM Ambassadors.
- Establish effective Succession and Talent Planning.
- Roll out and adoption of Competency Cloud training platform.



Long Term FY27/28

- Deliver 500 hours of community engagement (encouraged through Volunteering Policy).
- Embed Early Careers peer network.

GOOD GOVERNANCE - BUILDING A SUCCESSFUL BUSINESS, FIT FOR THE FUTURE

Quick Wins

Establish a network of strategic donations through the UK Community Foundations network, in our key geographical locations.

Develop and embed a Sustainable Procurement Policy.

Short Term FY26/27

Complete a Modern Slavery risk mapping exercise to identify hot spots and management plan (Stronger2gether).

Roll out Supply Chain Sustainability School operational toolkit: *Combatting slavery in the built environment to site managers and those in central recruitment roles.*

Utilise Oracle system to improve capture of Equality, Diversity and Inclusion data and report externally.

Long Term FY27/28

Develop and embed a sustainable procurement strategy.

Priority

Business Ethics and Transparency (including Human Rights & Modern Slavery).

Ambition

Be recognised as a trusted, transparent and accountable organisation.



Good Governance - Building a Successful and Thriving Business, Fit for the Future

Quick Wins

Maintain ISO:9001 and ISO:45001 existing certifications.



Short Term FY26/27

Assess applicability of ISO:19443* to business activities.

Improve processes to ensure that 'Lessons Learnt' and 'Best Practice' are captured and communicated.



Long Term FY27/28

Improve governance levels at Tender/Bid proposal and project start-up stages.

To fully embed cost of poor-quality processes into Business as Usual.

Priority

Infrastructure Critical Project
Quality and Safety.

Ambition

To deliver our infrastructure critical projects safely, right first time and with minimal re-work.

*ISO 19443:2018 Quality management systems — Specific requirements for the application of ISO 9001:2015 by organizations in the supply chain of the nuclear energy sector supplying products and services important to nuclear safety (ITNS)

CASE STUDY

ANGLIAN WATER RWPS CONTROL OPTIMISATION

Reducing energy consumption and reducing and carbon emissions at Empingham Raw Water Pumping Station.

Problem

Pumping systems operated inefficiently with limited control intelligence, driving high energy consumption, increased carbon emissions and elevated operational costs.

Solution

We designed and delivered a fully integrated control optimisation solution, including intelligent PLC control, variable speed drives and pump system optimisation. This enabled dynamic flow and pressure control, improved pump efficiency and delivered annual energy cost savings of £147k while significantly reducing carbon emissions and whole-life cost.



CASE STUDY

SCOTTISH WATER HORIZONS – SOLAR PV & EV INFRASTRUCTURE PROJECTS

Embedding renewable energy and low-carbon transport.

Problem

Scottish Water required scalable renewable energy and EV infrastructure, whilst maintaining operational resilience at critical water treatment sites.

Solution

We delivered PV integration, MCC extensions and G99-compliant grid synchronisation alongside EV support infrastructure. These upgrades reduce reliance on fossil fuels, improve energy efficiency and support the transition to low-carbon transport across the estate.



CASE STUDY

ASTRAZENECA PEOPLE HUB

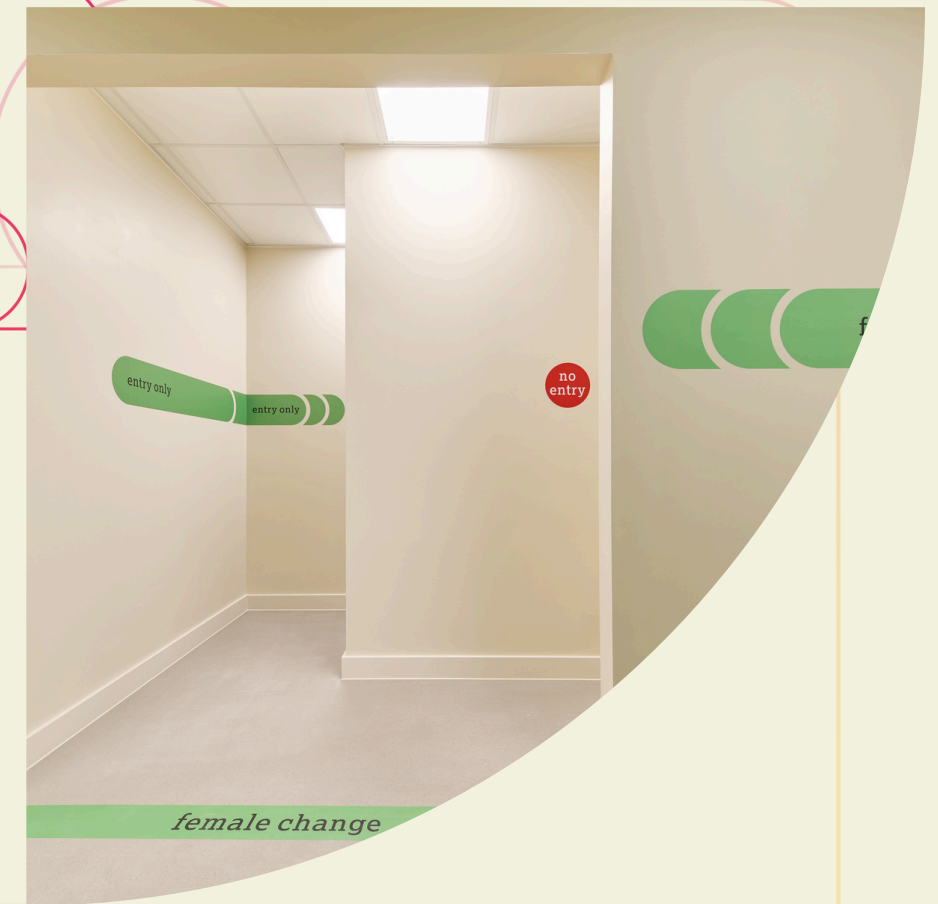
Reducing energy demand and improving social wellbeing.

Problem

A redundant pharmaceutical production facility consumed high levels of energy and no longer supported modern working or wellbeing standards.

Solution

We refurbished the facility into a low-energy People Hub using reused structural elements, enhanced insulation, efficient MEP systems and smart lighting controls. The project significantly reduced energy consumption, lowered carbon emissions and created a high-quality collaborative environment for over 500 people.



CASE STUDY

MACCLESFIELD EFFICIENT ENERGY PROJECT

Delivering energy efficiency and circular economy outcomes.

Problem

Legacy energy infrastructure limited efficiency and conflicted with AstraZeneca's net-zero ambitions.

Solution

We supported plant upgrades and the safe removal of a legacy gas turbine, enabling improved energy efficiency while reusing and recycling major components. The project delivered strong sustainability outcomes alongside an exemplary health and safety record.



CASE STUDY

NOVELIS – HYDROGEN FUEL SWITCHING TRIAL

Supporting the transition to hydrogen fuel in heavy industry.

Problem

Industrial furnaces reliant on natural gas contribute significantly to carbon emissions, with limited proven alternatives for large-scale processes.

Solution

We delivered mechanical, electrical and instrumentation works to support a hydrogen fuel trial, including gas detection, safety systems and pressure regulation. This project enables testing of hydrogen as a viable low-carbon fuel and supports the wider UK industrial decarbonisation agenda.



CASE STUDY

LONDON ENERGY – ENERGY FROM WASTE EFFICIENCY UPGRADE

Improving efficiency and low-carbon energy generation.

Problem

Existing energy-from-waste infrastructure limited overall efficiency and constrained low-carbon electricity generation for the National Grid.

Solution

We installed an 8.2MW steam turbine supported by extensive mechanical, electrical and control upgrades. The solution improved energy recovery from waste, increased low-carbon power generation and enabled major infrastructure improvements with zero downtime to operations.



CASE STUDY

WARRINGTON FUND – COMMUNITY & CHARITY PARTNERSHIP

Supporting mental health, education and social resilience, locally.

Social Focus

Community investment, mental health, local economic support.

Problem

Local communities face growing challenges around mental health, skills gaps, poverty and access to education, requiring stable funding and long-term support.

Solution

BGEN became a founding partner of the Warrington Fund, pooling charitable donations into a structured grant programme that supports grassroots charities. The fund focuses on mental health, education, employment and community resilience, while also supporting employee volunteering and measurable social impact reporting aligned with ESG commitments.



CASE STUDY

HEALTH & SAFETY EDUCATION INITIATIVES

Keeping people safe on site and on the road.

Social Focus

Workplace safety, duty of care, employee protection.

Problem

Engineering work often requires travel and site activity in high-risk environments, increasing the risk of accidents both at work and while commuting.

Solution

BGEN's health and safety teams actively visit sites and offices nationwide, delivering safety education initiatives including winter driving awareness, essential safety kits, and on-site engagement. These initiatives reinforce a safety-first culture and ensure employees return home safe to their families.



CASE STUDY

APPRENTICESHIP & EARLY CAREERS PROGRAMME

Building engineering capability, skills and opportunity in local communities.

Social Focus

Education, skills development, long-term employability, social mobility.

Problem

The UK engineering sector faces a growing skills shortage, with limited accessible routes for young people and career-changers to enter high-value engineering roles.

Solution

BGEN has invested heavily in apprenticeships and early careers, recruiting record numbers of apprentices, expanding its apprenticeship academy, hosting early careers conferences, and offering earn-while-you-learn pathways from Level 3 to Level 7. These programmes provide structured development, mentoring, wellbeing support and long-term career progression, helping to build social value in local communities.





WE'D LOVE TO HEAR FROM YOU

Any Questions?



M GROUP