Sustainability and Impact Report

# 2026

# Contents

**Executive Summary** 3

**About Us** 6

Our Journey
Purpose
Our Vision
Our Values
Business model
How We Create Value: Measure. Interpret. Act.

**Our Impact** 16

Our Approach to Impact
Strategic Impact Priorities

**Delivering Measurable Impact** 19

Impact Valuation
Overall Societal Impact results
Overall Economic Impact results
Insights and next steps for year 3

**Our Approach to Sustainability** 26

SRS S1
Sustainability Governance Structure
Carbon management responsibilities
Stakeholder expectations
SRS S2
Building on our new baseline
Operational environmental performance

**Social Responsibility** 33

Employee wellbeing and engagement
Diversity, equity and inclusion
Supporting communities and local initiatives

**Health and Safety Performance** 38

Valuing Safety, Health, and Operational Excellence
Driving continuous improvement through standards and compliance
Embedding a culture of safety, engagement and learning

**Appendix** 42

A. Carbon Reporting Data
B. Impact Value Methodology
C. Glossary of Terms

technology


# 01 Executive Summary


**At EA Technology, we believe the energy transition must deliver more than decarbonisation alone. It must also create networks that are more resilient, more efficient and better equipped to serve the needs of customers, communities and future generations. That belief underpins our purpose and shapes the way we create value: by helping electricity network operators and asset owners make better decisions, extend the life of critical infrastructure, reduce risk and unlock capacity across existing systems.**

As demand for electrification grows and networks face increasing pressure from ageing assets, distributed generation and changing usage patterns, the need for practical, data-led and scalable solutions has never been greater. EA Technology's products, services and technical expertise help customers respond to these challenges with confidence — improving visibility, strengthening reliability and supporting a smarter, lower-carbon energy system.

Our ambition is to be the global leader in sustainable grid-edge solutions. We pursue that ambition by aligning commercial performance with positive impact: creating value for our customers while supporting broader economic, environmental and social outcomes. Independent analysis published by EA Technology in this report shows that for every £1 invested in our products and services, £2.80 of societal value and £6.50 of economic value is created.

During the 2025 calendar year, we continued to strengthen the way we understand, measure and manage our impact. This included progressing our social and economic value framework; using our much more robust and holistic carbon baseline to submit and achieve validated science based emissions targets from the SBTi; embedding action from ESG audit review activity; and in July 2025, the company's SHEQ ISO certifications achieved integrated status.

This report sets out the progress we made during the 2025 calendar year and the areas where further work remains. It reflects both the role our solutions play in enabling the energy transition and our commitment to operating responsibly as a growing international business.

**2025 highlights**

- Validation of SBTi targets
- Sustainability Adivsor GPT created
- Winning the Summa Portfolio company Impact award 2025
- Achieving integrated status for SHEQ ISO certifications

## Dear colleagues, customers, partners and stakeholders,

I am pleased to introduce EA Technology's Sustainability Report for 2025 - a year in which the energy transition moved from ambition to urgency, and in which the work our people do every day became more important than ever.

Throughout 2025, EA Technology continued to support customers with the insight, innovation and engineering expertise needed to operate networks more reliably, connect new demand and low-carbon technologies more effectively, and optimise long-term investment decisions. The market context makes this work more important than ever.

Electricity networks are under pressure from every direction. Demand is rising faster than at any point in a generation. Renewable and low-carbon technologies are connecting at scale. Assets are ageing while expectations of reliability are increasing. And the cost of getting decisions wrong — whether an unnecessary outage, a missed investment, or a connection delayed — is measurable in money, carbon and public trust.

This is precisely the space EA Technology was built for. In 2025, our technologies, expertise and people helped network operators and industrial customers across the world make better decisions about their assets, connect new low-carbon capacity more effectively, and keep the lights on more reliably for the communities they serve. To give you some examples, we supported 1.8 GW of additional capacity from existing infrastructure unlocked by VisNet; monitored the health of 4.5 million DNO electrical assets in Invest; and prevented 222,000 hours of outage time for consumers via ALVIN Reclose[2] in 2025.

We are also evolving how we deliver that value. We are moving towards a more integrated model — combining hardware, software, consultancy and delivery in ways that are more repeatable, more scalable and more impactful for customers.

Having joined EA Technology in February 2026, what strikes me most is not the scale of the opportunity - though that is real - but the quality of the people and the depth of the relationships we have built. This is a business that customers trust when it matters. That is not easily built and not easily replicated.

This report captures both what we have achieved and where we are still growing. We are honest about the journey ahead because we think that matters — to our customers, to our people, and to the investors and partners who share our belief that helping the world's electricity networks transition safely and intelligently is both a commercial opportunity and a genuine contribution to a more sustainable future.

Thank you to everyone who made 2025 what it was. I am proud to lead this business, and excited about what comes next.

**Gareth Burton**
Chief Executive Officer

# 02 About Us



# Our Journey

## EA Technology has a long heritage in electrical engineering, innovation and network insight.

Originally established as the Electricity Council Research Centre, the organisation evolved alongside the changing electricity sector - from industry research roots to a commercial technology and services business supporting customers across modern electricity networks.

Over time, the business has expanded its capabilities across asset management, smart grid solutions, software, consultancy and training, while building a stronger international footprint. More recently, the strategic investment from Summa Equity in 2024 and the appointment of Gareth Burton as CEO in 2026 mark the beginning of a new phase of growth.

**1966**
Electricity Council Research Centre established.

**1977**
Pioneering work on Transient Earth Voltage measurement helps transform early detection of electrical asset degradation.

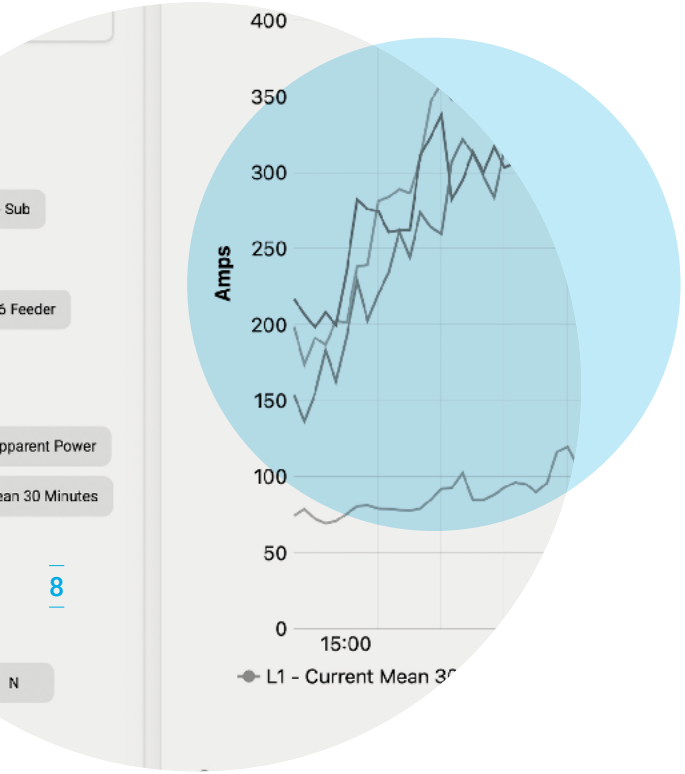
**1990**
Following electricity privatisation, the organisation transitions towards a commercial technology and services model.

**2011**
Singapore office opens, supporting international expansion.

**2017**
Innovate UK project leads to LV-CAP.

**2019**
VisNet Hub launched.

**2024**
Strategic investment secured from Summa Equity.




# Enabling reliable, resilient networks

Our solutions help customers improve network visibility, unlock capacity and strengthen reliability — supporting the homes, businesses and services that rely on dependable electricity supply.

## Did you know?

**Our VisNet Reactive Reliability APP provides real-time alarms of LV fuse operations, alerting network customers faster on loss of power to their customers in vulnerable circumstances, typically 120 minutes faster!**

**Our customers using VisNet Design and VisNet Hubs to monitor their network locate LV cable defects 32% of the time to the exact position, 49% within 5m, and 59% within 10m.**

# Reducing risk and preventing disruption

By helping customers identify issues earlier and act more proactively, we support lower operational risk, fewer unplanned failures and reduced disruption.

# Extending asset life and improving efficiency

Our condition-based and data-led approaches help customers get more value from existing assets, defer unnecessary replacement and reduce waste.

**Did you Know?**

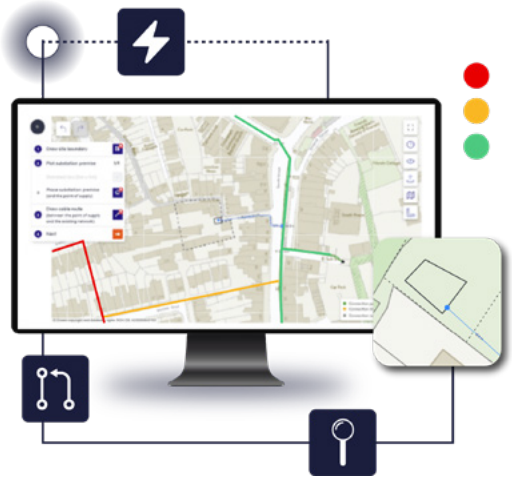
**Invest uses predictive analytics to forecast asset health and risk of failure? So, for the 4.5m UK DNO electrical assets on the platform, you know what's coming and can plan to prevent outages'**

**Our Oil Diagnostics team performs more than 200,000 laboratory tests anually, delivering critical insights that support reliability, compliance, and smarter asset management?**

**UltraTEV has over 15,000 units deployed in 40 countries improving safety and saving money through condition-based asset management.**

# Supporting the energy transition

Our expertise helps customers respond to electrification, integrate low-carbon technologies and plan for more flexible, future-ready energy systems.



**Did you Know?**

**The average time for a customer to wait to assess if they can connect a low carbon technology is 2-5 weeks - using our VisNet Connect software you can reduce that to less than 15 minutes!**

**VisNet ConnectHV autonomously designs fully acceptable grid connections, factoring in customer queues and reducing engineer complexity.**

**VisNet Connect reduces the time to receive an estimate or quote from days or weeks to just 5 minutes.'**

# Building capability through knowledge and skills

Through consultancy, training and knowledge-sharing, we help embed expertise that creates long-term value beyond individual products and projects.

**Did you Know?**

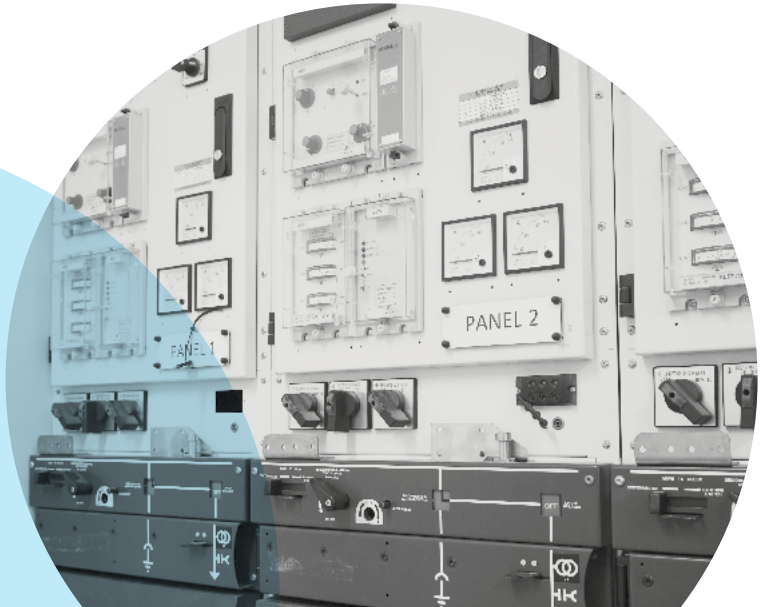
**We've delivered cutting-edge electricity network solutions across 3 continents and 6 countries in just the last 3 years?**

**In 2025, EA Training delivered 6,626 delegate training days?**

# Purpose

## To drive reliable, sustainable energy for everyone.

We deliver against that purpose by helping customers improve network performance, extend asset life, reduce operational risk and make more informed decisions. Through our technologies, services and sector expertise, we support the delivery of electricity networks that are dependable, efficient and ready for the transition ahead.




# Our Vision

## Our vision is 'to be the global leader in sustainable grid-edge solutions.'

This vision reflects our belief that the energy transition depends not only on new infrastructure, but on making existing networks more visible, flexible, efficient and resilient. Our work helps customers unlock greater value from the assets they already have, while preparing for the changing demands of electrification, decentralisation and decarbonisation.

We aim to turn technical expertise into practical outcomes - supporting networks that are safer for operators, stronger for communities and smarter for the future.

# Our Values


**At EA Technology, our values shape the way we work, the way we partner with customers and the way we create impact. They are more than principles on a page - they are reflected in our decisions, behaviours and ambitions as a business.**

## Collaboration

We work together across teams, disciplines and partnerships to achieve shared success.

## Integrity

We act with honesty, respect and accountability, building trust through the way we work.

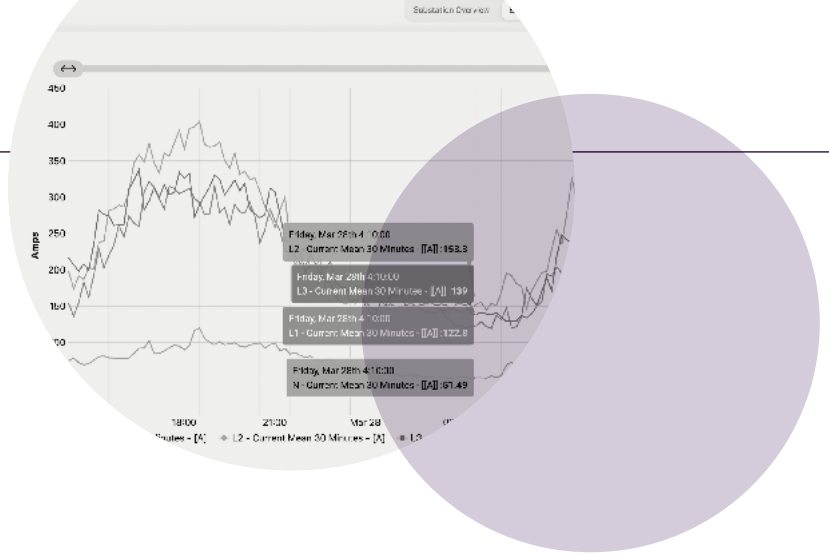
## Creativity

We apply curiosity and innovation to solve complex challenges and turn ideas into valuable solutions.

## Impact

We focus on making a meaningful difference for our customers, our people, society and the environment.

**"Our values guide how we innovate, how we collaborate and how we deliver long-term value."**




# Business model

**We operate a hybrid business model that combines scalable digital platforms, software, connected field technology and specialist engineering expertise. This enables the business to address complex challenges across electricity networks and critical infrastructure while building a stronger platform for repeatable delivery, international growth and sustained value creation.**

Built on decades of trusted experience in the UK utility sector, our model brings together physical infrastructure, digital capability and technical insight in a joined-up way.

At the centre of this model is an increasingly integrated product and technology base. Shared platforms, software development and specialist technical capabilities support greater consistency across solutions, markets and customer needs. This gives us a stronger ability to scale proven approaches, improve delivery and create greater leverage across our portfolio and geographic footprint.

Our commercial model is also evolving in line with how customers buy and deploy solutions. A more sector-focused and globally integrated go-to-market approach is supporting stronger strategic account management, broader portfolio selling and more intentional international expansion. This strengthens our ability to serve utilities, critical infrastructure and related markets facing growing network complexity and increasing pressure to modernise.

Operationally, the business is becoming more scalable through a clearer balance of global standards and local delivery. Shared systems, governance and operating disciplines provide consistency, while in-market teams and specialist experts maintain close customer relationships and confidence in execution. This supports better predictability, stronger service quality and improved customer outcomes, while preserving the technical depth and customer closeness that have long differentiated the business.

The model also supports multiple routes to market. Alongside direct customer engagement, we are increasing the role of partners, channels and distributors to extend reach and support deployment in international markets. Specialist activities such as power skills training, oil diagnostics, forensic investigations and power systems studies also remain an important part of the wider business mix, providing stable value and meeting distinct customer needs, across the UK.

Overall, our business model is increasingly shaped by scalable platforms, sector-focused commercial capability, global standards, local execution and specialist expertise. Together, these elements provide a stronger foundation for sustainable growth and support us in delivering practical value to customers managing reliability, resilience, capacity and asset investment challenges.

# How We Create Value: Measure. Interpret. Act.

**As electricity systems become more complex, customers need more than data alone. They need trusted intelligence that helps them make better decisions in real-world network environments. We help customers understand what is happening across their networks, what it means for performance and risk, and what action will deliver the greatest operational and strategic impact.**

This approach combines connected technologies, software, engineering insight and decision support in a single joined-up model. This supports three clear customer outcomes. First, we help customers operate reliably by improving visibility, resilience and operational performance across electricity networks. Second, we help them connect faster by unlocking automated self serve access to capacity and supporting more informed decisions on access, design and planning. Third, we help them invest more efficiently by enabling more evidence-based decisions about asset condition, risk, resilience and future readiness.

What differentiates this approach is the combination of deep power system expertise with repeatable digital capability. We bring software, field insight and engineering advice together to create trusted grid intelligence that is practical, actionable and relevant to the needs of utilities, critical infrastructure and related markets.

Developed in one of the world's most advanced electricity network environments and shaped by decades of operational experience, this approach has strong relevance for markets facing similar pressures from electrification, decarbonisation, rising demand and ageing infrastructure.

# 03 Our Impact







# Our Approach to Impact



## Our vision is to be the global leader in sustainable grid-edge solutions, and impact is central to achieving that ambition.

At EA Technology, impact and sustainability is not treated as a standalone initiative. It is embedded in our purpose, our strategy and the solutions we deliver to customers every day. By integrating environmental, social and governance considerations into the way we operate and grow, we aim to create long-term value for our customers, our people, our communities and the wider energy system.

Our role in the energy transition gives us both an opportunity and a responsibility. As electricity networks adapt to decarbonisation, electrification and increasing complexity, we help customers improve resilience, unlock capacity, extend asset life and make more informed investment decisions. In doing so, we support the development of energy systems that are more reliable, efficient and sustainable.

Our approach to sustainability is therefore shaped by two connected priorities: reducing the impact of our own operations, and maximising the positive impact our products, services and expertise can have across the electricity sector.

# Strategic Impact Priorities

The scale of change required across electricity infrastructure is significant. Network operators are under pressure to modernise ageing assets, connect growing volumes of renewable and low-carbon technologies, and maintain reliable and affordable supply for customers and communities. Against this backdrop, our strategic sustainability priorities are focused on the areas where we believe we can make the greatest difference.

## Main challenges

**6.1%**
European Distribution losses (CEER 2022 data)

**1.7 Tw**
of EU renewable electricity projects are in grid connection queues.

**40%**
of the grid infrastructure across the EU is over 40 years old (EU Commission, 2023)

## How we address these challenges

VisNet helps utilities tackle avoidable low-voltage losses by giving operators real-time visibility of feeder voltage, current, loading, faults and remaining local capacity, enabling more targeted interventions, smarter planning and active network management.

28.8 million UK homes and businesses are served by DNOs using VisNet Connect. The software helps accelerate grid decarbonisation by automating new grid connection requests for low carbon technologies.

Our Invest software decision tool takes client asset data to analyse asset health, criticality and risk to enable intelligent asset replacement strategies. VisNet Reclose[2] automates power restoration, shortening outages and ensuring a reliable grid. Crucial for heavy industry and households who increasingly rely on electricity for heating and cooling as well as transport.

### LV Grid visibility

**Helps network operators address the causes of distribution losses**

- Improve monitoring of the LV grid as losses rise sharply when grids are heavily loaded.
- Enabling more proactive voltage management to prevent voltage running higher than necessary which can increase energy consumption and losses.

### Renewable energy

**Facilitate faster adoption of renewable energy**

- Empower electricity grid operators to upgrade their infrastructure for an electrified, distributed, renewables-based system.
- Ensure faster adoption of renewable energy sources and lower frequency of network interruptions/failures.

### Community impact

**Ensure people and communities in the regions we operate benefit from reliable and efficient grid solutions.**

- Promote the global development of resilient, accessible, low-cost energy networks capable of supporting a decarbonised energy system with a condition-based approach to asset management.

**Additional capacity available from existing infrastructure (GW)**

Target 2027: **2.48**
Change from '24-'25: **+26%**

| | |
|---|---|
| **2025** | **1.8** |
| 2024 | 1.4 |
| 2023 | N/A |

Refers to additional electricity network capacity unlocked through improved visibility of asset performance, enabling grid operators to make better use of existing infrastructure.

**Homes and businesses covered by VisNet Connect**

Target 2027: **35m**
Change from '24-'25: **+17%**

| | |
|---|---|
| **2025** | **28.8m** |
| 2024 | 24.7m |
| 2023 | N/A |

The number of homes and businesses served by distribution network operators using VisNet Connect to automate and manage grid connection requests for low-carbon technologies.

**Reduced power outage time for consumers (hours)**

Target 2027: **263k**
Change from '24-'25: **+8%**

| | |
|---|---|
| **2025** | **222k** |
| 2024 | 205k |
| 2023 | N/A |

Refers to additional electricity network capacity unlocked through improved visibility of asset performance, enabling grid operators to make better use of existing infrastructure.

# 04 Delivering Measurable Impact



# Impact Valuation

**At EA Technology, we believe it is not enough to deliver high-performing products and services, or to understand and reduce our own carbon emissions. We must also understand, measure and maximise the positive difference our work makes for customers, communities and society.**

In 2024, EA Technology partnered with a specialist consultancy, Valuing Impact to quantify the societal and economic value created across its value chain. This second year builds on that baseline with updated primary data, refined parameters, and a new approach to consulting services.

This section outlines the progress we have made in strengthening our approach, the impact value generated through our activities, and the insights we are using to support better decision-making. While impact valuation remains an emerging discipline, it is increasingly relevant to our customers, partners and stakeholders. By continuing to develop and transparently share our methodology and findings, we aim to contribute to wider understanding and create long-term value for the people and communities our customers serve.

**Societal SROI**

**2.8x**
per £1 of EA Technology's revenue

1.9x in 2024

**Economic SROI**

**6.5x**
per £1 of EA Technology's revenue

9.6x in 2024

**Economic Value**

**£318m**
total annual economic impact

£449 in 2024

# Overall Societal Impact results

**For every £1 of revenue generated, EA Technology returns £2.80 of impact to society through increased well-being. This social value is created primarily by supporting the electricity distribution value chain and ensuring that electrical systems operate at peak efficiency.**

Consulting services now account for £5.9m (4%) of total social impact, valued through 10 distinct pathways across three service offerings (NZT, Invest, AMPSS)

Downstream activities account for 82% of the total societal impact, primarily from grid reliability (£74.4m) and avoided maintenance costs (£18.4m).

## Who is benefiting?

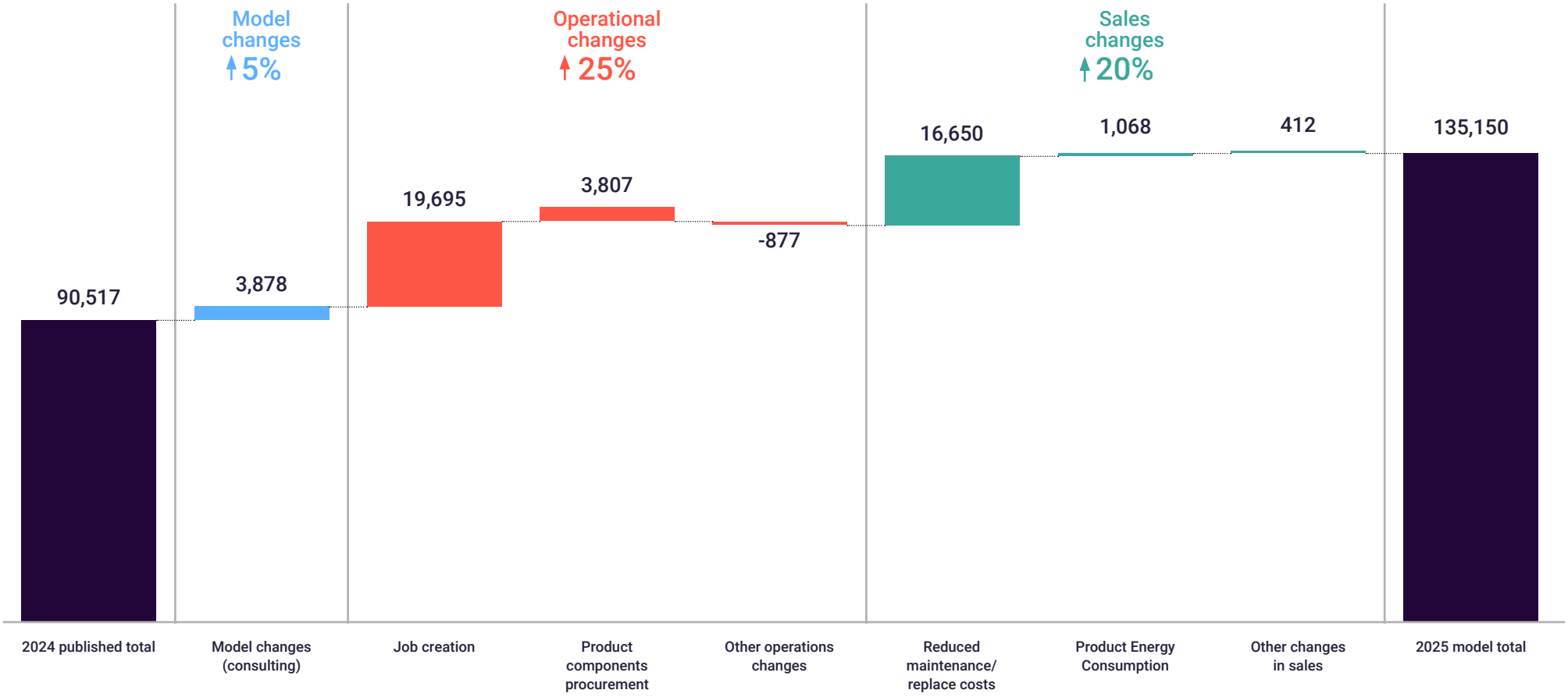
55% of the economic impact flows to the end users (consumers of electricity – businesses and individuals) by guaranteeing reliable access to electricity and avoiding accidents or network outages. End users experience the benefit as an indirect consequence of DNOs and other players using EA Technology's products and services.

| Activity | Total Social Impact (£k-equivalent) |
|---|---|
| Upstream | (2,058) |
| Production waste disposal | (13) |
| Manufacturing of equipment | (35) |
| Employee Commuting | (146) |
| Business Travel | (152) |
| Product components procurement | (1,713) |
| Own operations | 26,788 |
| Job creation | 26,248 |
| Corporate taxes | 579 |
| Training of employees | 25 |
| Energy Consumption – Natural gas | (14) |
| Energy Consumption – Electricity | (50) |
| Downstream | 110,422 |
| Support in keeping the grid running | 74,365 |
| Reduced maintenance/replace costs | 18,410 |
| Capacity increase in the grid | 10,963 |
| Consulting services - NZT | 4,947 |
| Less network interruptions | 846 |
| Consulting services - Invest | 762 |
| Training capacity/Skill transfer | 571 |
| Consulting services - AMPSS | 144 |
| Avoided data transfers | 114 |
| Worker's health and safety | 72 |
| Facility of connection to the grid | 51 |
| Product Energy Consumption | (824) |
| **Grand Total \| SROI: 2.8** | **135,153** |

Societal impact grew from 2024. The main drivers were a shift in the product mix toward UltraTEV Plus[2], updated UK wage and tax data used to value employment, and a more granular measurement of consulting services through project-level pathways. The growth reflects both genuine commercial shifts and improved measurement precision.

## EA Technology generated £135m in societal value in 2025, 49% higher than 2024

**Societal impact waterfall, per impact driver (£m-equivalent, FY2024-25)**



# Overall Economic Impact results

**For every £1 of revenue generated, EA Technology returns £6.50 of economic impact through increased output or productivity. Economic value is created primarily by increasing grid capacity and minimising the need for equipment maintenance or replacement, together accounting for 64% of downstream value.**

Consulting services contribute £11.6m in economic value (4% of the total), with Invest and AMPSS generating proportionately larger economic impact relative to their societal value.

Downstream activities account for 94% of the total economic impact. The economic multiplier is significantly higher than the societal one because grid reliability and capacity defer large capital expenditures for clients.

## Who is benefiting?

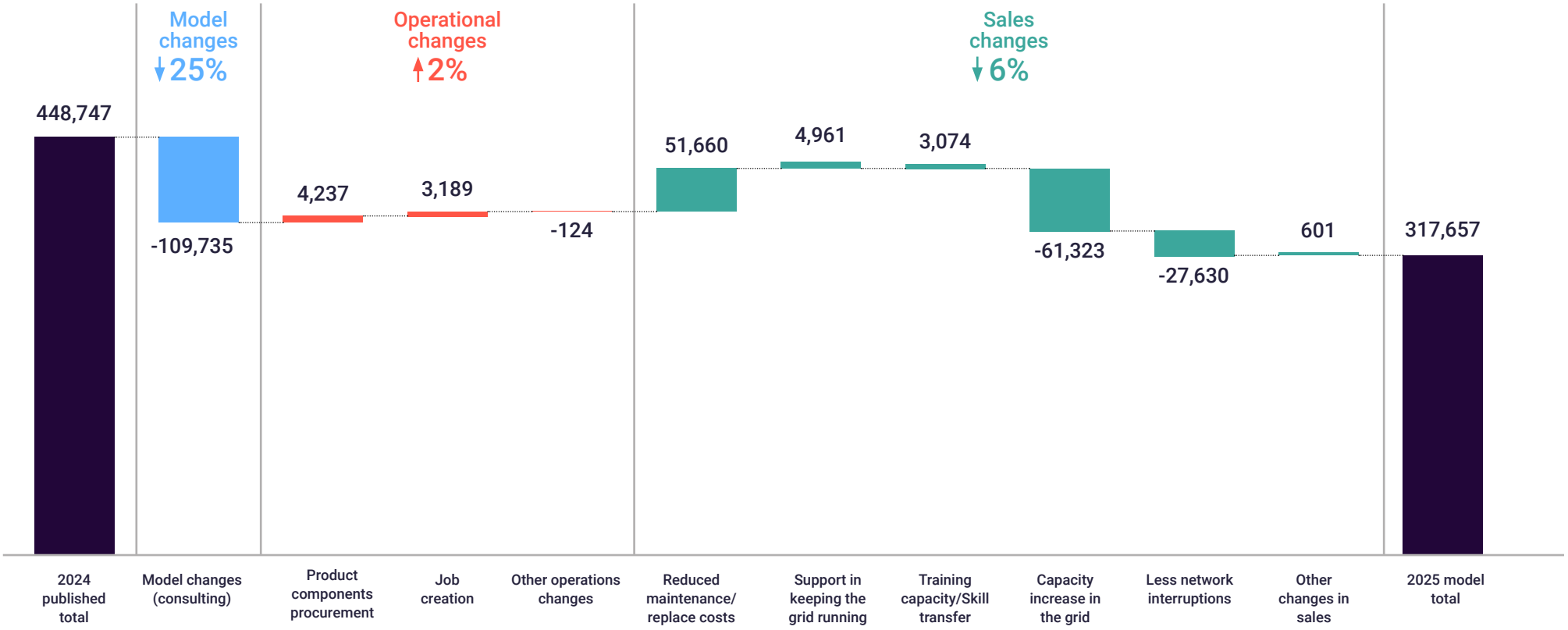
69% of the economic impact flows to EA Technology's clients by directly impacting their bottom lines. This is money that clients save as a direct consequence of using EA Technology's products and services.

| Activity | Total Economic Impact (£k-equivalent) |
|---|---|
| Upstream | (2,407) |
| Production waste disposal | (18) |
| Manufacturing of equipment | (59) |
| Employee Commuting | (135) |
| Business Travel | (179) |
| Product components procurement | (2,016) |
| Own operations | 20,541 |
| Job creation | 19,994 |
| Corporate taxes | 258 |
| Training of employees | 358 |
| Energy Consumption – Natural gas | (16) |
| Energy Consumption – Electricity | (52) |
| Downstream | 299,521 |
| Reduced maintenance/replace costs | 136,640 |
| Support in keeping the grid running | 80,595 |
| Capacity increase in the grid | 56,143 |
| Training capacity/Skill transfer | 8,378 |
| Consulting services - NZT | 6,427 |
| Less network interruptions | 6,291 |
| Consulting services - Invest | 3,282 |
| Consulting services - AMPSS | 1,924 |
| Avoided data transfers | 412 |
| Worker's health and safety | 145 |
| Facility of connection to the grid | 117 |
| Product Energy Consumption | (832) |
| **Grand Total \| SROI: 2.8** | **317,655** |

The decline from 2024 is almost entirely a measurement correction in consulting services. Last year, consulting was valued at £123m using broad estimates of client cost savings. This year, each consulting offer was measured through specific pathways with actual project data and stricter additivity estimate, producing £12m. Consulting revenue grew 39%; the drop is in how the economic benefit is measured, not in the business itself. Excluding consulting, economic impact fell 6%.

## EA Technology generated £318m in economic value in 2025, 29% lower than 2024

**Societal impact waterfall, per impact driver (£m-equivalent, FY2024-25)**



# Insights and next steps for year 3

**EA Technology generates material positive impact across both dimensions. Societal SROI improved from 1.9× to 2.8×, while economic SROI moved from 9.6× to 6.5×, primarily due to a more conservative consulting methodology.**

Three priorities for Year 3: replace revenue-derived consulting proxies with actual project output data, resolve two provisional values, and deepen per-product analysis for product managers.

The Benefit Accounting framework under development with EA Technology's major investor, Summa Equity, will standardise how avoided impacts are measured, making EA Technology's results comparable and strengthening our position with mission-led investors.

# 05 Our Approach to Sustainability

# Introduction

**EA Technology's products, services and expertise create positive impact by helping customers address some of the most important challenges facing electricity networks and energy infrastructure. Through our work, we help customers make better-informed decisions, improve the reliability and resilience of critical assets, support the transition to low-carbon electricity systems and deliver better outcomes for end users and society more widely.**

This customer and societal impact is an important expression of our purpose and the value we bring to the energy sector. It is distinct from, but closely connected to, our corporate approach to sustainability.

Our corporate sustainability approach focuses on how we operate as a responsible business. This includes understanding and managing the environmental and social impacts of our own activities, reducing our carbon footprint, engaging with employees, supporting the communities around us and strengthening the governance, measurement and reporting frameworks that guide our decisions.

As part of our ongoing commitment to responsible business practice, and in response to stakeholder expectations and recent ESG audit review activity, we have continued to strengthen our understanding of EA Technology's environmental and social impacts. This work helps us identify the sustainability-related risks and opportunities most relevant to our business, so that we can manage our operations responsibly, improve decision-making and continue to build a more structured approach to sustainability.

The sections that follow are aligned to the UK Sustainability Reporting Standards. UK SRS S1 provides the overarching framework for sustainability-related risks and opportunities, while UK SRS S2 focuses specifically on climate-related risks and opportunities. These standards were published by the UK government in February 2026 and are based on the ISSB disclosure framework, building on established climate-reporting principles.

# SRS S1: General Sustainability Risks and Opportunities

UK SRS S1 provides a framework for identifying, assessing and managing the sustainability-related risks and opportunities that may affect EA Technology's business model, strategy, operations and long-term resilience. For EA Technology, these considerations extend beyond environmental performance alone and include the wider issues that influence how we operate as a responsible business, how we support our people and communities, how we manage our supply chain, and how we continue to deliver positive impact through our products, services and expertise. The governance structure and risk and opportunity summary set out how sustainability matters are overseen, connected into business risk management and reflected in relevant areas of decision-making across the organisation. The Sustainability Committee connects Board oversight with risk management, product governance, purchasing and HR policy activity.

## Sustainability Governance Structure

**Board oversight, risk escalation and operational sustainability links**


### Sustainability Risks and Opportunities

| Sustainability topic | Risk or opportunity | Potential business relevance | How EA Technology is responding |
|---|---|---|---|
| Energy transition | Opportunity | Growing demand for services that support network reliability, resilience and decarbonisation | Continued investment in products, services and expertise, including acquisition |
| Talent and skills | Risk and opportunity | Specialist knowledge is critical to our own and sector delivery and growth | Training of sector apprentices and engineers. Employee development, recruitment and retention activity |
| Supply chain resilience | Risk | Disruption or quality issues could affect delivery | Climate risk assessment is included in Business risk register. Supplier management and procurement oversight |
| Cyber and data | Risk | Digital services and customer trust depend on secure systems | EA Technology holds ISO/IEC 27001:2022. Plus additional IT governance, controls and awareness |
| Community engagement | Opportunity | Strengthens local relationships and employee pride | Community initiatives highlighting career routes into this sector via STEM subject choices. Volunteering and local initiatives |
| Operational environmental impact | Risk and opportunity | Resource efficiency can reduce cost and environmental impact | Facilities improvements, product carbon measurement and reduction initiatives through detailed Scope 3 understanding |

# Carbon management responsibilities

Our Carbon Management Plan supports a structured approach to reducing our environmental impact and driving continuous improvement.

**Under this framework:**

- the CEO is accountable for ensuring appropriate carbon reduction targets are established, reviewed and supported with sufficient resource;
- business leaders are responsible for contributing to delivery within their areas and monitoring progress against relevant objectives; and
- The Head of Corporate Affairs is responsible for coordinating the development, review and communication of the plan, including annual emissions data collation and wider internal awareness.

# Stakeholder expectations

**Sustainability matters to our stakeholders because it shapes how we operate, how we grow and how we are judged as a business.**

For our people, it influences pride, purpose and day-to-day experience. A strong sustainability approach helps create a workplace where colleagues feel connected to a wider mission, supported by responsible leadership and motivated by the positive impact of their work.

For our customers, sustainability is increasingly a business requirement as well as a shared value. Many are under growing pressure to meet environmental, social and governance expectations across their supply chains, investment decisions and regulatory commitments. Demonstrating progress in this area helps build trust, strengthen long-term relationships and reinforce our position as a credible and responsible partner.

# SRS S2: Climate-Specific Risks and Opportunities

### Carbon footprint measurement and reduction

**We have continued to develop our approach to carbon measurement so that we can better understand our environmental footprint and identify opportunities to reduce emissions over time.**

Since 2019, EA Technology has tracked emissions across Scope 1, Scope 2 and selected Scope 3 categories. During 2024, this approach was expanded to include all relevant Scope 3 categories and regional offices, providing a more complete view of our operational and value-chain footprint for the first time.

Having a full picture of our emissions allows us to prioritise interventions with confidence. Our 2025 emissions dataset achieved a 78.6% activity-specific data ratio, with only 21.4% based on spend data.

**Headline comparison 2025 vs 2024**

- Activity based measurement at 78.36% -11.75%

### EA Technology Global Carbon Footprint 2025 (Capenhurst, USA, Australia, Singapore, China)

| Scope | Activity | 2024 Total (tCO2e) | 2025 Total (tCO2e) |
|---|---|---|---|
| | | | |
| Scope 1 | Natural gas | 34.2 | 29.3 |
| | Company van diesel (class III) | 20.7 | 23.5 |
| | Company van (class II) | 2.2 | 5.61 |
| | Refrigerants | 0.0 | 2.09 |
| | **Scope 1 Sub-Total** | **57.1** | **60.50** |
| | | | |
| Scope 2 | Electricity (market based) | 24.07 | 16.07 |
| | Heat | 6.22 | 6.22 |
| | **Scope 2 Sub-Total** | **30.29** | **22.29** |
| | | | |
| Scope 3 (Included Sources) | Purchased goods and services | 5458 | 3239 |
| | Use of sold products | 1962 | 447.7 |
| | Upstream Transportation | 1888 | 1762 |
| | Business Travel | 18.58 | 138.5 |
| | Car rental | 25.7 | 40.34 |
| | Business Travel – Rail | 2.99 | 7.63 |
| | Business Travel – Air | 178.63 | 73.07 |
| | Accommodation | 18.24 | 39.67 |
| | Other Business Travel | 2.13 | 1.89 |
| | Capital Goods | 165.5 | 408.9 |
| | Employee Commuting | 107.4 | 193.0 |
| | Downstream Transportation | 74.24 | 20.55 |
| | Fuel & Energy related activities | 44.82 | 44.9 |
| | Waste generated in operations | 1.37 | 0.57 |
| | End of life treatment of sold products | 1.01 | 0.4 |
| | **Scope 3 Sub-Total** | **9948.61** | **6418.12** |
| **TOTAL Emissions** | | **10,036** | **6,501** |

# Building on our new baseline

**Overview of the 2025 carbon reporting.**

## 2025 carbon emissions performance shows strong overall reduction compared with 2024, driven primarily by major reductions in Scope 2 and Scope 3 emissions.

Total reported emissions across Scopes 1, 2 and 3 were 6,501 $tCO_2e$ in 2025, compared with 10,036 $tCO_2e$ in 2024. This represents an overall reduction 35% year on year.

The most significant change came from Scope 3 emissions, which fell by 35.49% to 6,418 $tCO_2e$. As Scope 3 remains by far the largest component of the carbon footprint, this reduction has had the biggest impact on overall performance. This was driven by a change in sales mix which saw a greater share of low emitting products.

Scope 2 market-based emissions also reduced substantially, falling by 26.43% to 22.29 $tCO_2e$. This indicates improved performance in emissions associated with purchased energy, reflecting cleaner electricity procurement, better energy efficiency, and slightly lower consumption.

The only area to increase was Scope 1 emissions, which rose by 5.95% to 60.50 $tCO_2e$. Although this is a relatively small part of the total footprint, the increase highlights an area for further focus, particularly around stationary and mobile combustion.

Overall, the 2025 data indicates a positive year-on-year reduction in carbon impact.

**Key emission sources and focus areas**

+5.95% from 2024

**60.50**

Scope 1 emissions (tCO2e)

### Scope 1

Stationary combustion, mobile combustion and fugitive emissions

-26.43% from 2024

**22.29**

Market-based scope[2] emissions (tCO2e)

### Scope 2

Emissions from purchased energy

-35.49% from 2024

**6,418**

Scope 3 emissions (tCO2e)

### Scope 3

Upstream and downstream indirect emissions

**We're proud to share an important milestone in our sustainability journey - EA Technology's near-term carbon reduction targets were formally validated by the Science Based Targets initiative (SBTi) on December 1st 2025.**

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

# Operational environmental performance

**We continue to take practical steps to reduce the environmental impact of our operations, including energy efficiency improvements and the use of lower-carbon electricity sources across our sites where possible.**

At our UK headquarters in Capenhurst, operations have been supported by a 100% renewable electricity tariff, alongside earlier efficiency measures such as improved insulation, LED lighting with sensors, a VRF system, building energy management controls, solar PV installation and battery storage. We also have renewable electricity sourcing in the USA office and a NABERS-rated office in Australia.

As we refine our environmental data and reporting boundaries, we will continue to identify opportunities to improve energy efficiency, reduce emissions and strengthen environmental performance across the business.

**Examples**

## Solar PV

**In 2025, the solar panels on our Capenhurst office roof generated a total of 48,710 kWh. That's 13% of our main office building's demand.**

That equates to a carbon saving of 8.6 tonnes CO2e (based upon a location based conversion factor of 0.1770) and a cost saving of £10,131.68 (based upon 20.8p per kWh).

Since their installation in 2022, the solar panels have generated 183,880 kWh.

## Water consumption at Capenhurst HQ

Water consumption was targeted as a focus area at the end of 2024. Fine tuning of flow rates has led to a significant reduction in consumption, as shown in the table below.

| Water used ($m^3$) | | | | |
|---|---|---|---|---|
| | | | | |
| | 2023 | 2024 | 2025 | Percentage reduction |
| Unit 4 | 4,834 | 4,086 | 3,075 | 25% |
| Unit 6 | 923 | 855 | 157 | 82% |
| Unit 7 | 1,003 | 991 | 828 | 16% |
| | | | | |
| **Overall** | **6,760** | **5,932** | **4,060** | **32%** |

# 06 Social Responsibility

# Employee wellbeing and engagement

**At EA Technology, the wellbeing of our people is fundamental to how we operate. As a business working in and around the electricity sector, we recognise that safety must remain a constant priority. A strong safety culture runs throughout the organisation, and safety and wellbeing continue to feature prominently in day-to-day business activity, including as a standing focus in team discussions across the business.**

We aim to create an environment where colleagues feel supported, informed and able to thrive. This includes access to wellbeing support, opportunities for learning and self-development, and channels that encourage open communication across the business. Mental health awareness remains an important part of our approach, supported by trained colleagues, internal communications and access to confidential third-party support services.

During the year, we continued to strengthen employee engagement through a combination of local activity, regular communication and business-wide initiatives. Regular Town Halls, internal channels and cross-functional engagement activity help colleagues stay connected to the direction of the business, while informal events and recognition schemes support a positive and inclusive culture.

Peer recognition remains an important part of employee experience, helping colleagues celebrate contributions and reinforce appreciation across the business. Engagement Champions also help bring this culture to life across the organisation by supporting local initiatives, sharing feedback and helping strengthen connection across teams and locations. Their work contributes to a stronger sense of belonging and helps embed engagement across departments and regions.

We also continue to invest in communication and connection across the business. Internal communications, shared updates and team-led initiatives all help colleagues feel informed and involved, while social and fundraising activities create opportunities for people to connect outside their immediate teams. These moments are especially valuable in supporting integration, strengthening relationships and maintaining a positive culture as the business grows.

**Mental Health First Aiders**

- From 7 Mental Health First Aiders in 2024 at the end of 2025 we have 12

# Diversity, equity and inclusion

**We believe a diverse and inclusive business is a stronger, more effective and more innovative one. Different perspectives, backgrounds and experiences improve collaboration, strengthen decision-making and help us better reflect the customers, sectors and communities we serve.**

In 2025, EA Technology employed 330 colleagues which was an increase from 302 the previous year. Of these 33% were female, which is an improvement from 29.5% the previous year. We employ colleagues from multiple backgrounds and nationalities, and it is this breadth of experience and perspective that supports the collaborative culture of the business and contributes to the way we innovate, solve problems and work together.

Our unadjusted gender pay gap increased from 19% to 21% compared with the previous year.

During the year, 16 new colleagues joined EA Technology, with 34 roles filled through internal promotion or transfer. This reflects both the continued growth of the business and the opportunities available for colleagues to develop their careers within it.

Our approach to diversity, equity and inclusion starts with fair and responsible recruitment practices and continues through development, progression and day-to-day culture. We aim to create an environment where all colleagues feel respected, valued and able to contribute fully. Inclusive recruitment practices, support for hiring managers and a focus on attracting talent from a wide range of backgrounds all help support this ambition.

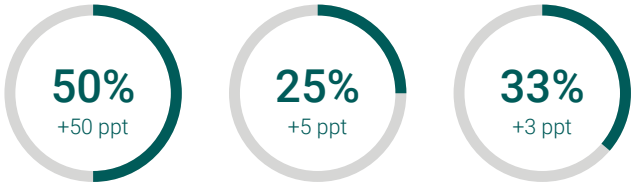
We recognise that building a more inclusive organisation is an ongoing process. By continuing to strengthen awareness, capability and representation across the business, we aim to ensure our culture supports opportunity, fairness and belonging for all colleagues.

**Number of employees**
**330** 2024: **302**

**Employee turnover**
**17%** 2024: **24%**

**Unadjusted gender pay gap**
**21%** 2024: **19%**

**Gender balance, % females**



# Supporting communities and local initiatives



**We believe our responsibility extends beyond our own operations. Alongside the solutions we provide to customers, we aim to make a positive contribution through community engagement, skills development and broader support for the regions in which we operate.**

Our employees are encouraged to contribute to causes that benefit their communities and the environment, including through volunteering opportunities and locally organised initiatives. These activities help translate our values into action, while also strengthening connection, teamwork and shared purpose across the business.

We also recognise the importance of helping address skills shortages across the sector, particularly in engineering and in improving representation within the profession. Outreach activity with young people and education-focused events support this aim by helping raise awareness of careers in engineering and the role the sector plays in the transition to a lower-carbon future.

Leadership support has been an important factor in advancing EA Technology's sustainability and community initiatives. Through regional engagement, advocacy and practical involvement, senior leaders have helped reinforce the importance of responsible business practice both within EA Technology and across the wider community.

By combining volunteering, education outreach and community participation, we aim to create positive impact beyond our direct commercial activity and strengthen our connection to the people and places around us.


**Alfie's Squad**

- A few of our colleagues visited Alfie's Squad, our 2025 corporate charity, to hand over a cheque for £4,190 – the total raised during our recent EA Technology Marathon Challenge.
- Over two energising weeks, our team went all in – running, walking, cycling, swimming, even rowing – in a company-wide push to complete as many marathon-equivalents as possible. For every 26.2 miles completed, EA Technology donated £10. Colleagues completed 419 marathons completed in total!

**First Marsden Rangers visited EA Technology for an interactive session about careers in STEM and the routes into the technology sector.**

The standout moment of the evening was an interactive electricity grid game, designed by EA Technology's Catherine Birkinshaw-Doyle. This had teams acting as city grid managers, planning interventions to meet increased energy demand for 2050; bringing energy systems to life in a fun and engaging way.




## Our community activity reflects our belief that responsible businesses should create value beyond the workplace.

# £406

- £406 was raised at October's Coffee and Cake morning in support of the Macmillan charity.

# 07 Health and Safety Performance

# Valuing Safety, Health, and Operational Excellence



**At EA Technology, safety, health and operational excellence are fundamental to the way we work. As a business operating in and around the electricity sector, we recognise that strong systems, clear accountability and an embedded safety culture are essential to protecting our people, our customers and the wider communities we serve.**

During 2025, we continued to prioritise a proactive approach to health and safety across the business. This included a focus on hazard awareness, incident prevention, leadership visibility and colleague involvement in identifying and managing risks. Regular safety activity, clear operating instructions and continued attention to workplace conditions all contributed to a culture in which safety remains a shared responsibility.

Our performance during the year reflected this ongoing commitment. By maintaining high standards, encouraging reporting and learning, and supporting active participation across teams, we continued to strengthen our approach to protecting people and preventing harm.

**In 2025 EA Technology experienced**

- Zero: fatalities, reportable injuries, over 3 day injuries, lost time injuries, prosecutions or prohibition improvement notices
- 4 minor injuries
- 24 good catches
- 20 integrated internal audits completed
- 4 SHE audits by external organisations

**Although the number of injuries has increased from the previous year, the injuries were minor in nature. Reporting minor injuries and good catches is a sign that a positive health and safety culture is being maintained.**

# Driving continuous improvement through standards and compliance



**Maintaining strong management systems and robust compliance processes remains central to our approach to health, safety and environmental performance.**

During 2025, EA Technology continued to operate in line with recognised management system standards and to strengthen the consistency of its integrated approach across safety, health, environment and quality management (SHEQ). Internal and external audits continued to play an important role in monitoring performance, identifying improvement opportunities and supporting accountability across the business.

In July 2025, the company's SHEQ ISO certifications achieved integrated status.

Integrated ISO accreditation (combining ISO 9001, ISO 14001 and ISO 45001) improves efficiency by reducing duplicate paperwork, processes and audits. This saves time and cost, gives a clearer view of risk, improves consistency, and supports a stronger culture of continual improvement.

Our Integrated Management System supports the recording, tracking and resolution of actions arising from audits, inspections and reviews. This helps ensure that findings are addressed promptly, learning is captured effectively and improvements are embedded across relevant teams and functions.

By maintaining a structured approach to compliance and continuous improvement, we aim to ensure that our management systems remain effective, responsive and aligned with the needs of the business as it grows.



# Embedding a culture of safety, engagement and learning

**Creating a strong safety culture depends not only on processes and policies, but also on engagement, capability and continuous learning.**

Throughout 2025, we continued to support colleagues with training, communication and practical guidance on a range of health, safety and wellbeing topics. Structured inductions for new starters, mandatory e-learning and role-specific training all helped ensure that colleagues had access to the knowledge and support they need to work safely and confidently.

Regular communication and engagement also remained important. Briefings, one-to-one discussions, team meetings, Town Halls and employee forums all help reinforce shared responsibility and keep health and safety visible across the organisation. Cross-functional groups and committees further support participation, feedback and continuous improvement.

This approach helps ensure that health and safety is not treated as a standalone requirement, but as an integral part of how we work, lead and improve as a business.

# 08 Appendix

# A. Carbon Reporting Data

## Scope 1

+5.95% from 2024

Total emissions ($tCO_2e$)

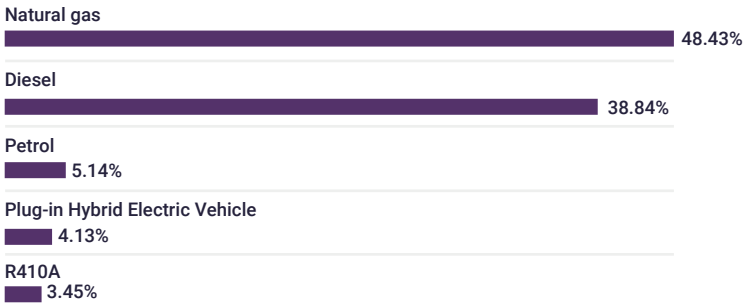
60.50

+3.71% from 2024

Energy consumed (WMh)

272.03

**Share of emissions by chemical and fuel type, 2025**




## Scope 2

-26.41% from 2024

Market-based scope 2 emissions ($tCO_2e$)

22.29

+0.48 from 2024

Energy consumed (WMh)

536.81

+4.04% from 2024

Renewable electricity

92.86%

# Scope 3

-40.67% from 2024

3.1
Purchased goods and services
3,239 $tCO_2e$

+147.09% from 2024

3.2
Capital goods
408.9 $tCO_2e$

+0.17% from 2024

3.3
Fuel and energy related activities
44.90 $tCO_2e$

-6.64% from 2024

3.4
Upstream transportation & distribution
1,762 $tCO_2e$

-58.17% from 2024

3.5
Waste generated in operations
0.573 $tCO_2e$

+22.28% from 2024

3.6
Business travel
301.1 $tCO_2e$

+79.7% from 2024

3.7
Employee commuting
193.0 $tCO_2e$

-72.32% from 2024

3.9
Downstream transportation & distribution
20.55 $tCO_2e$

-77.18% from 2024

3.11
Use of sold products
447.7 $tCO_2e$

-61.89% from 2024

3.12
End-of-life treatment of sold products
0.404 $tCO_2e$

# B. Impact Value Methodology

## Grid reliability support accounts for over half of total impact at £74m

The dominant impact pathway flows through the VisNet Hub product, which enables DNOs to monitor low-voltage networks in real time. This avoids costly grid reinforcement, defers capital investment, and reduces the duration of network interruptions.

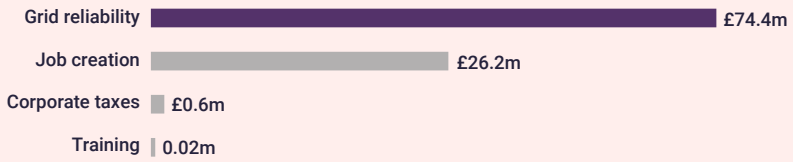
The calculation follows a straightforward chain: units deployed, multiplied by avoided reinforcement cost per unit, converted to societal value through the eQALY framework. The 10-year assumed product lifetime means a single unit generates value beyond the year of sale.

KEY FIGURE

**£74.4m**

**55% of total societal impact from one product line**

**Breakdown of direct operations impact (£m)**




### Why grid reliability dominates

The high impact reflects the scale of VisNet Hub deployment and a long product lifetime. The societal value of avoided reinforcement is large relative to consulting and training impacts, which operate at smaller scale and shorter time horizons.

Source: Valuing Impact analysis, FY 2025 data. VisNet Hub lifetime: 10 years. Revenue attribution applied proportionally across product lines.

# Avoided impacts total £36.3m, led by maintenance deferral and capacity gains

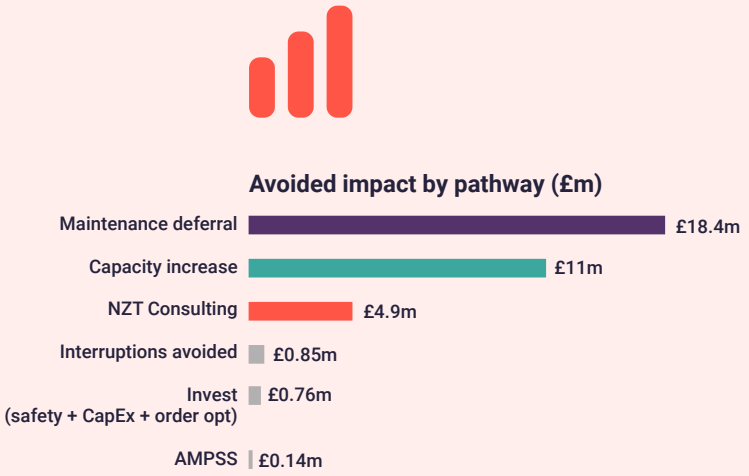
Beyond direct grid reliability, EA Technology's products generate avoided impacts through two additional pathways. Reduced maintenance and replacement costs account for £18.4m, driven by condition-based monitoring that extends asset lifetimes. Capacity increase in the grid adds £11.0m by enabling DNOs to connect more generation and demand without reinforcement.

Consulting services contribute £5.9m to avoided impact, now valued through 10 distinct pathways across three offers. The remaining items (interruptions avoided, data transfers, health and safety) are smaller but methodologically complete.

TOTAL AVOIDED IMPACT

**£36.3m**

27% of total societal impact




Source: Valuing Impact analysis, FY 2025 data. All values represent societal impact (eQALY-equivalent monetary units).

# Negative impacts are small at £2.9m and well-characterised across six categories

EA Technology's negative societal impacts total £2.9m, representing roughly 2% of total positive impact. This is typical for a knowledge-intensive services company with limited physical manufacturing. The largest contributor is procurement of product components at £1.7m, followed by product energy consumption during use phase.

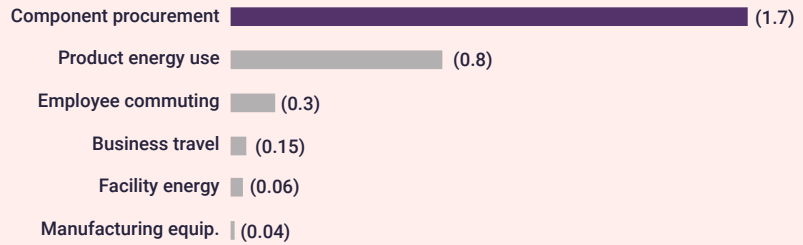
Their small magnitude relative to positive impacts confirms that EA Technology's business model is fundamentally value-creating.

TOTAL NEGATIVE IMPACT

**(£2.9m)**

~2% of total positive societal impact

**Negative impact breakdown (£m)**




Source: Valuing Impact analysis, FY 2025 data. Environmental impacts valued using ReCiPe 2016 endpoint factors. LCA data from Ecoinvent 3.10 cut-off system model.

# C. Glossary of Terms

**AMPSS** - Asset Management Power System Studies.

**Asset Management** - The systematic process of maintaining, upgrading, and operating assets cost-effectively on a condition basis to ensure optimal performance, reliability, and lifespan.

**BEMS (Building Energy Management System)** - A system that controls and monitors energy-consuming devices within buildings to improve energy efficiency and reduce emissions.

**Carbon Footprint** - The total greenhouse gas emissions caused directly or indirectly by an individual, organisation, event, or product, typically expressed in tonnes of $CO_2$ equivalent ($tCO_2e$).

**CapEx (Capital Expenditure)** - Funds used by an organisation to acquire, upgrade, and maintain physical assets such as equipment or property.

**DEI (Diversity, Equity, and Inclusion)** - A framework that promotes fair treatment, access, opportunity, and advancement for all individuals, while striving to identify and eliminate barriers that have prevented full participation of under-represented groups.

**ESG (Environmental, Social, and Governance)** - A framework used to assess an organisation's practices and performance on environmental sustainability, social responsibility, and corporate governance.

**ESG Audit** - A structured assessment conducted by an independent party to evaluate a company's performance and compliance with ESG principles and identify areas for improvement.

**eQALY** - The eQALY methodology, developed by Valuing Impact, structures impact measurement into seven impact pathways. Translating all types of impact into a single indicator enables the evaluation of trade-offs and supports decision-making. The 7 pathways are: Health and well-being; Income, salaries and finances; Education, skills and training; Taxes; Cost to society/government; Environmental externalities; Ecosystem services.

**Good Catch** - A proactive safety observation or intervention where a potential hazard is identified and reported before an incident occurs.

**IMS (Integrated Management System)** - A unified system that combines multiple aspects of an organisation's systems, processes, and standards—such as ISO 45001, ISO 14001, and ISO 9001—into one coherent framework.

**ISO 14001:2015** - An international standard specifying requirements for an effective environmental management system (EMS).

**ISO 45001:2018** - An international standard for occupational health and safety management systems, aimed at improving employee safety and reducing workplace risks.

**iHasco** - An e-learning platform used by EA Technology for delivering mandatory training on subjects like fire safety, mental health, and driver awareness.

**Life Cycle Assessment (LCA)** - A methodology for assessing the environmental impacts associated with all stages of a product's life, from raw material extraction to disposal or recycling.

**NABERS (National Australian Built Environment Rating System)** - An Australian rating system that measures the environmental performance of buildings, particularly energy efficiency.

**OPEX (Operational Expenditure)** - Ongoing costs for running a product, business, or system, such as maintenance, utilities, or personnel.

**Perkbox** - A staff rewards platform that allows employees to receive perks, recognition, and benefits, often used to enhance engagement and morale.

**SBTi (Science Based Targets initiative)** - A globally recognised body that helps companies set greenhouse gas reduction targets aligned with climate science and the goals of the Paris Agreement.

**Scope 1, 2, 3 Emissions** - A classification of greenhouse gas emissions:

**Scope 1:** Direct emissions from owned or controlled sources.

**Scope 2:** Indirect emissions from purchased electricity, heating, and cooling.

**Scope 3:** All other indirect emissions in a company's value chain.

**Social Return on Investment (SROI)** - A methodology that assigns monetary values to the social and economic impacts generated by an organisation's activities to assess value created per unit of investment.

**Valuing Impact** - The consultancy partnered with EA Technology to help quantify and model the social and economic impact of its products and services.

**VisNet Hub** - EA Technology's Low Voltage monitoring hardware and software innovation, recognised for digitising and improving the visibility and efficiency of low-voltage electricity networks.

**WEEE (Waste Electrical and Electronic Equipment)** - A directive and scheme focused on recycling and recovering electronic waste, ensuring responsible end-of-life treatment for electronic products.