

**Materials Solutions Limited (the "Company")****Section 172(1) Statement for Financial Year Ended September 30, 2024**

The directors of the Company must act in accordance with a set of general duties. These include a duty under s.172 of the Companies Act 2006 to promote the success of the Company for the benefit of its members, and in doing so have regard (amongst other matters) to:

- 1) the likely consequences of any decision in the long term;
- 2) the interests of the Company's employees;
- 3) the need to foster the Company's business relationships with suppliers, customers and others;
- 4) the impact of the Company's operations on the community and the environment;
- 5) the desirability of the Company maintaining a reputation for high standards of business conduct; and
- 6) the need to act fairly as between members of the Company.

Understanding the perspectives of the Company's stakeholders and building good relationships enables their views to be taken into account by the Board of directors of the Company ("Board"). The Board uses forums such as the Extended Board Meetings ("EBM") plus the Siemens Energy Management Meeting ("SEMM") cascades and other sessions to ensure they are well informed to make key decisions. All Board members participate in the EBM and SEMM cascades which have representation from all Business Units and Support functions. Given the size and nature of Siemens Energy in the UK, stakeholder engagement often takes place at both an operational and senior management level as well as by the Board, the mechanisms that are in place provide a good basis to ensure stakeholder feedback is considered in the operation of the Company.

The Company operates under Siemens Energy AG Group ("Siemens Energy") policies. It has a common UK senior management team, shared with the other UK Group companies. On this basis, some of the information (especially under Communities and Environment section) disclosed in the statement here (and on the website) is combined and covers Siemens Energy Group companies in the UK.

**Employees**

*At Siemens Energy, our People Agenda is critical to how we achieve our business priorities by focusing on clear aspirated outcomes in three key areas: thriving environment, game changing leaders and vibrant workforce.*

**Engagement****Key topics, decisions and outcomes influenced by this stakeholder group****Thriving environment:**

The Company is creating an environment for people to be self-directed, to have responsibility, and find meaning in their work. We guide this by setting standards through our Inclusion & Diversity (I&D) Framework, applying new ways of working, and establishing cross-organisational networks.

The Company is committed to building a welcoming, inclusive and diverse organisation. We understand diversity as a fact and inclusion as a choice: we want a diverse workforce that not only reflects today's society but also makes best use of it by real inclusion. This means, we respect and value each other, so that everyone can fully develop their potential.

We use "inclusion" to describe our commitment to being an open and inclusive Company, striving to create safe, welcoming workplaces with a culture that encourages equality and belonging. We listen respectfully to learn from others and leverage our differences to innovate for better solutions. An inclusive culture brings our purpose to life; it ignites our innovation potential, paves our way towards a sustainable future and helps us transform ourselves and our customers.

We use "diversity" to describe our commitment to recognising and respecting the differences between people whilst valuing the contribution everyone can make to our business. We do not tolerate discrimination or bias of any kind. At Siemens Energy, we want every person to bring their authentic self to work and trust that their potential will be fulfilled.

Employees can make their views known through employee representative bodies, whether at a local, business or national level. These bodies provide a mechanism for ongoing dialogue between Company management and the employees' representatives on all aspects of the Company's operations. Furthermore, a confidential whistle-blowing hotline called 'Speak Up' enables employees to raise concerns about any aspect of Company practices or behaviour.

We have three strategic drivers that form the basis of our plan for Inclusion and Diversity: (1) Equity: We recognise the unique needs of each individual or group and we remove barriers and create opportunities under which everyone can participate on equal terms. (2) Belonging: We make our mix work by creating an inclusive culture where people feel respected, engaged, able to speak up and be themselves. (3) Society and Partnerships: We work together, internally and externally, with customers and partners to support us in becoming more diverse and inclusive.

## Employees

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### Engagement

**Key topics, decisions and outcomes influenced by this stakeholder group**

#### Game-changing leaders:

Leaders navigate through changing situations by providing clarity and direction in uncertain conditions. They bring new strategies, new mindsets, and business transformation to life, triggered by outside market changes and role modelling our Leadership Essentials.

#### Leadership Essentials

Our leaders are encouraged to seek feedback to become more self-aware and to be held accountable for role modelling our leadership essentials and leadership behaviours.

#### Voices

The SE Voices engagement survey gives all employees worldwide, the opportunity to reflect and share their unique perspective on how they perceive our company, our culture, leadership, team collaboration and work environment. It addresses the topics like Drivers of Engagement, Human Energy, Employee Well-Being as well as Siemens Energy's Behaviours & Values.

The views of our employees are critical in helping us continually improve ourselves as an organisation, and regular employee engagement surveys enable us to both further understand our employees' perspective and generate ideas which can benefit everyone.

#### Team Up For Action

To drive Engagement and Human Energy, we expect and foster accountability on all levels. In addition to our corporate actions, our "Team up for Action" programme enables teams and their managers to realise positive change within their circle of influence: Employees focus on individual and team accountability for change while managers enable teams to create actions that will inspire engagement.

### Vibrant workforce:

Our ambition is to become the employer of choice in the energy industry. We do this by investing in employer branding, learning and development, strategic workforce planning, and a recognition and performance management system. All elements contribute to the implementation of our strategy and anchor our values and behaviours.

#### Growth

All our employees including apprentices and graduates are supported in growing and developing in their roles by the availability of comprehensive training programmes to equip them for both current and future roles. In addition to technical training, all our employees have access to learning and development resources that are individual, transparent and self-driven. All employees are encouraged to review their skills and to hold a growth dialogue with their manager to devise a growth and development plan.

#### Performance Management

All employees are set their top responsibilities linked to our Purple Book (Siemens Energy Group Framework - internal guide), followed by objectives which are discussed at regular check-ins with the employee's manager. Through these regular check-ins objectives are reviewed and amended to ensure they continually support the organisation's strategy.

#### Transformational Accelerators (TAs)

The Company has a community of TAs from all areas and levels of the organisation who drive cultural change in line with our people and cultural strategy. They meet regularly to build a community of change agents and share success stories.

#### Recognition

The Company operates a number of recognition programmes for example STAR, which enables any employee to nominate or reward other colleagues for their excellent performance and collaboration.

## Customers and Suppliers

*Business relationships with the Company's customers and suppliers are fundamental to Siemens Energy.*

### Engagement

Customers are always at the centre of our thinking with regard to technology, innovation and how to best consult and support them. Our main goal is to establish ourselves as the partner of choice for our customers by fostering close and trusted partnerships.

Our aim is to create sustainable diversity and safety for our people and for the people in our supply chain.

We continue to promote the Real Living Wage with our suppliers to enhance people's lives which has been shown to improve supply chain performance.

Our procurement function is committed to developing business relationships with organisations who are aligned to responsible business objectives to maximise joint performance and bring additional value.

As a result of the ongoing geopolitical issues, we are working with our key suppliers to assess the risks this poses to their business operations and what support we can offer.

### Key topics, decisions and outcomes influenced by this stakeholder group

The Company actively collaborates with our customers to develop a portfolio of energy technology products, solutions and services that meet their operational business requirements. The Company emphasises the development of strong relationships with customers, suppliers and business partners to assist in their journey to a more sustainable environment and a carbon neutral target.

Our suppliers add value to the Company and our stakeholders through product innovation, quality, availability, and investment. We rely on our suppliers to provide a competitive and transparent supply chain, which we develop to ultimately generate energy.

We collaborate with suppliers to ensure that the Real Living Wage requirements for their projects are extended to the suppliers they engage with, including both directly employed individuals, and those employed by subcontractors.

As part of our Annual Supplier Management Plan, we review suppliers, and the level of engagement required. Where required, supplier workshops are attended by senior management from the Company and the supplier to discuss collaboration and wider aspects of the relationship.

An established supply chain resilience tracker tracks the risks for our key suppliers and outlines the mitigation actions between the supplier and the Company. The results are presented to the senior management team for review and input.

## Communities and Environment

*Siemens Energy is committed to its purpose 'we energise society' which is supported by its Sustainability approach. Social Impact is delivered through our Societal Engagement Programme and protection of the environment is supported by our Decarbonisation and Zero Harm Programmes.*

### Engagement

#### Societal Engagement Programme

In the UK, the Company follows the Siemens Energy global approach for societal engagement, with a focus on regional activities. Societal Engagement is grouped into three key themes:

1. Energy Transformation
2. Access to education
3. Sustaining communities

We have established a Societal Engagement Programme to deliver social value which is led by the Head of Sustainability and supported by a network of local site and project ambassadors.

We are committed to following the United Nations Sustainable Development Goals which are a social value charter for the planet.

### Key topics, decisions and outcomes influenced by this stakeholder group

#### Societal Engagement Programme outcomes for FY24

##### 1. Energy transformation

National Energy Action (NEA)

In FY24 Siemens Energy sponsored research to identify common challenges in managing household energy and avoiding fuel poverty for different groups; young adults leaving care, ex-service personnel, ex-offenders, individuals not in employment, education, migrants, and school leavers when transitioning to independent living as first-time tenants.

##### Ride for Change '24

To support Earth Day and Siemens Energy Zero Harm Week, colleagues took part in the 'Ride the Change '24' to promote conversations about the energy transition and protection for climate and nature. The riders encouraged friends, family and colleagues to make a pledge for change. The ride ended with a panel discussion/podcast hosted by sponsors AECOM on the challenges of the energy transition.

##### 2. Access to education

STEM activities supported in FY24 included the Primary Engineer competition, STEMFest Net Zero in Newcastle, UlversSTEM festival in Cumbria, work experiences sessions hosted at local sites and STEM visits to schools. Virtual work experience programmes delivered in 2024 had 519 registrations with our Provider "Springpod" and 146 registrations with "Speakers for Schools" with focus on engaging with students from deprived areas.

**Communities and Environment**

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**Engagement****Key topics, decisions and outcomes influenced by this stakeholder group****3. Sustaining Communities**

Our Societal Engagement Community have delivered fundraising and community programmes across our sites and projects in the UK. The volunteering activities and donations are recorded in our Social Value Portal (SVP). Key projects for FY24 have included:

- Support for the Wildlife Trusts with over 5% of employees volunteering for 'Wild Workdays' in 2024; and
- Siemens Energy UK donating over £30K to charities in FY24, and in addition to donations from employee fundraising. Volunteering for charity and community projects was over 6000 hours.

**Decarbonisation Programme (UK)**

Siemens Energy is dedicated to delivering to our customers innovative solutions that drive their energy transformation and support the decarbonisation of the energy sector. At the same time, we are consistently pursuing climate neutrality in our own operations and intend to be climate neutral by 2030. The three pillars of Decarbonisation in Siemens Energy are:

- Decarbonise our product and service portfolio;
- Climate neutrality in our own operations by 2030; and
- Emission reductions throughout our supply chain.

In the UK, we follow the Siemens Energy global approach, looking in more detail at the risks and opportunities for decarbonisation in our UK based businesses. The Decarbonisation Steering Committee oversees workstreams for delivering decarbonisation targets.

The Decarbonisation Programme is reviewed annually to consider significant events, risks and opportunities that impact targets. The Decarbonisation Programme has been communicated to internal and external stakeholders.

**Zero Harm programme**

The Company succeeds through its people. Fostering the health and safety culture and performance of the Company's employees, as well as safeguarding their working conditions, are core to Siemens Energy social and business commitment.

Siemens Energy has a Zero Harm philosophy based on 4 principles:

- It is achievable;
- We do not compromise;
- We take care of each other; and
- We develop locally and share globally.

**Decarbonisation Programme (UK) outcomes**

An update of Siemens Energy performance against UK Decarbonisation targets in support of the Climate Neutral Programme for own operations has been published on our UK website ([Siemens Energy - Technical document · DIN A4 portrait – Template \(aprimocdn.net\)](https://www.siemens-energy.co.uk/Technical-document-DIN-A4-portrait---Template.aprimocdn.net)).

The Company commits to protecting and supporting the physical and mental wellbeing of all employees and working partners. The Zero Harm framework provides the building blocks to create Zero Harm plans at all levels in the business. The Zero Harm framework drives ownership and responsibility for Environment, Health and Safety (EHS) into all levels in our organisation.

We continually drive, through the Zero Harm plans, for a culture where it is the norm to return home safe and well at the end of a shift, and where our people are responsible for looking out for each other. Likewise, a culture where employees and partners who feel empowered to challenge and to accept challenge respectfully.

Lessons Learned are key to us developing a learning culture, and where we have recordable injuries, significant Near Misses, best practices and breaches of our Zero Harm Building Blocks, we create lessons learned and share globally. Our UK Board also review lessons learned through their "eye on safety" engagements both on site and through interactive remote sessions.

## Government, Regulators and Trade Associations

*Continuous dialogue with policy-makers is extremely important for the success of a global company like Siemens Energy.*

### Engagement

The Company is politically neutral, but it operates in markets which are shaped by UK Government policy, either directly or indirectly. Our market is more driven by direct government policy now than at any time since energy sector privatisation in 1990.

Our external engagement is governed by our Company commitment to responsible and sustainable business. In doing so, we often meet with policymakers directly from the main national political parties as well as MPs based locally to our sites and factories. We also engage through memberships of industry organisations such as Energy UK, Renewable UK and Make UK.

### Key topics, decisions and outcomes influenced by this stakeholder group

The Company engages with policymakers at all levels in the UK Government, devolved nations and on a cross-party basis.

There has been further political engagement with MPs and local political stakeholders in relation to construction projects and site footprints.

Engagement with Make UK has included employment policy implications and the Skills Survey post COVID-19. Siemens Energy participates in several Energy UK committees covering public affairs and policy development covering a range of topics.

The Company published a UK tax strategy on its website (<https://www.siemens-energy.com/uk/en/home.html#Downloads-tab-1>), outlining its approach to taxation in the UK and its intention to be fully compliant and transparent in its interactions with HMRC.