

The Weir Group PLC

Modern Slavery Statement

Financial Year ended 31 December 2025



Introduction

Weir's purpose is to enable the sustainable and efficient delivery of the natural resources essential to create a better future for the world.

Sustainability is core to Weir's purpose and is a critical priority for the mining industry. Mining has a critical role to play in decarbonisation as, over the coming decades, the world needs significantly more metals to transition to net zero and meet increasing demands driven by continued GDP growth (further information can be found [here](#)). However, to unlock the supply needed, the mining industry must adopt new technologies and become more sustainable.

Furthermore, mining has a broad and diverse group of stakeholders including customers, employees, communities and the governments of the regions in which it operates. And, in pursuit of sustainability, it is recognising the need to focus on the environmental and social impact on these stakeholders. So, while the industry's prize is significant, a lot needs to change for it to maintain the social and environmental licence to operate. This is where suppliers, like Weir, have a key

The Weir Group PLC is committed to preventing incidents of modern slavery and human trafficking internally within our organisation and externally in our business supply chains.

This statement is made pursuant to Section 54 of the Modern Slavery Act, 2015. It sets out the steps we have taken during the financial year commencing on 1 January 2025 and ending on 31 December 2025 to prevent incidents of modern slavery and human trafficking from taking place within our organisation and supply chains.

This statement is also made on behalf of The Weir Group PLC and its subsidiaries Weir Minerals Europe Limited, Weir Group IP Limited and ESCO EMEA Holdings (UK) Limited. A full list of subsidiaries can be found in The Weir Group PLC's Annual Report and Financial Statements 2025.

role to play, providing the technology and expertise needed to reduce the industry's environmental footprint and helping to improve its reputation. Alongside helping our customers, we are also playing our part.



Our commitment

As a leading global mining technology business, we hold ourselves to high standards in everything we do.

Modern slavery and human trafficking are growing global issues that occur in all parts of the world, across a broad range of business sectors and industries. We recognise that we share a responsibility with, among others, our peers, employees and suppliers to prevent, mitigate and remediate the risks of modern slavery and human trafficking in all forms and to respect human rights in our operations and business dealings.

Our commitment to our customers and stakeholders is clear: we will always treat people fairly. We believe that our business' sustainability and the achievement of our vision to assist in the eradication of modern slavery and human trafficking depends on our ability to inspire trust in our clients and customers and in earning the confidence of the people with whom we work. The Weir Group PLC has a zero-tolerance approach towards modern slavery and human trafficking and our aim is to guard against incidents in relation to the same in all parts of our internal organisation and external supply chains. This commitment is underpinned by our endorsement of the objectives and requirements of the Modern Slavery Act, 2015.

Our business

The Weir Group PLC was incorporated on 14 June 1895 as a public limited company pursuant to the laws of Scotland. Its registered office is located at 1 West Regent Street, Glasgow, Scotland, G2 1RW. It is listed on the London Stock Exchange.

Weir is a global leader in mining technology. We recognise that our planet's future depends on the transition to renewable energy, and that transition can only happen with the metals and minerals our mining customers deliver.

Supporting the energy transition is at the core of our purpose, and our integrated technology solutions play a critical role in supporting our customers in the efficient and sustainable extraction of these resources.

As a global market leader, Weir has a proven track record of success and partnership, serving mines worldwide and driving the industry forward. We understand that each mine presents unique challenges and our tailored solutions are designed to meet these diverse needs.

Weir's signature technology brands, including WARMAN®, ESCO®, ENDURON®, GEHO®, CAVEX®, LINATEX®, MOTION METRICS™ and Micromine® stand for excellence in innovation, reliability and performance in mining technology solutions.

Our deep customer insights, world-class engineering, materials science expertise and intelligent automation drive our commitment to developing transformational solutions. Our technology advances safe mining practices, protecting our employees and customers. We are pioneering the use of digital innovations that enhance operational efficiency, safety and environmental sustainability.

We are deeply embedded within our customers' operations and supply chains with local day-to-day relationships. Our vertically integrated supply chain and network of foundries, manufacturing operations and service centres give our customers certainty of supply and protect our intellectual property.

Our Divisions

We have two main divisions: Minerals Division and ESCO Division.

The **Minerals Division** is engaged in engineering, manufacturing and servicing of processing technology used in abrasive high wear applications in mining and infrastructure markets around the world.

The Division also supplies digitally enabled hardware and digital solutions that support equipment performance and process optimisation, improving throughput and avoiding downtime for customers.

The **ESCO Division** produces ground engaging tools (GET), attachments, AI and machine vision technologies that optimise productivity for customers in global mining and infrastructure markets. The Division also includes Weir's Software Solutions business which provides a suite of equipment agnostic planning and decision software (Micromine®) and AI-powered monitoring technologies that optimise mine-to-mill performance.



Our workforce

Weir has always been a values-led business. Formulated in light of our purpose and designed to help deliver our strategy, our values are the guiding principles that apply across Weir and help define the kind of business we are. Our values are:

Thinking safety first

Delighting your customer

Doing the right thing

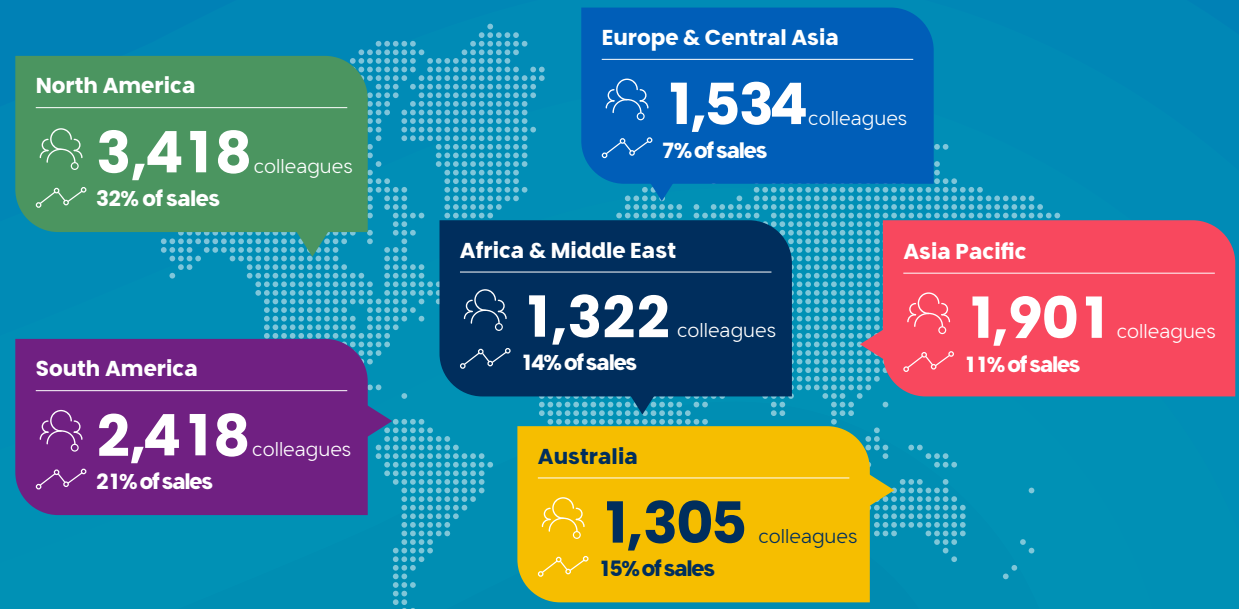
Aiming high

Respecting each other

We believe that our values, embedded in everything that we do, help to uphold the respect for human rights in our workforce. Therefore, we consider the risk of the occurrence of modern slavery and human trafficking abuses in our workforce to be low.

We operate in over 50 countries. Weir employs approximately 12,000 staff, which includes full-time and part-time employees, contractors, consultants, and otherwise. We have the largest headcount in the regions that generate the most sales: North America and South America.

Figure 2: Headcount and sales



Our workforce is primarily engaged in the manufacture and service of our equipment with sales, marketing and product development making up most of the rest of the company.

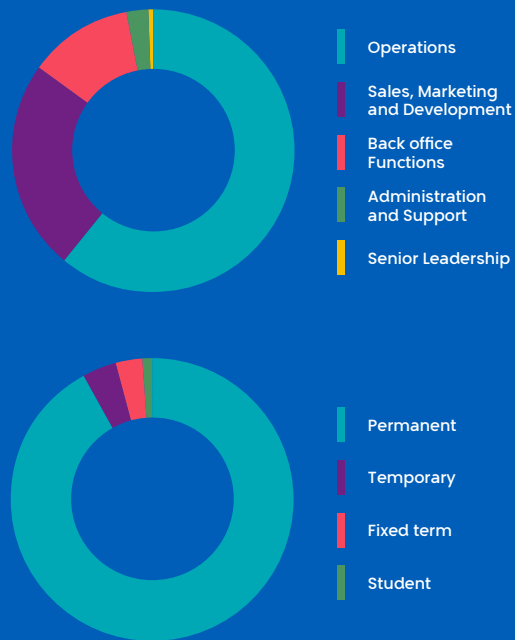


Figure 3: Headcounts by job family and worker type

Our people want to work in a safe and inclusive environment where their physical and mental health is prioritised. They want to feel that their voice is heard and that everyone is treated fairly and equitably. People are looking to work for a company that nurtures their individual success, provides development opportunities and where they can contribute to broader societal and environmental goals. Being paid and rewarded equitably for their work is also important.

2025 action highlight: HR Awards

In 2025, the Weir HR team was shortlisted in six categories at the HR Network Awards 2025, celebrating excellence across the HR profession. The HR team was named winner in the Employee Engagement of the Year, HR project of the Year and Organisational Development Award of the Year categories. This marks the first time in the history of these awards that an organisation has been short listed in six different categories.

Being recognised across the diverse range shows Weir's ongoing effort to be an even greater place to work.



In some parts of our business, we utilise migrant or temporary labour. We partner with recruiting agencies that maintain respect for human rights in their recruiting practices. Just as with our permanent employees, human rights, particularly safety and wellbeing, are very important for us, and our key objective is for everyone to come to work safe and well and go home safe and well. Thus, we have policies and processes in place to ensure that our migrant and temporary labourers are protected. Our [Global Recruitment Policy](#), available on our website, describes that we partner only with recruiting agencies that uphold our high standards for integrity and impartiality, as delineated in our [Code of Conduct](#), [Supply Chain Policy](#) and [Supply Chain Code of Conduct](#).

Our supply chains

We recognise that our responsibilities extend to our supply chain and are committed to engaging only suppliers which maintain ethical and safe working environments.

We source raw materials, components and services across the globe, including countries and industries where the risk of modern slavery may exist. Our suppliers play a critical role in our business, so our relationships with them are based on achieving the best performance, product delivery times, service and total cost in an ethical and sustainable manner. Our supply chains are extensive. Our Tier 1 suppliers are located in numerous countries, covering various industry sectors. We consider the risk of the occurrence of modern slavery and human trafficking abuses externally within our business supply chains to be medium.

The supply chain provides, among others, the following goods and services:

- Raw materials
- Electricity
- Fabrication and machining services
- Freight and logistics
- Components
- Corporate services
- Consultancy services
- Temporary labour

Suppliers are primarily engaged and managed by local site level. Weir chooses suppliers primarily based on quality, safety and cost. Weir engages most suppliers through purchase order terms and conditions, with higher value and complex supply engagement through contract terms and conditions.

The Minerals Division supply chain functions are directing their key suppliers to report risk-related information about their operations via a third-party ESG software tool – Integrity Next. The results will drive additional process improvements in managing our supply chain. The same approach will be taken with the ESCO Division during 2026.

For the ESCO Division, most of its suppliers are located in Latin America at approximately 48% of the total number of the Division's suppliers. Altogether, approximately 82% of ESCO Division's suppliers are in Latin America and North America.

For the Minerals Division, most of its suppliers are located in Latin America at approximately 25% of the total number of the Division's suppliers. Altogether, approximately 84% of Minerals Division's suppliers are in Latin America, Europe, Middle East & Africa, and Asia Pacific.

In 2025, the transition of functional services to our new global shared services model, Weir Business Services (WBS), was completed. Accenture remains our strategic partner, with teams primarily based in India and Colombia, continuing to support Weir's operations. Accenture's teams are required to abide by and comply with applicable Weir policies, including the Weir Code of Conduct and Human Rights Policy.

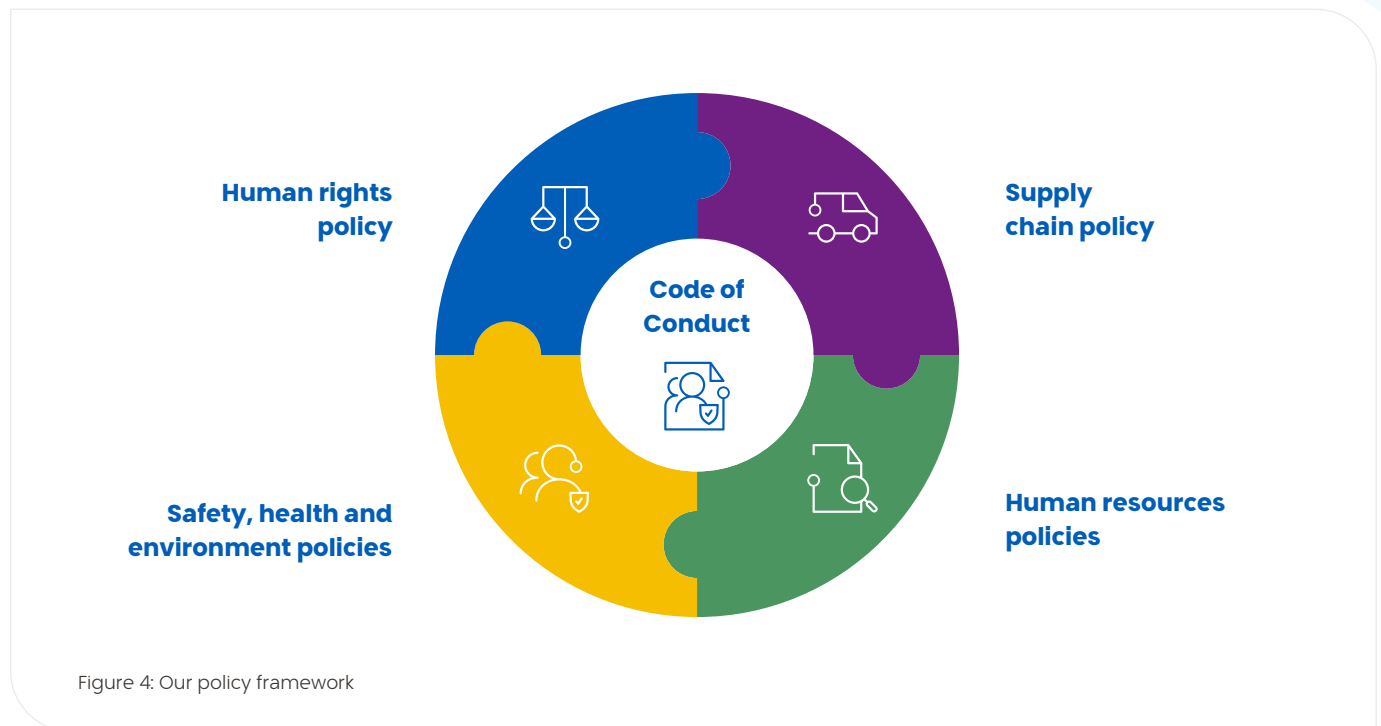
Our governance

Weir's approach to modern slavery and human trafficking is overseen by the Board of Directors. The Board is informed about modern slavery risks and performance through regular reports from the Head of Internal Audit and Chief Compliance Officer and the Chief Strategy and Sustainability Officer. Modern slavery risks are integrated into the company's overall risk management framework.

For the day-to-day, the Chief Compliance Officer and a dedicated compliance team oversee the design, implementation, and compliance with Weir's human rights policies and processes. Weir Group Compliance works closely with the Divisions, particularly HR and Supply Chain teams, and the Group Sustainability function to drive human rights initiatives within their respective areas.

Our aim is to guard against incidents of modern slavery and human trafficking in all parts of our internal organisation and external supply chains. We therefore take care to ensure that our values are integrated into our [Code of Conduct](#). Supporting the Code of Conduct are the Human Rights Policy, the Supply Chain Policy, the Suppliers Code of Conduct and our policies on global employment, safety, health, environment, dignity, fair working wages, inclusiveness, whistleblowing, and more.

The ways in which we implement of our policies will be enhanced in response to our Human Rights Risk Assessment and Strategic Plan.



Core Weir policy	How we implement
<p>Weir Code of Conduct</p> <p>The Weir Code of Conduct declares Weir Group’s zero-tolerance approach that it will not do business with companies, organisations, or individuals that are not working to comparable generally accepted human rights standards. The Code of Conduct further lists the following prohibitions:</p> <ul style="list-style-type: none"> • prohibition against child labour, modern slavery and forced labour; • prohibition against unreasonable excessive working hours; • prohibition against working with companies that do not respect human rights principles; and • prohibition against trying to persuade Weir employees to accept improper working terms or conditions. 	<p>Upon hire, employees must agree to abide by the Code of Conduct. Every year Group Compliance provides mandatory Code of Conduct training to all employees, and employees must sign an attestation that they have abided and will abide by the Code of Conduct. Furthermore, we require our suppliers and other third parties to acknowledge the Supply Chain Policy and in 2025, the Supply Chain Code of Conduct.</p> <p>The Weir Code of Conduct is available in 12 languages on our website.</p>
<p>Human Rights Policy</p> <p>The Human Rights Policy is informed by UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization’s 1998 Declaration on Fundamental Principles and Rights at Work. The Human Rights Policy delineates the core actions Weir will take to address human rights risks. These actions include the following:</p> <ul style="list-style-type: none"> • undertaking periodic risk assessments; • including provisions for supplier contracts; • investigating any allegations raised, and taking appropriate remedial action; • providing periodic communications and training; and • monitoring company compliance with policy. 	<p>Weir’s Human Rights Policy was adopted by the Weir Board of Directors in 2022. The policy is available on our website.</p> <p>In 2025, the Human Rights Policy has been updated following the Human Rights assessment and new Human Rights employee training has been scheduled for 2026.</p>
<p>Supply Chain Policy and Supply Chain Code of Conduct</p> <p>Weir’s Supply Chain Policy and Supplier Code of Conduct sets out its expectations that its suppliers will provide it with goods and services while not exposing its employees, the suppliers’ employees, or suppliers’ local environment to unacceptable risks. The policy requires the following from all suppliers, as a minimum standard:</p> <ul style="list-style-type: none"> • no forced, bonded or involuntary prison labour will be used; • no children are to be employed; • no forms of modern slavery, servitude, forced nor compulsory labour, nor human trafficking are to be employed; and • supplier’s employees be paid wages for standard working hours that meet or exceed national minimum requirements. 	<p>In 2025, we launched the Supplier Code of Conduct.</p> <p>Upon engagement, every supplier now receives a copy of the Supply Chain Policy, the Supply Chain Code of Conduct and Weir’s latest Modern Slavery Statement. Suppliers must acknowledge receipt and that they will be providing their goods and services consistent with Weir’s values and expectations.</p>

Employee training and resources

Weir is committed to ensuring that all our people understand what modern slavery and human trafficking is and the circumstances in which it may occur, are aware of key risk factors and are equipped to identify instances of possible modern slavery and human trafficking concerns. Modern slavery and human trafficking training is compulsory for everyone in our organisation.

Our training is largely conducted via the provision of e-learning videos with short multiple-choice assessments included at the end. The inclusion of these assessments allows us to accurately monitor our employees' understanding of the content and ensures that staff are properly engaged when conducting the training. We regularly review the training needs across our business operations to ensure all employees are included.

We believe that the training offered has helped to embed respect for human rights and the policy of zero tolerance for modern slavery and human trafficking throughout the business. The most recent training on human rights was provided online via Workday in 2023 in connection with the implementation of a new human rights policy. We have scheduled the roll out of new human rights e-learning training for all employees in Q1 2026.

2025 action highlight – Weir Safety Day and mental health first aid (MHFA) programme

We continued to engage colleagues on safety and wellbeing, including in our Zero Harm Behaviours Framework, to support a broader safety culture. In March 2025, colleagues participated in the annual Weir Safety Day with activities and events held at sites globally.

Weir has established a Health and Wellness Framework with mental health being a key pillar within this framework. In 2025, we saw our mental health first aid (MHFA) pilot programme kick off with a group of 28 employees in Canada and the US embarking on a journey to become certified mental health first aiders. MHFA advocates are now present at 15 of 34 North American sites.

Remediation and effectiveness

Weir is committed to achieving a zero harm workplace, aiming for no incidents so that every employee goes home safe and healthy. Central to Weir's values are 'thinking safety first' and 'champion zero harm'. The company recognises the interconnectedness of physical safety, mental health and overall wellbeing, and strives to foster a caring and resilient workforce.

Following the tragic accident in 2024 that resulted in the loss of a colleague, over the course of 2025, Weir has continued to implement additional measures to enhance staff training with the goal of preventing similar incidents. Actions taken included conducting safety stand downs to review lessons learned and to reinforce the principle that safety is always the top priority.

In 2025, total lost time accidents rose marginally, with a Total Incident Rate¹ (TIR) of 0.52 (2024: 0.42). Our sites continued to progress using the Zero Harm Behaviours

Framework and implemented action items from the 2024 gap analysis workshops. In 2025, employee engagement improved supported by the launch of a zero harm spotlight series, especially the Safety, Health, and Environment initiative, yielding more valuable feedback for ongoing improvements.

Weir provides informal and formal channels for employees to raise concerns regarding unethical behaviour. Most employee concerns are resolved by their managers or the local Human Resources function. Employees are also encouraged to raise their concerns through the [Weir Ethics Hotline](#), which is a 24-hour, multilingual service accessible via telephone or online with the option of reporting anonymously. The Weir Ethics Hotline is also available for third parties to report unethical behaviour about our employees, customers or suppliers.

In 2024, there were 82 cases recorded and as at December 2025, 100 cases were reported. This rate shows an increased reporting rate year on year. We attribute the increase to our efforts to promote our Speak Up culture and the availability and accessibility of the hotline to all employees. Discrimination and harassment remain the most common issues. Appropriate actions were taken to address the cases that were substantiated, actions included training, policy review, process improvements, and employee discipline (including termination). Our strategic plan for 2026 and beyond includes establishing other ways in which we can measure the effectiveness of our efforts.

2025 action highlight – Ethics Hotline

In 2025, our ethics hotline had 100 reported cases of which 96 cases have been closed and 4 remain under review. The average case closure time fell from 71 days to 28 days. Regional performance shows strong contributions: North America leads with 16 days, followed by APAC at 19 days, EMEA at 29 days, and LATAM at 42 days.

In addition to the above, HR loaded an additional 74 cases showing an increasing confidence of employees to report allegations of wrongdoings via many avenues.

Following investigations into the Ethics Hotline reports, some substantiated cases have also led to the termination of contracts and other disciplinary measures. Additional training and protocols have been put in place to prevent future wrongdoings, and all employees are actively encouraged to speak up where they witness any wrongdoing.

¹Total incident rate is an industry standard indicator that measures lost time and medical treatment injuries per 200,000 hours worked.

Supply chain management

We seek to act in an open and transparent manner in the onboarding of First Tier Suppliers, promoting fair competition and the principles of our Supply Chain Policy, Supplier Code of Conduct and Code of Conduct.

We partner with our suppliers to achieve the best performance, product delivery times, service and cost in an ethical and sustainable manner. We understand that the leverage we may sometimes have with our suppliers, and that to achieve our aim of minimising incidents of modern slavery and human trafficking, we need to collaborate with and monitor all our suppliers.



Figure 5: Supply chain management process

Screening

Our procurement process includes supplier assessment questionnaires which must be completed by all prospective new suppliers. Assessment criteria include whether the supplier has a modern slavery policy in place, has taken steps to reduce the risks of incidents of modern slavery and whether the First Tier Supplier operates in a high-risk jurisdiction or business sector. The responses to these questionnaires help us to assess the risk of modern slavery and human trafficking in the business supply chain of our potential suppliers. Any red flags that are raised during the screening must be

reviewed in consultation with business leadership and the Weir legal team. Based on our findings, we may perform additional due diligence prior to onboarding.

In 2025, we completed additional in-depth due diligence review of Tier 1 suppliers based in jurisdictions highlighted as high risk for human rights violations. The review involved running the names of these suppliers through a database. No findings or alerts were raised on our Tier 1 suppliers for human rights violations.

Engagement/onboarding

In engaging a supplier, Weir Group PLC requires a formal written contract to be entered. All supplier contracts must from October 2025 include provisions requiring that efforts be undertaken on the part of all parties to ensure that modern slavery and human trafficking are not taking place in any part of a supply chain. Specifically, suppliers' contract requires the supplier to abide by the principle of Weir's Supply Chain Policy and the Supplier Code of Conduct. In addition, third parties that act as agents or representatives for Weir must sign contracts that require them to comply with anti-slavery and human rights laws.

All suppliers are required to sign a declaration that states that suppliers are aware of Weir's expectations concerning modern slavery practices, as described in Weir's annual UK Modern Slavery statements, and agreeing to follow Weir's Supply Chain Policy and the Weir Supply Chain Code of Conduct.

Ongoing monitoring and management

After appointment, we monitor our suppliers' performance based on delivery, cost, and quality. Site visits enable Weir employees to identify possible signs of non-compliance. Depending on a supplier's criticality and geographic location, Weir quality personnel formally may audit suppliers for their compliance with our labour expectations during routine quality audits.

In addition to the above, the Minerals and ESCO Divisions completed onsite and desktop human rights audits on 20% of the suppliers undergoing quality audits located in Australia, India and China. None of the suppliers audited had findings or raised risks in relation to human rights violations.

We acknowledge that additional monitoring is critical for combatting slavery. The Minerals Division has employed a third-party industry-recognised platform for assessing sustainability and human rights risk and supplier practices to address those risks. The platform provides ongoing monitoring of news media and social media sites for indications of suspected violations using powerful AI tools. Approximately 1,380 suppliers are being monitored, representing 75% of Minerals Division's total spend, having completed the assessments and being actively monitored by the platform. Plans are in place for the ESCO Division to require high-spend suppliers to complete the assessments using the same tool.

If any individual, supplier, non-governmental organisation or any other organisation has evidence of Slavery in Weir's operations or supply chain, we

encourage them to contact the Weir Ethics Hotline. Reports will be investigated, and appropriate action will be taken. For any supplier who is found to be non-compliant with our policies, we will terminate our relationship unless conditions are immediately improved, and compliance is restored. In 2025, we did not receive any report of suspected violation of human rights.

Our supply chain monitoring activities have not historically extended to sub-suppliers and we have relied on our suppliers to monitor sub-suppliers for compliance with our Supply Chain Policy. As part of the updated human rights risk assessment mentioned above, we will further evaluate our strategy for overseeing sub-supplier activities.

2025 action highlight – CCLA Modern Slavery Benchmark performance

We were proud to confirm that we maintained Tier 3 in the CCLA's 2025 Modern Slavery Benchmark UK 100 report. The CCLA benchmarks FTSE 100 companies' performance on reporting their efforts to combat modern slavery.

A Tier 3 ranking indicates that we are continuing to exceed minimum expectations, and it was the tier that half of the FTSE 100 achieved. Nonetheless, we continue to take strategic steps to move beyond Tier 3, steps such as the human rights risk assessment undertaken during the year and improving our human rights screening of our suppliers. We will continue to be transparent in reporting about our efforts as we work to mature our anti-modern slavery programme, and we aim to also continue moving up tiers.

2025 action: Human rights risk assessment

In 2024, Deloitte LLP completed a human rights risk assessment which focused on our internal business processes and the practical application across function areas and a desktop review of our current policies and procedures. The Assessment reviewed our policies and procedures in line with the UN Guiding Principles on business and Human Rights. Following the review, the Human Rights Policy has been updated in line with the UN Guiding Principles.

We consider human rights to be a material issue for our business, given the potential for reputational damage, legal liability and disruption to operations. The comprehensive risk assessment indicated a medium risk level, highlighting the possibility of human rights impacts within our supply chains and business operations.

The assessment identified four salient human rights risk areas and outlined current control, mitigation and prevention measures. At the completion of the risk assessment in February 2025, a matrix was developed to detail Weir's human rights risks. Changes and updates following this risk assessment can be found in figure 6. Weir continues to strengthen its controls and prevention methods based on these risks.

Weir recognises that our journey to fully embed respect for human rights across our business is



Figure 6: Current identified salient risks

ongoing. Our internal review has highlighted both strengths and weaknesses in our current approach. We are encouraged by the recognition of human rights as a foundational aspect of our sustainability strategy, the existence of key policies, our Fair Wage Certification, the use of Integrity Next in our Minerals Division and our engagement with external stakeholders.

The Weir Group PLC

The positive steps we have taken within Weir over the last year include:

- implementing a global living wage policy across all operations, ensuring that wages meet or exceed legal minimums and industry standards;
- implementing a third-party industry-recognised software to do risk assessments on top spend suppliers;
- conducting a global human rights risk assessment to identify and assess potential human rights impacts across our supply chains;
- requiring all suppliers to sign an acknowledgement of Weir's Supply Chain Policy, Supplier Code of Conduct, that explicitly addresses human rights expectations, aligned with the OECD Guidelines, UNGPs, Modern Slavery Act;
- requiring all supplier contracts to include Human Rights Clauses, obligating them to have policies and processes in place to combat human rights violations; and
- ensuring the ongoing awareness of the Ethics Hotline across the business as a mechanism for workers and communities to raise concerns about potential human rights violations.

In addition to the positive steps taken, for the Minerals Division, we have undertaken an in-depth human rights due diligence of our Tier 1 suppliers based in jurisdictions determined to be high risk for human rights violation. The same will be applied to suppliers of the ESCO Division during Q1 of 2026.

More information about our measures for control, mitigation, and prevention of our identified salient risks is in the chart on the following page. We will continue to execute these measures and enhance as needed, based on the Human Rights Risk Assessment.



Measures for control, mitigation, and prevention of current identified risks

Exploitation of our workforce, particularly those in high-risk operational roles and temporary labourers	Human rights abuses in our supply chain, particularly forced labour and child labour	Safety of our workforce, particularly those working on customer sites or in manufacturing facilities	Environmental incidents at mining sites where Weir equipment is used, leading to significant social and environmental damage
<p>Weir has implemented a global living wage policy, certified by the Fair Wage Network, ensuring that wages meet or exceed legal minimums and industry standards across all operations. This policy is audited bi-annually to ensure ongoing compliance.</p>	<p>Weir requires all suppliers to acknowledge Weir's Supply Chain Policy and the Supplier Code of Conduct that explicitly prohibits forced labour, child labour, and other human rights abuses.</p>	<p>Our Zero Harm Behaviours Framework provides the basis for our SHE (Safety, Health, and Environment) Management System. The SHE Management System follows a "plan, do, check, act" cycle and incorporates internal and external audits to ensure compliance with policies and identify gaps.</p>	<p>We engage with customers on environmental considerations during contract negotiations and promote the use of our sustainable solutions, such as ENDURON® HPGR and GEHO® products, which offer significant reductions in energy and water consumption.</p>
<p>Robust recruitment and onboarding processes are in place, including thorough background checks, verification of age, and clear communication of employment terms and conditions.</p>	<p>A more in-depth due diligence process is used to assess higher-risk suppliers.</p>	<p>We conduct regular safety training for employees, tailored to the specific risks in each location. We track training completions in a centralised system.</p>	<p>We are actively monitoring emerging environmental regulations and industry best practices to ensure our operations and products meet the highest standards.</p>
<p>Weir's Ethics Hotline and internal reporting channels, such as "Ask Jon" and "Tell the Board" sessions, provide confidential avenues for employees to raise concerns.</p>	<p>Weir has implemented an industry-recognised third-party software platform to conduct sustainability and human rights risk assessments of high-spend suppliers for the Minerals Division with a plan to roll this out to the ESCO Division.</p>	<p>A Stop Work Authority policy empowers every employee to immediately stop work if they observe any safety risks.</p>	
<p>Weir's Global Employment Hub provides a centralised resource for employment policies and procedures, ensuring consistency and alignment with international standards.</p>	<p>In 2025, we completed additional in-depth due diligence review of Tier 1 suppliers based in jurisdictions highlighted as high risk for human rights violations. The review involved running the names of these suppliers through a database. No findings or alerts were raised on our Tier 1 suppliers for human rights violations.</p>	<p>Incident investigation is managed through our electronic incident management system, Shield, and incident cause analysis methodology (ICAM) to identify trends and implement corrective actions.</p>	

Figure 7: Measures for control, mitigation, and prevention of current identified risks

Moving forward: Strategic plan for 2026 and beyond

We know that we still have work to do. We are committed to working internally with our employees and externally with suppliers to build capacity on human rights and responsible sourcing practices. We have developed a strategic plan to address known gaps. We will prioritise and complete the strategic plan based on a timeline of the short, medium, and long term. A summary of the progress on commitments made by the Company are provided in the following chart.

Focus area	Identified actions	Projected timeline	KPI	Status
Enhance our human rights due diligence processes, including extending our assessments to lower tiers of the supply chain.	<ul style="list-style-type: none"> Perform more in-depth due diligence on higher-risk suppliers. Incorporate human rights obligations into all contracts (not just those that are representatives or agents). 	Short to medium term	<ul style="list-style-type: none"> Standardise due diligence process. Train the supply chain on human rights. Enhance data analytics and monitoring. 	<p>In progress.</p> <p>List of Minerals Division's suppliers obtained and being reviewed.</p> <p>From October 2025, include provisions requiring that efforts be undertaken on the part of all parties to ensure that modern slavery and human trafficking are not taking place in any part of a supply chain.</p>
Develop an auditing and review programme for suppliers.	<ul style="list-style-type: none"> Perform onsite audits of higher-risk suppliers. In 2025, complete human rights audits for 20% of the suppliers undergoing quality audits. Starting in 2025, requiring all suppliers to submit on an annual basis a supply chain code of conduct attestation focused on human rights compliance. 	Short to medium term	Audit completion and findings reported.	<p>In progress.</p> <p>This initiative is now part of our modern slavery statement, and supplier audits are already underway. Both Divisions have completed human rights audits on 20% of suppliers undergoing quality audit.</p> <p>An updated Supply Chain Code of Conduct has been published and being shared to all new suppliers.</p>
Strengthen our engagement with suppliers on human rights issues, providing training and support to improve their performance.	<ul style="list-style-type: none"> Develop and implement a supplier engagement programme that focuses on building supplier capacity on human rights and responsible sourcing practices. 	Long term	Training completion rate - > 90%.	<p>In progress.</p> <p>Human rights training has been scheduled to be rolled out to all employees in 2026 with at least a 90% completion rate.</p>

Focus area	Identified actions	Projected timeline	KPI	Status
<p>Improve our data collection and reporting on human rights performance, aligning with international reporting frameworks.</p>	<ul style="list-style-type: none"> Seek to implement a technical tool to assess lower tiers of the supply chain and follow up on actions flagged through the system. 	<p>Medium term</p>	<p>KPIs tracked and shared with the Human Rights Steering Committee.</p>	<p>In progress.</p> <p>Minerals Division now monitors over 1,300 using an external tool, which represents over 75% spend. ESCO Division will be looking to monitor its suppliers using the same tool over the course of 2026.</p>
<p>Continue to promote a culture of respect for human rights throughout our organisation and supply chains.</p>	<ul style="list-style-type: none"> Provide training tailored to different roles and responsibilities with a target of 90% completion rate. 	<p>Short to medium term</p>	<p>Training completion rate > 90%.</p>	<p>In progress.</p> <p>Employee human rights training scheduled to be rolled in 2026. Draft human rights training deck drafted and ready to be rolled out to supply chains from Q1 2026.</p>
<p>Develop a comprehensive human rights strategy with measurable objectives, targets, and timelines to drive meaningful progress.</p>	<ul style="list-style-type: none"> Invest in dedicated resources, including budget, training, and technology, to support effective human rights due diligence. Enhance reporting and transparency, developing robust KPIs and providing more detailed and quantitative reporting on human rights performance 	<p>Short to medium term</p>	<p>Supplier contracts to include the new human rights due diligence clause.</p> <p>All suppliers to be provided with the Weir human rights training deck.</p>	<p>In progress.</p> <p>Human rights clause drafted and communicated to the legal team and the supply chain team to include into all contracts. A human rights training deck created and ready to be rolled out to all suppliers starting Q1 2026.</p>
<p>Measure effectiveness of human rights compliance programme.</p>	<ul style="list-style-type: none"> Review and monitor internal compliance with policies and processes. Create continuous improvement programme driven by supplier performance on audits and annual reviews. Investigate and address any reported violations. 	<p>Medium term</p>	<p>The policies should be revised to align with the UNGPs, addressing areas such as commitment to human rights, stakeholder engagement, grievance mechanisms, governance, accountability, transparency, and reporting.</p>	<p>In progress.</p> <ul style="list-style-type: none"> The Supplier Code of Conduct had been published. The Whistleblowing Policy had been published. The Ethics Hotline Investigation process is uniform and closely monitored in all regions. On-going effort. Human Rights Policy has been revised to align with the UNGPs and is under review process.

The Weir Group PLC

This statement was approved by the Board of Directors of The Weir Group PLC and of each of its relevant subsidiaries in compliance with the UK Modern Slavery Act 2015. The Board of Directors of The Weir Group PLC approved this statement on 3 March 2026.



Signed for and on behalf of The Weir Group PLC by Jon Stanton, Chief Executive Officer of The Weir Group PLC on 3 March 2026.

