



SEE OUR IMPACT



Certified Impact Report



See Ltd

Independently Verified Environment,
Social & Governance Disclosure

See Ltd 2024-2025 Sustainability Report

See | Supporting Ethical Enterprise

ABOUT THIS REPORT



A message from our CEO

At See Ltd, sustainability is not a destination but a continuous journey. Our commitment began with a personal belief: that business should be conducted with consideration for people, communities, and the environment.

Over time, this conviction has become part of who we are as an organisation. Today, sustainability is woven into every aspect of our operations, guiding decisions in governance, employment, product development, and environmental management. We are proud of the progress we have made - from investing in renewable energy and embedding carbon reporting into strategy, to creating a workplace where people feel valued, supported, and able to grow.

But we also recognise there is more to do. Our long-term ambition is to go beyond carbon neutrality and become a carbon negative business, sequestering more carbon than we emit. Achieving this will require creativity, collaboration, and the courage to do things differently.

This report reflects the steps we have taken so far and the actions we plan to take next. It is a testament to the dedication of our team and our shared belief that responsible business is not only the right thing to do but also strengthens us commercially. We are proud of what has been achieved, but our focus remains firmly on the future — and the opportunities that lie ahead to make a meaningful difference.

Robert Thompson, CEO, See Ltd

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This report has been prepared in accordance with the SBA Reporting Standard and has been independently verified by Aston University. It covers the relevant and significant social, environmental, and governance issues for the period 1 April 2024 to 31 March 2025 and aims to provide our stakeholders with an overview of our performance in these areas.



THIRD-PARTY VERIFICATION



Independent Third-Party Verification Statement

Aston University was commissioned to perform an independent limited assurance review of See Ltd’s Sustainability Report for the period 1 April 2024 to 31 March 2025. The purpose of this engagement was to verify that the report has been prepared in accordance with the SBA Reporting Standard and that it presents a fair and balanced representation of the company’s sustainability performance.

Management’s Responsibility

See Ltd’s management is responsible for the preparation and integrity of the Subject Matter Information in the report. This includes ensuring that disclosures are complete, accurate, and disclosed in line with the SBA Reporting Standard’s requirements.

Assurer’s Independence and Quality Control

Our review was conducted by a team of academic sustainability experts, applying methodologies grounded in principles of integrity, objectivity, academic rigour, and due care.

Scope and Methodology

This limited assurance engagement involved inquiries, analytical review procedures, and evaluation of evidence supporting key disclosures. It covered select topics -including energy use, emissions, and waste management - based on reporting criteria defined by the SBA Reporting Standard. Our review did not constitute an exhaustive audit and did not extend to internal control systems or forward-looking statements.

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Sustainability Report is materially misstated or inconsistent with the requirements of the SBA Reporting Standard. We conclude that the report provides an acceptable and credible reflection of See Ltd’s sustainability performance for the reporting period.

Signed,

Dr Ebenezer Laryea
Reader, Sustainable Development Law
Aston University



This verification statement has been prepared solely for the purpose of supporting See Ltd’s reporting under the SBA Reporting Standard. It is intended for general informational use by stakeholders and is not intended to be relied upon by any third party for decision-making, investment, contractual, regulatory, or other purposes. Aston University accepts no duty of care or liability to any person in connection with this verification. Statements relating to future targets, ambitions, plans, or projections are forward-looking in nature and are based on management intentions at the time of reporting. Aston University provides no assurance over the achievability of such statements and assumes no responsibility for future performance."

ABOUT OUR BUSINESS

Our mission is to drive sustainable innovation within the built environment by providing eco-conscious veneer and decorative panel solutions.

See Limited is a group holding company responsible for the coordination, guidance, and support of operating businesses: Performance Panels and Bousfields. Our operating businesses are involved in the supply, distribution and fabrication of wood veneer and decorative laminate panels.

As a Group we are passionate about taking positive steps to become Net Zero by 2030 and playing our part to address the climate crisis, leading by example with the actions that we take in the built environment industry.

As an SME in one of the UK's biggest industries, we might be considered small, but our plans on making a difference to the environment are big!

Performance Panels brings together an extensive portfolio of decorative surfaces from leading international brands, offering innovative laminate, veneer, and panel solutions for the built environment.

Bousfields, with its long-standing heritage, is widely respected for its craftsmanship in supplying natural wood veneers and producing bespoke laminated panels that deliver both quality and consistency.

Together, these businesses provide architects, designers, manufacturers, and contractors with trusted materials that combine aesthetic appeal, technical performance, and sustainability.

Our product portfolio includes high-performance, sustainable choices such as BioCarbon Laminates and BioCarbon Worktops, offering zero-carbon, durable surfaces for interiors and kitchens; BioCarbon Spaces, the UK's first carbon-transparent modular storage system; and SanFoot, a flexible, prefinished wood veneer available in over 100 species for striking wall and ceiling applications.

We also supply Pura NFC by Trespa, a premium cladding solution known for its durability, low maintenance, and design versatility, alongside Trespa TopLab, lab-grade surfaces designed for demanding educational and commercial environments.

This broad range allows us to support projects that prioritise not only performance and style, but also environmental responsibility.



IDENTIFYING OUR PRIORITIES

As part of our ongoing commitment to responsible business practices, we undertook a structured Double Materiality Assessment to identify the most relevant sustainability topics for our business and stakeholders. This exercise was carried out using the SBA Materiality Compass, ensuring our priorities are informed by recognised best practices and aligned with leading frameworks such as the Corporate Sustainability Reporting Directive (CSRD) and the Global Reporting Initiative (GRI).

Our Approach

The assessment considered two key dimensions:

- **Financial Materiality** — evaluating the risks and opportunities that sustainability issues may pose to our financial performance. This included potential transition risks, such as emerging regulations and evolving market expectations, as well as physical risks linked to environmental and social factors within our sector and supply chain.
- **Impact Materiality** — assessing how our operations may affect people and the environment, both directly and indirectly across our value chain.

This process was informed by desktop research, sector-specific analysis, and internal insights.

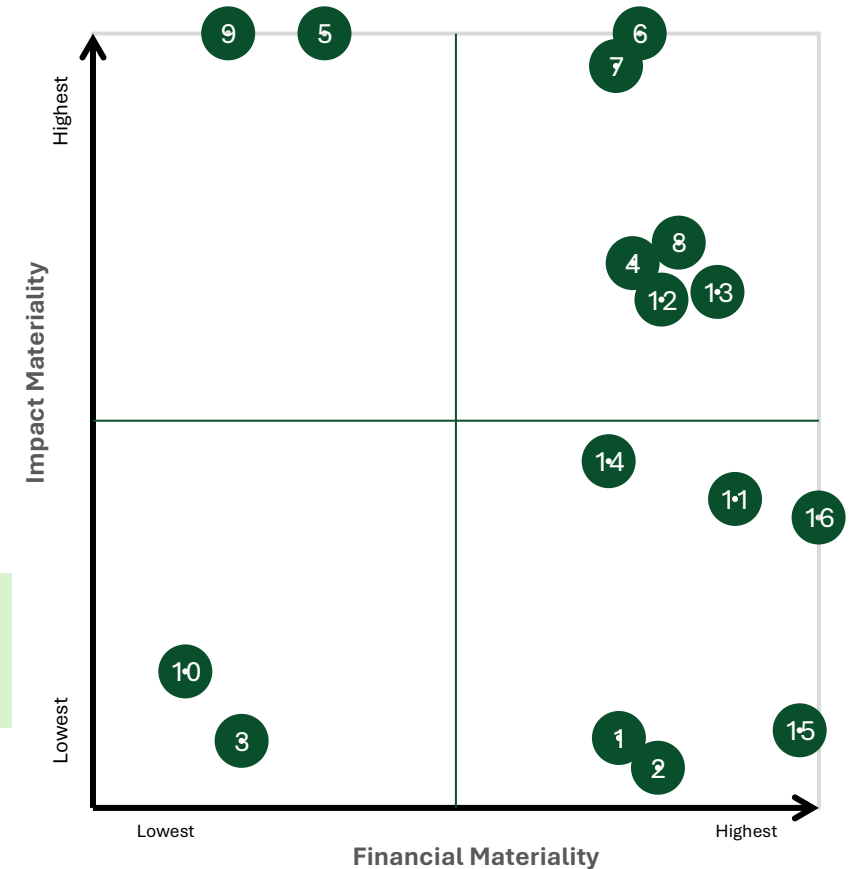
Our Key ESG Priorities

The results of the assessment are shown in the Double Materiality Matrix opposite. These areas will form the foundation of our ESG reporting and strategy, helping us focus on the issues that matter most to our business, our people, and the wider environment. While water was identified as material, we have prioritised waste where we have greater operational control, with water stewardship to be addressed through our procurement approach.

Below are the topics we included in our double materiality assessment. Corresponding numbers are shown in the matrix to the right. The most material topics—those appearing in the top-right quartile, where both impact and financial relevance are highest—are shown in bold.

1	Fraud and Corruption	9	Diversity and Equality
2	Data Privacy	10	Local Communities
3	Modern Slavery	11	Energy
4	Labour Practices	12	Emissions
5	Employee Representation	13	Water and Effluents
6	Training & Development	14	Waste
7	Fair Compensation	15	Materials
8	Health and Wellbeing	16	Biodiversity

Double Materiality Matrix



HOW ARE WE DOING?

As part of the certification process, See Ltd underwent a high-level SBA assessment covering core and material governance, social and environmental topics.

The assessment was conducted to evaluate how effectively these topics are being managed and evidenced in line with the SBA reporting framework.

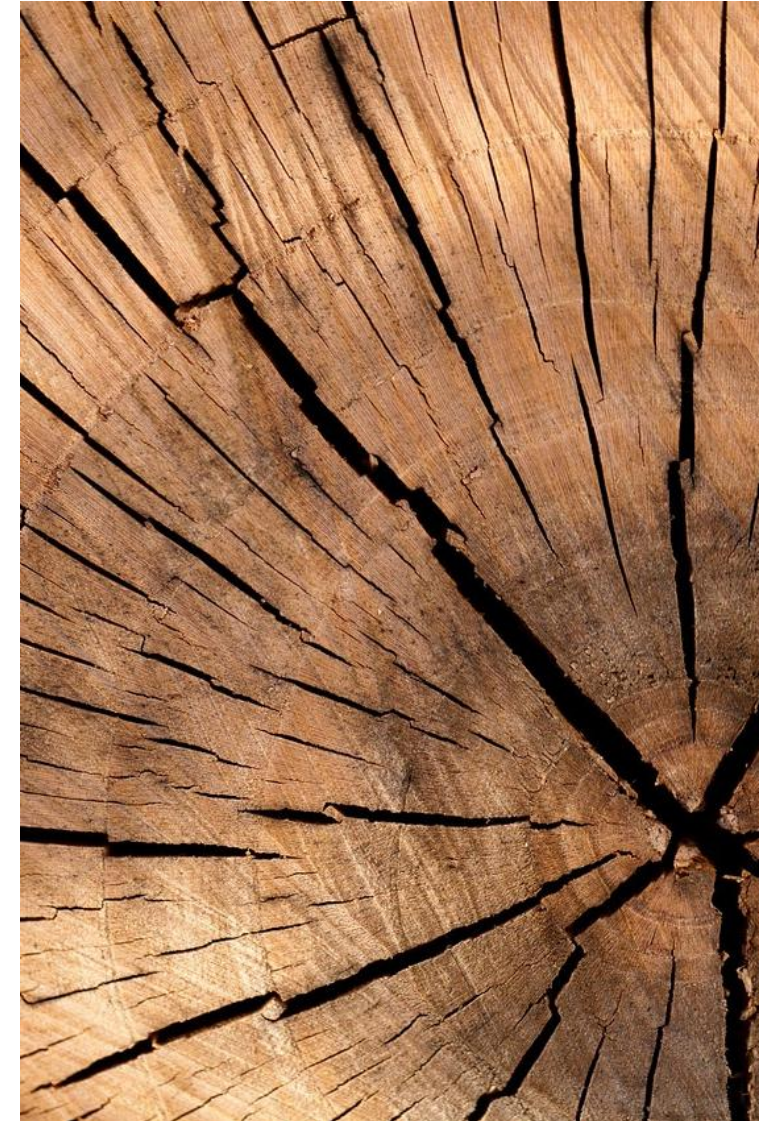
Each topic is scored using a maturity-based scale, reflecting the current stage of implementation:

- 1 – Not started yet
- 2 – Making progress but not yet there
- 3 – Mostly achieved, with room to improve
- 4 – Fully achieved and working well

The results provide a clear snapshot of current performance, highlighting areas of strength as well as opportunities to strengthen management practices and evidence over time.

Overall Score	75%
Rating	B

Governance	69%
Strategic Alignment	3
Integrated Planning	2
Reporting and Transparency	4
Procurement	2
Social	75%
Labour Practices	3
Training and Development	3
Fair Compensation	3
Health and Wellbeing	3
Environment	81%
Energy	4
Emissions	3
Water and Effluents	3
Waste	3

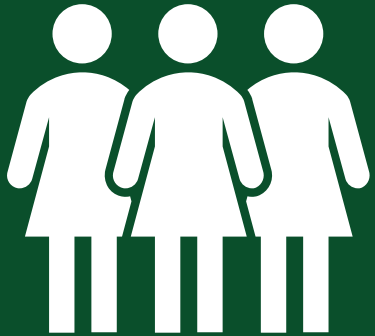


OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is built around the most material topics for our business and stakeholders and is aligned to the United Nations Sustainable Development Goals (SDGs) – a global framework of 17 goals designed to end poverty, protect the planet, and ensure prosperity for all.

Material Topics		Commitments and Targets	SDG
	Labour Practices	See Ltd is committed to fair, secure employment built on cultural alignment, shared values, and long-term growth for every member of the team.	SDG 8 (Decent Work and Economic Growth) SDG 10 (Reduced Inequalities)
	Training and Development	See Ltd is committed to continuous learning, investing in people’s growth so they can thrive and drive the business forward.	SDG 4 (Quality Education) SDG 8 (Decent Work and Economic Growth)
	Health and Safety	See Ltd is committed to safeguarding health, safety, and wellbeing by creating a secure, supportive, and open workplace for all.	SDG 3 (Good Health and Well-being) SDG 8 (Decent Work and Economic Growth)
	Fair Compensation	See Ltd is committed to fair, transparent pay that rewards skills, supports equity, and shares success across the workforce.	SDG 1 (No Poverty) SDG 8 (Decent Work and Economic Growth)
	Energy	See Ltd is committed to reducing its energy footprint through renewable investment, efficiency, and innovative waste-to-energy solutions.	SDG 7 (Affordable and Clean Energy) SDG 13 (Climate Action)
	Emissions	See Ltd is committed to becoming Net Zero by 2030 and ultimately carbon negative, cutting emissions at source while investing in credible sequestration.	SDG 13 (Climate Action) SDG 9 (Industry, Innovation and Infrastructure)
	Waste	See Ltd is committed to minimising waste and embedding circular economy practices across its operations.	SDG 12 (Responsible Consumption and Production) SDG 13 (Climate Action)

REPORT HIGHLIGHTS



In 2024/2025, See Ltd employed 29 permanent employees

Find out more about our approach to employment on page 14



All of our staff earned at least the Real Living Wage

Find out more about our approach to fair compensation on page 17



100% of our energy was from renewable sources

Find out more about our approach to energy on page 25



We saved 32 tonnes CO2e by installing solar panels at our Corby HQ

Find out more about our approach to energy on page 26

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OUR APPROACH TO BUSINESS WITH INTEGRITY

Introduction

We are committed to governance that amalgamates our responsibility for the environment with our ambitious pursuit of innovation and being the best at what we do.

Strong governance underpins our approach to sustainability. At See Ltd, decisions are guided by both commercial opportunity and a genuine sense of responsibility. What began as a personal commitment has become part of the company's culture, shaping how we operate and how we hold ourselves accountable. Sustainability is not treated as an add-on, but as part of our purpose and values.

Our governance framework combines formal accountability with a culture of shared ownership. Annual carbon footprint reporting provides the data needed for strategic discussions, while board members and senior staff ensure progress is monitored and integrated into commercial planning.

Equally important is the informal culture of responsibility that permeates the organisation: directors, managers, and staff at all levels are encouraged to act with empathy and integrity, recognising that sustainability decisions must deliver value both to the business and to wider society.

As a privately-owned enterprise, our focus is not on being the biggest, but on being the best at what we do. We aim to demonstrate that a business of our size can lead with innovation, transparency, and responsibility - proving that doing the right thing commercially and ethically are not mutually exclusive but mutually reinforcing.



See Ltd's commitment to sustainability has been recognised with a number of prestigious honours. Our recent awards include the Green Award at the NNBN Awards, the Gold Award for Business Innovation at the SME Northamptonshire Business Awards, and national recognition as a finalist in both the Construction News Specialist Awards and the Construction News Awards 2025. These accolades underline our role as a leader in driving sustainability within the built environment industry.

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THIRD-PARTY STANDARDS

Introduction

We commit to upholding trusted third-party standards as a foundation for responsible growth and sustainable business practice.

At See Ltd, third-party standards are an important way of demonstrating that our commitments are credible and our performance can be trusted. They give independent assurance that we meet recognised international benchmarks and that sustainability is embedded in the way we work. By aligning with these standards, we build confidence with customers, colleagues and stakeholders while driving continuous improvement across our business.

All materials we source are FSC certified, guaranteeing responsible forest management. Our Net Zero target has been validated by the Science Based Targets initiative, confirming that our climate ambitions are aligned with science and the 1.5°C pathway. We also hold ISO 9001 for Quality Management Systems and ISO 14001 for Environmental Management, ensuring high standards across product and planet.

Third-Party Standard	Description
	<p>Forestry Stewardship Council</p> <p>All materials sourced by See Ltd are FSC certified, ensuring they come from responsibly managed forests that provide environmental, social and economic benefits.</p>
	<p>Science Based Targets Initiative</p> <p>See Ltd has validated a Net Zero target through the SBTi, aligning its emissions reductions with climate science and the goal of limiting global warming to 1.5°C.</p>
	<p>ISO 9001</p> <p>The internationally recognised standard for quality management systems, helping See Ltd consistently deliver high-quality products and services while improving efficiency and customer satisfaction.</p>
	<p>ISO 14001</p> <p>The global standard for environmental management systems, supporting See Ltd in systematically reducing its environmental impact and improving sustainability performance.</p>

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SUSTAINABLE PROCUREMENT

Introduction

See Ltd is committed to sourcing responsibly, balancing commercial, social, and environmental values.

Our Target

Introduce a carbon calculator tool for customers by Q2 2026, enabling measurement of Scope 3 emissions across at least 50% of our product lines. The aim is to improve transparency in the supply chain and identify areas for reduction.



Our Approach

We recognise that procurement decisions carry significant influence and so we working to formalise a framework that sets out non-negotiable expectations for our key suppliers. This framework will guide annual reviews of supply chain partners, focusing particularly on those with the largest volumes, and ensuring that standards of responsibility and sustainability are consistently applied.

Already, See Ltd has demonstrated leadership by influencing suppliers to accelerate the introduction of more sustainable products. For example, the company successfully secured early access to a lower-carbon board panel from a key supplier, ensuring that 80% of its purchases from that supplier will transition to the improved

material from day one. This illustrates how proactive engagement can encourage large, global businesses to align with See Ltd’s sustainability ambitions.

Looking forward, the procurement framework will combine structured assessment with a commitment to long-term relationships and trust. Rather than reducing supplier checks to a box-ticking exercise, See Ltd will use its influence to support improvement, incorporate supplier innovations into its product offering, and ensure transparency in how procurement impacts the environment and society. The company also strives to apply fair payment practices, balancing commercial requirements with supplier support, and reinforcing the principle that sustainable business is built on partnership.

How we are doing...

Disclosure	FY 2024 / 2025
Percentage of significant suppliers evaluated for social and environmental impacts	Reporting to start in FY 2025/2026

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OUR APPROACH TO CARING FOR PEOPLE

Introduction

See Ltd is committed to caring for its people through fairness, opportunity, wellbeing, and shared success.

At See Ltd, people are at the heart of the business. Employment is treated as a partnership built on fairness, security, and cultural alignment, while continuous learning and development help staff grow alongside the company. Health, safety, and wellbeing are embedded in daily practice, with open support for mental health and a culture of care. Fair, transparent pay ensures success is shared, reinforcing the company's belief that business thrives when its people do.



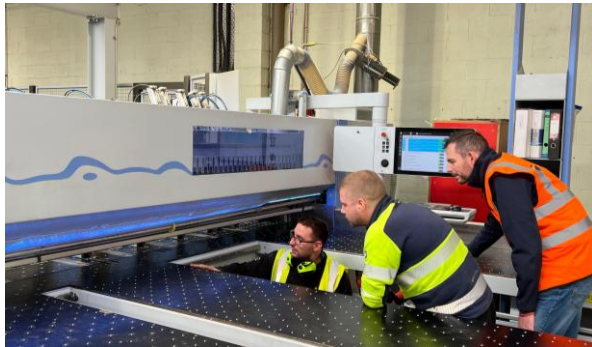
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OUR APPROACH TO CARING FOR PEOPLE

Highlights



Fair, Secure Employment

Permanent roles are the norm, with zero-hour contracts avoided. Hiring focuses on values as well as skills, using structured interviews and reflective tasks. New starters receive clear onboarding, mentoring and regular check-ins. Misalignment is addressed early, protecting a cohesive, trusted team culture.



Learning that Sticks

People development is continuous and practical: essentials like first-aid, tailored professional courses, and reinforcement training to keep core skills fresh. Regular one-to-ones and appraisals turn goals into real progress, building confidence and capability that compounds over time.



Safety and Wellbeing First

Independent, quarterly inspections review risks, records and procedures, while well-run facilities keep incidents rare. Wellbeing support is accessible via external providers, and leaders speak openly about mental health - normalising conversation and encouraging people to seek help early.



Fair, Transparent Pay

Salaries are benchmarked to market and company size, with a past independent review leading to targeted adjustments. The company pays above minimum wage, tackles historic disparities -including gender fairness -and links progression to skills and contribution, reinforcing respect and shared success.

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EMPLOYMENT AND LABOUR PRACTICES

Topic Overview

See Ltd is committed to fair, secure employment built on cultural alignment, shared values, and long-term growth for every member of the team.

Our Target

Maintain a staff retention rate of at least 90% annually, while expanding the workforce from 29 to 31 employees by December 2026 to support business growth.



Our Approach

At See Ltd, employment is viewed as a true partnership between the company and its people. The business fosters a culture where staff are encouraged to contribute ideas, take ownership of their work, and grow alongside the organisation. Recruitment is not limited to technical expertise; equal importance is placed on cultural alignment, ensuring that new colleagues share See Ltd’s values and thrive in its collaborative and forward-looking environment. Permanent roles are the standard practice, with zero-hour contracts avoided entirely — a reflection of the company’s commitment to fairness, job security, and building long-term careers.

In practice, recruitment is a thoughtful process that includes reflective written tasks, structured interviews, and psychometric testing to assess communication skills, role fit, and cultural alignment. Once hired, new staff are supported with structured onboarding presentations, mentoring opportunities, and regular check-ins to embed them into the company’s culture and values. As the business continues to expand, leadership remains focused on maintaining and transmitting this culture, recognising that a strong sense of shared purpose is key to sustainable growth. When cultural alignment does not materialise, See Ltd addresses it promptly, operating with a clear “no bad apples” principle to safeguard the team’s integrity, cohesion, and long-term success.

How we are doing...

Disclosure	FY 2024 / 2025
Total number of permanent employees	29
Staff Retention	90%

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TRAINING AND DEVELOPMENT

Topic Overview

See Ltd is committed to continuous learning, investing in people’s growth so they can thrive and drive the business forward.

Our Target

Increase employee participation in training programmes from 60% in 2025 to 70% by December 2026, through the rollout of bespoke department-level training plans. Department managers will map out training needs by January 2026, with implementation starting in February 2026.



Our Approach

Learning and development are integral to See Ltd’s culture and central to how the business creates value. The company promotes a blend of formal training and day-to-day support, encouraging staff to explore new ideas, experiment with confidence, and learn from setbacks as part of their professional journey.

Training is seen not just as a necessity but as a long-term investment in people - helping individuals build confidence, progress in their careers, and contribute more effectively to the organisation’s success.

Employees receive a balance of essential training, such as

first aid, alongside tailored professional development programmes designed to suit their roles and ambitions. Recent examples include a £4,500 investment in external training for individual staff members, underlining the company’s belief in developing talent from within.

To ensure opportunities are accessible and fair, See Ltd is embedding regular one-to-one meetings and appraisals into practice, supported by reinforcement training to maintain and refresh core skills.

This continuous approach to professional growth reflects a culture where learning is encouraged at every level, ensuring that employees are supported to thrive today while being prepared for the opportunities of tomorrow.

How we are doing...

Disclosure	FY 2024 / 2025
Percentage of employees receiving annual performance and career development reviews	Reporting to start in FY 2025/2026
Average Training Hours Per Person	Reporting to start in FY 2025/2026
Percentage of employees receiving training	60%

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HEALTH, SAFETY AND WELLBEING

Topic Overview

See Ltd is committed to safeguarding health, safety, and wellbeing by creating a secure, supportive, and open workplace for all.

Our Target

Deliver refresher Health & Safety training to 50% of employees in 2026 and the other 50% in 2027, ensuring compliance with workplace standards and reinforcing a culture of safety and wellbeing.



Our Approach

See Ltd maintains a proactive approach to health and safety, recognising it as a core responsibility to both staff and stakeholders.

External consultants conduct quarterly site inspections to review workplace risks, training records, and operational procedures, ensuring that standards are consistently high and continually improved.

Facilities are managed with care, from safe storage and clear signage to robust emergency procedures. While incidents have been rare and generally the result of operator error, safety is never taken for granted - it remains a priority embedded across all operations.

Wellbeing is equally central to See Ltd’s culture of care. Employees have access to independent support services via pension providers, while the close-knit nature of the team means colleagues actively look out for one another. Leadership also promotes openness around mental health and mindfulness, setting the tone from the top.

Our CEO has shared his own experiences publicly, including through a Men’s Mental Health Week podcast, helping to normalise conversations and reduce stigma. This culture of openness and mutual support creates a workplace where people feel valued, respected, and supported both professionally and personally.

How we are doing...

Disclosure	FY 2024 / 2025
Injury Rate (Injuries / million hours worked)	17 *
Absence Hours	Reporting to start in FY 2025/2026

* The rate of 17 reflects just one injury in the year; with a small workforce, a single case can appear disproportionately high when scaled to a million hours worked.

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FAIR COMPENSATION

Topic Overview

See Ltd is committed to fair, transparent pay that rewards skills, supports equity, and shares success across the workforce.

Our Target

Conduct an internal compensation review and benchmark against industry peers by Q2 2026, ensuring all roles remain within or above industry standards. Repeat benchmarking annually to maintain fairness and competitiveness.



Our Approach

See Ltd is committed to fair and transparent pay, rooted in the belief that business success should be shared with the people who help create it. Salaries are benchmarked against external market data and company size to ensure competitiveness and equity. While remuneration may not match large corporates, it is designed to remain fair, motivating, and reflective of individual contributions.

Several years ago, the company commissioned an independent external pay review, which led to meaningful adjustments to address disparities, particularly in roles that had historically been undervalued. This reinforced See Ltd's determination to treat pay as a reflection of respect, equity, and shared success.

The business consistently pays above the minimum wage and has taken proactive steps to promote fairness, including targeted pay rises for female colleagues whose contributions had previously been overlooked.

Pay progression is closely tied to skills development, personal growth, and contribution, reinforcing the ethos that progress should be both individual and collective.

By aligning compensation with values and ensuring transparency in the process, See Ltd nurtures a culture where people feel recognised, rewarded, and empowered to grow with the business — demonstrating that fair pay is not just compliance, but a long-term commitment to trust and equality.

How we are doing...

Disclosure	FY 2024 / 2025
% of staff receiving at least the Real Living Wage	100%
Number of days of annual paid leave provided for full time employees.	25 days

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CASE STUDY

Initiatives

Culture as the Driver of Progress, Success and Sustainability

At See Ltd, culture is the foundation of progress and sustainability. The business has deliberately cultivated a family environment where people feel part of something bigger than themselves. Employees are supported, respected, and encouraged to contribute ideas, which creates a sense of ownership and belonging.

An open-door policy ensures that dialogue flows freely, with managers listening to concerns and acting on feedback. This commitment to listening and responding builds trust and strengthens morale across the organisation.

Fairness and equality are central to our ethos. We are committed to gender pay equality and to providing equal opportunities for all employees. Training and development programmes build skills and confidence, while a strong focus on health, safety, and wellbeing ensures that people feel secure and cared for.

These investments go beyond compliance: they reflect a belief that people are the company’s greatest asset and that their growth fuels business growth.

The impact of this culture is clear. We enjoy low staff turnover, with many people choosing to build long careers within the business. Productivity is consistently high, not as a result of pressure, but because employees feel motivated to give their best when they know their efforts are valued. This shared sense of purpose creates resilience, with teams pulling together behind the mission of the company even during times of challenge or change.

Our culture also extends into the wider community. Employees are encouraged to engage in charitable and community initiatives, reinforcing the values of care and responsibility beyond the workplace. Customers and partners benefit too, experiencing the professionalism and commitment of motivated teams who take pride in delivering quality.

By embedding fairness, openness, and care at the heart of our culture, we have created an environment where people thrive and the business prospers. This culture is not just a backdrop to sustainability, it is the driving force behind it, ensuring that progress, success and positive impact go hand in hand.



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OTHER TOPICS

Initiatives

Beyond our most material topics, we also recognise the importance of supporting local communities and advancing diversity and equality, and report on these areas as part of our wider sustainability journey.

Local Communities

At See Ltd we are proud to support our local communities through a range of charitable and social initiatives. These include fundraising activities, partnerships with local organisations, and direct contributions to causes that matter to our employees and neighbours. By engaging with the community, we not only give something back but also strengthen the bonds between our business and the places where we operate, ensuring our growth has a positive local impact.



Diversity and Equality

We are committed to creating an inclusive workplace where everyone has the opportunity to thrive. A key part of this is our commitment to gender pay equality, ensuring that women and men are rewarded fairly for the work they do. By monitoring pay, fostering equal opportunities, and encouraging a culture of respect, we aim to build a workplace that reflects our values and supports a diverse, motivated, and high-performing team.



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DATA TABLES

EMPLOYMENT AND LABOUR PRACTICES

Disclosure	FY 2024-2025
Total number of temporary employees	0
Total number of permanent employees	29
Staff Retention	90%

FAIR COMPENSATION

Disclosure	FY 2024-2025
Ratio of your standard entry level wage to the local minimum wage for female employees	1.34
Ratio of your standard entry level wage to the local minimum wage for male employees	1.22
What percentage of your employees earn at least the Real Living Wage?	100%
Number of days of annual paid leave provided for full time employees.	25

LOCAL COMMUNITIES

Disclosure	FY 2024-2025
The total value of funds and in-kind assistance provided for community charities or causes.	£4,965

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DATA TABLES

HEALTH AND SAFETY

Disclosure	FY 2024-2025
The number of fatalities as a result of a work-related injury or illness	0
The number of high-consequence work-related injuries or illnesses	0
The number of recordable work-related injuries or illnesses	1
Injury Rate (Injuries / million hrs worked)	17
Number of weeks of paid Parental Leave offered to male staff	2
Number of weeks of paid Parental Leave offered to female staff	39

TRAINING AND DEVELOPMENT

Disclosure	FY 2024-2025
Percentage of employees receiving annual performance and career development reviews	Reporting to start in FY 2025/2026
Total number of hours of training provided	Reporting to start in FY 2025/2026
Average Training Hours Per Person	Reporting to start in FY 2025/2026
Percentage of staff receiving training	60%

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DATA TABLES

DIVERSITY, EQUITY AND INCLUSION

Disclosure	FY 2024-2025
Diversity of Employees	
Number of employees under 30 years old	2 (7%)
Number of employees aged 30-50 years old	23 (79%)
Number of employees aged over 50 years old	4 (14%)
Number of male employees	23 (79%)
Number of female employees	6 (21%)
Number of people in governance bodies by age and gender	
Under 30 years old	0
30-50 years old	3 (75%)
Over 50 years old	1 (25%)
Male	3 (75%)
Female	1 (25%)

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OUR APPROACH TO PROTECTING THE PLANET

Introduction

See Ltd is committed to cutting emissions, investing in renewables, and embedding circular solutions.

See Ltd places environmental responsibility at the heart of its strategy. The company invests in renewable energy and efficiency measures, from solar panels and electric vehicles to energy-saving machinery and eco-gate extraction systems. Annual carbon footprint reporting drives reductions, while unavoidable emissions are offset through high-quality Gold Standard credits. See Ltd also explores waste-to-energy solutions and partners with timber recyclers to repurpose wood offcuts, embedding circular economy practices while working towards its sustainability goals.



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OUR APPROACH TO PROTECTING THE PLANET

Highlights



From Net Zero to Climate-Positive

See Ltd targets Net Zero by 2030 and ultimately carbon negative. Annual footprinting informs decisions; unavoidable emissions are currently offset with Gold Standard credits. The company is exploring directly owned sequestration with academic partners while driving on-site reductions—pairing source cuts with verified removal for lasting climate impact.



Sun-Powered and Efficiency-Obsessed

Investments include solar PV (e.g., 316 panels at Corby saving ~32 tCO₂/year), electric vehicles, energy-efficient machinery, and eco-gate extraction that optimises energy draw. See Ltd is also assessing waste-to-energy from wood offcuts to build resilience, lower emissions, and reduce reliance on fossil fuels.



Automation That Axes Emissions

At Halifax's Performance Panels, new HOMAG systems automate storage and cutting for up to 5,000 panels, slashing forklift movements and eliminating ~280 LPG bottles per year—about 17,500 kg CO₂e saved. Facility upgrades (lighting, floor, extraction, CCTV) further boost energy efficiency and create a safer, cleaner workplace.



Circular by Design, Not by Chance

Precision cutting and automated handling reduce material losses; partnerships with timber recyclers divert waste to new products, supporting circularity and lowering disposal costs. While biodiversity programmes are emerging, emissions and pollution cuts ease ecosystem pressure, with plans to expand biodiversity action.

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ENERGY

Topic Overview

See Ltd is committed to reducing its energy footprint through renewable investment, efficiency, and innovative waste-to-energy solutions.

Our Target

Advance the ‘Waste to Power 2030’ project by completing a technical feasibility study by Q4 2026, identifying at least three viable energy recovery solutions to reduce reliance on non-renewable energy.



Our Approach

Energy management is a central priority for See Ltd, reflecting both the environmental impact of manufacturing and the commercial importance of managing energy use responsibly.

The company has invested significantly in renewable energy and efficiency measures to reduce reliance on fossil fuels, cut emissions, and build resilience against rising energy prices.

Decisions are guided by practicality and commercial viability, but leadership remains ambitious in pursuing projects that demonstrate long-term value and environmental benefit.

Investments to date have included solar panels, electric vehicles, energy-efficient machinery, and eco-gate extraction systems that optimise energy draw, reducing unnecessary consumption. The company is also actively exploring waste-to-energy opportunities, such as converting wood offcuts into heat or electricity, although high capital costs remain a barrier to large-scale adoption.

Alongside this, partnerships with timber recyclers are being strengthened to divert waste into new products, supporting circular economy principles and reducing disposal costs.

Together, these initiatives demonstrate See Ltd’s determination to align energy management with its wider Net Zero by 2030 ambition, while ensuring that solutions are both effective and commercially sustainable.

How we are doing...

Disclosure	FY 2024 / 2025
Total Electricity consumption	269,191 kWh
Proportion of Electricity from Renewable Sources	100%

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EMISSIONS

Topic Overview

See Ltd is committed to becoming Net Zero by 2030 and ultimately carbon negative, cutting emissions at source while investing in credible sequestration.

Our Target

Reduce Scope 2 (location-based) emissions by a further 5% by December 2026 through continued operational enhancements. In addition, pilot at least one supplier partnership focused on reducing Scope 3 emissions.



Our Approach

Emissions management is embedded in See Ltd’s strategy, reflecting the company’s long-standing commitment to reducing environmental impact while strengthening commercial resilience.

Since 2016, the business has commissioned annual carbon footprint reports to provide a clear and transparent view of its performance, helping shape not only its own strategy but also wider industry frameworks in partnership with academic and sustainability experts.

This consistent measurement has enabled tangible progress: Scope 1 emissions are down 70% since 2019/20, with Scope 1 and 2 combined showing an 89% reduction.

Practical action underpins these results. Transitioning sites to greener energy, introducing electric vehicle policies, investing in solar PV, and upgrading machinery have all contributed directly to lowering operational emissions.

Future priorities include deepening Scope 3 reporting, transitioning supply chains to phenolic-free resins, and scaling tree-planting partnerships with More Trees—already responsible for 1,780 trees planted, with 2,500 more planned.

This integrated approach demonstrates See Ltd’s determination not only to cut emissions but to do so in a way that creates long-term value, supports customers’ sustainability goals, and sets new benchmarks for the built environment sector.

How we are doing...

Disclosure	FY 2024 / 2025
Scope 1 Emissions	0 tCO ₂ e
Scope 2 Emissions (market-based)	0 tCO ₂ e
Scope 2 Emissions (location-based)	55.7 tCO ₂ e
Scope 3 Emissions	377.6 tCO ₂ e

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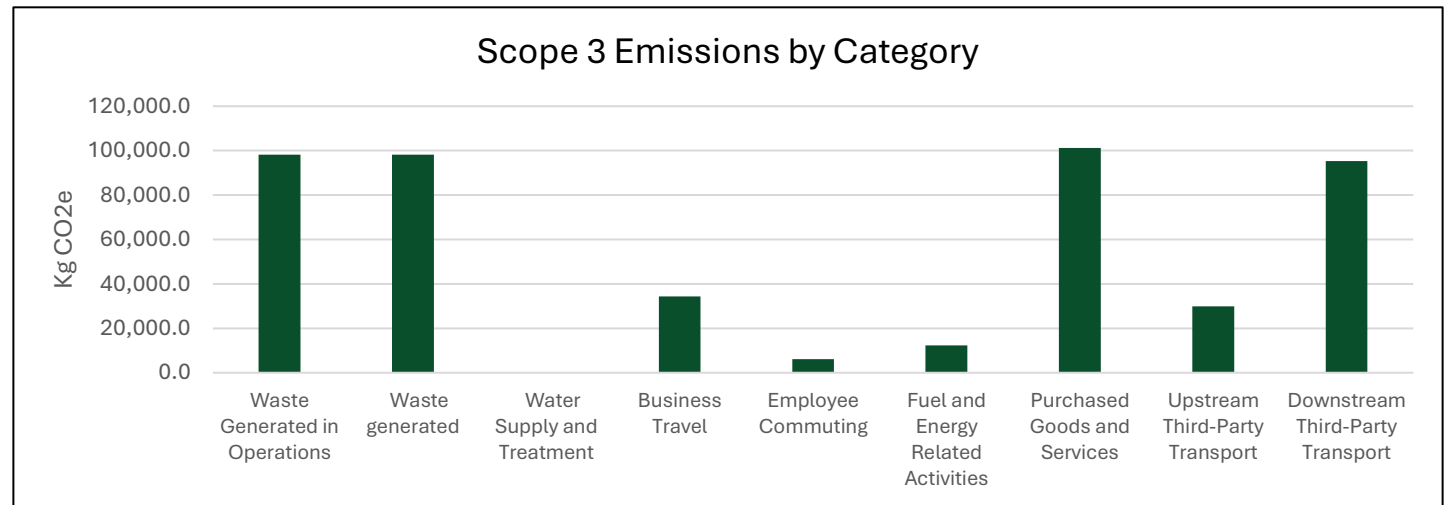
EMISSIONS

Our Carbon Footprint (FY 2024–25)

Scope	Category	Emissions (tCO ₂ e)
Scope 1	Fuel combustion	0
Scope 2	Purchased energy (Market-based)	0
	Purchased energy (Location-based)	55.7
Total Scope 1 & 2 (market-based)		0.0
Total Scope 1 & 2 (location-based)		55.7
Scope 3	Waste generated in operations	98.3
	Business travel	34.3
	Employee commuting	6.2
	Fuel and energy-related activities	12.4
	Purchased goods and services	101.3
	Upstream third-party transport	29.9
	Downstream third-party transport	95.3
Total Scope 3		377.6
TOTAL (market-based)		377.6
TOTAL (location-based)		433.3

Scope 1 emissions are zero as we do not operate any company-owned vehicles or combustion-based heating. Scope 2 emissions are reported under both market-based and location-based methods in line with the GHG Protocol. Under our renewable electricity tariff supported by REGO certificates, market-based emissions are zero, while location-based emissions are 55.7 tCO₂e based on the national grid factor.

Scope 3 emissions account for the majority of our footprint (377.6 tCO₂e). The largest contributions come from purchased goods and services (101.3 tCO₂e), waste generated in operations (98.3 tCO₂e), and downstream third-party transport (95.3 tCO₂e). Other reported categories include business travel, employee commuting, fuel and energy-related activities, and upstream transport. Currently, purchased goods and services cover only ~5% of our volume; we aim to expand this to 80%+ in our next reporting cycle.



CASE STUDY

Initiatives

Driving Efficiency and Cutting Carbon: See Limited’s £700,000 Investment in Sustainable Automation

See Limited has reinforced its sustainability credentials with a major £700,000 investment in its Halifax-based distribution arm, Performance Panels. The centrepiece of this upgrade is the installation of two HOMAG systems—the STORETEQ P-500 automated storage system and the SAWTEQ S-300 panel dividing saw—which together have transformed the way materials are stored, handled, and processed.

With capacity to hold up to 5,000 high-performance decorative panels on site, the new system allows panels to be automatically organised, stocked, and selected based on size and material, greatly improving the speed and precision of operations. This automation has dramatically reduced the need for forklift truck movements and manual handling, cutting out the consumption of 280 bottles of liquid petroleum gas every year.

In carbon terms, that equates to a saving of around 17,500 kilograms of CO₂e annually—roughly the same as driving a petrol car twice around the circumference of the Earth. The

investment also encompassed significant improvements to the wider facility, including relaying the floor, fitting new lighting, installing CCTV, and upgrading the extraction system, creating a safer and more efficient workplace. Beyond the measurable emissions reductions, these enhancements provide tangible energy efficiency gains, strengthen operational resilience, and improve working conditions for staff.

Taken together, they demonstrate how targeted capital investment in automation and infrastructure can simultaneously deliver productivity benefits and advance climate goals. For See Limited, the project reflects a broader ambition to reduce environmental impact across its operations while ensuring the business remains competitive and innovative in the markets it serves. By integrating sustainability with operational excellence, the company is showing how practical, forward-looking investments can deliver meaningful results both for the bottom line and for the planet.



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WASTE

Topic Overview

See Ltd is committed to minimising waste and embedding circular economy practices across its operations.

Our Target

Take control of the end-of-life process for 15% of waste generated during on-site installations by December 2026, as the first step towards the ‘Waste to Power 2030’ initiative.



Our Approach

Waste management has become a priority as the company seeks to reduce environmental impact and make better use of resources. By optimising the use of wood-based panels and storing sizeable offcuts for reuse, See Ltd has already reduced disposal needs significantly, with savings estimated at more than £15,000 in usable material. This approach not only lowers waste but also provides cost efficiencies.

The company is also exploring partnerships to improve waste outcomes. Discussions with suppliers include options for collection and recycling of waste products, while longer-term ambitions focus on waste-to-energy solutions that could convert wood offcuts into heat or

electricity. Although high capital costs currently limit adoption, See Ltd is actively planning for a future where such systems become viable, considering funding options, return on investment, and how the technology could scale with industry changes.

At the same time, waste reduction is supported by cultural change and systems thinking. Internal retrieval processes prioritise the use of offcuts before drawing on new materials, while leadership is considering new ways to measure and communicate the impact of waste savings — for example, by equating reductions to the number of trees preserved. This reflects See Ltd’s belief that sustainability requires not only operational efficiency but also meaningful communication of impact.

How we are doing...

Disclosure	FY 2024 / 2025
Total Waste generated (Tonnes)	294
Waste Intensity (Tonnes per Tonne of finished product)	0.08482569

Business with Integrity**Caring for People****Protecting the Planet****OTHER TOPICS****Initiatives**

Beyond our most material topics, we focus on understanding the impacts of materials, protecting biodiversity, and addressing resource and water use across our supply chain.

Materials

Our approach to materials is guided by efficiency and sustainability. We are working to better understand the impacts of the materials we purchase and to engage with suppliers to reduce them where possible.

This includes tackling emissions from production, minimising waste, and improving resource efficiency. Particular attention is given to wood-based products, where sustainable sourcing is essential to minimise environmental harm and protect biodiversity.

Biodiversity

We recognise that protecting biodiversity is a critical part of sustainability. While we do not yet run specific biodiversity programmes, our wider efforts to cut carbon emissions and pollution—such as reducing reliance on fossil fuels, switching to electric vehicles, and installing solar energy—help to ease pressure on ecosystems.

As our sustainability journey progresses, we aim to build on these foundations and explore opportunities to contribute more directly to protecting and enhancing biodiversity.

**Water and Insetting**

Although our own operations use relatively little water, we know that consumption can be much higher further down our supply chain. As with materials and biodiversity, we will focus on enhancing our knowledge and understanding of these impacts, and work with suppliers to reduce them where feasible. By addressing water alongside other resource issues, we can help reduce risks and support more sustainable practices across our supply chain.

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DATA TABLES

WATER

Disclosure	FY 2024-2025
Total water withdrawal (m3)	603
Water Intensity (m3 per Tonne of finished product)	0.17371842

ENERGY

Disclosure	FY 2024-2025
Total Electricity consumption	269,191
Electricity Intensity (kWh per Tonne of finished product)	78
Electricity Intensity (kWh per £1m Turnover)	0.00000568
Proportion of Electricity from Renewable Sources	100%

EMISSIONS

Disclosure	FY 2024-2025
Total Scope 1 & 2 (market-based) (tCO ₂ e)	0.0
Total Scope 1 & 2 (location-based) (tCO ₂ e)	55.7
Total Scope 3 (tCO ₂ e)	377.6
Emissions Intensity (market-based) (tCO ₂ e per Tonne of finished product)	0.11

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DATA TABLES

RAW MATERIAL INPUTS*

Disclosure	FY 2024-2025
Materials Purchased by type	
Total volume of Wood Laminate (BioCarbon) purchased (m3)	161 m3
Proportion of raw material inputs from renewable sources (wood fibre) (%)	71%
Proportion of raw material inputs from non-renewable sources (resins) (%)	29%
Proportion of raw material inputs from recycled content (%)	0%
Proportion of raw material inputs from recyclable at end-of-life (%)	0%
Proportion of raw material inputs from FSC-certified sources (%)	100%

WASTE

Disclosure	FY 2024-2025
Total Waste generated (Tonnes)	294
Waste Intensity (Tonnes per Tonne of finished product)	0.08482569
Proportion of Waste to Landfill (%)	64%
Waste generated by type and disposal method	
Commercial and industrial waste-Landfill (Tonnes)	187
Wood-Recycling (Tonnes)	107

*Based on Environmental Product Declaration (EPD) for BioCarbon Laminates (EN 15804, S-P-02470)

LOOKING AHEAD



SHAPING THE FUTURE OF THE CONSTRUCTION INDUSTRY

As See Ltd looks to the year ahead, the focus will be on building momentum and deepening the impact of our sustainability journey. A key priority will be extending Scope 3 emissions reporting to cover more purchased materials, supported by better data collection and closer collaboration with suppliers. This will allow us to measure our footprint more accurately, target reductions with greater confidence, and ensure that carbon considerations continue to be embedded into commercial decision-making.

We will also take steps to formalise a structured procurement framework, ensuring our largest suppliers are regularly reviewed against social and environmental expectations. This will strengthen accountability in our supply chain, help us incorporate innovative lower-carbon products into our portfolio, and reinforce the principle that sustainable growth depends on partnership and trust.

Operationally, we will continue to build on major investments already made. The £700,000 automation upgrade at Halifax has demonstrated how technology can deliver carbon savings, reduce waste, and improve workplace safety, and further opportunities to scale this approach will be explored. Alongside this, we are planning the development of a project to generate energy from wood waste. While still at an early stage, this project reflects our ambition to combine waste reduction with renewable energy generation, helping cut disposal needs, reduce reliance on fossil fuels, and embed circular economy principles more deeply into our operations.

Looking further ahead, we recognise the importance of continuing to innovate and adapt. Whether through waste-to-energy, new recycling partnerships, or more precise data systems, our goal is to ensure sustainability is not treated as an add-on but as part of how we grow. By engaging colleagues, suppliers, and partners in this journey, See Ltd is committed to turning ambition into action and delivering meaningful progress year on year.

APPENDIX A: INDEPENDENT VERIFICATION REPORT

Reproduced in full without alteration.

Introduction and purpose of the verification

This independent verification engagement was undertaken to assess whether the See Ltd Annual ESG Report for the financial year ending 31 March 2025 presents a fair, balanced, and reasonable account of the company's environmental, social, and governance performance. The verification was conducted with reference to the SBA Reporting Standard and reflects the expectations of a limited assurance engagement appropriate to the size, complexity, and reporting maturity of See Ltd. The purpose of the verification was not to provide absolute assurance, nor to replicate the depth of a statutory audit, but rather to evaluate whether the disclosures made by See Ltd are credible, internally consistent, and supported by appropriate evidence, including documented records and senior management representations where the disclosure of underlying data was constrained by commercial or personal sensitivity.

Verification of the See Ltd ESG Report was carried out as a limited assurance engagement. In simple terms, this means that the independent reviewer has checked the report to see whether it appears credible, reasonable, and consistent, based on a proportionate level of review. Limited assurance is a common and recognised approach for sustainability and ESG reporting. It is designed to give readers confidence that nothing has been found that would suggest the report is materially wrong or misleading. As part of this process, the verifier reviewed the ESG Report, examined supporting documents, and held detailed discussions with senior management. These discussions helped explain how information was gathered, how key figures were calculated, and how internal checks are carried out - particularly in areas where underlying data could not be shared publicly, such as individual pay information or commercially sensitive records."

Scope and boundary of the verification

The verification covered the full reporting period of 1 April 2024 to 31 March 2025 and applied to the organisational boundary as defined within the ESG Report, namely the UK operations of See Ltd, including both operational sites referenced in the report. The scope of work focused on those SBA framework topics that See Ltd identified as core or material and reported on in detail, including labour practices, fair compensation, health, safety and wellbeing, energy use, greenhouse gas emissions across Scopes 1, 2 and 3, and selected environmental impact areas such as water use, waste, materials, and biodiversity. Governance-related disclosures were reviewed insofar as they related to reporting transparency and the materiality assessment process, but no standalone assurance over governance systems or controls was undertaken beyond what was disclosed.

Verification methodology and approach

The verification followed a risk-based and proportionate methodology consistent with limited assurance practice. This involved a detailed review of the ESG Report narrative and data tables, examination of supporting documentation provided by See Ltd, and a structured verification meeting conducted via Microsoft Teams with top management. Particular emphasis was placed on areas involving quantitative claims, sensitive employment-related data, and headline environmental statements that could reasonably influence stakeholder interpretation. Where underlying datasets such as payroll records, pay band structures, or detailed emissions calculation models could not be shared in raw form, assurance was obtained through direct verbal confirmation by senior management. During the Teams meeting, management provided detailed explanations of internal processes, controls, review mechanisms, and reconciliation practices, and responded to targeted verification questions. Such management representations are a recognised and acceptable source of evidence in limited assurance engagements, particularly where confidentiality considerations apply, provided they are coherent, plausible, and consistent with other available evidence.

Verification Scores

The verification scores set out in the tables in Appendix B reflect a balanced assessment of both the quality of disclosures in the See Ltd Annual ESG Report and the strength of evidence available to support those disclosures under a limited assurance engagement. Across the Social, Environmental, and Governance pillars, the majority of topics achieved strong verification outcomes, with scores consistently in the upper range of the verification scale. This indicates that the disclosures are relevant to the organisation's activities, grounded in authentic practices, sufficiently complete against SBA reporting expectations, and accurate within the limits of proportional assurance.

Social performance: labour practices and fair compensation

The ESG Report discloses workforce composition, retention, and employment stability metrics, including the number of permanent employees, the absence of temporary staff, and a reported retention rate of 90 per cent. These disclosures were reviewed for internal consistency and plausibility, and during the verification meeting senior management confirmed the methodology used to calculate retention and the reporting boundary applied. No inconsistencies were identified between the narrative description of the workforce and the quantitative data presented. In relation to fair compensation, the report makes several high-salience claims, including that all employees earn at least the Real Living Wage, that entry-level pay

exceeds the local minimum wage by specified gender-disaggregated ratios, and that full-time employees receive 25 days of paid annual leave. The annual leave entitlement is clearly supported by formal company policy, which confirms that the stated entitlement exceeds statutory minimum requirements. Claims relating to Real Living Wage coverage and pay equity were verified through detailed management explanation during the Teams meeting. Senior management confirmed that all employees were assessed against the applicable Real Living Wage benchmark for the reporting period and that internal payroll reviews confirmed full compliance throughout the year. Management also described the role-based pay banding framework, the use of periodic external benchmarking, and the implementation of targeted pay adjustments to address historic inequities, including those affecting female employees. While individual payroll data and pay bands were not disclosed due to sensitivity, the verifier was satisfied that the processes described were robust and that the reported claims were not materially misstated.

Health, safety and wellbeing

The ESG Report reports one recordable work-related injury during the reporting period, an injury rate of 17 per million hours worked, and no fatalities or high-consequence injuries. It also describes a broader commitment to employee wellbeing, mental health awareness, and emergency preparedness. Supporting documentation includes an emergency preparedness and response matrix that outlines foreseeable incidents and corresponding procedures. During the verification meeting, senior management confirmed the classification of the reported injury, the absence of additional recordable incidents, and the hours-worked denominator used in calculating the injury rate. Management also clarified the operation of the company's health and safety management system during the reporting period and the basis on which safety performance was monitored and reviewed. Parental leave provisions, disclosed as two weeks of paid leave for both male and female employees, were confirmed as accurate representations of company practice. Taken together, the available documentation and management representations support the reasonableness of the health, safety and wellbeing disclosures, although the assurance level remains moderate due to the limited availability of underlying incident registers and certification records.

APPENDIX A: INDEPENDENT VERIFICATION REPORT

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Environmental performance: energy use and emissions

The report states that See Ltd consumed 269,191 kWh of electricity during the reporting period and that 100 per cent of this electricity was sourced from renewable energy. It further reports zero Scope 1 emissions, zero market-based Scope 2 emissions, location-based Scope 2 emissions of 55.7 tonnes of CO₂e, and total Scope 3 emissions of 377.6 tonnes of CO₂e. Multiple batches of electricity invoices covering both operational sites and spanning the reporting period were reviewed as part of the verification. These invoices consistently include charges for Renewable Energy Guarantees of Origin at 100 per cent, supporting the claim that electricity procurement was backed by renewable attributes. During the verification meeting, management confirmed that the renewable tariff applied throughout the year and that the electricity consumption figures reported in the ESG Report reconcile to internal annual summaries derived from the complete invoice set.

Management also provided a detailed verbal explanation of the emissions calculation methodology, including the distinction between market-based and location-based Scope 2 accounting in line with the Greenhouse Gas Protocol, the emission factors applied, and the current scope and limitations of Scope 3 data coverage. The verifier is satisfied that the emissions disclosures are methodologically coherent, transparently framed, and appropriately caveated in the report, even though a full recalculation of emissions was outside the scope of this engagement.

Other environmental topics

The ESG Report includes quantitative disclosures relating to water use, waste generation, materials sourcing, and biodiversity. These disclosures were reviewed for internal consistency and plausibility. During the verification meeting, management confirmed the data sources used for these figures, the basis for reported sourcing percentages, and the rationale for stating that no specific biodiversity programmes are currently in place. While supporting invoices and third-party documentation were not exhaustively reviewed for these topics, the disclosures are presented cautiously and do not appear to overstate performance.

Data reliability and limitations

Across the report, the reliability of disclosed data varies by topic. Policy-based disclosures and energy procurement data are supported by stronger evidence, while some quantitative social and environmental metrics rely more heavily on management representation. These limitations are inherent to limited assurance

engagements and are appropriately mitigated by transparency within the report and by the consistency of management explanations.

Overall assurance conclusion

Based on the procedures performed and the evidence obtained, including both documentary review and verbal verification with top management, nothing has come to our attention that would cause us to believe that the See Ltd Annual ESG Report 2024–2025 does not, in all material respects, present a fair and reasonable view of the company’s sustainability performance in accordance with the SBA Reporting Standard. The conclusions reached reflect a medium–high level of confidence overall, recognising the inherent limitations of limited assurance and the reliance on management representations in certain areas.

Final assurer’s statement

This verification engagement was conducted on a limited assurance basis. The procedures performed were designed to obtain a moderate level of assurance and do not provide the level of scrutiny associated with reasonable assurance engagements. Based on the evidence reviewed and the management representations obtained, we conclude that the See Ltd Annual ESG Report 2024–2025 gives a fair and reasonable view of the company’s sustainability performance in accordance with the SBA Reporting Standard.

Recommendations

The following recommendations are intended to strengthen future verification outcomes and enhance the robustness of See Ltd’s ESG reporting. They are prioritised for practicality and proportionality, recognising the organisation’s size and current reporting capacity. First, See Ltd would benefit from establishing a light-touch internal ESG evidence register aligned to the SBA framework. This register would not require extensive new data collection but would simply catalogue key datasets and reconciliation notes for each reported metric. Over time, this would reduce reliance on verbal verification and streamline future assurance processes. Second, in relation to fair compensation, future reporting could be strengthened by developing an anonymised, assurance-ready summary of payroll compliance with the Real Living Wage. This could take the form of aggregated pay band confirmation or minimum-to-median pay ratios, retained internally for verification purposes without disclosing sensitive individual data. Doing so would materially strengthen

the evidence base while preserving confidentiality. Third, for health and safety, maintaining a concise annual incident and near-miss register, together with a documented hours-worked denominator, would enhance the traceability of injury rate calculations. This would be particularly valuable given the sensitivity of rates to small workforce sizes and would support consistency year on year. Fourth, in relation to training and development, the introduction of a small number of core quantitative indicators - such as average training hours per employee or percentage of staff receiving annual performance reviews - would allow this topic to move from partial to full completeness in future reporting cycles.

Independent verifier details

Verifier	Aston University
Conducted by	College of Business and Social Sciences
Lead verifier	Dr Ebenezer Laryea
Address	Aston Triangle, Birmingham, B4 7ET,
Website	www.aston.ac.uk
Date of verification	January 2026



APPENDIX B: VERIFICATION SCORES

KEY	Score	Disclosure	Verification
	2	Complete disclosure provided	Evidence fully supports the original disclosure.
	1	Partial disclosure provided	Some evidence provided, but gaps remain or only partially supports the claim.
	0	No disclosure	No credible or sufficient evidence to support the disclosure.

Pillar	Topic	Material	Reporting Disclosures	Disclosure Score	Verification Score				
					Relevance	Authenticity	Completeness	Accuracy	Total
Governance	Strategic Alignment	Core	<ul style="list-style-type: none"> Information on the company's mission and alignment to ESG priorities Materiality Assessment report including a list of material ESG topics Summary of physical and transition risks considered as part of materiality 	2	2	2	2	1	7/8
Governance	Integrated Planning	Core	<ul style="list-style-type: none"> Information on targets set against highest priority ESG topics Information on key actions and initiatives taken to achieve targets Approach to defining roles, responsibilities, and accountability. 	2	2	2	2	1	7/8
Governance	Reporting and Transparency	Core	<ul style="list-style-type: none"> Information on where to find details on social and environmental performance Evidence of third-party verification (e.g. Limited or Reasonable Assurance Report) 	2	2	2	2	2	8/8
Governance	Procurement	Core	<ul style="list-style-type: none"> Percentage of significant suppliers evaluated for social and environmental impacts. Information on how suppliers are engaged to improve social and environmental performance Information on social and environmental requirements for key suppliers 	1	2	2	1	1	6/8
Social	Labour Practices	Yes	<ul style="list-style-type: none"> Total number of employees by employment type and contract Employee retention or turnover rate Percentage of employees covered by collective bargaining agreements 	2	2	2	2	1	7/8
Social	Training and Development	Yes	<ul style="list-style-type: none"> Information on the company's training and development policy. Average number of training hours per employee per year. Percentage of employees receiving regular performance and career development reviews 	2	2	2	1	1	7/8
Social	Fair Compensation	Yes	<ul style="list-style-type: none"> Ratios of standard entry level wage by gender compared to local minimum wage. Information on any living wage assessments carried out and measures taken to close any living wage gap. Number of days of annual paid leave provided for full time employees. 	1	2	2	2	1	7/8
Social	Health and Wellbeing	Yes	<ul style="list-style-type: none"> Information on measures taken to promote health and wellbeing and ensure safe working conditions Number of weeks of paid Parental Leave offered to male and female staff The number and rate of recordable work-related injuries and fatalities 	2	2	2	2	1	7/8
Environment	Energy	Yes	<ul style="list-style-type: none"> Total energy consumption within the organisation Information on energy efficiency measures implemented Percentage of energy consumed from renewable sources 	2	2	2	2	1	7/8
Environment	Emissions	Yes	<ul style="list-style-type: none"> Total Scope 1,2 and 3 Greenhouse Gas Emissions (Co2e) Information on Net Zero targets and alignment to Science Based Targets Information on the company's emissions reduction plan 	2	2	2	2	1	7/8
Environment	Waste	Yes	<ul style="list-style-type: none"> Waste generated by material and means of disposal Information on recovery and recycling programs in place Hazardous waste generated by material and means of disposal 	2	2	2	2	1	7/8



See is a limited company registered in England and Wales. Registered No: 10348389
Registered Office: 26 Brunel Road, Earlstrees Industrial Estate, Corby, Northamptonshire, NN17 4JW



Certified Impact Report



See Ltd

Independently Verified Environment,
Social & Governance Disclosure

2024-2025 Sustainability Report