



ESG REPORT
2025

INTRODUCTION

Welcome to the 2025 Environmental, Social, and Governance (ESG) Report for SafeLane Global which covers the period starting January 1st, 2025, and ending 31st December 2025. This is the third report I have had the pleasure to compile and goes to demonstrate the progress being made as a company across all three areas as detailed below.

This report covers the three key areas of ESG as follows:

E (Environmental): Includes energy efficiency, carbon footprints, climate change, pollution mitigation, waste management, and water usage.

S (Social): Covers labour standards, diversity, pay equity, human rights, community relations, privacy, health and safety, and social justice issues.

G (Governance): Encompasses corporate board structure, sustainability oversight, executive compensation, political contributions, and anti-corruption measures.

The year has seen the highlights listed below:

- Following a re-certification audit by Alcumus ISOQAR in April 2024, we had our first surveillance audit in April 2025 and are happy to report that only one observation was made with no non-conformities raised, meaning that we retain our certification to the following standards



Cert. Number 13670

- We set a new baseline for Carbon Accounting in 2025, with data and processes verified externally, including introducing our Carbon Accounting Manual. While this revised figures previously published for 2024 upwards, this reflected our improved data capture and also highlighted areas where our emissions have dropped.

By our very presence and actions, SafeLane Global Limited has an impact on the planet and its occupants, both human and animal. The removal of unexploded ordnance opens up the land and marine environments to those communities, organisations and stakeholders who would not otherwise have been able to access them safely, thus moving beyond shareholder primacy, and benefitting clients, and communities as well as others. This report sets out in detail how SafeLane Global identifies and manages the impacts we have on the planet and the communities affected by our work and the steps we are taking to minimise and mitigate that impact.

In 2025, SafeLane Global Limited continued to consolidate our position following the restructuring in 2023, building capacity, bringing in key players to build our business in specific areas and seeking new work in both international land and marine operations, reorganising roles and responsibilities for projects, and refining links with our sister company in Dubai, SafeLane Global Project DMCC.

As a company, SafeLane Global continues to adopt the principles of the Future-Fit Foundation and has selected goals and positive pursuits to help us be environmentally restorative, socially just and economically inclusive, aiming to help facilitate a better world for us and for future generations.

Simon Baggley-Rosser
Compliance and Risk Manager
SafeLane Global

A LETTER FROM OUR CEO

Dear Stakeholders,

SafeLane Global remains committed to operating responsibly and sustainably across all our activities, guided by the United Nations Sustainable Development Goals and our responsibility to protect people, communities and the environment affected by explosive hazards. We continue to embed strong standards in human rights, labour practices, environmental management, and ethical conduct throughout our global operations.

This 2025 ESG Report reflects the progress we have made during the 2024 reporting period in integrating sustainability into our strategy, governance and daily decision-making, supported by the application of the Future-Fit model. As a global leader in unexploded ordnance and explosive hazard risk mitigation on land and across all marine environments, our work continues to enable safe development, support recovery and reduce risk in complex and often challenging contexts.

Following organisational changes in late 2023, our focus has been on strengthening our international operations, while maintaining a UK presence through our marine capability. I would like to thank our employees, contractors, partners and stakeholders for their continued commitment and support as we work together to make a lasting, positive impact.

Tim Illingworth
CEO
SafeLane Global



ABOUT SAFELANE GLOBAL

OUR MISSION:

SAFELANE GLOBAL ENABLES THE SAFE AND SUSTAINABLE REALISATION OF OUR COMMERCIAL, GOVERNMENTAL AND HUMANITARIAN CLIENTS' AMBITIONS AND ASPIRATIONS.

OUR EXPERT SERVICES SPAN ENTIRE PROJECT LIFE CYCLES AND ARE FOCUSED ON MITIGATING EXPLOSIVE AND HAZARDOUS MATERIAL THREATS, COUNTERING SECURITY RISKS AND ENHANCING LAND AND MARINE ENVIRONMENTS GLOBALLY.

OUR VISION:

SAFELANE ENVISIONS A WORLD IN WHICH OUR COMMERCIAL, GOVERNMENTAL AND HUMANITARIAN CLIENTS' AMBITIONS AND ASPIRATIONS ARE REALISED SAFELY AND SUSTAINABLY.

WHETHER OUR CLIENTS OPERATE ON LAND OR IN WATER, IN CONFLICT ZONES OR PEACEFUL NATIONS, FOR PROFIT OR HUMANITARIAN PURPOSE,

SAFELANE WILL BE THEIR END-TO-END SOLUTIONS PROVIDER DELIVERING EXPERT AND TRUSTWORTHY OPERATIONAL, CONSULTANCY AND TRAINING SERVICES.

The SafeLane ethos continues to remain the fact that we are a people-centric organisation. Not only are our people the most important part of our company, but remediating contaminated environments to return them to communities globally is what underpins our mission.

We work on land and in the marine environment, detecting, clearing, and mitigating explosive threats - from mines to unexploded ordnance (UXO), from improvised explosive devices (IEDs) to ammunition & explosive stockpiles (ERW). We also provide highly trained canine detection teams for landmine, explosive and narcotics threats, as well as patrol and protection tasks. Our explosive detection dog services and mine detection dogs support commercial, government and humanitarian partners around the world, helping them manage risk and keep people, assets, and infrastructure safe.

Founded in 1989, SafeLane was one of the first private companies involved in mine action. Historically, we have played an integral role in the creation of industry guidelines, and these have led to the International Mine Action Standards (IMAS), and our policies and procedures are based on IMAS and the National Standards (NS) operating in the countries in which we work. Our Senior Leadership team includes former leaders within IMAS and United Nations Mine Action Service, and many have military experience in senior roles. Together we ensure the quality of our work is underpinned by our quality assurance systems, with our processes and procedures, plans and performance, audited on a regular basis, both internally and externally.

SafeLane Global has successfully delivered over 25,000 contracts in 60 countries, including some of the world's most hazardous and remote environments. We also provide capacity building, training, mentoring, and consulting services to support the counter explosive ordnance (C-EO) activities of governments, national armed forces, corporations, humanitarian organisations, and multinational organisations worldwide.

OUR VALUES

INTEGRITY ~ PASSION ~ QUALITY ~ PROFESSIONALISM

There are three main markets for the service we deliver as shown below, with examples illustrated.



Working closely with United Nations agencies in country, and also commercial organisations and national bodies, we operate both in the humanitarian field and the for-profit sector, ensuring safer lives for local communities as they live and go about their daily work.

SafeLane Global, THE UN SDGs and Future-Fit

Future-Fit has identified seven core properties of a Future-Fit Society, plus an eighth 'enabler' which identifies the socioeconomic drivers required to pursue the others. The first seven identify the outcomes that a Future-Fit society will deliver. The eighth is about the conditions that will enable those outcomes.

These core properties positively align themselves with the UN Sustainability Development Goals (SDGs) which, as members of the United Nations Global Compact, we strongly support.

To achieve these principles, Future-Fit have identified 23 goals, which they describe as Break Even Goals, and 24 Positive Pursuits. Future-Fit describe Break Even Goals as "the line in the sand that every business ultimately needs to reach, to be sure it is not undermining society's progress to future-fitness." And Positive Pursuits as "the range of activities a company can pursue to speed up society's progress toward future fitness."

Discussions have taken place within SafeLane Global, and we continue to focus on the following 7 goals.



We have also identified 2 positive pursuits to which we can make the biggest contribution



A number of the Future Fit Break Even Goals were discounted as they relate to products, and are therefore of little relevance to our business model.

Environmental

SafeLane is committed to mitigating any possible negative environmental impact that may occur because of operations. Consequently, our environmental management approach follows the guidelines of ISO 14001:2015 (Amd 1:2024), and IMAS 07.13 2nd Ed., 'Environmental management and climate change in mine action.'

Protection of the environment is reinforced by our corporate Quality, Health, Safety and Environment Policy; our field management practices also document our policies on environmental issues such as camp hygiene and refuse disposal.

With unswerving focus on explosive risk mitigation, we breathe new life into unsafe environments – both on land and in the marine environment. Our core work transforms environments for the communities and ultimately the lives of those living and working within them.

Working in the environments and locations we do, with the requirements for staffing, equipment and resources, means that we do leave a carbon footprint on the environment, as well as the effects of operating our offices in the UK and Dubai. Therefore, we maintain an unwavering commitment to reduce any negative environmental impact from our global operations where possible, and we employ a fulltime Compliance and Risk Manager who leads on this commitment.

We recognise that a policy of environmental responsibility involving the active management of the environmental aspects should be a priority. As such, we are ISO 14001:2015 certified and how we manage our impact on the environment and mitigation of the harm we may cause to it is contained within our Integrated Management System. The effects of climate change are also built into our processes covering Occupational Health and Safety (ISO 45001:2018 Amd 1:2024), and also Quality Management (ISO 9001:2015 Amd 1:2024).

Such procedures are essential in complying with relevant laws, regulations, and codes of practice with which we must comply, wherever they exist, whether they are legal requirements, client demands or moral imperative. We must at all times, make effective use of energy and utilities, thereby conserving natural resources for the future.

We continuously monitor our emissions to the environment, from Scope 1 to Scope 3, and how these can be reduced. These are calculated according to the GHG Protocol – corporate standard. This will ensure that our inventory provides a full and fair picture of our emissions through this standardised approach. Where possible we use primary conversion factors to calculate emissions, where this is not available, we use commonly accepted sources such as the UK Government Conversion Factors 2024, published by the Department for Energy Security and Net Zero, similar from the USA EPA, flight emissions are calculated by the International Civil Aviation Organization etc. How and what we calculate, the emissions factors used are all set out in our Carbon Accounting Manual.

Our organisational boundary is that of SafeLane Global Limited and all projects and locations in which SafeLane Global Limited employees and contractors work. For those areas where emissions are less than 5% of our total, we do not report on these, although we still record and calculate.

We continually measure our waste stream on incoming and outgoing materials, our policies mandate evaluation of all hazardous materials and we monitor any hazardous materials in our supplier's materials.

• Implementation

Our environmental policy is implemented and achieved in practice by:

- Continuously improving our environmental management system within our IMS, in accordance with the requirements of ISO 14001, as part of our overall integrated management system.
- Establishing achievable objectives and targets, with related action programmes for the continual improvement of our environmental performance.
- Monitoring and controlling material usage in order to minimise the generation of waste and maximise recycling or reuse, therefore reducing the impact and cost of landfill disposal.
- Monitoring and controlling usage of electricity, gas, and water in order to help reduce both energy usage and CO₂ emissions.
- Ensuring that this policy is understood by our employees, contractors, and visitors, who all have a duty to be aware of and comply with this policy.
- Ensuring that our suppliers are made aware of this policy and that, wherever appropriate, they are actively encouraged to conduct their own operations in accordance with good environmental management practice.
- Conducting regular audits and periodic reviews, to ensure that our management system continues to be suitable and effective and taking action where deficiencies are evident.

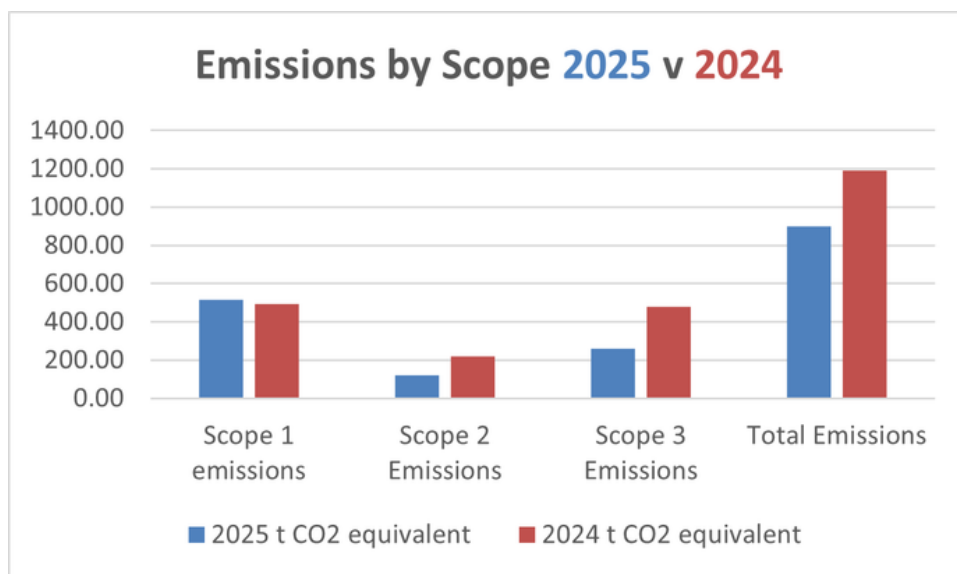
When implementing any operations, we refer to our environmental impact matrix to determine the most appropriate sustainable operating practices depending upon the intended duration of a project, and to ensure these operational practices adhere to required local standards and our own corporate policies.

We measure and monitor the economic and environmental impact of our operations in the following manner:

- Environmental protection is every individual's responsibility – we ensure our personnel are empowered to understand and act upon this knowledge via our staff handbook, field contractor guidelines and regular audit of staff understanding
- We place importance of environmental planning throughout all phases of operations whilst integrating environmental considerations as early as possible into that planning process
- We have a stated, enduring operational aim of minimising environmental harm caused by our operations
- Ensuring understanding of and adherence to both national and local environmental standards and regulations
- We identify and effectively manage the main waste streams of raw materials, hazardous substances, energy, and water
- We ensure all hazardous substances involved in the delivery of operations are effectively and correctly used, handled and stored. We also have environmental impact emergency policies that would be immediately implemented in the event of an accident, e.g., an oil spill. As part of this policy, we ensure staff have the ability and resources to deliver a timely response to environmental incidents to mitigate any possible impact
- We assess health protection and environmental sustainability considerations in the planning, deployment, and management of any project base
- Environmental awareness training is incorporated into the induction for all relevant personnel
- Project managers include environmental impact assessment in technical quality assurance reviews.
- We abide by all environmental permitting requirements placed on us and our clients to minimise the harm to flora and fauna as required.

- **Measurement of outcomes**

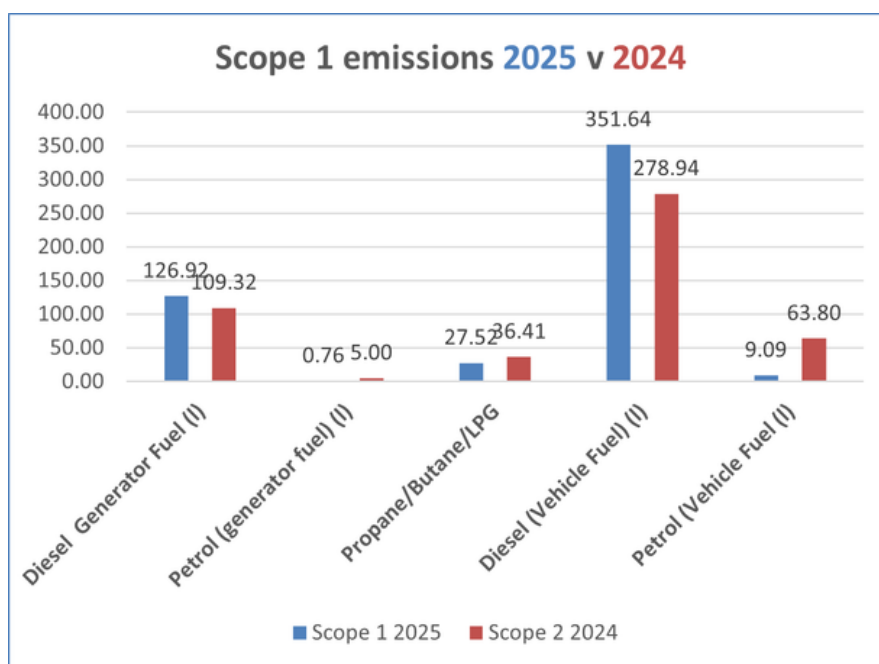
Having refined our reporting, recording and calculation of emissions, and developed our Carbon Accounting Manual, we have recalculated a baseline in 2025.



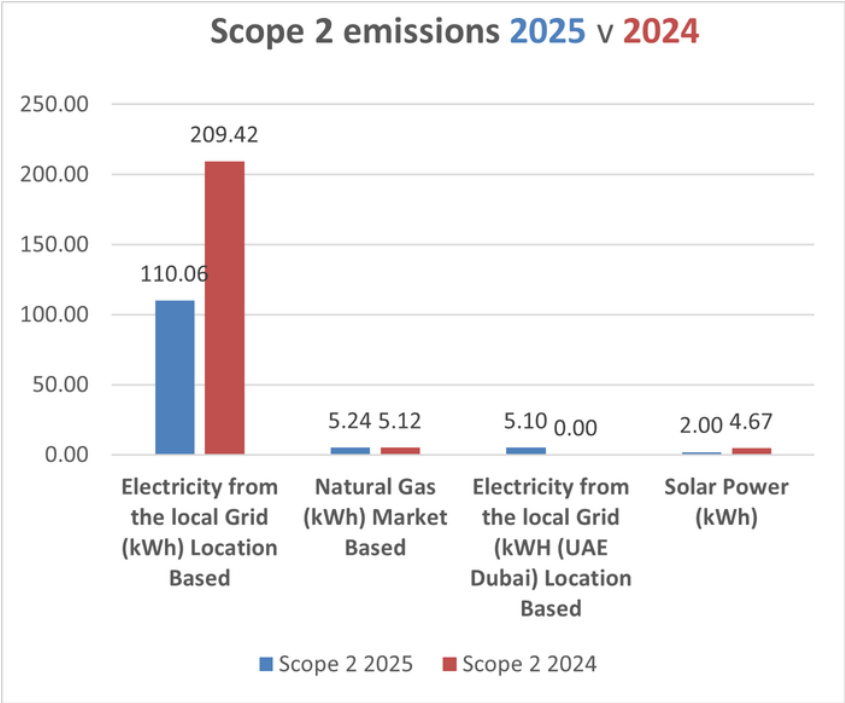
As can be seen from the graph above our emissions fell overall by 24.61%, despite fluctuations within each scope.

The tables below show the breakdown of the three scopes into their significant elements between 2024 and 2025. All figures are shown in t CO₂e for this and subsequent charts.

As shown below - **Scope 1 emissions 2025 v 2024**, there was a drop in use of Petrol to fuel both generators and vehicles, but a significant rise in use of Diesel, accounting for a rise in emissions in Scope 1 of 4.55%

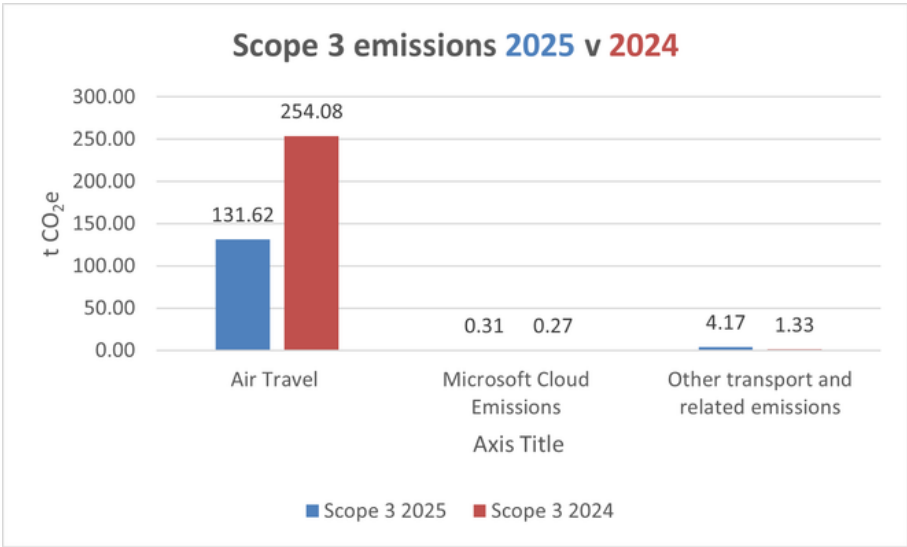


Scope 2 saw a rise in use of electricity from the local grid due to inclusion of the emissions arising from our Dubai Office, though generally Location-based electricity usage dropped by 47.45%. This is shown below- Scope 2 emissions 2025 v 2024 below. The increase in diesel usage and associated emissions in scope 1 can largely be attributed to the fall in the use of local electricity from the grid. This is caused by the lack of infrastructure in the locations where we are working.



Our Scope 3 emissions are largely arise from the need to have people ‘on the ground’ working on our projects and the flights that are required to transport them to and from the various locations around the world, both on mobilisation and de-mobilisation and the enable them to have meaningful periods of leave. However, scope 3 emissions fell by 45.67%, as there were fewer flights made by fewer staff in the year.

In 2024 flights counted for 99.36% of our Scope 3 emissions, and in 2025 96.66%. This variation is partly accounted for by an increase in emissions from our use of ‘the cloud,’ with increased use of AI. Although negligible we are also accounting more accurately for other travel undertaken by our people, such as trains, car hire, etc.



- **Waste and Recycling**

Our waste from our Ross on Wye Office is collected fortnightly and either recycled or sent as materials to be used as Energy from Waste (EFW). Our waste management company in 2025 calculates that we have produced 1300kg of household waste of which 845 kg (65%) was recycled saving c.1720kg CO₂e and 455kg disposed of as EFW, at an environmental cost of c. 105 kg CO₂e; a net saving of **c. 1615 kg CO₂e**

In addition, we also recycled 237kg of paper for disposal through a recycling and confidential data shredding company, and this is estimated to have saved 30 kg CO₂e or **the equivalent of just over four trees.**



- **Waste Electrical and Electronic Equipment Regulations 2013 as amended 2025**

2025 saw the disposal of 128.25kg of out of date, damaged beyond repair or broken IT equipment. Between the Compliance and Risk Manager and the IT Manager a company was sought that;

- was licensed by the Environmental Agency to transport waste and dispose of it in line with Waste (England and Wales) Regulations 2011
- would destroy any remaining data on the equipment according to the requirements of UK GDPR and Data Protection Act 2018, and
- recycle and re-use equipment where they can in line with a T11 exemption required by the WEEE Regulations

Such a company was located, and it is estimated that this action **saved 7,820kg CO₂e carbon emissions**



- **Social**

People and communities are central to SafeLane Global's ESG commitments. Our employees and contractors bring deep technical expertise, professionalism and a strong safety culture to all operations, underpinned by respect for human rights, ethical conduct and inclusive working practices. We are committed to supporting the wellbeing, development and diversity of our workforce, whilst working in partnership with local communities to build capacity, transfer skills and create sustainable economic and social value. Especially in relation to our work for humanitarian clients, by prioritising local engagement and responsible employment practices, we help communities recover safely, strengthen resilience and enable long-term development in regions affected by conflict and explosive hazards. These are 'Our People'.

- **Human Rights**

At SafeLane Global we are passionate about our people's human rights, and that they are the fundamental freedoms every person is entitled to throughout their life. We believe these rights apply equally to all people, no matter their background, beliefs, or way of life.

SafeLane's commitment to human rights is documented in our codes of conduct as outlined in the office staff handbook and the field contractor guidelines. These documents are supported by a range of policies including our Equal Opportunities Policy, Environmental, Social and Governance Policy, Sexual Harassment Policy, and Modern Slavery and Human Trafficking Policy.

These documents are provided to everyone during induction or pre-deployment; and all staff are required to sign a commitment to upholding these policies' principles. Additionally, we take our responsibility for the prevention of all forms of exploitation a step further, and have put in place our Whistleblowing Policy actively encouraging any employee or contractor, a client or their employees, or members of the public with concerns to raise these in confidence with SafeLane Global or the relevant regulatory authority.

SafeLane's non-discriminatory employment policies ensure we embrace diversity and ensure inclusion. We employ based exclusively on skills and are committed to equal opportunities for all staff. Applications are encouraged regardless of age, sex, disability, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief, and marriage and civil partnerships.



• Implementation and Results

During pre-mobilisation, all field staff are informed of SafeLane's communication channels, including the whistleblowing contact details for raising any issue, with special focus placed on empowering staff to whistle-blow if they witness any human rights abuses such as sexual exploitation. The first point of call is the Project Manager in country, but if someone feels uncomfortable speaking to this member of staff. Alternatively, our UK project staff will listen to any concerns or complaints and ensure these are investigated thoroughly. If a complainant wishes to raise a complaint or an issue anonymously, they can contact male and female representatives through our whistleblowing channel where they will be offered full support. This is an entirely confidential channel.

Should a human rights focused concern be raised, our policies ensure such concerns are addressed at board level.



In 2025, ZERO complaints were received or concerns raised of abuse of Human Rights, Bullying or Harassment, SEAH, Modern Slavery or Human Trafficking[1].

(Our ESG report covers calendar year 2025 and the data re modern slavery is correct. Our latest Modern Slavery report published on our website and appended here covers our financial year 2024.)

To view a copy of our Modern Slavery and Human Trafficking Statement 2026 (covering financial year 2024), please visit our website [here](#).

• Supporting Our People

At SafeLane Global we show our pride in our people by supporting them in their endeavours, in networking, as a result of their former career in the Armed Services, in furthering their education etc.

These are two examples of what we, and our people, have done in 2025

• WiMAN

We also support the women who work for us, in our offices and in the field and SafeLane Global was delighted when one of our female deminers was elected as the first chairperson of Women in Mine Action Network, a unique (so far) network of women supporting women. Chandia Agnes Tom is a Section Leader from SafeLane Global working in South Sudan and leads the network which is helping women in raising their voices, to be heard, getting connected because they work in different areas of operation, easy coordination among themselves, share their success stories and exchange their experience and getting solution for their challenges



• Armed Forces Covenant – Employee Recognition Scheme Silver Award

We value all our current and future employees and many of these come from the Armed Services in the UK. The Armed Forces Covenant is a promise that together we acknowledge and understand that those who serve or have served in the Armed Forces, and their families, including the bereaved, should be treated with fairness and respect in the communities, economy, and society they serve with their lives, and we signed this in 2019.

In 2020 we received the Silver Award from the Employee Recognition Scheme and in 2025 this was renewed, evidencing our support for veterans and the families of serving members of the armed forces and the support we give them.

In 2026 we will be looking at the potential for seeking the Gold Award.



• Training and Development



As a pre-qualified UN vendor, we completed mandatory UN training in gender and diversity and doing business with the UN. Organisational personnel are required to complete this training, and as such **100% of relevant staff maintain this training standard.**

This training comprises:

- Prevention of Sexual Exploitation and Abuse,
- Prevention of Sexual Harassment and Abuse of Authority,
- Ethics and Integrity and
- Gender Equality.

We apply the same commitment to upholding the UN's human rights standards to our suppliers. As part of our due diligence on any proposed supplier, we require them to provide us with their corporate documentation so we can ensure they comply with UN expectations.

In addition to mandatory training, we support career progression by encouraging staff to undertake courses that will help them and SafeLane Global as a result of their increased knowledge. One of our managers is undergoing an online master's degree course as a result of this support.

Also, in 2025 one of our Management Accountants completed his AAT Level 3 Diploma in Accounting qualification.



- **Occupational Health and Safety**

The health, safety and well-being of all our staff and contractors is vital to SafeLane Global as a business, legally, financially, and morally. We work across many jurisdictions with varying degrees of legislation regarding OHS, and where there is a discrepancy between the local standard and that of the UK, we apply the higher standard as best practice. We would never want to be in the position of being issued with financial penalties for non-compliance with local legislation or following an incident and therefore make best endeavours to ensure compliance. And last but not least it is the moral imperative.... SafeLane Global wants ALL its employees and contractors (and those in the local communities) to be healthy and safe as a result of our activities and not to suffer detriment as a result.

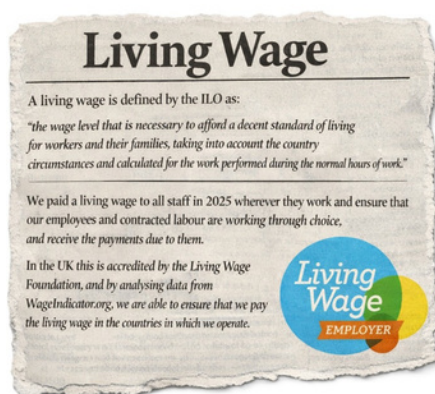
To this end we have Standard Operating Procedures that conform with IMAS requirements for working with UXO, policies and procedures for other specific activities not covered by IMAS and/or required by local legislation (e.g. Display Screen Equipment, Working at Height, etc.). These form part of the Information, Training, Instruction, and Supervision held by or provided for all staff as applicable to their roles. Together this combine to deliver staff with suitable and sufficient Skills, Knowledge, Experience and Training, as well as Attitude able to deliver the tasks safely and without harm to their health.

SafeLane Global provides a safe and healthy working environment, with our QHSE Manager, and Project Management teams both in the UK and abroad, assessing work activities and the risks they pose, and ensuring that safe working practices are in place for all employees, along with the necessary training, supervision, equipment and other resources. Our 334 staff, comprising Full Time Employees in the UK and Dubai, and contracted staff working on projects, completed 177,664 hours in 2025, across all demining, surveying, canine and training operations as well as in the planning and analysis, and business related roles in our offices, with no major or minor injuries.



• SafeLane Global pays the Living Wage

SafeLane Global paid all employees and contractors a living wage in 2025, regardless of where they worked.



• Gender Pay Gap

SafeLane Global paid all employees and contractors a living wage in 2025, regardless of where they worked.



• Staff Engagement

We place no restrictions on staff association with each other and encourage this. We welcome comment and criticism and run an effective open-door approach to employee consultation. Briefings are given to staff quarterly and there is opportunity to question management at the time or 1-2-1 afterwards.



• Staff numbers, turnover and absence rate



Between the end of 2024 and the end of 2025, staff numbers increased from 34 to 36 with additional staff employed to reflect plans for business development and to fill identified gaps. There was also some natural changes occurring with staff turnover and a churn rate of 30.56%.

As of the end of 2025 there were 36 FTEs across the two offices

• Personnel-related Risk Mitigation

When we grade our wages and map leave plans for project contract staff, we review and comply with local labour laws; we also place mental health awareness and stress mitigation at the centre of planning to ensure appropriate work and leave plans.

We have a trained mental health first aider in our office in the UK available for all staff wherever they are based, ensuring all staff have access to a supportive and understanding colleague. We are planning to roll out this training across the company, ensuring a higher percentage of our staff are trained and available to support their colleagues.

We have publicised reporting channels available to employees and stakeholders or members of the public to allow anyone to report areas of concern relating to our activities, including child labour and forced or compulsory labour.

We continue to conduct a regular gender and diversity analysis to understand how the cultural, social, and economic differences, (real and perceived), between women and men from diverse groups influence their opportunities and roles in society, as well as their decision-making and access to resources and services.

We aim to employ people regardless of gender, or any other protected characteristic and ensure wherever possible that women and men have equal access to employment.

When planning projects and staffing and deliverables we factor into these plans to identify:

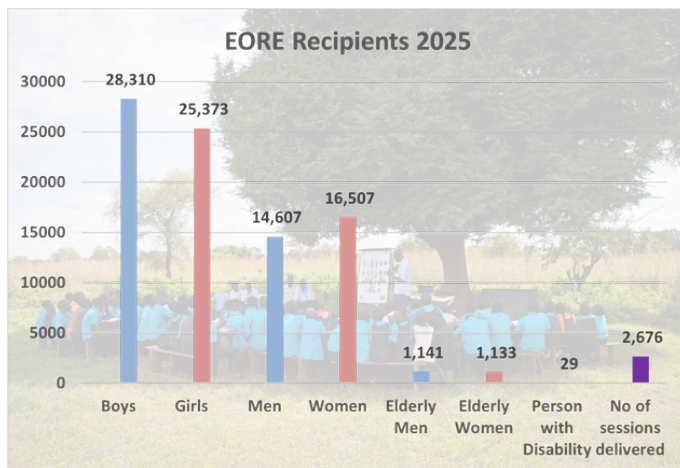
- Whether or not women can actively participate in a training where men are present?
- Are women able to travel unaccompanied?
- Can people from different ethnic groups actively participate in training where a majority from the dominant ethnic group is present?
- What are the constraints that might prevent men, women, or members of diverse groups from equitable participation in the initiative?
- Are there barriers and constraints that might limit access to opportunities, resources and decision making?
- Are there ways of overcoming these barriers and constraints, e.g., women are provided with escort (by a family member) to an overseas training facility.

This enables us to ensure that what we deliver and who we employ is as diverse and effective as possible.

Community Health (Positive Pursuits 16) is safeguarded by the very activities delivered by SafeLane Global. By the removal of unexploded ordnance, land and marine environments are returned to use that benefits the local communities. Land that was hitherto unusable, can be used for agriculture, or fishing, or used to improve the infrastructure (roads etc) allowing greater communication and trade between communities, and access to health care and education. Land and the marine environment can be opened up for commercial use, leading to employment opportunities for the local communities too. Some of our clients deliver solar power generation to countries that will benefit the environment by reducing carbon emissions and leading to a better world in which to live.

On some projects delivery of EORE (Explosive Ordnance Risk Education) is delivered by SafeLane Global to members of the local community.

On one project alone, in 2025, nearly two thousand seven hundred training sessions were delivered, and 89,776 individuals received such training, thus reducing the likelihood of injury from explosive remnants of war.



We actively endeavour to enhance the livelihoods of the local communities in those areas that we operate in. We do this in a number of ways, for example we enhance local capacity and mentor and train personnel in all mine action operations on our international projects. We are committed to gender mainstreaming and wherever possible we employ woman in the field. Understanding cultural sensitivity is essential in promoting women to take on suitable positions of responsibility that are considered acceptable within their community.

Governance

The third pillar of ESG is Governance which is about how an organisation is run, controlled, and held accountable. In simple terms, it focuses on decision-making, oversight, ethics, and transparency at the top of the organisation.

Where Environmental asks "How do we impact the planet?" and Social asks, "How do we treat people?" Governance asks:

"Are we being run properly, fairly, and responsibly?"

• Leadership

SafeLane Global has a Management Group, comprising the following:

- Chairman, Alastair Morrison OBE MC
- CEO, Tim Illingworth CCG
- CFO, Dylan Beale ACA MBA
- COO, Chris Clark MBE MC

Non-Executive Director

- General Sir Mark Carleton-Smith GCB CBE DL
- Helle Thorning-Schmidt

Together they bring a wide range of experience and interests, from the military to politics and charitable and humanitarian to business and finance. Roles are clearly defined and separation maintained.



• Ethics, Integrity and Corporate Culture

SafeLane Global developed a Code of Conduct for our employees in 2025 and continued to evaluate and update its policies relating to ethical behaviours. Policies in place as of 2025 were:

- Anti-Harassment and Bullying
- Anti-Corruption and Bribery
- Code of Conduct
- Data Protection
- Diversity, Equality, and Inclusion
- Modern Slavery and Human Trafficking
- Sexual Harassment
- Whistleblowing
- as well as our Quality, Health, Safety and Environment and ESG policies.



We have our whistleblowing policy available to all to enable us to capture, record and manage concerns of public interest received from within the company, from contracted staff and from external sources. Any report received leads to the Board being informed and investigated thoroughly. In all cases the matter of concern and those implicated will be dealt with comprehensively and compassionately.

Future-Fit Break-Even Goal No. 20 states that Business is to be conducted ethically, and that to be Future-Fit, a company must do three things:

- It must identify high-risk areas for ethical issues within the business;
- It must adopt a public commitment to ethical conduct; and
- It must establish internal controls to ensure it lives up to that commitment.

This ties in closely with Principle 10 of the UN Global Compact which states that businesses should work against corruption in all its forms, including extortion and bribery, and target 16.5 of the UN Sustainable Development Goals .

We conduct internal audits and are audited by external bodies (for 2025 this was ISOQAR for our ISO certification and PwC for our financial accounts) including clients.

• Policy and Goals

SafeLane commits to compliance with all relevant laws, including anti-corruption laws, in every nation in which it is operates and has a formal anti-bribery policy which details our zero-tolerance approach to corruption. Operationally we work in some high-risk nations, which is why our approach to anti-corruption is entirely transparent and beyond reproach.

In the induction pack every employee receives, the staff handbook is included, and it includes full details of our anti-fraud and anti-bribery policies. Additionally, all field contractors receive specific anti-corruption standard operating procedures and awareness training, whilst office-based staff receive on-line training when joining the company which is refreshed on a regular basis.

It is our stated intention that every employee, contractor, supplier, and client will undergo thorough and regular due diligence checks, and that all employees receive formal education in the areas of anti-bribery and corruption.

As part of both the financial and the quality management system audits that are independently undertaken at SafeLane annually, to ensure our financial and quality standards, our anti-corruption, anti-bribery, and financial integrity standards are scrutinised. We are certified to ISO 9001:2015 and financial audits continue to confirm we are compliant with the Fraud Act 2006.

The measures we took in 2024 to ensure that we were compliant with the Economic Crime and Corporate Transparency Act 2023 and that we are not open to allegations of failing to prevent fraud within our business continue to be effective and training is refreshed on a regular basis.

- **Certificate to Acquire**

In line with our commitment to comply with all relevant laws and regulations wherever we may work, to support the Marine team in their work we have been issued with a Certificate to Acquire explosives in accordance with the requirements of the Health and Safety at Work Etc Act 1974 and the Explosives Regulations 2014 in effect in the UK, to allow them to acquire the explosives necessary to detonate any unexploded ordnance off-shore if required.



- **Integration**

We use the Bridger global due diligence checks to independently assess anyone with whom we plan to work: staff, contractors, suppliers, and clients. We then batch run these checks fortnightly on current staff, contractors, suppliers, and clients.

Example: we do not commission a supplier until they have been thoroughly reviewed. First, they are proposed by the person requiring their services at SafeLane, e.g., Operations Support Executive; then they are Bridger checked by one of the Commercial Manager, the Commercial Officer or the HR/Office Manager. Their bank details are then confirmed by a third person. Finally, the results of these checks are reviewed by our finance department prior to the Chief Financial Officer giving approval to proceed. Only then can someone be used as a supplier at SafeLane.

The level of search detail is significant when using the Bridger system; if we receive any alert, it is manually addressed which can lead to us seeking additional information from someone to understand whether the alert is a false positive or not. With any due diligence query, the ultimate decision about next steps lies with our Chief Financial Officer.

Checks such as these are built into our procedures when bidding or tendering for work, exporting equipment to supply projects, hiring contractors, whether corporate or individuals, or making foreign payments.

We continue to deliver company-wide fraud prevention and anti-bribery training to all new employees, and this is refreshed for all staff on a biannual basis.

We complete regular internal audits in compliance with our Integrated Management System to evaluate staff knowledge about all policies, paying particular attention to anti-corruption every time. We thus ensure personnel understand our processes and we gain information about whether our staff feel we can improve on any process. This feedback is reviewed, assessed and where relevant implemented.

We continue to take additional steps when mobilising to a new country. We conduct a full assessment of potential staff or support services. We undertake local credit reference checks, conduct internet search analysis, and of course make reference to The Office of Financial Sanctions Implementation's Consolidated List of Asset Freeze Targets of individuals, organisations, and vessels on their sanctions list, to ensure we do not work with any of those listed.

All local, national, and international payments are made via our global and reputable banking institutions, which conducts the most robust checks including anti-money laundering.

• Performance

Each individual staff member has a duty to help detect, prevent, and report instances that could constitute a violation of Safelane's anti-corruption stance. We make the process simple because we are intrinsically a people-focused organisation and no door is ever closed to an employee, even if they feel uncomfortable approaching the CFO or their line manager.

It is the responsibility of all company members to report any violation of policy. We, as a company, commit to ensuring there is a safe, reliable, confidential way of reporting any concern – not just relating to anti-corruption.

Knowledge is key, and our training is vital to ensuring that every employee has the requisite knowledge to act in a way to protect the business and our stakeholders.

No breach of policy has been recorded since the introduction of our rules and our due diligence processes.

We maintain a gratuity register which is peer and management reviewed annually, and wherever possible, all procurement over a certain value has to have at least three quotations sought from three independent suppliers.

We are a dynamic organisation at heart, able to rapidly deploy globally to solve even the most complex and dangerous operational requirements of our clients. As a result, our future initiatives are focussed on maintaining this agility. The locations and state of existing infrastructure in some of these countries affects how we generate power on differing projects and this affects our continued efforts to reduce energy consumption or efforts to use alternative energy sources. However, we continue to use solar power wherever possible and will endeavour to increase this, reducing the need to use diesel and other planet-depleting resources.

We have an appointed Compliance and Risk Manager whose role is to champion ESG performance and work with both management and project teams to improve environmental, social and governance performance and through auditing of processes, driving improvements and championing all things ESG, this will further contribute to improving performance across all three areas.

Chris Clark, SafeLane Global's Chief Of Operations addressed the All Party Parliamentary Group on Explosive Weapons

As part of Positive Pursuit 22, which ties in with UN Sustainable Development Goal 17, in 2025, our Chief of Operations, Chris Clark MBE MC spoke to the All Party Parliamentary Group on Explosive Weapons and Their Impact and as part of his address to the assembled members said:

"...specialist UK industry companies, such as SafeLane, may not only play a major role in filling that gap [between reduced military capacity and increasing need] but in doing so significantly enhance UK Government outreach and improve Defence Intelligence knowledge of the ever evolving Tactics, Techniques and Procedures of terrorist groups and un-friendly militaries. This knowledge may also include identification of the component part manufacture and usage of both Improvised Explosive Devices and "home-made" conventional landmines and UXO."

SafeLane Global's COO speaks to APPG in the Houses of Parliament

As part of Positive Pursuit 22, which ties in with UN Sustainable Development Goal 17, in 2025, our Chief of Operations, Chris Clark MBE MC spoke to the All Party Parliamentary Group on Explosive Weapons and Their Impact and as part of his address to the assembled members said:

"...specialist UK industry companies, such as SafeLane, may not only play a major role in filling that gap [between reduced military capacity and increasing need] but in doing so significantly enhance UK Government outreach and improve Defence Intelligence knowledge of the ever evolving Tactics, Techniques and Procedures of terrorist groups and un-friendly militaries. This knowledge may also include identification of the component part manufacture and usage of both Improvised Explosive Devices and "home made" conventional landmines and UXO."



- **Climate Change and ISO Standards**

The work done in 2024 to reflect the amendments to ISO 9001, ISO 14001 and ISO 45001 was reflected in the external surveillance audit when the auditor commented positively on the work being done to identify the business implication on and of climate change, mitigating the harm we cause and mitigating its effects on our operations.

- **The Use of Artificial Intelligence**

The business has identified the use of Artificial Intelligence as a both an opportunity and a threat in its SWOT and PESTELO analyses. Through its use of Microsoft™ Software SafeLane Global uses a sandboxed version of Microsoft™ M365 Copilot. Sandboxing ensures that any confidential company information can be used within AI prompts or reviews of documents, without the risk of it being absorbed into Microsoft™ hosted Large Language Models and being accessed by competitors or other malicious actors.

- **Data Protection**

It is the Company's policy to comply fully with the provisions of the Data Protection Act ('DPA') 2018 and the UK General Data Protection Regulation 2018 as amended. The IT Manager serves as the Data Protection Officer and we are registered in the UK with the Information Commissioner's Office (ICO). 2025 saw the renewal of our Cyber Essentials Plus accreditation and the independent verification provided by Cyber Essentials Plus enhances SafeLane Global's reputation by demonstrating its commitment to cybersecurity and data protection.



- **Targets**

Many organisations look at targets and concentrate on environmental targets. Due to the nature of the work, the locations of that work and the infrastructure in those areas, SafeLane Global looks at the wider picture, looking at targets in all three areas of Environmental, Social and Governance

- **Environmental**

In January 2025, we published the following statement regarding the Science Based Target initiative:

SafeLane Global Ltd fully understands and supports the need for the Science Based Targets initiative and the need to reduce Carbon emissions. However, SafeLane Global Ltd is a company delivering services in disparate parts of the developing world (normally in post conflict environments) to governments, NGOs and corporate clients in both the humanitarian and private sector and emissions are directly linked to our levels of activity. In these locations, the necessary technology or infrastructure to facilitate the reduction of emissions arising from our vehicle and equipment use (which is our most costly source of our company's Scope 1 and 2 emissions at 49.8%) are not currently available. Our second most costly source of Scope 1 and 2 emissions (16.6%) is linked to power generation for our camps. The impact of the introduction of solar power generation technology could make some small efficiencies in this area.

As such, Safelane Global is currently unable to commit to specific reduction targets such as the 42% total Scope 1 & 2 emission reduction by 2030 demanded by SBTi. The technology or infrastructure in our operational locations is unlikely to be developed in the near future to permit a sudden change to this position and any increase in activity such as the mobilization of new contracts would have a further impact on our ability to reduce overall emissions.

As a company our aim is therefore to reduce our emissions as far as possible whilst continuing to deliver services to our clients and value to shareholders.

Over the coming months and years, we will therefore be implementing a Carbon emissions reduction strategy that takes into account the locations where we operate and the technology available to us, in order to minimise our CO₂e emissions, so that as a company we can play our part in the journey to NetZero.

As the last paragraph of this statement shows, this does not mean we are ignoring our effect on the environment, and its effect on our operations. When budgeting for new and existing projects energy costs are built into pricing, with quantities of fuel and energy costs planned. As stated above these are our greatest sources of emissions and this planning enables us to keep a track of opportunities to save on consumption and the resultant emissions.

In Scope 3, although not yet part of the SBTi, flights are our biggest sources of emissions and again, by planning spend and budgeting in advance it helps to raise awareness. This includes corporate travel for our Senior Leadership Team who are given a budget for the year, and this is measured and reported on internally.

We monitor emissions across all 3 Scopes as described in Environmental above, and use this through reporting performance as a way of raising awareness amongst staff, encouraging ideas to reduce our emissions and our impact.

Therefore, we will;

- Continue to develop a Carbon Emissions Reduction Strategy, reviewing progress and targets annually
- Continue to raise awareness in our office staff in the UK and Dubai and our project staff throughout the year, and to
- Capture their ideas for reductions in emissions, implementing them as far as reasonably practicable.



• Social

To improve our

- Gender Analysis Tool score to a level of 75% in 2026 through improved performance in recording and reporting gender related parity (in conjunction with the UN WEPs)

To promote good human rights performance, by acting as exemplary employers, with no reports or complaints of

- sexual exploitation, abuse or harassment,
- modern slavery,
- bullying or harassment.

Should a report of wrong-doing be received our targets are

- Act promptly to mitigate any on-going risk within 24 hours
- Ensure anonymity and reduce the likelihood of retribution
- Provide impartial support as soon as possible to survivor(s) of breaches of human rights within 24 hours
- Start Investigation of the complaint, within 24 hours
- Ensure Continuing support to the survivor(s) after conclusion of the investigation
- Publicise anonymised data regarding any complaints and actions taken annually.

• Governance

To combat the risk to the business of corruption and bribery or fraud, SafeLane will continue to

Provide mandatory training to all staff on;

- bribery and corruption
- fraud

Have in place the necessary processes to

- separate the raising of Purchase Orders from the Approvals for payment
- conduct 100% Bridger checks on staff, contractors, and significant suppliers, ensuring no breaches of sanctions and enforcement lists
- maintain the Authority Matrix to determine what levels of scrutiny are required for financial decisions
- maintain the register of gratuities and sign off

Ensure compliance with company law in the countries in which we operate, and provide independently audited accounts as required, evidencing our good practice in financial management.

• General

In addition to the above targets the processes, policies and measures in place will be audited both externally and internally. The targets for this In line with the requirements of our IMS and ISO 9001 we have an audit schedule and targets are for 100% completion of at least one cycle per annum.

As part of our approach to ESG, Performance targets are set annually.

Our targets for 2026 include

Compliant With Legislation	Compliance (improvement notices, fines, or other penalties)	100% compliant 0 penalties
Ensure Health, Safety and Welfare of SafeLane Global Staff, (and those affected by our activities)	Fatalities, Major injuries, Dangerous Occurrences,	0
	>3days LTI Injuries	0
	Near Miss Reports	>5
	Enforcement Actions (including Environmental)	0
Continually improve the IMS	IMS Audits (Internal)	At least 1 cycle
	IMS Audit (external)	Zero Major Non-conformances
	Improvement changes (MOC)	>5
Reduce our Environmental footprint	Have data independently reviewed and use data to develop Carbon Reduction Plan	

Table 1 - examples of performance targets for 2026

Conclusion

This ESG Report demonstrates how SafeLane Global continued, throughout 2025, to integrate environmental responsibility, social value, and robust governance into every aspect of its strategy and operations. Operating in complex, high-risk and often infrastructure-constrained environments presents inherent challenges, yet the progress outlined in this report shows that meaningful ESG performance is achievable even within these realities.

Environmentally, 2025 marked a step change in the quality and credibility of our carbon accounting, with development of a formal Carbon Accounting Manual, and a newly established baseline. Despite operational demands, we achieved an overall reduction in emissions year-on-year and strengthened our ability to identify, prioritise, and act on further opportunities for efficiency and mitigation. Waste reduction, recycling and responsible disposal practices continue to deliver tangible environmental benefits, reinforcing our commitment to minimise harm wherever we operate.

Social responsibility remains central to SafeLane Global's identity as a people-centric organisation. Zero human rights incidents, full compliance with mandatory UN training, a commitment to the living wage across all regions, and strong health and safety outcomes demonstrate the effectiveness of our policies and culture in practice. Beyond our workforce, our operations continue to deliver profound community benefits by restoring land and marine environments to safe use, supporting livelihoods, enabling development, and providing life-saving Explosive Ordnance Risk Education to tens of thousands of people.

From a governance perspective, we continued to strengthen ethical leadership, transparency, and accountability. Our governance framework, supported by independent audits, rigorous due diligence processes and comprehensive anti-corruption controls, ensures that SafeLane Global operates with integrity in all jurisdictions. Ongoing alignment with ISO standards, enhanced controls under the Economic Crime and Corporate Transparency Act, and proactive engagement on sector-wide issues reflect our commitment to continuous improvement and responsible leadership.

Looking ahead, we recognise that ESG is not a static achievement but an evolving responsibility. Our focus for the coming years will be on refining our carbon reduction strategy, deepening our social impact, further embedding diversity and inclusion, and maintaining the highest standards of governance as the business grows. Through the Future-Fit framework and alignment with the UN Sustainable Development Goals, we will continue to balance operational effectiveness with long-term sustainability.

SafeLane Global remains committed to leading by example—protecting people, enabling recovery, and supporting sustainable development—while delivering safe, professional, and trusted services to our clients worldwide. This report reflects both what we have achieved and the responsibility we continue to embrace as a global operator in some of the world's most challenging environments.

