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A message from our Managing Director

This year has been one of steady progress across our environmental, social and governance priorities. We have continued to refine the way we operate, strengthen our partnerships, and invest in initiatives that support our people, our communities and the wider built environment. Much of this work builds on foundations laid in previous years, reflecting our belief that meaningful impact is achieved through consistent action and long-term commitment.

Our teams have deepened their impact across our long-standing partnership with Thames21, expanded our Justice, Equity, Diversity and Inclusion activities, and accelerated the evolution of the Hilson Moran Academy to support the next generation of talent. We have also taken meaningful steps on our journey to net zero, securing independent certifications across our offices and helping clients deliver projects that meet the highest sustainability standards. Recognition through industry awards - from the CIBSE Young Engineers Awards to the BCO's industry-wide acknowledgement of our Living Lab - reinforces the value of this approach.

As we continue our B Corp journey, we remain focused on creating a business that contributes positively to society: one that enables our people to thrive, improves outcomes for our clients and communities, and plays a leading role in shaping a more resilient, low-carbon built environment.



Tony Morris

Managing Director, Hilson Moran



About Hilson Moran

We are interdisciplinary consultants, engineers and advisors - delivering lasting value to clients and society through forward-thinking design and engineering.

Throughout our design, sustainability and operational professional services we create better human-centric places that respect the planet's resources and address the Climate Change Challenge.

We are designers, advisors, innovators and educators - improving everyday interactions and creating places shaped for people and planet.

Our three core values:

Connect with purpose

Build trust, share knowledge and collaborate across boundaries to grow great commercial ideas.

Challenge with courage

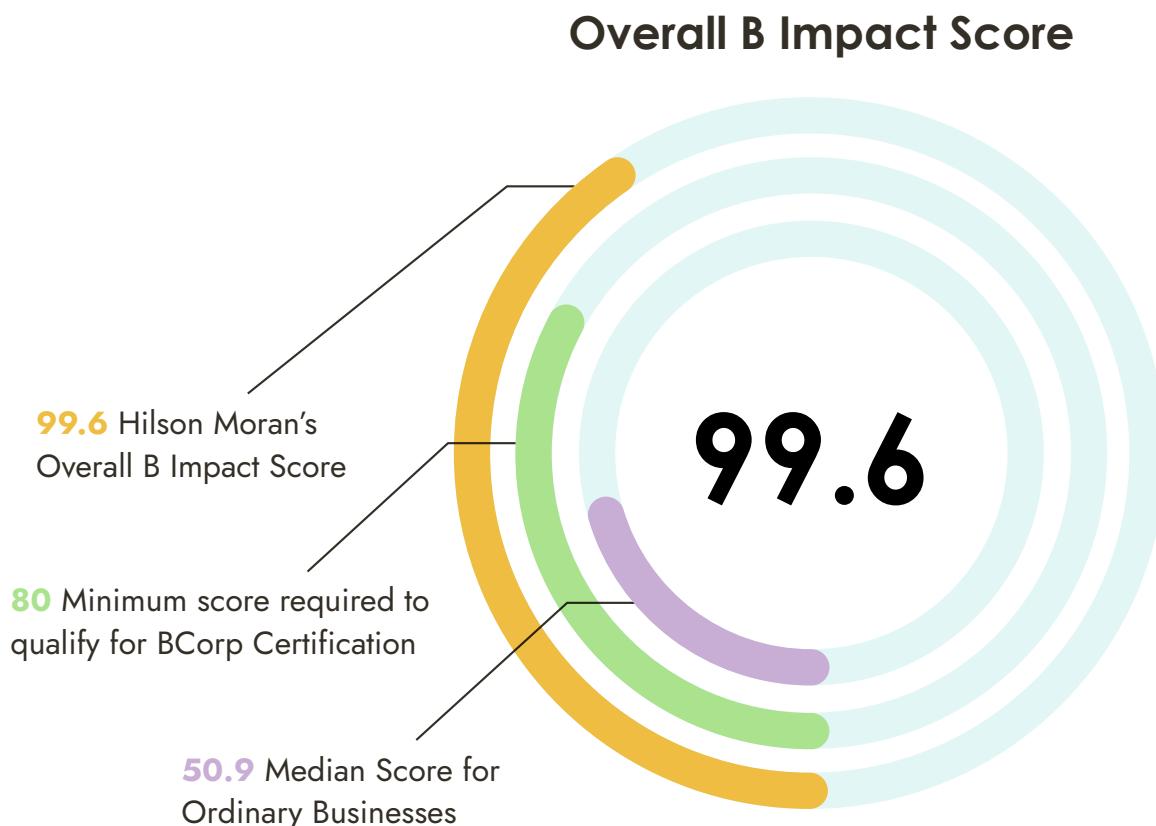
Question assumptions, welcome new perspectives and push boundaries to drive progress.

Create with impact

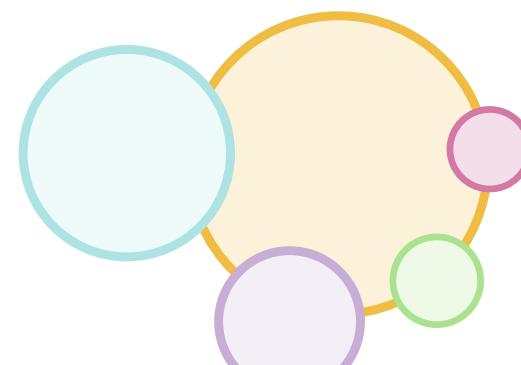
Design and engineer solutions that are innovative, sustainable and truly make a difference.

Our B Corp Verified Score

Our B Impact Score is based on our B Impact assessment, and evaluates our practices and outputs across five categories: governance, workers, community, environment, and customers. Our first B Impact Assessment, conducted in 2023, earned us an overall score of 99.6. The median score for ordinary businesses who complete the assessment is currently 50.9.



Score breakdown



| | |
|-------------|-------------|
| 36.4 | Workers |
| 25.3 | Customers |
| 17.3 | Governance |
| 10.7 | Environment |
| 9.7 | Community |



Highlights from the last 12 Months

Community

Continuing our journey with Thames21

Over the past year, we've continued to embed environmental stewardship at the heart of Hilson Moran's culture, deepening our commitment to community impact and our long-standing partnership with Thames21.

Through 2025, every employee again had access to two paid volunteer days, enabling teams across all offices to take part in hands-on river and habitat restoration. Thames21's regional links with Mersey Rivers and South East Rivers meant that activity extended far beyond London. Colleagues in Manchester continued vital work at Harpurhey Ponds as the site progresses towards becoming a future wetland, while our Farnborough team supported river clean-ups at Aldershot Park.

To widen participation beyond fieldwork, we hosted a company-wide charity bake-off in April, bringing all three offices together in a friendly competition that raised over £100 for Thames21. In the summer, staff from our London and Manchester offices teamed up with our sister company, AKT II, to take on the Yorkshire Three Peaks Challenge — a 24-mile, 1,500m ascent that raised more than £400 for our charity partner.

As we move into our third year of partnership with Thames21, we're building on this momentum through continued volunteering, fundraising and client engagement, as well as sharing our environmental consultancy expertise to support their mission even further.



Community/ Justice, Equity, Diversity and Inclusion (JEDI)

In 2025, our DEI Forum continued to bring together our key affinity groups, shaping conversations and actions around our “Removing Barriers” focus. This has translated into meaningful initiatives across the business:

1. Empowering future talent through STEM outreach

Our STEM Ambassadors have been active throughout the year, working to remove career barriers for young women. To mark International Women in Engineering Day (INWED) 2025, they organised a lunchtime walking tour and partnered with CIBSE on an evening panel and workshop, “INWED Celebration – Inclusive Leadership and Actioning Change”, aimed at graduate engineers. They also used our company-wide townhall to promote how colleagues can become STEM Ambassadors themselves.

2. Celebrating cultural diversity and strengthening inclusion

Our Cultural Diversity & Inclusion Champions led a full calendar of staff-driven celebrations and awareness moments, spanning Ramadan, Lent, Persian New Year, Eid-al-Fitr and Diwali. The team also highlighted key awareness days such as the International Day for the Elimination of Racial Discrimination, Suicide Prevention Day and Movember, and invited colleagues to share personal interests through International Cycling Day and Global Running Day.

3. Supporting neurodiversity and nurturing talent

Neurodiversity Celebration Week in March provided a platform for awareness, reflection and practical tools. All offices screened curated videos, one team trialled and discussed a personality test,

and our HR team launched new Neurodiversity Workshops for Line Managers — offering definitions, supportive frameworks and space for conversation.

4. Advancing social mobility through project-linked community engagement

Our social mobility activity this year centred on procurement-related opportunities, contributing time and expertise to local groups and education partners connected to our projects. This also prompted the creation of a new system to track Social Value activity across the business.

Alongside this, Hilson Moran has linked to the Freehold LGBTQ+ Networking Forum, enabling staff and allies to access regular industry events. Topics raised within our Forum and Teams channels included the importance of pronouns in email signatures and addressing sexism that continues to drive women out of the industry.

Looking ahead, we plan to enhance the data behind our DEI work by exploring how anonymised staff surveys can be linked with protected characteristics, developing a Group-wide DEI Policy, and refining our inclusive language guidance. These steps will support our transition to the revised B Corp JEDI criteria and ensure our approach continues to evolve.

Workers

Hilson Moran Academy & Mentorship Schemes

In 2024, Hilson Moran launched a revitalised Hilson Moran Academy (HMA), consolidating learning and development into a single, dynamic framework based on the 70:20:10 learning model. HMA is inclusive, catering to all employees regardless of role, experience with continuously updated resources. It collaborates with professional institutes, environmental bodies, and technical academics to deliver high-quality training and knowledge-sharing.

Central to HMA is a structured mentoring programme open to all employees, recognising mentorship as key to bridging skills gaps and fostering both personal and professional growth. Mentors and mentees develop trust-based relationships, enabling open dialogue and constructive feedback. Mentorship styles include:

- **Professional Registration** – Long-term sponsorship from qualified engineers (CEng/IEng) to guide mentees through their professional registration journey.
- **Peer-to-Peer Mentoring** – Flexible, informal knowledge-sharing to develop soft skills and personal growth without time constraints.
- **Technical Knowledge Coaching** – Targeted, discipline-specific coaching aligned with each Individual Training Plan, delivered through project-based or tailored sessions.

HMA also supports learning through weekly discipline workshops, CPD sessions, recorded 'Lunch & Learn' events, and active engagement in industry networks such as CIBSE's Young Engineers Network and the NLA. Additional internal initiatives include the Young Persons' Forum, STEM ambassador outreach in schools and colleges, and partnerships promoting apprenticeships and social mobility.

Accreditations highlight the programme's quality, including IMechE Training & Development Scheme accreditation in 2024 (with no recommendations) and recognition as a CIBSE training provider since 2021.

Through collaborative platforms like the Emerging Talent Forum (with Skanska), Hilson Moran fosters cross-industry learning, networking, and innovation for early careers professionals. Hilson Moran promotes social mobility through inclusive work experience programmes and outreach by STEM ambassadors, who run workshops and career events to inspire diverse young people toward engineering and sustainability careers.

Workers

Hilson Moran Academy & Mentorship Schemes

Accreditations: IMechE Training & Development Scheme (2024, highly commended, no recommendations)

Learning Framework: 70:20:10 model

Mentoring Styles:

1. Professional Registration (CEng/IEng sponsorship)
2. Peer-to-Peer (informal, flexible)
3. Technical Knowledge Coaching (customised per Individual Training Plan)

Outreach: Through our social mobility commitment, we support STEM workshops, career fairs, work experience, partnerships with schools/colleges/universities

Internal Networks: Young Persons' Forum, Emerging Talent Forum (with Skanska)

Next generation Network – Collaboration of Hilson Moran and AKTII social and skills-based forum covering generic presentations lead by early careers from both companies offering knowledge shares.

Delivery Methods: In-person & virtual workshops, recorded CPDs, discipline-specific technical coaching, seminars and external training.

Cultural Focus: DEI committee activities covering cultural, neurodiversity, LGBTQ+, and mental health awareness.

| Mentees | Qty |
|--|-----|
| Professional Development - Sponsorship | 8 |
| Apprenticeship Mentor | 1 |
| Formal Technical - Grad | 15 |
| Coaching | 14 |
| TOTAL | 38 |
| Mentors | |
| Number of PD sponsors | 10 |
| Number of Non-Chartered Mentors | 11 |
| TOTAL | 21 |

*Figures from April 2025.

Workers

Celebrating Industry Recognition: CIBSE Young Engineers Awards – Employer of the Year

This year, Hilson Moran was named Employer of the Year at the CIBSE Young Engineers Awards — a recognition that reflects our long-term investment in developing emerging talent and creating an environment where early-career professionals can thrive.

The award highlights the strength of our graduate and apprentice pathways, our culture of mentorship, and our commitment to widening entry routes into the industry. It also acknowledges the work of our STEM Ambassadors and DEI Forum, whose efforts to remove barriers and support under-represented groups contribute directly to the next generation of building services engineers.

Winning this award reinforces our belief that nurturing people is central to sustainable business. It strengthens our commitment to providing continuous learning, equitable development opportunities and a workplace where young engineers can build impactful, future-focused careers.



Workers

Living Lab Wins BCO Award — Supporting a Better Workplace for Our People

Our London Living Lab was recognised with a British Council for Offices (BCO) Award this year, celebrating its innovative design, data-led operation and focus on wellbeing. The space was created as a real-time testbed for healthy, low-carbon workplace strategies — and this award reinforces its value not only as a project showcase, but as a day-to-day environment that directly benefits our people.

The Living Lab gives our teams access to high-quality air, natural light, acoustics and thermal comfort, all monitored through live environmental sensing. It also provides flexible spaces that support collaboration, focus and social connection, helping colleagues work in ways that suit their needs.

For our engineers, sustainability specialists and consultants, the Living Lab doubles as a learning tool — enabling staff to experiment, review building performance data and deepen their understanding of how design choices impact human experience.

The BCO award highlights that our commitment to thoughtful, sustainable workplaces isn't limited to our client projects. It demonstrates our investment in creating a high-performing, healthy work environment where our people can do their best work.



Environment

Certification

Across our project portfolio, we continue to champion leading sustainability frameworks — including BREEAM, WELL and NABERS — helping clients reduce environmental impact and strengthen long-term building performance.

We apply the same rigour to our own workplaces:

- Manchester successfully achieved WELL v1 Gold recertification, reaffirming our commitment to health, wellbeing and high-quality workplace design.
- London has achieved BREEAM Excellent under the UK Refurbishment and Fit-Out scheme, and is now fully certified to WELL v2 Platinum.
- Following the merger of our Farnborough office into London in September 2025, more than 80% of our offices now operate within an accredited green building standard.

We continue to measure and transparently report our operational carbon footprint to the World Green Building Council. Our 2024 emissions are now 70% lower than in 2021, demonstrating strong progress against our Net Zero Carbon Pathway, which sets out our plan to reach net zero by 2030.



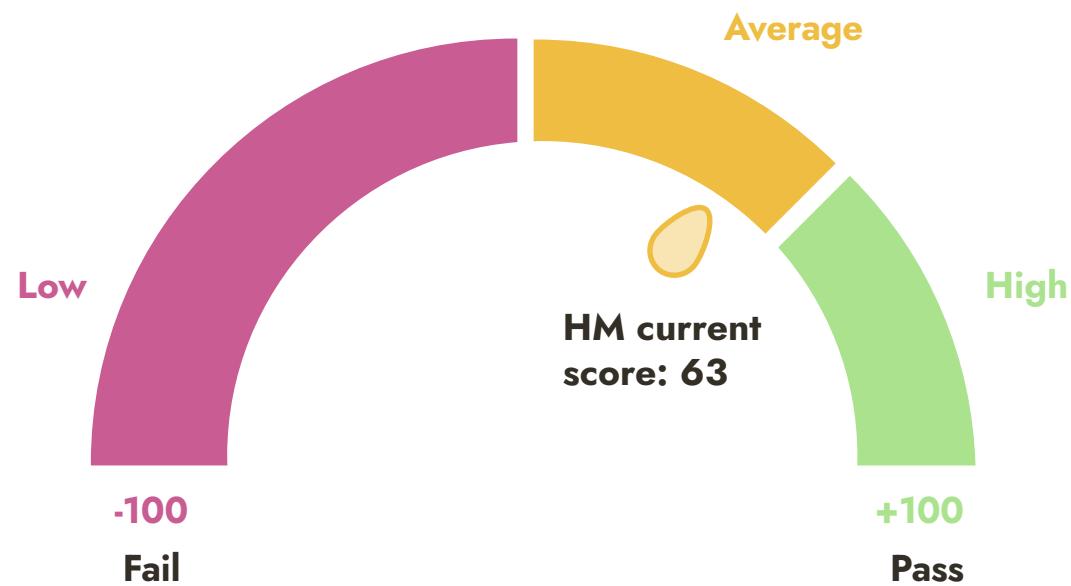
Customers

Net Promoter Score

In September 2024, we launched a pilot initiative for Net Promoter Score (NPS) to gauge feedback from a sample of Hilson Moran clients, using a single-question survey. This pilot aligned with the Tyréns Group's long-term strategic objectives, by strengthening client satisfaction across all Business Units and providing a measurable indicator of customer performance and loyalty.

Following the success of the pilot and the positive feedback received, we have now begun to launch the NPS initiative across all our clients. Our current NPS score is 63, based on 16 client responses, to date. We are actively seeking additional participation to ensure we obtain a more representative dataset, which will form the basis of next year's benchmark score.

In addition to supporting continuous improvement in client experience, the NPS initiative contributes to our B Corp certification objectives, by fostering stronger client relationships and ensuring that feedback directly informs the enhancement of our services.





Looking ahead: recertification and the next generation of B Corp standards

Achieving B Corp certification was an important milestone for Hilson Moran, but it was always intended as a starting point. As we look ahead to recertification next year, the new B Lab standards provide a clearer, more demanding framework for how we demonstrate impact, accountability and long-term value. They reflect a shift from scoring alone to consistent, credible action that is embedded across the business and measured over time.

The new standards are structured around the following impact topics:

Purpose and Stakeholder Governance

Acting in accordance with a defined purpose and embedding stakeholder governance into decision-making, contributing to an inclusive, equitable and regenerative economic system for people and the planet.

Fair Work

Providing good quality jobs and fostering positive, supportive workplace cultures where people can thrive.

Justice, Equity, Diversity & Inclusion (JEDI)

Creating inclusive and diverse workplaces and contributing to more just and equitable communities.

Human Rights

Treating people with dignity and respecting human rights across our operations and value chain.

Climate Action

Taking meaningful action to address the climate crisis and its impacts, including emissions reduction and climate resilience.

Environmental Stewardship and Circularity

Demonstrating environmental stewardship and supporting the circular economy by minimising negative impacts, staying within ecological limits and pursuing positive, regenerative outcomes.

Government Affairs and Collective Action

Playing a leadership role in collective action, contributing fairly and responsibly to the economies and infrastructure of the countries in which we operate, and supporting the transition to a more equitable, inclusive and regenerative economy.

Together, these standards will guide our focus as we prepare for recertification and continue to strengthen the positive impact of our work

