



Halma

Sustainability Review



Welcome to the Halma plc Sustainability Review for 2026

Sustainability is at the core of our purpose-driven strategy for growth, and we are pleased to report continued good progress in 2026 on the three pillars that comprise our approach to sustainability. Each of these pillars – Drive growth in sustainability, Support our people, and Protect our environment – supports our overall goal to do more good while doing less harm.

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This review describes our aims, our activities in the year, the challenges we have encountered, and the successes we have achieved. It also presents examples of our progress against our sustainability goals, both as a Group and in our individual companies.

Halma grew strongly in 2026, both organically and through acquisition. We saw double-digit percentage organic growth in revenue and profit, while our companies' pursuit of sustainability-related growth opportunities aimed to increase and widen the benefits they deliver through their products and services.

It was also a record year for acquisitions, with over £450m invested to further broaden our reach into key growth markets which have a strong alignment with our purpose. In the Environmental & Analysis Sector, for example, we acquired Brownline, whose trenchless drilling technology is playing a role in the energy transition by enabling energy transmission network growth. In Safety, the E2S and Safetec acquisitions, while more exposed to traditional energy

generation technologies, increased our capabilities in worker safety in highly hazardous environments, an area where we see long-term growth opportunities.

Supporting our people and building inclusive businesses continues to be a strategic priority for Halma. During 2026, we further strengthened our inclusive, safe and high-performing culture across the Group. We remained focused on listening and responding to colleagues, supporting wellbeing, and sustaining strong gender and ethnic representation at senior levels and on company boards.

We invested in our leadership and in developing succession, both critical elements in our decentralised model. This included building capability more consistently through development programmes, coaching and mentoring, and developing stronger approaches to assessing and supporting leaders. We also ensured that we brought Halma people together through cross-company forums and functional networks to share expertise and spread best practice.

Alongside this, our companies continued to support their local communities, with our Impact the Future Fund building on and helping to amplify the partnerships and initiatives our companies already lead.

Our companies continued to execute against the “Protect our environment” elements of their Sustainability Action Plans throughout 2026, and we saw continued progress on Scope 3-related actions from our more mature companies. The rollout of our new emissions reporting system was a significant focus during 2026, enabling future data and reporting improvements to better reflect the impact of our companies’ actions.

We also committed to new Scope 1 & 2 and renewables targets. As part of this, enhanced expectations, for example around renewables, transitions to electric vehicles (EVs) and zero-carbon heating, apply to all our companies over the period to 2035. Alongside this, we continue to develop our wider climate-related transition plans.

We remain committed to ensuring that our companies have sustainable supply chains, an area that is important in both our people and environmental pillars. This year, we established a Supply Chain Working Group (SCWG) comprising around 10 Halma companies to enhance our supply chain due diligence processes.

The co-creation of a Halma-wide Supplier Code of Conduct and the introduction of our new supplier engagement platform are two significant steps forward in this area.

Our approach to sustainability is an intrinsic part of Halma’s success. Our progress on each of our three sustainability pillars in 2026 has further strengthened our capabilities and reinforced our resilience, supporting our delivery of strong, purpose-driven growth over the long term.



Constance Baroudel
Chief Sustainability Officer



Jennifer Ward
Chief Talent, Culture and
Communications Executive

Our approach to sustainability

Sustainability for growth

At Halma, sustainability is at the core of our purpose-driven strategy for growth.

Our sustainable growth is anchored in our continued focus on acquiring and growing companies in safety, environmental and healthcare markets that are addressing real-world problems, enabling their customers to provide safer environments, protect life-critical resources, and deliver better healthcare.

The agility of our companies means they can be quick to respond to the demands of their customers, evolving their products and services to address sustainability-related opportunities and challenges over time.



Doing more good

Our three-pillar approach starts with **driving growth in sustainability**. We believe that continuing to encourage our companies to identify and pursue purpose-aligned and sustainability-related opportunities to grow their products and markets will allow us to accelerate our progress and broaden the benefits that our companies already enable through their products and services.

This pillar is embedded in our operations whereby all companies are required to consider potential sustainability-related revenue and profit growth opportunities as part of their annual strategic planning cycle – prioritising these where possible. These could include, for example, growing into new markets aligned with the energy transition, or increasing ability to access healthcare via technology. At the same time, our companies are also required to consider and include strategic sustainability-related risks in their risk registers to ensure they are protecting their future growth potential.

The sectors support this strategic planning process, connect Halma companies to better respond to opportunities, and pursue sustainability-related opportunities through M&A where relevant.

We recognise that conflicts can arise between different elements of our purpose – safer, cleaner, healthier. While certain growth opportunities may help drive one element, such as creating safer workplaces, they may not necessarily enhance another, like promoting cleaner surroundings. We evaluate potential trade-offs within our drive growth pillar and remain committed to a balanced approach.

While doing less harm

At the same time, we recognise that our growth has potentially negative impacts on people and planet – and managing and improving this impact is the focus of our second and third sustainability pillars.

Our second sustainability pillar is driven by our purpose and cultural DNA – **to support our people** as we grow – our employees, suppliers and the communities we operate in. Within this pillar, our key focus area is diversity, equity and inclusion within our operations.

Our third pillar – **to protect our environment** – is vitally important to Halma, not only because it is the right thing to do, but also as it will support our future growth. Priority focus areas include sustainable product design and reducing our carbon emissions. Spanning our second and third pillars, we also focus on creating sustainable supply chains.

To drive Group-wide sustainability progress, we require our companies to maintain a Sustainability Action Plan (SAP) which is reviewed and updated at least annually. These plans contain goals and actions set by each company to manage their impacts on the environment and people. Our sectors are responsible for monitoring and challenging the SAP ambition and progress of our larger and higher-impact companies. The Group function supports the companies by creating resources, networks and education to enable companies to share best practice, support each other and access subject matter expertise where relevant.



Crowcon fixed gas detector protecting operations at a green hydrogen production site.

Sustainability governance and compliance

Board and Executive level sustainability governance

At Group level, our Board is ultimately responsible for our Sustainable Growth Model, which has sustainability at its core and includes oversight of climate-related risks and opportunities.

Our sustainability agenda is led by our Chief Sustainability Officer, Constance Baroudel, who has principal responsibility for our sustainability activities and policy. She is also our Sector Chief Executive for Environmental & Analysis and a member of the Executive Board, and regularly presents to the Board. Funmi Adegoke, Safety Sector Chief Executive, will take over this responsibility from September 2026.

The Executive Board is responsible for providing additional direction and oversight of our sustainability approach and internal sustainability expectations, including being responsible for the identification and management of sustainability and climate-related opportunities and risks.

During 2026, the Board and Executive Board reviewed and approved our updated Scope 1 & 2 targets and associated execution plan.

Sustainability Reporting and Risk Steering Group

The main objective of our Sustainability Reporting and Risk Steering Group is to discuss and guide decisions taken in preparing for and complying with sustainability reporting requirements. The group comprises cross-functional members and meets on an ad-hoc basis.

During the year, this group has:

- Participated in discussion and direct review of our limited double materiality assessment (DMA).
- Reviewed and contributed to our annual sustainability-related disclosures.
- Helped to guide and influence decisions affecting internal emissions data reporting which has included reviewing the impact of the transition to Watershed – Halma's new emissions reporting platform.

Compliance with sustainability regulations and frameworks

Compliance with various sustainability-related standards and compliance schemes is a significant focus at Halma.

Our TCFD Statement can be found in our 2026 Annual Report and Accounts and complies with the requirements of the Companies Act 2006 as amended by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022. We are also closely monitoring and preparing for disclosure against the UK Sustainability Reporting Standards (SRSs) in due course.

Following the final announcement regarding the European Commission's omnibus package, Halma (and European-based Halma companies) are no longer subject to the obligations set out in the Corporate Sustainability Reporting Directive (CSRD) and the Corporate Sustainability Due Diligence Directive (CSDDD). Notwithstanding this regulatory change, a limited double materiality assessment (DMA) was undertaken earlier in the year. Although the requirement to conduct and report on a DMA has been removed, the insights obtained will continue to inform and underpin strategic sustainability decisions and future reporting practices, including disclosure against the UK SRSs. Similarly, we continue to advance our work on sustainable supply chains, as set out on page 17.

In addition, we participate annually in the CDP Climate Change disclosure process, providing transparent and comparable environmental data in response to investor needs. In the current reporting year, we sustained a CDP Climate Change score of B, reflecting the robustness of our governance practices and the clarity of our emissions reporting. We remain committed to continuously improving our CDP disclosures, with a particular focus on advancing reporting in areas such as Scope 3 emissions and climate transition planning.

Aside from reporting, Halma has complied with the requirements of the UK Energy Savings Opportunity Scheme (ESOS) and the UK's Extended Producer Responsibility (EPR) regulations for packaging.



Managing Director of Apollo Fire Detectors Limited receiving the Halma Sustainability Award from Halma's Chief Sustainability Officer.



Drive growth in sustainability

We drive growth in sustainability by:

Seeking organic and acquisition growth opportunities driven by our purpose, long-term growth drivers and evolving sustainability demands that aim to increase and broaden the benefits enabled by our products and services.

Key focus areas:

- Sustainability-related product and market opportunities
- Purpose-aligned M&A

We contribute to the UN Sustainable Development Goals (SDGs)

The societal and environmental benefits we enable through our products and services help to directly and indirectly contribute towards the broad aims and some of the more specific targets and actions of many UN SDGs. Highlighted below are some indicative examples of the ways in which Halma's products and services may support the UN SDGs.

SDG	Target	Halma highlight
3. Good Health and Wellbeing 	3.9 – By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	Sensit, Crowcon and Sensitron's advanced gas sensing monitors can quickly and accurately detect the presence of multiple hazardous gases, providing an extra layer of protection for people working in such environments.
9. Industry, Innovation and Infrastructure 	9.1 – Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all.	Our Public Safety and Fire Safety companies are committed to advancing resilient and sustainable infrastructure by designing fire and safety systems that enhance safety, reliability and efficiency, supporting the development of smart and secure communities worldwide.
14. Life Below Water 	14.a – Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing states and least developed countries.	Deep Trekker produces submersible robots that support marine habitat monitoring projects and expand environmental research capabilities.



Advanced's next generation fire panels are mounted on an easy-fit chassis plate, making it straightforward for trained engineers to switch the basecard to extend the life of the panel without replacing entire hardware installations.

We focus on bottom-up growth opportunities

Halma companies know their markets and customers best, which is why our sustainability approach focuses on bottom-up company-led identification and management of sustainability growth opportunities. Because of our diversified portfolio, this results in a variety of different outcomes.

In practice, some of our companies are growing existing sustainability-related markets further, some are developing new products for sustainability-related markets, and others are pivoting their existing products for alternative uses in sustainability-related sectors. For many of our companies, leveraging innovation and digital technologies will be key to solving sustainability challenges.

We acquire purpose-aligned companies

At the Group and sector level, we also continue to be excited by acquisitions that deliver on our purpose and long-term growth drivers and additionally have significant, long-term sustainability growth opportunities.

Brownline, a recent acquisition in our Environmental & Analysis Sector, illustrates a move into a new sustainability-aligned growth opportunity via M&A. Its trenchless drilling technology safeguards communities, infrastructure and the environment by eliminating the need for disruptive and inefficient traditional installation methods. A key driver of its future growth is the need to expand and upgrade electricity transmission and the growth of renewables.

We have a flexible approach to monitoring sustainable growth

Sustainable growth is an integral part of our organisation's purpose, business model and overall strategy. Consequently, we do not find it meaningful to disaggregate and track sustainability-related growth opportunities in isolation. Our efforts are directed towards developing a range of flexible measurement and reporting methods for evaluating such opportunities over time.

Last year, through our annual strategic planning process, we assessed, aggregated and reviewed the financial potential of climate-related opportunities across our products and markets. This year, we continue to promote company-level progress monitoring via individual SAPs. Given our Sustainable Growth Model, we also consider our Group-wide organic profit and revenue growth as well as our acquisition profit growth as key sustainable growth indicators.

Case Study: Ocean Optics

SpeedSorter™ technology for efficient aluminium recycling

Ocean Optics, a Halma company in the Environmental & Analysis Sector, developed the SpeedSorter™, an innovative laser-induced breakdown spectroscopy (LIBS) system that enhances the sorting and recycling of aluminium scrap. This technology addresses environmental challenges by enabling efficient recovery of high-purity aluminium, significantly reducing energy use and carbon emissions compared to primary aluminium production.

Increasing environmental regulations, rising energy prices and constrained primary aluminium production in some regions (eg Europe) is creating strong demand for recycled aluminium. Recycling aluminium can save up to 95% energy and can reduce CO₂ emissions by 39m tonnes annually worldwide. Aluminium recycling facilities operate in demanding conditions.

Recycling yards are noisy, dusty and non-laboratory environments where uptime is critical – any interruption directly translates into lost revenue.

The SpeedSorter™ system uses high-powered lasers and ultra-fast spectrometers to identify aluminium alloys in mixed scrap streams within milliseconds, enabling precise mechanical sorting by grade without extensive preprocessing. It can detect alloys even through dirt or paint coatings.

Developed over several years and now commercially deployed, the system is being integrated into large-scale recycling operations across Europe and Asia, supporting higher recovery rates of valuable scrap metals and enabling more circular material flows. Early feedback from industry has been enthusiastic: on Global Recycling Day 2025, Ocean Optics' customers and partners noted that improving scrap sorting not only boosts profit through higher metal purity but also "keeps material out of landfills – win-win for profit and planet". This positive reception highlights Ocean Optics' impact as an enabler of sustainable practices beyond its own operations.

Beyond recycling, the underlying technology has potential applications across multiple sectors where elemental analysis is critical, reinforcing Ocean Optics' long-term role in enabling resource efficiency and supporting the transition to a more circular economy.

Sources: Aluminium recycling saves 95% of the energy needed for primary aluminium production – International Aluminium Institute [european-aluminium-circular-aluminium-action-plan.pdf](https://www.aluminium-institute.org/european-aluminium-circular-aluminium-action-plan.pdf)



Sustainability-related opportunities

Given Halma's four long-term growth drivers, we are uniquely positioned to pursue and embrace sustainability-related opportunities while also expanding our positive impact on the world.

It is important to highlight that sometimes our positive impacts come with trade-offs and inherent conflicts between social, environmental and economic objectives arise. Although not a simple challenge to overcome, we are consistently mindful of these types of trade-offs to ensure a balanced approach is taken.

To illustrate some of the sustainability-related opportunities being pursued currently within the Halma Group, we have summarised a number of examples of different initiatives in action.

Climate-related opportunities

Enabling transition

Providing products and services that enable, support or reduce costs for customers and industries transitioning to a low-carbon economy.



Monitor and measure

Providing products and services that enable businesses to monitor, measure and adapt to the increasing effects of climate change.



Low footprint

Providing products with a low or reduced carbon footprint serving customer demand for reduction in supply chain emissions.



Other sustainability-related opportunities

Providing products and solutions that actively address global social and environmental challenges.



The safety of the energy transmission and distribution network is

crucial as we transition to low-carbon power grids and infrastructure. Several of our companies create solutions to keep people, equipment and the environment safe as well as supporting the transition to low-carbon fuel sources.

- **Apollo, Sentric Safety Group and Firetrace** all provide products that play an important role in keeping wind turbines and workers safe and secure. Apollo's fire detectors help wind turbine operators monitor their assets and provide the exact location of any potential fire. Interlocking systems by STI, part of the Sentric Safety Group, create safe working conditions for a turbine's maintenance crew. And Firetrace manufactures fire detection and suppression systems used in wind turbines for fast-acting damage limitation, reducing turbine downtime.

- **OsecoElfab's** rupture disc products are specially designed for industrial customers who are transitioning away from SF₆, a potent greenhouse gas, to alternative gases within gas insulated switchgear used for electricity transmission.
- **FirePro's** fire suppression systems use a non-pressurised condensed aerosol technology which does not contain ozone-depleting substances or fluorinated greenhouse gases to extinguish fire, while protecting people, renewable energy infrastructure, energy storage systems and key equipment from various fire hazards.



Our companies' **monitoring and measuring technologies**

are used in a variety of climate adaptation-related contexts, particularly by supporting the resilience of ageing water networks during extreme weather events.

- **HWM's** acoustic leak detection monitors "listen" for leaks in water pipes, enabling prioritisation of maintenance, helping preserve water supplies, reducing water wastage and preventing contamination – particularly pertinent in the context of increasing water stress. HWM's SpillSens and RadarSens are intelligent sensors that use orientation technology, similar to smartphones or radars, to monitor for unexpected changes in wastewater levels due to flooding or blockages, alerting operators of the changes and so preventing potential spillages into the environment.

- **Minicam Group** helps increase the resilience of wastewater networks as extreme weather events increase and intensify due to climate change by offering different solutions for pipeline inspection, maintenance and rehabilitation. Their technology helps extend the life of ageing wastewater networks by assessing the condition of pipes and therefore enabling quick repairs and reducing blockages.



Whether it is focusing on low-carbon materials, more climate-friendly packaging or reducing a product's emissions in use, many of our companies are investigating ways to **reduce the overall carbon footprint of their products**.

- **Medicel** has been trialling sustainable design within their portfolio of advanced injection systems for the cataract market. Actions have included commissioning lifecycle assessments to identify impact hotspots as well as testing application of fundamental design principles to product and packaging, including use of innovative packaging materials. In addition, they redesigned two products to be smaller and lighter, using less packaging, supporting reduced waste generation and increased shipping efficiency.

- **BEA** is helping improve customers' energy usage by switching from analogue to digital radar technology in two of their product lines – significantly reducing lifetime energy consumption and embedded carbon emissions and contributing to their Scope 3 decarbonisation plan. The new technology offers technical benefits and sets a precedent for eco-design specifications in future products.



Supporting the circular economy, addressing ongoing pollution and protecting our water supplies are just a selection of **global social and environmental challenges Halma companies seek to address**.

- **Ocean Optics'** recycling solution detects types of aluminium, enabling it to be sorted into different grades within milliseconds. This application increases speed and reduces recycling costs, supporting the transition to a more circular economy – see full case study on page 8.

- **Sensorex** partnered with SmartWash to help food processing companies in the packaged produce sector maintain safer wash water while also reducing unnecessary chemical use and water waste. Sensorex sensors provide accurate, real-time information on key indicators to help companies improve process control, use water and chemicals efficiently, and reduce the formation of unwanted by-products such as chlorates.

Support our people

We support our people by:

Building an inclusive, safe and high performing culture across Halma, helping teams do their best work and enabling them to succeed in a decentralised model. Much of our core activity has continued throughout the year, including sharpening our focus on how we listen and respond to colleagues, promoting health and safety, fostering collaboration across the Group, and progressing our commitment to diversity, equity and inclusion. This year we improved programmes supporting wellbeing and developing leaders more consistently.

We also strengthened community welfare through company-led initiatives and have enhanced supplier collaboration by streamlining due diligence processes.

Key focus areas:

- Diversity, equity and inclusion
- Employee engagement and wellbeing
- Health and safety



Highlights of the year

Diversity, equity and inclusion

31%

women on
company boards
(-2pp)

16%

senior management
from underrepresented
ethnic groups
(-2pp)

Employee engagement

85%

survey response
(+2pp)

75%

engagement
(+2pp)

Health and Safety

0.10

Recordable
Injury Rate

0

work-related
fatalities

Health and wellbeing

24/7

menopause, pregnancy &
midlife support now available
for US employees

238

families supported
through parental leave

Talent and development

22

internal company
board promotions

300

leadership development
programme participants

Community impact

48

non-profits nominated
through Impact the
Future Fund

19

non-profits funded
across six countries

Listening and responding to our people

We listen to our people through an annual employee survey, now in its tenth cycle. After introducing our new engagement platform, Peakon, last year, more Halma companies are using it to check in throughout the year and track progress against the actions we take after the annual results.

In the 2026 survey, our response rate increased to 85% (+2pp) and our overall engagement score rose to 75% (+2pp). In recent years, we have seen a higher proportion of companies make progress on their engagement scores, with the new tools available to leaders, helping to turn the data into useful actionable insights into how colleagues are experiencing work. This year 60% of companies improved their scores (up from 55% in 2025 and 46% in 2024), and 22% declined (down from 43% in 2025).

This year's results highlight clear strengths: colleagues have well-defined goals, understand their role in company priorities, and feel aligned on what "good" looks like. The support people get from their managers, and the way teams collaborate across our companies are also strong, as is our purpose and DNA, especially among operating company boards.

Developing leaders for a decentralised model

Nurturing internal talent and building future leaders is a core part of our strategy. With inclusive recruitment and deliberate development, we're strengthening succession into senior roles across the organisation.

Throughout the year, 22 internal promotions were made to company board positions, including eight appointments to managing director roles. Additionally, two former managing directors and a group leader were appointed as Divisional Chief Executives.



Halma Catalyst 2025 cohort meeting in Amersham, UK.

We also strengthened how we assess leaders by introducing Deeper Signals, a data-driven platform that supports how we identify, develop and support leadership talent. It replaces our legacy assessment tools for company board roles and for Halma Group hires. Deeper Signals helps us make more consistent, evidence-based decisions across hiring, onboarding, development and succession planning, and it can also support team dynamics and collective self-awareness.

Our Catalyst early careers programme remains an important source of leadership talent. It combines rotating operating company roles with structured development, mentoring, coaching and peer networks to build commercial capability and accelerate progression. As at 31 March 2026, 43 former participants achieved leadership roles with eight holding operating company board positions and three serving as managing directors. Our 2025 cohort also reflects our focus on widening opportunity, with 60% women and 47% from ethnically diverse backgrounds.

Equipping people through talent programmes

Alongside local development in our operating companies, we run and sponsor a set of Group-wide programmes to build capability, support succession planning and strengthen networks across Halma. During the year, nearly 300 leaders took part in leadership development programmes. We delivered more than 1,000 in-person delegate training days, alongside virtual sessions across the organisation. Close to 100 leaders also received individual coaching, and more than 60 mentors supported others' growth. In addition, 500 people are actively engaged on our online platforms for blended learning, with on-the-job experiences used more often alongside formal programmes.

Because demand is growing and the programmes are working, we plan to increase investment in leadership development in 2026. We will introduce four new programmes to support leaders at different stages building self-awareness, supporting transitions into new roles, and helping people move from functional management to strategic board leadership.

External recognition

External recognition reflects our commitment to building inclusive businesses

During the year, Halma Group Chief Executive Marc Ronchetti was recognised for his commitment to gender diversity in business. He was included for the second year running in the involve heroes Advocate Role Model list. The global heroes Role Model lists, supported by YouTube, showcase leaders who are breaking down barriers at work and smashing the ceiling for women within global business. These inspirational leaders are paving the way when it comes to increasing representation and driving inclusion for others within the workplace.

Our companies were also recognised for inclusive practices. For example, Apollo won the Inclusive Company Award at the Women in Fire Safety Awards 2025, and Perma Pure (now Salaera) was honoured by NJBIZ for Empowering Women. The Empowering Women – Companies Leading the Way awards recognise organisations based in New Jersey, US for their tangible and innovative efforts to advance women in business and in the community.



Promoting a safe working environment

We want everyone at Halma to go home safe and well. We promote health and safety, and we expect everyone to play their part by speaking up, looking out for each other and following safe ways of working.

Consistent with our decentralised model, each operating company board is responsible for complying with local health and safety requirements, including relevant supplier obligations. At Group level, we monitor performance and encourage continuous improvement to strengthen health and safety culture across our companies. Companies complete an independent health and safety review at least every three years to assess compliance and support consistent reporting and investigation of incidents.

In addition, our lead global insurer reviews employee and third party safety arrangements and controls at four to five sites each year as part of a rotational programme.

When an accident occurs, the company involved reviews the root cause and puts preventative actions in place, which may include additional training and awareness to reduce the likelihood of recurrence.

This year, we have adopted the internationally recognised Recordable Injury Rate (RIR) as our primary Health & Safety metric, replacing Accident Frequency Rate (AFR) to align with industry practice and improve comparability with peers. RIR is calculated as the number of recordable injuries per 200,000 hours worked. This update is a change in presentation rather than performance as our strong safety record, values-driven safety culture and internal reporting remain unchanged. By moving to a more widely accepted metric and focusing on reducing incidents to “as low as reasonably practicable” instead of setting fixed targets, we reinforce our commitment to continuous improvement.

The RIR for the year was 0.10, lower than prior year. We continue to promote the importance of health and safety and the role that everyone has to help maintain a safe workplace. There were no work-related fatalities in 2026 or in prior years and details of the number of days lost to preventable work injuries during the year and the prior four years are set out in the graph. Despite the decrease in the RIR, the days lost to preventable injuries has increased by 84, primarily due to one incident requiring a prolonged recovery period.

303

Days lost to preventable work injuries

Supporting wellbeing

We also offer practical policies, inclusive benefits and access to professional support to help people look after their wellbeing.

Our key actions in 2026 have included:

Volunteering leave:

From 1 January 2026, all Halma employees based in the UK, Europe or USA receive two paid days each year to volunteer with charitable organisations, in addition to standard paid time off.

Menopause and mid-life support:

US employees and their partners now receive up to 12 months of virtual fertility and maternity support, plus holistic menopause and midlife health services with 24/7 specialist access and referral options. In the UK, employees can use Stella, an online menopause clinic accessible through YuLife for expert advice on symptoms and treatments.

YuLife:

This wellbeing platform is available to UK employees, supporting healthier everyday behaviours. Employee participation during the year funded both access to health and lifestyle apps and a charitable contribution to a leading organisation working to tackle ocean pollution worldwide.

Inclusive leave:

In India, we introduced a menstrual leave policy allowing all female employees up to 52 years of age to take leave during menstruation without requiring a medical certificate.

Caregiver support:

We continued offering gender-neutral parental leave, supporting 238 parents last year to look after their newborns, and nearly 1,200 since 2020 when we introduced the policy.

Employee Assistance Programme (EAP):

We expanded coverage for our global EAP to include five additional countries covering 97% of all employees.

Fostering team collaboration across Halma

Collaboration is a strategic advantage in a decentralised group. We create opportunities for people to share expertise across functions and geographies, strengthening networks that accelerate learning and support best practices.

- **Accelerate CEO conference:** brought managing directors together to learn from outside perspectives, learn from each other and strengthen their peer network.
- **CFO conference:** Halma finance leaders met to discuss sustainable value, high-performance culture, future-focused leadership and using technology to improve insight and decision-making.

- **Talent partner conference:** convened talent leaders to share priorities, tools and approaches to talent management.
- **IT managers'/directors' forum:** brought nearly 40 operating companies together to explore trends in AI, cyber security, cloud computing and IT governance, strengthening our technology community and sharing practical opportunities.
- **Marketing functional network:** connected almost 60 marketers online with industry experts to discuss how to optimise digital marketing in the era of AI-driven search.

- **Quality and regulatory collaboration:** teams from the Healthcare Sector came together for a dedicated summit to learn, share insights and build community.
- **China Hub leadership conference:** gathered regional leaders to reflect on performance amid China and competitive pressures, and to align on priorities across key functions.
- **India Hub rewards and recognition:** over 200 employees from more than 25 operating companies and support functions joined in Bengaluru to celebrate performance and build cross-company relationships.

Our gender diversity

Figures at 31 March 2026

■ Men ■ Women

Board of Directors¹

45%
5

Senior Management²

55%
6

71%
164

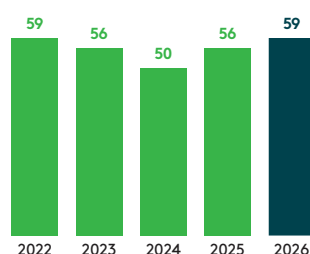
Other employees

29%
68

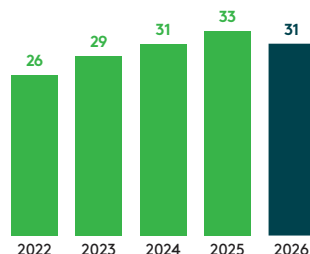
60%
5,671

40%
3,711

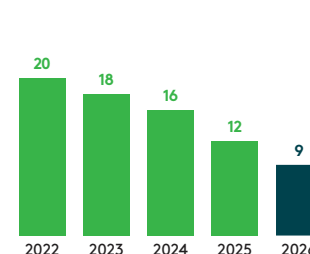
% Women on plc and Executive Boards



% Women on company boards³



Gender pay gap (%)⁴



¹ Includes non-executive Directors.

² Defined as Executive Board members who are not appointed to the Board, Divisional Chief Executives and directors of all our companies, regardless of how long they have been in the portfolio. 45% of our senior leaders (Executive Board and their direct reports) are women.

³ This includes companies that have been in the portfolio for three years or longer as at 31 March 2026.

⁴ Mean gender pay gap for all US and UK employees. Rounded to whole percentage numbers.

Building inclusive, high-performing teams

Diversity, equity and inclusion help us attract, develop and retain great people. By building inclusive businesses where everyone feels valued, we drive innovation, make better decisions and support high-performing teams across Halma.

We continue to make strong progress on gender balance at senior levels. As at 31 March 2026, women represented 45% of the Executive Board and their direct reports, demonstrating sustained improvement across the senior leadership population. Additionally, women comprised 55% of Halma's Board and 67% of the Executive Board, both of which exceed the FTSE Women Leaders' recommendation of a minimum of 40% representation.

The Group is committed to sustaining balanced gender representation in executive and leadership roles, with a target of 40–60% gender representation on company boards by 2030. At year end, women represented 31% of our company board positions, slightly down from 33% last year though overall progress remains positive. Notably, in the Safety Sector, a traditionally challenging area for attracting female talent, we have achieved our targeted 40–60% gender balance

threshold. Additionally, several other key metrics demonstrate encouraging trends toward greater diversity. For instance, gender balance is robust within operational leadership. All three sector boards fall within the Group's 40–60% gender-balanced range, and 40% of Divisional Chief Executives are women, supporting inclusive decision-making at the highest levels of the organisation.

In addition, the Group aims for 20% of senior management roles to be held by colleagues from under-represented ethnic groups by December 2027. Representation in UK-based roles, as defined by the Parker Review, increased to 23%, up from 21% in the prior year, demonstrating continued progress against this important benchmark. Having already achieved the 20% target set for December 2027 ahead of schedule, we remain committed to further improving our performance. Our internal definition of ethnic diversity adopts a broader, global perspective and sets more ambitious targets by considering ethnic diversity beyond an individual's country of employment. Based on this definition, 16% of the Executive Board and their direct reports were from under-represented ethnic groups, slightly down from 18% in 2025.

To help us reach our ambitions, we continue to strengthen diverse sourcing and broaden candidate pipelines through a mix of direct sourcing, referral networks and inclusive recruitment practices.

Across the year, we marked key cultural moments including Black History Month, Women's History Month and International Women in Engineering Day, creating space for learning, dialogue and reflection.

Reducing the gender pay gap

Given the Group's organisational structure, we are not required to report a statutory gender pay gap, as fewer than 250 employees are employed by Halma plc. However, consistent with prior years, the Group has voluntarily reported its gender pay gap, using combined employee data for two of its largest regions – the UK and the US.

The Group continued to make progress in reducing its gender pay gap, with the mean gap decreasing from 12% to 9%. Improvement was evident with the majority of points across the pay range showing a downward (improving) trend. Pay parity was maintained at the lowest pay levels, with a 0% gap at the minimum pay threshold, alongside continued progress in the lower quartile of the pay distribution.

At senior specialist and leadership-critical pay levels, progress was also observed, with the gender pay gap reversing just below the highest pay levels, such that women earn more than men on average in these senior roles.

However, challenges remain at specific points in the pay structure, highlighting the importance of strengthening the mid-to-senior leadership pipeline. The Group remains focused on addressing these structural drivers through inclusive recruitment, succession planning and progression into senior roles, recognising that sustainable change requires sustained focus over time.



Halma Presidents/MDs gathered at the Accelerate CEO Conference in Vienna.



Advanced colleagues sort donated clothing at a local charity shop.



Volk runs a simulation experience to build awareness of the challenges faced by people who are blind or visually impaired.



MK Test volunteers paint a barn used for equine-assisted psychotherapy.



APAC Hub colleagues take part in a LEGO building session in support of people who are blind or visually impaired.



Crowcon team members come together for a Christmas wreath-making event.

Strengthening the communities where we live and work

Across Halma, our people contribute time, skills and expertise to support the communities where we live and work. These activities reinforce our commitment to building connected, resilient communities through local action and collective giving.

Launched in September 2025, Impact the Future Fund builds on the community work already led by our companies around the world. It helps to amplify local impact by supporting purpose-driven partnerships with non-profit organisations tackling urgent challenges, from protecting vulnerable people to improving health outcomes. In its first year, an employee-led committee awarded grants to 19 out of the 48 non-profit organisations nominated by our companies, totalling over £500,000 and supporting projects across India, China, the US, Canada and Europe.

We are already seeing meaningful impact across communities, alongside strong employee engagement and pride in the partnerships supported.

Highlights include:

- In Florida, US, a grant to a local non-profit supported the purchase of a vehicle, enabling outreach across a very rural area where limited resources and infrastructure make it harder to address homelessness.
- In Europe, funding supported a local organisation providing animal-and nature-based therapeutic support to deliver a free 10-week equine-assisted psychotherapy programme for nearly 40 people facing challenges including special educational needs and disability, social isolation or medical conditions.
- In India, a grant facilitated an office relocation for a non-profit working to protect vulnerable children at railway stations, strengthening operational capacity and supporting the effectiveness of their programmes.
- In China, colleagues are volunteering to develop practical solutions for travel challenges faced by people with disabilities and to promote awareness and support for the disability community.

Our suppliers

Our companies consistently engage with their primary suppliers through activities such as audits, and encourage adherence to the high ethical standards outlined in our Code of Conduct. Our work this year aimed to bring a more joined-up approach to existing company-led due diligence efforts, with the creation of our Supply Chain Working Group. This group of Halma companies (around 30% of Group revenue) has co-created a Halma-wide Supplier Code of Conduct. Our companies will be implementing this Code over the next three years, beginning with the working group participants and a number of key shared suppliers. Working group participants are also onboarding onto our new supplier engagement platform, IntegrityNext, which is now available to our companies to support risk assessment, due diligence via supplier assessment questionnaires, and ESG-related data gathering.

Support our people – metrics, targets and performance

People metrics

	Unit	2026	2025
Employment profile			
Total number of employees ¹	Number	9,461	9,038
Employment profile by geography¹			
United States of America	Number	3,062	3,025
Mainland Europe	Number	1,951	1,786
United Kingdom	Number	2,878	2,734
Asia Pacific	Number	1,280	1,225
Other countries	Number	291	268
Employment profile by type¹			
Full time	Number	9,103	8,734
Part time	Number	358	304
Gender diversity²			
Board of Directors	% female	55	50
Senior leaders ³ (Executive Board and direct reports)	% female	45	42
Senior management ⁴	% female	29	31
Other employees ⁵	% female	40	41
Executive Board	% female	67	67
Halma Catalyst (Graduate) Programme ⁶	% female	55	50
Mean gender pay gap (UK and US)	%	8.9	12.1
Ethnic diversity			
Board of Directors	%	27	20
Senior management ⁴	%	20	21
Senior leaders ³ – Halma definition ⁷	%	16	18
Senior leaders ³ – Parker Review definition ⁷	%	23	21
Executive Board	%	44	40
Halma Catalyst (Graduate) Programme ⁶	%	42	36
Employee engagement			
Response rate	%	85	83
Engagement score	%	75	73
Health and safety			
Group Recordable Injury Rate ⁹	Number	0.10	0.14
Days lost to preventable work injuries	Number	303	219
Community engagement			
Charitable donations ¹⁰	GBP (£)	634,571	250,460

People targets and performance

	Unit	2026	2025
Achieve a gender balance between 40% to 60% across all company boards by 31 March 2030 ⁸	% female	31	33
Senior leaders ⁶ that will be from under-represented ethnic groups by December 2027 – Halma definition ⁷ – Target: 20%	%	16	18
Achieve 74% employee engagement score annually	%	75	73
Achieve a Recordable Injury Rate ⁹ that is as low as reasonably practicable	%	0.10	0.14

1 Average number of persons employed by the Group (including Directors) (SASB metric RT-EE-000.B).

The data highlighting the split by geography is based on the location of entity.

2 Gender balance is calculated as number of females divided by the total number of incumbents in role.

3 Defined as Executive Board members and their direct reports.

4 Defined as Executive Board members who are not appointed to the Halma plc Board, Divisional Chief Executives and directors of our companies.

5 Excludes the senior management and the Board of Directors at Halma plc.

6 Based on number of graduates currently in the programme.

7 Parker Review defines ethnic diversity as Black, Asian or any other race or ethnicity that is not the white majority of the UK population as defined by the Office for National Statistics and used in the 2021 UK census. The focus is on senior leaders working in the UK. The Halma definition has a global focus by looking at all the regions we operate in and does not count those who are not ethnic minorities in the region where they work.

8 This includes directors of the companies that have been in the portfolio for longer than three years as at 31 March 2026.

9 Recordable Injury Rate (RIR) is calculated by dividing the total recordable incidents by total hours worked, then multiplying by 200,000 (the annual hours for 100 full-time employees).

10 Includes all donations made by our companies or our head offices over our internal reporting threshold of £250 per individual donation.

Protect our environment

We protect our environment by:

Reducing our environmental footprint in our own operations and in our wider value chains. This is vitally important to Halma, not only because it is the right thing to do, but also as it will make our future growth more sustainable.

Much of our core work in this pillar has continued throughout the year, such as action focused on improving energy efficiency, reducing emissions through renewables, engaging with sustainable product design initiatives and supply chains.

This year we have also implemented a new emissions reporting platform, Watershed, to help enhance our emissions data collection and subsequent decision making.

Key focus areas:

- Reducing operational greenhouse gas emissions
- Sustainable product design and Scope 3 reductions



Key metrics

5%

Scope 1 & 2 reduction
(2025: base year)

Target: 60%

reduction by 2035
from 2025 baseline

Net Zero by: 2040

91%

Renewable electricity
(2025: 86%)

Target: 100%

by 2030

4%

Scope 3 intensity reduction
(2025: base year)

Target: 66%

intensity reduction by 2035
from 2025 baseline

Net Zero by: 2050

Stretching our Scope 1 & 2 targets

By the end of last year, we had achieved a greater than 60% reduction of Scope 1 & 2 emissions against our previous 2020 baseline year, and exceeded our 80% renewable electricity target. To demonstrate our ongoing commitment to reducing operational emissions and environmental impact, we have established a new goal of achieving a 60% absolute reduction of Scope 1 & 2 emissions between 2025 and 2035 to sustain progress towards our Net Zero by 2040 target.

This is supported by a new 100% renewable electricity by 2030 target, which will be accomplished via renewable electricity tariffs and certificates, alongside encouraging our companies to implement onsite solar installations wherever feasible.

Scope 3 – our greatest challenge

As a Group, most of our environmental footprint comes from our wider value chain, embedded in the design of our products and services rather than our operations.

This means that while we are committed to reducing our operational emissions and impacts, it's important that we encourage and support our companies to think beyond this through activities such as sustainable design, supply chain engagement, and climate-related opportunities that support their customers' transitions.

Our disclosures against the TCFD recommendations (pages 85 to 96 of our 2026 Annual Report and Accounts) give an overview of our key sources of Scope 3 emissions, our target to

reduce Scope 3 emissions intensity by 66% from 2025 to 2035, our ambition to reach Net Zero for Scope 3 by 2050 and our multi-year approach to supporting our companies to build bottom-up Scope 3 decarbonisation plans.

For most of our companies, supply chain emissions make up the bulk of their Scope 3 footprint and environmental impacts. For some companies, emissions from the electricity that their customers use to run their products is more significant. This means that for many of our companies, concentrating on sustainable product design and supply chain emissions are key ways to reduce their emissions and wider impacts – and many of our companies are already taking action.



Keeler's redesigned packaging, using bare board, zero plastic and an 80% reduced print area.

Sustainability Action Plans (SAPs)

As explained on page 4, our requirement for Halma companies to maintain a Sustainability Action Plan (SAP) is integral to how we make progress in our key focus areas. These SAPs include goals and actions that vary based on the size and maturity of our companies, and are largely focused on:

- Reductions in emissions through energy efficiency.
- Reductions in emissions through renewable energy, moving to EVs, and considering alternatives to natural gas for heating.
- Engaging with sustainable product design and Scope 3 decarbonisation for our larger and more mature companies.
- Engaging with supply chains on both environmental and wider social matters for our larger and more mature companies.

Our companies recognise the ethical and environmental benefits of more environmentally sustainable operations and value chains. In addition, they increasingly find this work helps to meet their customers' changing environmental expectations and can lower operating costs.

Making progress against these goals is a challenge within Halma's unique model. This is due to the diversity of our products and services, alongside the fact that each company manages its own supply chains and operations.

Similarly, the relatively small size of most of our companies limits their ability to influence their wider value chain at scale, as they are often a small customer of their own suppliers and logistics providers. More information on these key challenges, limitations and dependencies in the context of our Scope 3 ambitions is included on page 27.

All Halma companies are encouraged to undertake an ISO 14001 environmental management accreditation. We collate data from our companies every two years to estimate the proportion of the Group's sites that are covered by an ISO 14001 accreditation. For 2025, the estimate was 19% of sites, contributing 29% of revenue (2023: 20% sites, 24% revenue); this will be updated in 2027.

Improving our emissions data

This year, we transitioned to the Watershed emissions reporting platform to enhance the accuracy and reliability of our energy, Greenhouse Gas (GHG), water and waste reporting. Using Watershed enables us to better understand and analyse our emissions data and implement targeted action.

Both 2025 and 2026 data presented in this report are based on the Watershed global standard methodology. As part of the transition, we conducted a reconciliation process to evaluate and analyse difference between our previous methodology and those implemented through Watershed. A restatement of the 2025 GHG data was necessary, which is disclosed and explained in full on page 28. Further information regarding methodology can be found in our GHG inventory and other environmental data basis of preparation at www.halma.com.

Case Study: OsecoElfab

Furnace optimisation delivers major energy and cost savings

OsecoElfab, a Halma company in the Safety Sector, is a leading manufacturer of rupture discs and, unlike most Halma companies, operates a relatively energy-intensive production process requiring high-temperature furnaces. In 2025, two of its large, long-standing electric furnaces reached the end of their operational life and could no longer be repaired. This presented an ideal opportunity to reassess equipment needs, improve energy efficiency and reduce environmental impact.

Traditionally, the manufacturing of larger rupture discs necessitated the use of sizeable furnaces, which are inherently less energy efficient. However, market demand had shifted towards smaller discs, raising questions about whether replacing the old furnaces with similar large models would best serve the company's evolving production profile and sustainability objectives. Running oversized furnaces for smaller production lots would result in significant, unnecessary energy consumption and excessive operational costs.

After analysing production requirements and energy efficiency targets, OsecoElfab chose not to opt for like-for-like replacement but, rather, install a combination of one large and three small furnaces to replace the two outgoing large units. This mix better reflected the current and anticipated demand for different disc sizes and allowed for more flexible, efficient operation.

The new configuration enables OsecoElfab to use the most appropriately-sized furnace for each production run, significantly cutting baseline energy usage and avoiding the inefficiencies of running large furnaces below capacity. OsecoElfab estimates approximately 60% reduction in electricity usage from the furnaces based on consistent production utilisation – positioning the company to achieve considerable cost savings alongside reducing energy use.

Designing rupture discs to solve customers' challenges at OsecoElfab.



Reducing operational GHG emissions

Building on our success so far

Our Scope 1 & 2 emissions profile is relatively simple, consisting of three key emission sources:

- Scope 1: vehicle fuels.
- Scope 1: natural gas and other fuels for heating.
- Scope 2: electricity.

At approximately 7 ktCO₂e this year, our Scope 1 & 2 emissions are relatively low due to the asset-light nature of our operations, forming only around 1% of our total base year greenhouse gas footprint. The progress we have made in reducing our absolute emissions is largely due to the ongoing move towards renewables across our operations. We are working towards a 60% absolute reduction by 2035 and Net Zero in our own operations by 2040, and our companies are clear on the expectation to continue to accelerate towards this. Having seen progress on electricity consumption through energy productivity initiatives and mitigating emissions through purchasing and generating

renewable electricity, our attention is turning towards making progress to reduce gas and fuel consumption.

Key levers for Net Zero

Our companies set their own supporting targets and actions as part of their SAPs to reach our Scope 1 & 2 targets. These plans highlight some of the key actions at a company level which are supported at a Group level through various levers.

Company level:

- Improving energy productivity.
- Purchasing and generating renewable electricity.
- Transitioning vehicle fleet to zero-carbon.
- “Electrifying everything” and pursuing low/zero carbon heating and equipment.
- Utilising premises moves and expansions to switch to non-fossil fuelled heating and equipment.

Group level:

- High-level target and ambition setting.

- Commitment to support additional capital expenditure on replacing fossil fuel-based assets at end of life.
- Promote reductions as far as practically possible via governance, resources, support, training, sharing platforms and challenging our companies.
- From 2040, counterbalance any residual emissions with carbon removal instruments according to SBTi guidance (after emission reductions to as close to zero as possible).

Some of the challenges we expect to face in meeting our Scope 1 & 2 decarbonisation plans include the fact that most of our premises are leased rather than owned, and significant variation in the availability and cost of zero-carbon options for heating, equipment and vehicles in our geographies, particularly in the US. Also, due to the decentralised nature of our business, contracts and suppliers are managed at the individual company level.

Scope 1 & 2 metrics

	Unit	2026	2025 Restated
Scope 1 ¹	tCO ₂ e	4,991	4,707
Scope 2: Location-based ²	tCO ₂ e	10,324	10,097
Total Scope 1 & 2 emissions (Location-based)	tCO ₂ e	15,315	14,804
Of which UK	tCO ₂ e	3,430	3,824
Scope 2: Market-based ²	tCO ₂ e	2,009	2,641
Total Scope 1 & 2 emissions (Market-based)	tCO ₂ e	7,000	7,348
Of which UK	tCO ₂ e	1,878	2,079
Energy consumption used to calculate above emissions ³	MWh	59,798	57,978
Of which UK	MWh	18,206	18,996
Intensity ratio – (Market-based) ⁴	tCO ₂ e/£m	2.8	3.4
Renewable electricity ⁵	%	91	86

Scope 1 & 2 targets and performance

Target	Time horizon	Unit	2026	2025
Net Zero by 2040 ⁶	Long	tCO ₂ e	7,000	7,358
Reduction in absolute emissions by at least 60% by 2035 from 2025 base year (aligned with 1.5 degree Science Based Target guidance) ⁷	Medium	%	5	–
Achieve 100% renewable electricity by 2030 ⁵	Medium	%	91	86
At least 4% annual energy productivity improvements ⁸	Annual	%	11	7

Consistent delivery on renewables

Last year we exceeded our prior renewable electricity target of 80%. This year we wanted to increase the ambition on renewable electricity to support our updated Scope 1 & 2 reduction targets set out above. Our revised target is to achieve 100% renewable electricity by 2030. This target requires us to expand our purchase of renewable electricity beyond our core markets of North America, UK and Europe.

In 2026, our renewable electricity grew from 86% to 91% of our overall electricity consumption, driven by bottom-up company-led purchase and generation of renewables. Electricity generated by on-site solar grew by 20% year-on-year and represents 6% of Group renewable electricity (2025: 5%). As an example, one of our Environmental & Analysis companies, Crowcon, has seen success with the installation of solar panels at their UK site in May 2025 with the objective to reduce grid electricity consumption by 60%.

Energy productivity opportunities remain

Although no longer part of executive remuneration targets, we continue to focus on energy productivity as an important driver of reducing our environmental impact. This year we saw a c.14% increase in revenue (unadjusted) while energy consumption increased by c.2%. While many companies have already capitalised on savings from low-hanging opportunities such as LED lighting, many are now starting to explore more nuanced opportunities for energy savings through process optimisation and machinery and equipment upgrades and replacement at end of life. The OsecoElfab case study on page 22 is a great example of these more nuanced opportunities for energy productivity at Halma.

Scope 1 & 2 footnotes

- 1 Included in Scope 1 are GHG emissions from direct fuel combustion at our sites, refrigerants, and from fuel use in our company-owned or leased vehicle fleet.
- 2 Electricity purchased for our own use. Market-based is net of market instruments.
- 3 Total energy consumed according to SASB metric RT-EE-130a.1 excludes fuel for business travel: 51,731 MWh (2025: 50,533 MWh), of this 69% is grid electricity (2025: 69%) and 72% is renewable (2025: 67%).
- 4 Total market-based emissions divided by revenue.
- 5 Current year renewable % excludes the effect of acquisitions and disposals made during the period. Comparative figures are not updated for the impact of acquisitions and disposals made in subsequent periods.
- 6 Market-based calculation of Scope 2 emissions. Our Net Zero target is aligned with guidance from the Science Based Targets initiative (SBTi). We will reach Net Zero by reducing emissions as much as is feasible before using carbon removal instruments. We do not expect to use carbon offsets.
- 7 Market-based calculation of Scope 2 emissions. This target is aligned with guidance from the Science Based Targets initiative (SBTi) and is an absolute measure aligned with the non-sector specific 1.5-degree emissions pathway.
- 8 Revenue (£m) / energy consumed (kWh). Energy productivity is calculated excluding acquisitions and disposals in the current period. Comparative figures are not updated for the impact of acquisitions and disposals made in subsequent periods. Revenue is unadjusted for currency. The components of "energy consumed" are electricity and gas used (both renewable and non-renewable) and all other fuels used in operations excluding fuel used in company vehicles.



New solar panels installed at Crowcon's UK site (image credit: Mypower).

Reducing Scope 3 GHG emissions

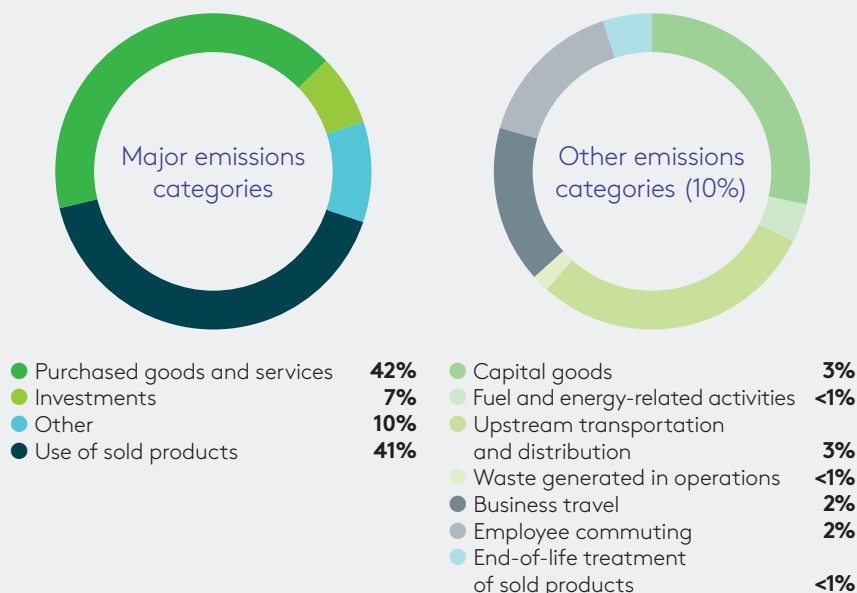
A new baseline

Our Scope 3 emissions comprise around 99% of our total carbon footprint in 2026. This year has been a significant year for us as we have transitioned to Watershed, our new emissions reporting platform. In doing this, we have taken the opportunity to re-baseline, using 2025 as the new base year for all of our emissions targets. The restatement of our 2025 emissions footprint is set out in further detail on page 28. This work has confirmed the previous identification of our two largest Scope 3 categories:

Category 1: Purchased goods and services – c.40% of our total footprint

Category 11: Use of sold products – c.40% of our total footprint

Key Scope 3 emissions sources in 2026



Scope 3 metrics

	Unit	2026	2025 Restated
1: Purchased goods and services	tCO ₂ e	420,854	333,414
2: Capital goods	tCO ₂ e	29,826	25,417
3: Fuel and energy-related activities not in Scope 1 & 2	tCO ₂ e	4,045	3,813
4: Upstream transportation and distribution	tCO ₂ e	30,399	24,949
5: Waste generated in operations	tCO ₂ e	2,070	1,903
6: Business travel	tCO ₂ e	16,664	15,517
7: Employee commuting	tCO ₂ e	16,347	14,404
11: Use of sold products	tCO ₂ e	413,731	408,585
12: End-of-life treatment of sold products	tCO ₂ e	5,094	4,425
15: Investments	tCO ₂ e	71,434	67,086
Total Scope 3 emissions	tCO ₂ e	1,010,464	899,513

Scope 3 targets and performance

	Time horizon	Unit	2026	2025
Net Zero by 2050	Long	tCO ₂ e	1,010,464	899,513
Reduction in emissions by 66% ¹ per £m of economic value added by 2035 from a 2025 base year ²	Medium	%	4	–

¹ Our near-term target excludes emissions from Category 15, comprising our 35% share of Scope 3 Category 11 emissions from our associate investment in FluidSmile. These emissions comprise approximately 7% of our total footprint.

² This target is aligned with the SBTi's non-sector specific emissions reduction trajectory.

Scope 3 emissions are not expected to constitute a financially material risk for Halma. Naturally though, the impact of the emissions generated through our everyday business activities do have an impact on our environment and are a key area of interest for our stakeholders. Therefore, **to demonstrate our continued commitment externally, we have set our ambition to reach absolute Net Zero for our Scope 3 emissions by 2050.** This long-term ambition encompasses all categories

of Scope 3, and we expect that we will aim for the greatest amount of decarbonisation possible before any use of offsets.

In order to support our long-term Net Zero target, we have set an interim target to reduce total Scope 3 emissions, excluding Category 15, by 66% per £m of economic value added by 2035 from a 2025 base year. This target is aligned with the SBTi's non-sector specific emissions reduction trajectory.

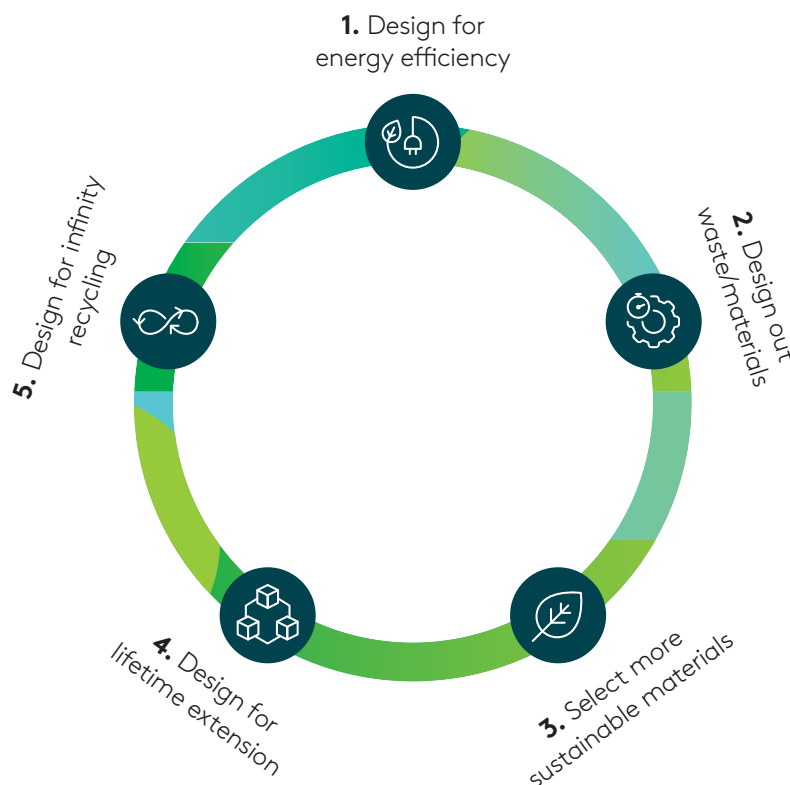
Total Scope 3 emissions have increased approximately 12% year-on-year, mostly driven by an increase to the purchased goods and services category. This category is predominantly calculated using a spend-based methodology and therefore as our companies have grown, so too have emissions. In contrast, the use of sold products category has remained relatively flat year-on-year despite an increase in sales. This is mostly due to a change in mix of products sold in the year.

Delivering on Scope 3 through sustainable design

Sustainable design is an important aspect of our sustainability approach at Halma and we encourage our companies to consider sustainable design principles throughout their diverse range of product portfolios. If applied well, sustainable design principles have the potential to reduce multiple categories of our Scope 3 emissions, including both of our two larger categories – category 1 (purchased goods and services) and category 11 (use of sold products).

Other potential benefits associated with the application of sustainable design include:

- Meeting customer needs and differentiation.
- Minimising the general environmental impact (not just emissions) of our products throughout their lifecycles.
- Enhanced efficiencies and cost savings.



Illustrative example applications of sustainable design principles at Halma

Design for energy efficiency

- **Nuvonic** designs and manufactures UV lamps and systems for water treatment. They have developed an active strategy to shift their product portfolio to low pressure amalgam lamps, which are twice as efficient as the medium pressure alternative, with a longer lifespan.
- **Keeler** replaced arc light bulbs (typical in an ophthalmoscope) with an LED alternative. As a result of this they are now evaluating the opportunity to use a smaller battery due to reduced energy requirements.
- **BEA** pivoted from analogue to digital radar ARTEK technology within their IXIO and EAGLE products in 2024. This change significantly reduced lifetime energy consumption of these offerings.

More sustainable materials

- **Medicel** has been trialling the use of more sustainable materials in their products and packaging.
- **Suntech** has redesigned the packaging for their Vet40 blood pressure monitors to eliminate the need for foam inserts through the introduction of innovative single cardboard baffles.

Design out waste

- **Apollo** identified the opportunity to optimise the shape and reduce the size and associated waste of printed circuit boards in a key product range.
- **Novabone** has developed a first-of-its-kind wound care patch using waste by-product.

Design for lifetime extension and infinity recycling

- **Crowcon** fixed detector products have all been designed to be fully disassembled at end of life to encourage and enable recycling.
- We also have companies, such as **Ramtech** and **MST**, using subscription models to enable customers to rent rather than buy their products.

Net Zero transition planning

We are committed to achieving Net Zero for our entire value chain by 2050

At the time of writing, development of our Halma Group transition plan continues. We are using the Disclosure Framework of the Transition Plan Taskforce (TPT) to support the development of our plan. Alongside this we continue to work with a number of our companies on bottom-up decarbonisation planning.

This section outlines our current direction of travel and what we have learned from our continued progress this year. These learnings and our approach are expected to continue to change as we execute on our short to medium-term (near-term) activities.

We have not identified our Scope 1, 2 or 3 emissions as a material risk to the Group. This year, we have updated our near-term Scope 1 & 2 target. Our Board also approved an accompanying high level Scope 1 & 2 execution plan, including new internal guidance and mandates and additional investments in renewables and low-carbon equipment over the next 10 years. Our key levers and challenges in reducing our Scope 1 & 2 emissions are detailed in the Reducing operational emissions section on page 23. Scope 3 – c.99% of our footprint – is where we have the largest challenges to decarbonisation. We have set a target to reach absolute Net Zero for our Scope 3 emissions by 2050 and reduce Scope 3 emissions intensity by 66% by 2035.

Near-term objectives

Our ambition is to establish near-term decarbonisation planning at the company level, where most feasible and relevant, to:

Ensure initial real-world emission reduction actions are underway

Understand key decarbonisation levers and challenges

Identify the key dependencies and assumptions that will underpin our transition plans

Our goal is to find a practical, realistic strategy tailored for our mostly small and medium-sized companies, while also meeting the transition plan and reporting standards that outside stakeholders expect.

Our approach to bottom-up decarbonisation planning

During 2024 and 2025 we commenced engagement on Scope 3 with a group of companies representing approximately two-thirds of estimated emissions. This engagement included working with companies to understand and improve 2024 and 2025 emissions estimates, identify emissions hotspots, and prioritise initial near-term actions, suppliers and products for further decarbonisation planning and action.

In 2026, we have continued to support these companies with their decarbonisation plans and actions, including providing additional guidance and tools relating to supply chain engagement, and supporting their transition to our new emissions reporting software to enable better insights into their emissions and continued data improvement.

Levers

- Sustainable product design: including through designing for energy efficiency and selection of more sustainable materials.
- Supplier engagement: including prioritising suppliers for engagement based on actual or potential Scope 3 reduction opportunities.
- Transport modes and logistics optimisation: including through routing efficiencies and lower-carbon alternatives.

Challenges

Our companies continue to identify challenges that introduce significant uncertainty and limit visibility on a trajectory to 2050 Net Zero and to our 2035 interim targets. These include:

- relative lack of influence over suppliers and purchase of globally traded components via distributors;
- product design restrictions due to the high level of regulation and certification of our products; and
- limited granularity and accuracy of data.

Assumptions and dependencies

Achievement of our 2035 and 2050 targets is likely to be highly dependent on many factors outside our control or influence. Some of these dependencies include:

- sector-wide decarbonisation of multiple globally traded components (such as electronics, plastics and metals);
- grid decarbonisation speeds; and
- supportive product standards and policy environments.

2025 GHG emissions restatement

During the year, we have restated our prior year GHG emissions across all three scopes. The restatement of our 2025 footprint was largely driven by the transition to the Watershed platform. Additionally, it is important that our 2025 GHG emissions are as accurate and complete as possible given it is used as our base year for all of our Scope 1, 2 and 3 emissions reduction targets. Finally, the Nuvonic/FluidSmile licensing and associate arrangement is a significant structural change that needed to be reflected in our 2025 footprint.

The table below sets out the previously disclosed and the restated market-based GHG emissions per category in tCO₂e:

	2025 Restated	2025 Previously disclosed
Scope 1	4,707	4,128
Scope 2: Market-based	2,641	2,599
Scope 3.1: Purchased goods and services	333,414	431,518
Scope 3.2: Capital goods	25,417	4,806
Scope 3.3: Fuel and energy-related activities not in Scope 1 & 2	3,813	1,073
Scope 3.4: Upstream transportation and distribution	24,949	(combined with 3.1)
Scope 3.5: Waste generated in operations	1,903	1,906
Scope 3.6: Business travel	15,517	20,390
Scope 3.7: Employee commuting	14,404	12,407
Scope 3.11: Use of sold products	408,585	509,324
Scope 3.12: End-of-life treatment of sold products	4,425	427
Scope 3.15: Investments	67,086	–
Total GHG emissions (market-based)	906,861	988,578

Several drivers of change

The emissions factor databases used differed between the previous and revised calculation, which affects all scopes and categories. In some instances, this has increased the total emissions calculated (for example, in Category 3.3 – fuel and energy), and in other instances this has decreased the total emissions calculated (for example, in Category 3.6 – business travel). Watershed maintains a database of emission factors (EFs), assumptions and reference data, from which the most appropriate EFs are selected.

Data quality was another driver of change between the two footprints. Many of the categories (notably Category 3.1 – purchased goods and services) saw changes due to improved granularity of underlying data, a more consistent approach to spend-based calculations using data directly from the Group's ERP system, and other improved assumptions and minor error corrections.

Finally, the Nuvonic/FluidSmile licensing and associate arrangement resulted in a significant portion of Nuvonic's Category 11 (use of sold products) emissions being recognised by the associate investment. In order to provide consistent and comparable information, we have restated our base year as though this arrangement had been in place since the beginning of 2025. Our footprint includes our 35% share of the associate investment's emissions in Category 15 (investments) as well as 100% of Nuvonic's own emissions in Category 11. Previously, Nuvonic's Category 11 emissions constituted 56% of the Group's emissions in this category due to the fact that their products have high energy usage to meet customer needs. Their restated emissions have reduced by over 100,000 tCO₂e, partially offset by the new emissions seen in Category 15.

For a full explanation of how our emissions are calculated, including the impact of acquisitions on our base year, please see the basis of preparation at www.halma.com/sustainability.

Other sustainability-related metrics

Despite not being financially material to our business, we voluntarily collect and report on additional environmental, social and governance metrics which may be of interest to investors and other stakeholders.

Water metrics

	Unit	2026	2025
Total water withdrawal ¹	m ³	107,437	105,136
Total water withdrawal in water-scarce areas ²	m ³	49,976	42,663
Total water withdrawal per £1,000 revenue	m ³ /£1,000	0.042	0.047
Total water discharge ³	m ³	102,065	99,880

Waste metrics

	Unit	2026	2025 ⁵
Solid waste – recycled			
Hazardous ⁴	Metric tonnes	26	47
Non-hazardous	Metric tonnes	2,027	2,213
E-waste	Metric tonnes	78	27
Solid waste – non-recycled			
Hazardous ⁴	Metric tonnes	33	63
Non-hazardous	Metric tonnes	3,454	3,034
E-waste	Metric tonnes	4	6
Total solid waste	Metric tonnes	5,621	5,390
Total solid waste diverted from landfill	%	38	42
Solid waste production per £1,000 revenue	kg/£1,000	2.3	2.5
Liquid waste			
Hazardous	m ³	23	33
Non-hazardous	m ³	1,375	1,340

ISO metrics

	Unit	2026	2025
ISO 14001 (environmental management)	% of sites	Updated every two years	19
ISO 14001 (environmental management)	% of total revenue		29
ISO 9001/ISO 13485 (quality management)	% of sites		67
ISO 9001/ISO 13485 (quality management)	% of total revenue		75
ISO 45001/BS OHSAS 18001 (health and safety)	% of sites		16
ISO 45001/BS OHSAS 18001 (health and safety)	% of total revenue		19

Training metrics

	Unit	2026	2025
Training on Modern Slavery Act	Number of employees	1,028	496
Training on Anti-Bribery and Anti-Corruption policy	Number of employees	1,544	1,169
Training on Competition Law and Competition Compliance	Number of employees	1,828	355
Training on Health & Safety	Number of employees	1,699	1,448

Business ethics

	SASB code	2026	2025
Description of policies and practices for prevention of: (i) corruption and bribery; and (ii) anti-competitive behaviour	RT-EE-510a.1	Please see the Non-financial & Sustainability Information Statement on page 98 of our 2026 Annual Report and Accounts	
Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	RT-EE-510a.2	£nil or not material	£nil or not material
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulation	RT-EE-510a.3	£nil or not material	£nil or not material

Other sustainability-related metrics – footnotes

- 1 Water is withdrawn from and discharged to municipal/third party sources, except for one facility which utilises a ground water source (not located in a water-scarce area). The amount withdrawn from ground water is estimated to be approximately 1% of total water withdrawal.
- 2 Defined as manufacturing, testing or R&D sites, or Hubs and Group Head Offices employing more than 50 people, operating in areas of “high (40-80%)” or “extremely high (>80%)” baseline water stress, according to the World Resources Institute’s Water Aqueduct Water Risk Atlas Tool.
- 3 Estimated at 95% of total water withdrawals. Calculated at entity level, aggregated to Group.
- 4 Total amount of solid hazardous waste generated (SASB code RT-EE-150a.1) is 105 metric tonnes (2025: 110 metric tonnes) of which 69% is recycled (2025: 43%). Hazardous waste is defined in accordance with the legal or regulatory framework applicable within the country/jurisdiction where the waste is generated, or if this is not available, in accordance with the EU Waste Framework Directive.
- 5 2025 waste values are restated to correct prior period errors and to improve consistency and comparability with 2026 values. However, as 2026 was a year of transition for sustainability data at Halma, and with significant data improvements, some year-on-year inconsistencies remain. We endeavour to improve the quality of our waste reporting over time.



Halma plc

Misbourne Court, Rectory Way,
Amersham, Bucks HP7 0DE
+44 (0)1494 721111
www.halma.com