

The Weir Group PLC

# Modern Slavery Statement

Financial Year Ending 31 December 2024

**WEIR**  
Mining technology for a sustainable future

# Introduction

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

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

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

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

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

This statement is made pursuant to Section 54 of the Modern Slavery Act, 2015. It sets out the steps we have taken during the financial year commencing on 1 January 2024 and ending on 31 December 2024 to prevent incidents of modern slavery and human trafficking from taking place within our organisation and supply chains.

This statement is also made on behalf of The Weir Group PLC and its subsidiaries Weir Minerals Europe Limited, Weir Group IP Limited, and ESCO EMEA Holdings (UK) Limited. A full list of subsidiaries can be found in The Weir Group PLC's Annual Report and Financial Statements 2024.

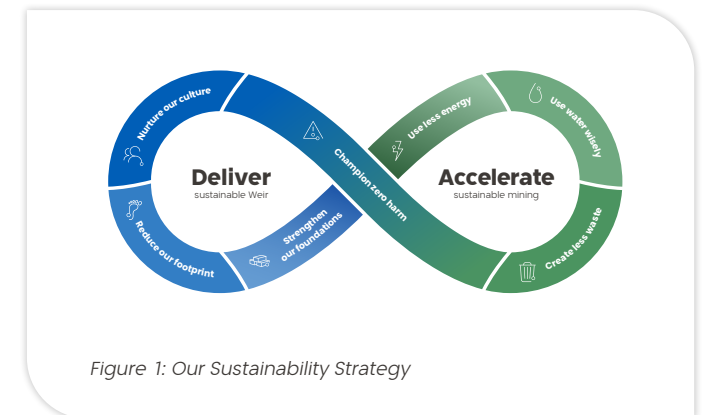


Figure 1: Our Sustainability Strategy



## Our commitment

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

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

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

## Our business

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

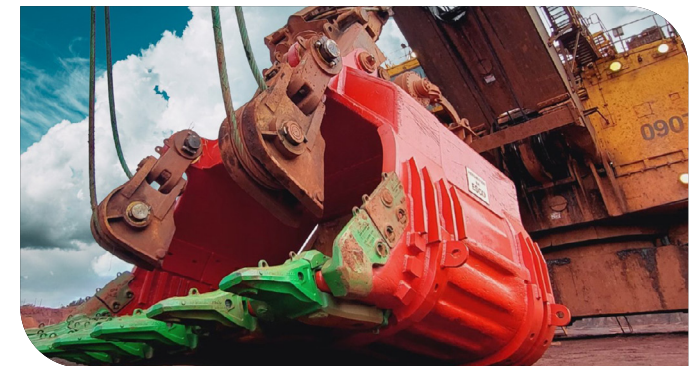
Weir is a global engineering business providing innovative solutions for the mining, infrastructure, and other Industrial sectors. We bring world class engineering, innovation and manufacturing capability to deliver highly engineered original equipment and aftermarket products that have the longest wear life. Sales of original equipment typically account for around 20% of our annual total revenue, while approximately 80% of our total revenue comes from aftermarket products.

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

We have two divisions: Minerals and ESCO. The **Minerals** division is engaged in engineering, manufacturing and servicing of processing technology used in abrasive high wear applications in mining and infrastructure markets around the world.



The **ESCO** division produces Ground engaging tools (GET), attachments, AI and machine vision technologies that optimise productivity for customers in global mining and infrastructure markets.



# Our workforce

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

Thinking safety first

Delighting your customer

Doing the right thing

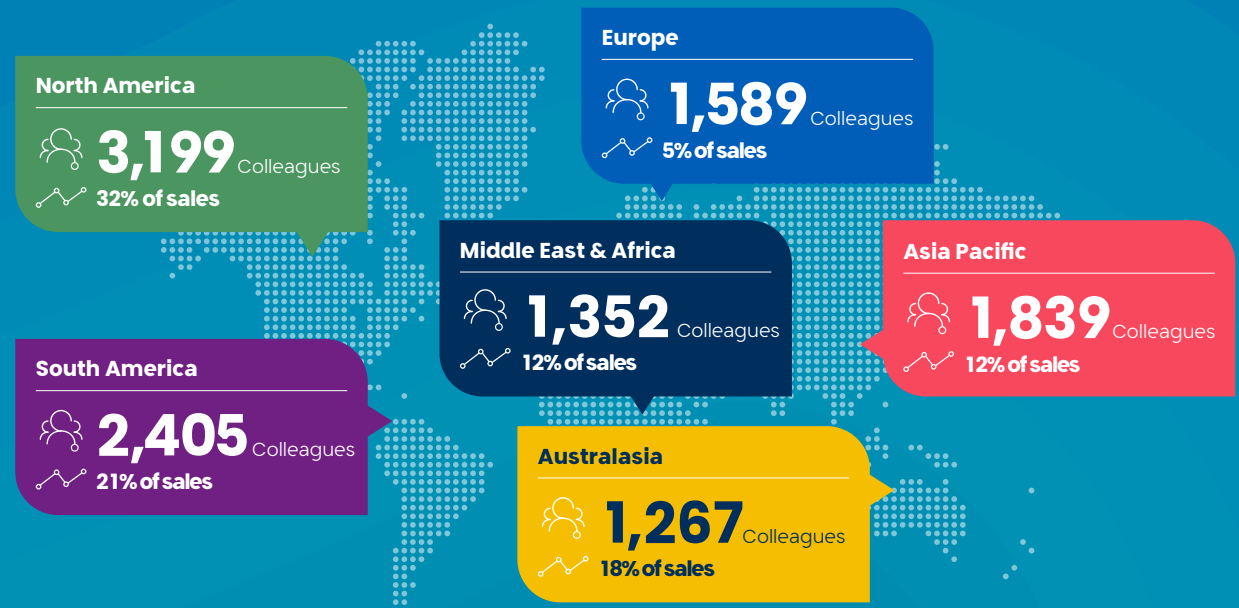
Aiming high

Respecting each other

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

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

Figure 2: Headcount and Sales



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

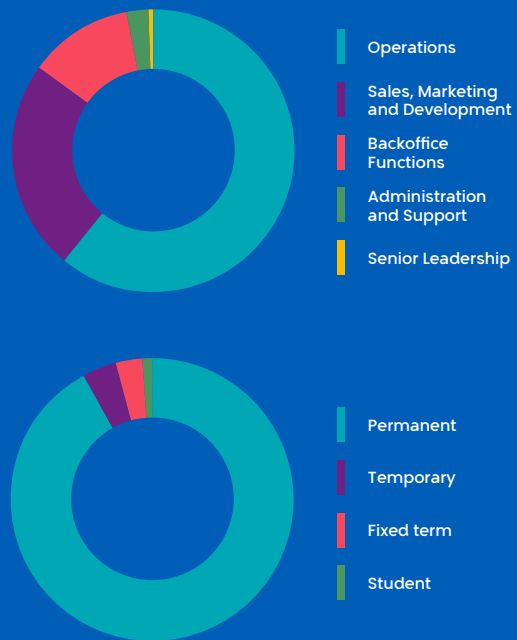


Figure 3: Headcounts by job family and worker type

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

## 2024 Action highlight: Obtaining fair wage network accreditation

We believe in fair reward for all our employees, regardless of where in the world they live or work. In 2023 and 2024, we partnered with the Fair Wage Network in a global benchmarking of 12,000 employee wages against the Fair Wage Network's living wage references for employee locations. In 2024, we received certification from the Fair Wage Network as global Living Wage employer. The certification serves as a guarantee that all employees are paid at or above the various global Living Wage thresholds as defined by the Fair Wage Network.



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

# Our supply chains

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

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

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

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

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

Both the Minerals and ESCO Supply Chain functions are directing their key suppliers to report risk-related information about their operations via a third-party ESG software tool. The results will drive additional process improvements in managing our supply chain.

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

For the Minerals division, most of its suppliers are located in Latin America at approximately 32% of the total number of Minerals suppliers. Altogether, approximately 85% of Minerals suppliers are in Latin America, Europe, Middle East & Africa, and Asia Pacific.

In 2024, we transitioned functional services to our new global shared services model: Weir Business Services

(WBS). Group and divisions transitioned services to WBS. We engaged Accenture as our strategic partner, with teams primarily in India and Colombia. Accenture's teams are required to abide by and comply with applicable Weir policies, including the Weir Code of Conduct and Human Rights Policy.



# Our governance

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

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

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

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

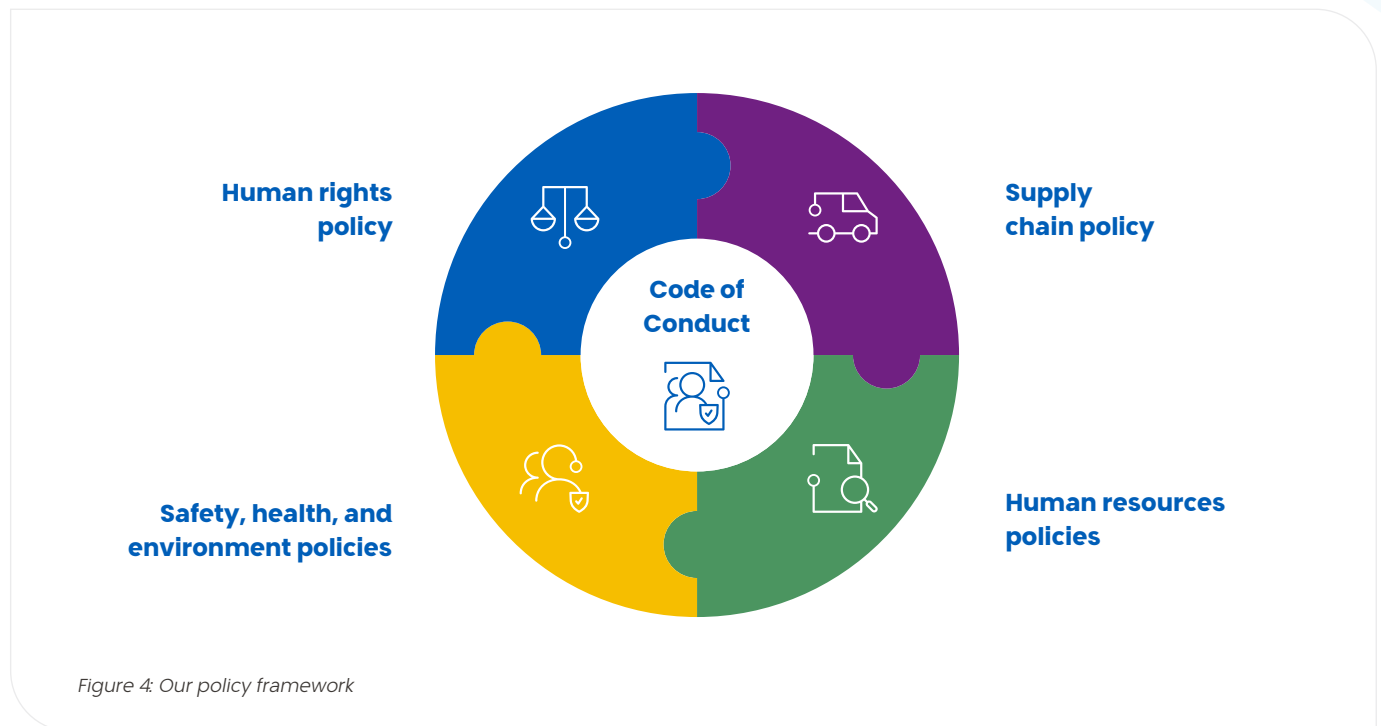


Figure 4: Our policy framework

Core Weir policy	How we implement
<p><a href="#">Weir Code of Conduct</a></p> <p>The Weir Code of Conduct declares Weir Group’s zero-tolerance approach that it will not do business with companies, organisations, or individuals that are not working to comparable generally accepted human rights standards. The Code of Conduct further lists the following prohibitions:</p> <ul style="list-style-type: none"> <li>• Prohibition against child labour, modern slavery, and forced labour;</li> <li>• Prohibition against unreasonable excessive working hours;</li> <li>• Prohibition against working with companies that do not respect human rights principles; and</li> <li>• Prohibition against trying to persuade Weir employees to accept improper working terms or conditions.</li> </ul>	<p>Upon hire, employees must agree to abide by the Code of Conduct. Every year Group Compliance provides mandatory Code of Conduct training to all employees, and employees must sign an attestation that they have abided and will abide by the Code of Conduct. Furthermore, we require our suppliers and other third parties to acknowledge the Code of Conduct.</p> <p><b>The Weir Code of Conduct is available in 10 languages on our website.</b></p>
<p><a href="#">Human Rights Policy</a></p> <p>The Human Rights Policy is informed by UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization’s 1998 Declaration on Fundamental Principles and Rights at Work. The Human Rights Policy delineates the core actions Weir will take to address human rights risks. These actions include the following:</p> <ul style="list-style-type: none"> <li>• Undertaking periodic risk assessments;</li> <li>• Including provisions for supplier contracts;</li> <li>• Investigating any allegations raised, and taking appropriate remedial action;</li> <li>• Providing periodic communications and training; and</li> <li>• Monitoring company compliance with policy.</li> </ul>	<p>Weir’s Human Rights Policy was adopted by the Weir Board of Directors in 2022. The policy is available on our website.</p> <p>In 2023, Group Compliance provided training on the Human Rights Policy to all employees.</p>
<p><a href="#">Supply Chain Policy</a></p> <p>Weir’s Supply Chain Policy sets out its expectations that its suppliers will provide it with goods and services whilst not exposing its employees, the suppliers’ employees, or suppliers’ local environment to unacceptable risks. The policy requires the following from all suppliers, as a minimum standard:</p> <ul style="list-style-type: none"> <li>• No forced, bonded or involuntary prison labour will be used;</li> <li>• No children are to be employed;</li> <li>• No forms of modern slavery, servitude, forced nor compulsory labour, nor human trafficking are to be employed; and Supplier’s employees be paid wages for standard working hours that meet or exceed national minimum requirements.</li> </ul>	<p>Upon engagement, every supplier receives a copy of the Supply Chain Policy and Weir’s latest Modern Slavery Statement. Suppliers must acknowledge receipt and that they will provide their goods and services consistent with Weir’s values and expectations.</p>



# Employee training and resources

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

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

We believe that the training offered has helped to embed respect for human rights and the policy of zero tolerance for modern slavery and human trafficking throughout the business. The most recent training on human rights was provided online via Workday in 2023 in connection with the implementation of a new human rights policy.

## 2024 Action highlight – Top improver for mental health benchmark

We continued to engage colleagues on safety and wellbeing, including in our Zero Harm Behaviours Framework, to support a broader safety culture. In March 2024, colleagues participated in the annual Weir safety day with activities and events held at sites globally. Our approach to employee wellbeing and mental health was also demonstrated in 2024 when we were recognised as the top improver for mental health in an assessment of the UK's largest companies in the CCLA Corporate Mental Health Benchmark. Case studies showing our approach in action can be found on our [website](#).

# Remediation and effectiveness

Our goal is a zero harm workplace where everyone goes home safe and healthy, and we believe that people’s safety, physical and mental health and wellbeing are all connected.

There was an issue that occurred in 2024, where we tragically lost one of our colleagues due to an accident at work. Although we provided mechanisms and safety measures to prevent such occurrence, these protocols were not followed. Despite that, Weir took active steps to provide more training to staff to prevent this from reoccurring and supported and compensated the family of the affected employee. Steps taken included: held safety stand downs to discuss the learnings and re-emphasise that safety must always come first. Overall, in 2024, lost time accident numbers were flat on year on year and our total incident rate (TIR) was unchanged at 0.42 (2023: 0.42). In 2024, lost time accident numbers were flat on year on year and our total incident rate (TIR) was unchanged at 0.42 (2023: 0.42). Under our Zero Harm Behaviours Framework, sites continued to complete improvement actions identified during gap analysis workshops from 2023 and we included a new question on Safety, Health, and Environment (SHE) involvement in our employee

engagement survey which has given us actionable insights on improvement areas.

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

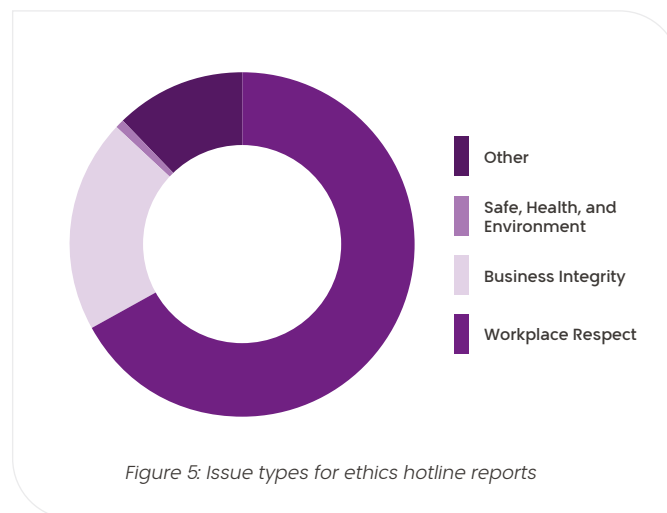


Figure 5: Issue types for ethics hotline reports

In 2024, we received approximately 0.7 hotline report per 100 employees. This rate shows an increased reporting rate year on year. We attribute the increase to our efforts to promote our Speak Up culture and the availability and accessibility of the hotline to all

employees. Of the 2024 cases received via the hotline, about two-thirds dealt with matters concerning workplace respect, and approximately 24% of workplace respect cases were substantiated (compared to 21% substantiation rate for all cases received). Appropriate actions were taken to address the cases that were substantiated, actions included training, policy review, process improvements, and employee discipline (including termination). Our strategic plan for 2025 and beyond includes establishing other ways in which we can measure the effectiveness of our efforts.

## 2024 Action highlight – ID&E achievement

ID&E continues to be an important focus and female representation was unchanged at 19% of employees (2023: 19%). During 2024 we created a new ID&E Steering Committee of representatives from our senior leadership team. The committee is driving strategic integration and embedding of ID&E into our business strategy, putting responsibility and accountability with leaders for championing the business case for ID&E. By engaging across Weir, the goal is to shift ID&E from an HR-driven initiative to a business-wide priority.

# Supply chain management

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

We partner with our suppliers to achieve the best performance, product delivery times, service, and cost in an ethical and sustainable manner. We understand that the leverage we have with our suppliers may sometimes and that to achieve our aim of minimising incidents of modern slavery and human trafficking we need to collaborate with and monitor all our suppliers. available for third parties to report unethical behavior about our employees, customers, or suppliers.

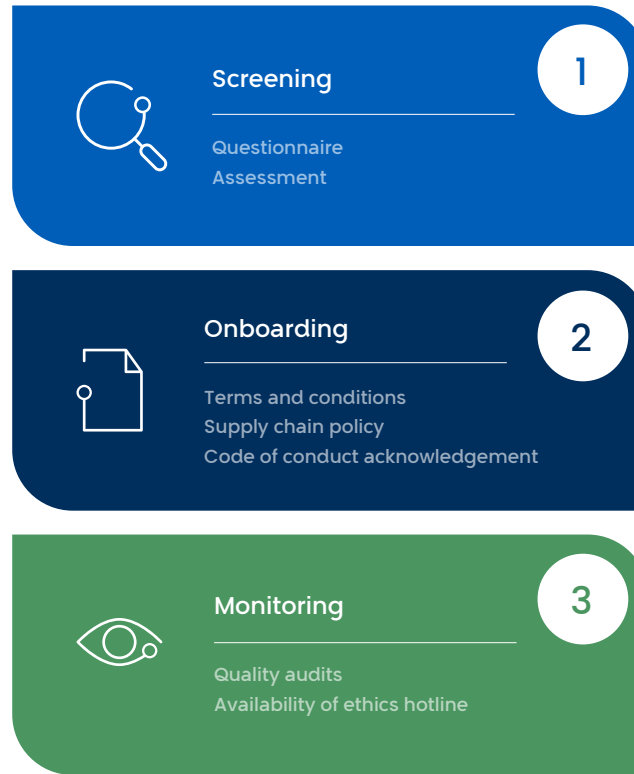


Figure 6: Supply chain management process

## Screening

Our procurement process includes supplier assessment questionnaires which must be completed by all prospective new suppliers. Assessment criteria include whether the supplier has a modern slavery policy in place, has taken steps to reduce the risks of incidents of modern slavery, and whether the First Tier Supplier operates in a high-risk jurisdiction or business sector. The responses to these questionnaires help us to assess the risk of modern slavery and human trafficking in the business supply chain of our potential suppliers. Any red flags that are raised during the screening must be reviewed in consultation with business leadership and the Weir legal team. Based on our findings, we may perform additional due diligence prior to onboarding.

## Engagement/onboarding

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

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



## Ongoing monitoring and management

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

We acknowledge that additional monitoring is critical for combatting Slavery. The Minerals division has employed a third-party industry-recognized platform for assessing sustainability and human rights risk and supplier practices to address those risks. The platform provides ongoing monitoring of news media and social media sites for indications of suspected violations using powerful AI tools. Approximately 900 suppliers, representing 75% of Minerals total spend, have completed the assessments and are being actively monitored by the platform. Going forward, ESCO will also require high-spend suppliers to complete the assessments.

We have a corrective action process for suppliers that do not meet expectations. Upon notification from Weir, the supplier must submit a corrective action report that documents the problem, root cause, and corrective action plan. We monitor and verify that all needed actions have been taken to rectify the problem.

If any individual, supplier, non-governmental organisation, or any other organisation has evidence of Slavery in Weir's operations or supply chain, we encourage them to contact the [Weir Ethics Hotline](#).

Reports will be investigated, and appropriate action will be taken. For any supplier who is found to be noncompliant with our policies, we will terminate our relationship unless conditions are immediately improved, and compliance is restored. In 2024, we did not receive any report of suspected violation of human rights.

Our supply chain monitoring activities have not historically extended to sub-suppliers, and we have relied on our suppliers to monitor sub-suppliers for compliance with our Supply Chain Policy. We will consider our approach to monitoring sub-supplier activities further as part of the updated human rights risk assessment referenced above.

## 2024 Action highlight – Board visit to supplier in Bangalore

Direct engagement with suppliers is primarily led by local management teams, with support from the CEO and Group Executive team where appropriate. In addition, the Board receives updates on supplier dynamics as part of the divisional deep-dive sessions from each of Minerals and ESCO during the year.

During its visit to Bangalore, India in June, the Board visited Accenture's offices. Accenture is one of Weir's key partners in delivering our Performance Excellence programme. The Board took the opportunity to tour the facility and engage with management and employees at Accenture.

# 2024 Action: Human rights risk assessment

During 2024, we chose to enhance our efforts to perform a human rights risk assessment of our work force and supply chain by engaging Deloitte LLP, a third-party professional services firm. Deloitte's human rights risk assessment focused on our internal business processes and their practical application across function areas (Human Resources, Operations, Procurement, Sustainability, Compliance and Legal) and a desktop review of our current policies and procedures. The risk assessment has been scored in line with the UN Guiding Principles on Business and Human Rights through a method of impact assessment (scale, scope and irremediability).

We consider human rights to be a material issue for our business, given the potential for reputational damage, legal liability, and disruption to operations. Based on initial analysis, we have determined that our overall risk scoring is medium, reflecting the potential for human rights impacts in our supply chains and operations.

Thus far, we have identified four key potential salient risk areas for human rights and have set out the existing measures for control, mitigation, and prevention. At the completion of the risk assessment in February 2025, we will have a risk matrix fully identifying and describing the risks that Weir faces. Based on those risks, Weir will enhance and develop measures for control, mitigation, and prevention of those risks.



Weir recognises that our journey to fully embed respect for human rights across our business is ongoing. While we have taken positive steps, including implementing a global living wage policy, conducting a human rights risk assessment, and requiring suppliers to adhere to our Supplier Code of Conduct, we acknowledge that there are areas for improvement.

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

The positive steps we have taken include:

- Implementing a global living wage policy across all operations, ensuring that wages meet or exceed legal minimums and industry standards;
- Implementing a third-party industry-recognized software to do risk assessments on top spend suppliers;
- Conducting a global human rights risk assessment to identify and assess potential human rights impacts across our operations and supply chains;
- Requiring all suppliers to sign an acknowledgement of Weir's Supply Chain Policy that explicitly addresses human rights expectations, aligned with the OECD Guidelines, UNGPs, Modern Slavery Act;
- Providing training to employees on human rights issues, including how to identify and report potential violations; and
- Establishing grievance mechanisms for workers and communities to raise concerns about potential human rights impacts.

## 2024 Action highlight – CCLA modern slavery benchmark performance

We were proud to learn that we moved up to Tier 3 from Tier 4 in the CCLA's 2024 Modern Slavery Benchmark UK 100 report. The CCLA benchmarks FTSE 100's performance on reporting their efforts to combat modern slavery. A Tier 3 ranking indicates that we are meeting and exceeding minimum expectations, and it was the tier that half of the FTSE 100 belonged to. Nonetheless, we are taking strategic steps to move beyond Tier 3, steps such as the Human Rights risk assessment undertaken during the year. We will continue to be transparent in reporting about our efforts as we work to mature our anti-modern slavery program, and we aim to also continue moving up tiers.

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





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

Exploitation of our workforce, particularly those in high-risk operational roles and temporary labourers	Human rights abuses in our supply chain, particularly forced labour and child labour	Safety of our workforce, particularly those working on customer sites or in manufacturing facilities	Environmental incidents at mining sites where Weir equipment is used, leading to significant social and environmental damage
<p>Weir has implemented a global living wage policy, certified by the Fair Wage Network, ensuring that wages meet or exceed legal minimums and industry standards across all operations. This policy is audited bi-annually to ensure ongoing compliance.</p>	<p>Weir requires all suppliers to acknowledge Weir's Supply Chain Policy that explicitly prohibits forced labour, child labour, and other human rights abuses.</p>	<p>Our Zero Harm Behaviours Framework provides the basis for our SHE (Safety, Health, and Environment) Management System. The SHE Management System follows a "plan, do, check, act" cycle and incorporates internal and external audits to ensure compliance with policies and identify gaps.</p>	<p>We engage with customers on environmental considerations during contract negotiations and promote the use of our sustainable solutions, such as HPGR and GEHO products, which offer significant reductions in energy and water consumption</p>
<p>Robust recruitment and onboarding processes are in place, including thorough background checks, verification of age, and clear communication of employment terms and conditions.</p>	<p>A due diligence process is used to assess suppliers, with higher-risk suppliers subject to more in-depth scrutiny.</p>	<p>We conduct regular safety training for employees, tailored to the specific risks in each location. We track training completions in a centralised system.</p>	<p>We are actively monitoring emerging environmental regulations and industry best practices to ensure our operations and products meet the highest standards</p>
<p>Weir's Ethics Hotline and internal reporting channels, such as "Ask John" and "Tell the Board" Sessions, provide confidential avenues for employees to raise concerns.</p>	<p>Weir is implementing an industry-recognised third-party software platform to conduct sustainability and human rights risk assessments of high-spend suppliers.</p>	<p>A Stop Work Authority policy empowers every employee to immediately stop work if they observe any safety risks.</p>	
<p>Weir's Global Employment Hub provides a centralised resource for employment policies and procedures, ensuring consistency and alignment with international standards.</p>		<p>Incident investigation is managed through our electronic incident management system, Shield, and incident cause analysis methodology (ICAM) to identify trends and implement corrective actions</p>	

Figure 8: Measures for control, mitigation, and prevention of current identified risks

# Moving forward: Strategic plan for 2025 and beyond

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

Focus area	Identified actions	Projected timeline
Enhance our human rights due diligence processes, including extending our assessments to lower tiers of the supply chain.	<ul style="list-style-type: none"> <li>Perform more in-depth due diligence on higher-risk suppliers</li> <li>Incorporate human rights obligations into all contracts (not just those that are representatives or agents)</li> </ul>	Short to medium term
Develop an auditing and review program for suppliers	<ul style="list-style-type: none"> <li>Perform onsite audits of higher-risk suppliers</li> <li>In 2025, complete human rights audits for 20% of the suppliers undergoing quality audits</li> <li>Starting in 2025, requiring all suppliers to submit on an annual basis a supply chain code of conduct questionnaire focused on human rights compliance</li> </ul>	Short to medium term
Strengthen our engagement with suppliers on human rights issues, providing training and support to improve their performance.	<ul style="list-style-type: none"> <li>Develop and implement a supplier engagement program that focuses on building supplier capacity on human rights and responsible sourcing practices</li> </ul>	Long term
Improve our data collection and reporting on human rights performance, aligning with international reporting frameworks.	<ul style="list-style-type: none"> <li>Seek to implement a technical tool to assess lower tiers of the supply chain and follow up on actions flagged through the system</li> </ul>	Medium term
Continue to promote a culture of respect for human rights throughout our organisation and supply chains.	<ul style="list-style-type: none"> <li>Provide training tailored to different roles and responsibilities with a target of 90% completion rate.</li> </ul>	Short to medium term
Develop a comprehensive human rights strategy with measurable objectives, targets, and timelines to drive meaningful progress.	<ul style="list-style-type: none"> <li>Invest in dedicated resources, including budget, training, and technology, to support effective human rights due diligence.</li> <li>Enhance reporting and transparency, developing robust KPIs and providing more detailed and quantitative reporting on human rights performance.</li> </ul>	Short to medium term
Measure effectiveness of human rights compliance program	<ul style="list-style-type: none"> <li>Review and monitor internal compliance with policies and processes</li> <li>Create continuous improvement program driven by supplier performance on audits and annual reviews</li> <li>Investigate and address any reported violations</li> </ul>	Medium term





**The Weir Group PLC**

This statement was approved by the Board of Directors of The Weir Group PLC and of each of its relevant subsidiaries in compliance with the UK Modern Slavery Act 2015. The Board of Directors of The Weir Group PLC approved this statement on 27 February 2025.



Signed for and on behalf of The Weir Group PLC by Jon Stanton, Chief Executive Officer of The Weir Group PLC on Friday 21st March 2025.



**WEIR**  
Mining technology for a sustainable future