

A long, modern Portakabin unit with a mural of a landscape, situated on a wooden deck overlooking a pond with a waterfall. The unit has a grey roof and a blue wall with a mural of a green landscape under a blue sky with clouds. A large window is visible on the side. The deck has a grey metal railing and a wooden base. In the foreground, there is a pond with lily pads and a small waterfall. The background shows trees and a clear sky.

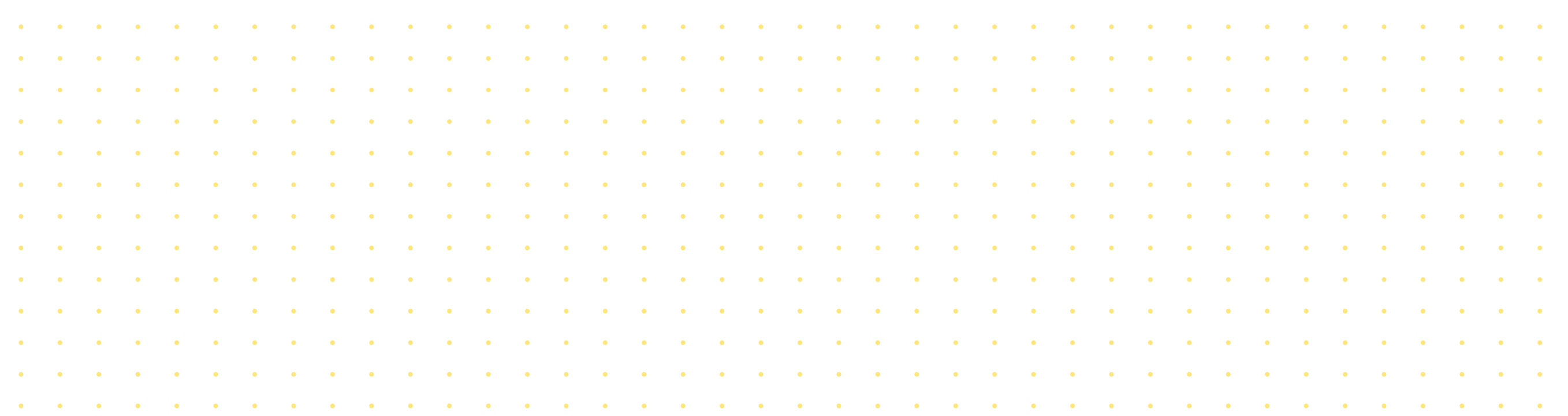
Portakabin®

# Sustainable Growth Strategy

# Our sustainability strategy is a key element of delivering our commercial growth strategy.

All businesses are facing increasing pressure to measure and improve their impacts on people and the natural environment. We know that our key stakeholders including customers, regulators, investors and employees care about the sustainability impact of businesses like ours.

This document defines our strategy and highlights some of the work we're doing across the areas of environment, social and governance (ESG). We'll create our first full ESG impact report in 2026.



E		Sustainable, safe and innovative products
		Climate action and ecological impact
S		Community engagement
		People and development
		Health and safety
G		Ethical sourcing
		Responsible governance

# Sustainability at Portakabin has evolved over the last five years



\*This initial roadmap was more limited in scope and will be replaced in 2026 with SBTi-aligned decarbonisation pathways, aligned to 1.5°C and the Buildings Criteria



## Sustainable, safe and innovative products

### Objective:

Develop innovative products and services to provide our customers with transparent results on embodied carbon, operational carbon and circularity.

### KPIs to be reported in the future:

- + % of product platforms with embodied carbon emissions declarations and/or EPDs
- + % of customer quotes with energy efficient or low-carbon technology included
- + % of materials reused between hire projects

We are working to calculate the **embodied carbon measurements** of our modular buildings, so our customers have transparent information on the climate impact of their purchases. These calculations will also help us to further identify and eliminate carbon “hotspots” in our product designs.

Our hire business model is particularly suited as a circular economy solution, as our modular buildings are designed for reuse and redeployment over their hire lifecycle. We will **measure and improve the circularity** of our buildings through materials reuse as well as incorporating materials from recycled sources and/or materials that can be recycled or reused at their end-of-life.

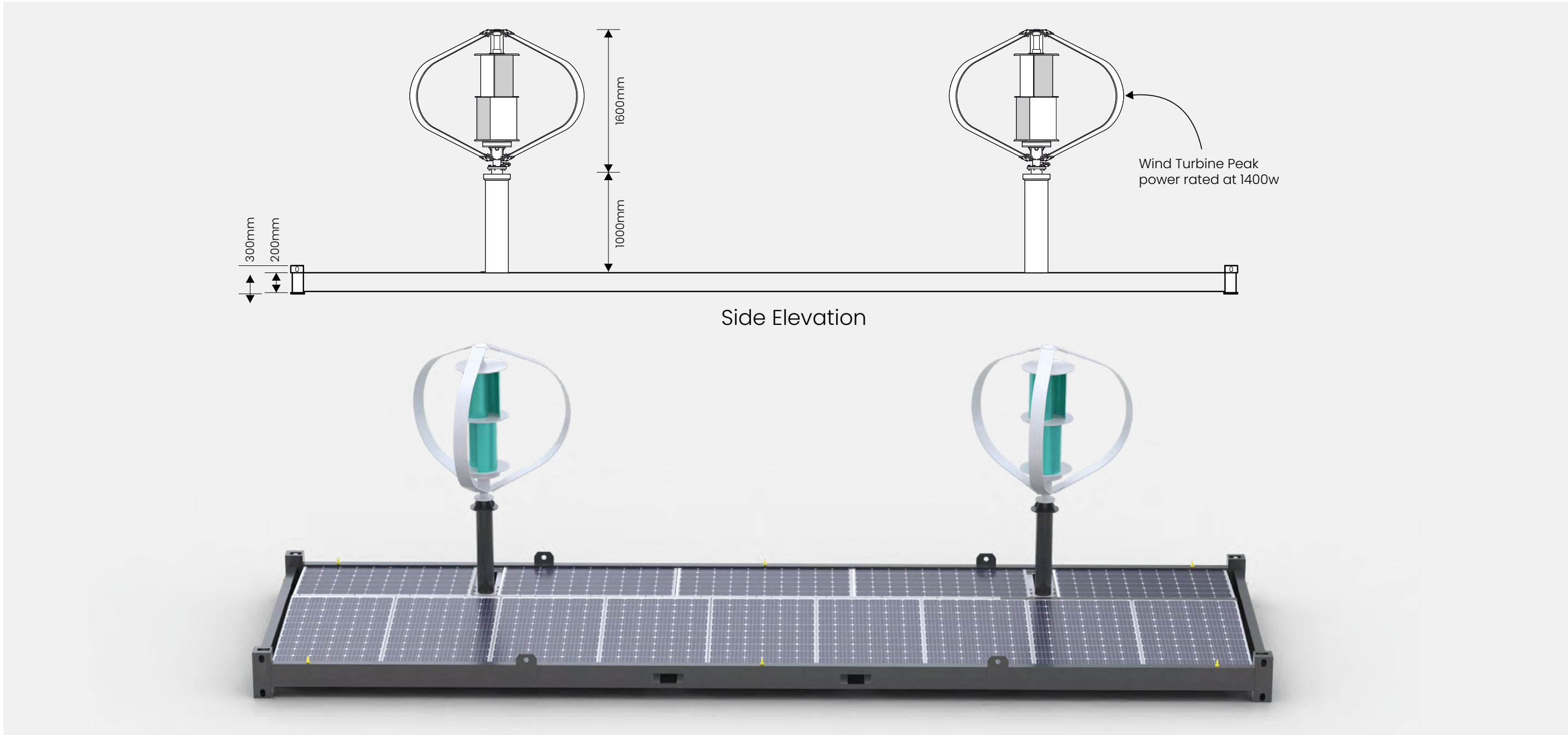
### We have an ongoing building-innovation partnership with UCL, which includes:

- Collaborating with UCL’s Circular Economy Lab on research to advance sustainable construction, including efforts to reduce embodied carbon. This work explores innovations such as using reclaimed timber from demolition sites for structural applications, diverting high-value materials from waste and reducing the environmental impact of new builds.
- Providing modular buildings free of charge to UCL’s Controlled Active Ventilation Environment (CAVE) to support research into healthier, more energy-efficient ventilation systems. This collaboration is helping to identify how public buildings, including schools and hospitals, can minimise the impacts of poor air quality on health while reducing energy demand, ensuring safer, more comfortable environments for the people who learn, work and receive care within them.

A full range of low- and zero-carbon (LZC) technologies – including solar heating systems, passive ventilation, air-source and ground-source heat pumps, and green roofs – is available to all customers. Standard product specifications also incorporate energy-efficient LED lighting and wireless heating controls to further reduce energy use and operational carbon. All our buildings, at a minimum, comply with regulations and standards for user safety and comfort.



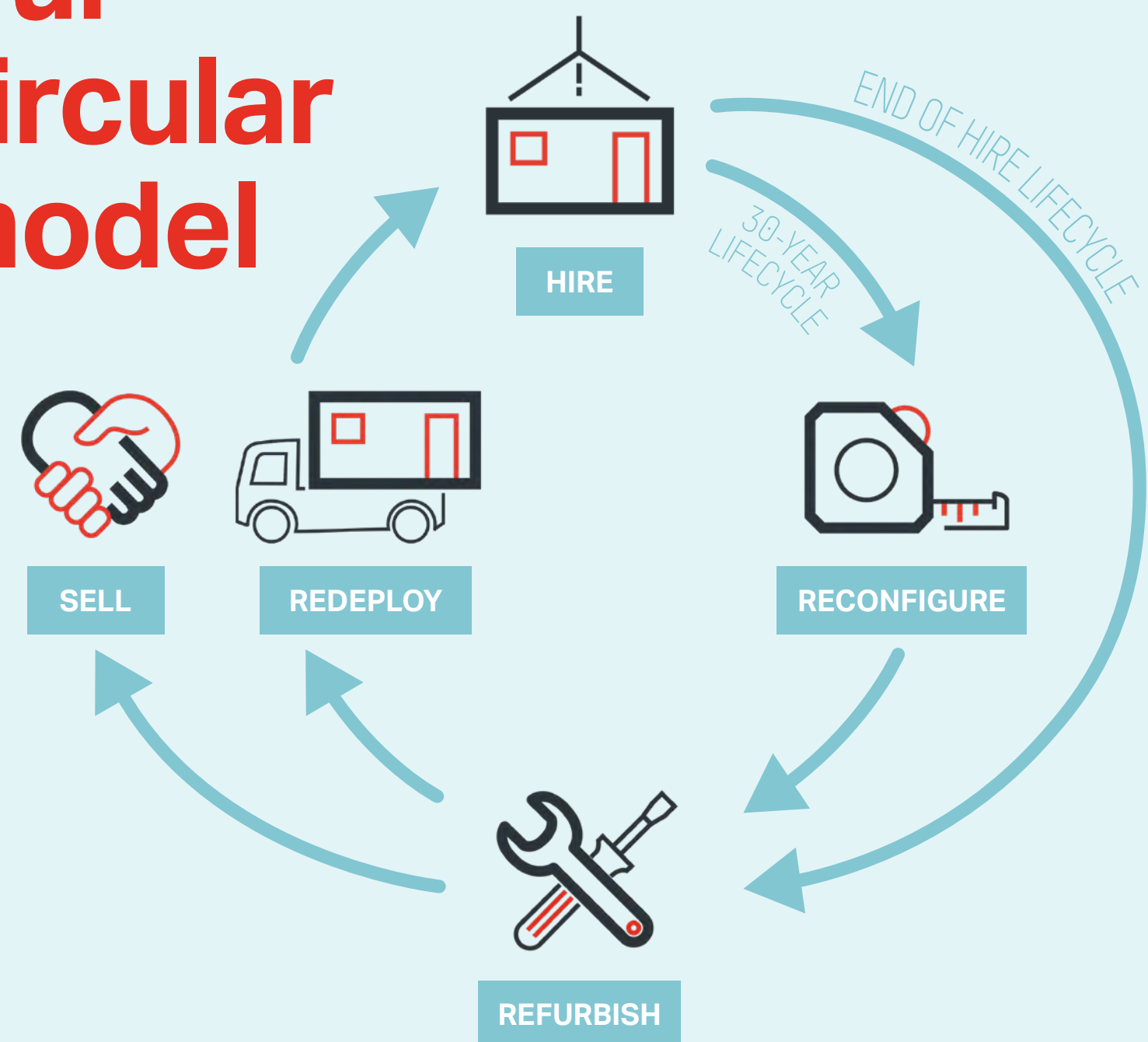
Foleshill was the first British healthcare building to achieve Passivhaus standard. Rated BREEAM “Excellent”



Portakabin has developed and trialled an innovative renewable-energy solution **the Power Hub** designed to provide easy-to-install, easy-to-remove sustainable power for modular buildings.

Mounted within a purpose-built frame on the roof, the unit integrates photovoltaic (PV) panels and wind turbines to maximise on-site energy generation. The 4.88 kW hybrid system is estimated to produce 4,440 kWh per year (based on operating hours of 7am–5pm) and has the potential to offset up to 40% of the annual energy demand of a standard site accommodation office. This offers customers meaningful carbon reductions alongside significant operational cost savings.

## Our circular model



On average, **our modular buildings are redeployed on up to 15 different applications during their hire lifecycle** and our **single modular buildings on up to 27 different applications** - each application providing a space solution exactly aligned to the duration of need.

All of our modular buildings can be reconfigured while on hire (expanded, contracted and/or adapted as circumstances change), providing future-proofed spaces that can evolve based on need. At the end of one application, buildings are refurbished and redeployed to provide a different space solution to a new customer. After they reach the end of their hire lifecycle, our modular buildings can be refurbished and sold, providing the opportunity to extend their lifecycle and provide many additional years of use.

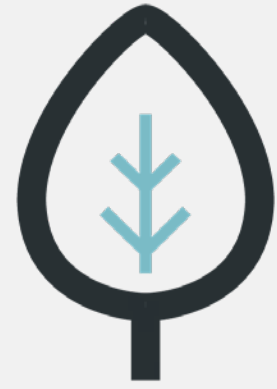
## Circularity in practice

As an example of the role our modular buildings play in the circular economy, the Robert Rowan Performance Centre at Brentford Football Club is comprised of 51 modules, with the oldest dating back to 1995.

Modular buildings now used in the Performance Centre were previously used in:

- + Offices for Mace Stores in Ireland
- + Rail services offices in Scotland
- + Teaching space for the University of Southampton in England
- + An oncology unit at Bath Hospital in England
- + COVID vaccination pods across the UK





# Climate action and ecological impact

## Objective:

Deliver our net zero roadmap while working to reduce broader environmental impacts of the business wherever possible.

## KPIs to be reported in the future:

- + Annual carbon footprint
- + % of sites with ISO14001 accreditation
- + Waste: % recycled, % sent for energy recovery, % sent to landfill
- + % electric vehicles in company vehicle fleet
- + Number of environmental incidents

We have measured our **annual greenhouse gas emissions**, or carbon footprint, since 2019. We conducted our first ever complete assessment in 2023, where we measured the emissions related to all Scope 3 categories relevant to our business and are now in the process of setting a net zero target with the **Science Based Targets Initiative (SBTi)** aligned to the Buildings Criteria. We are committed to achieving net zero emissions by the UK Government's target of 2050.

Our approach to reducing our emissions includes eliminating the greenhouse gasses upstream in our supply chain, in our own operations and the greenhouse gasses associated with our sales and hire buildings.

Our emissions reductions measures to date include sourcing all company-controlled electricity from 100% renewable sources, replacing factory and office lighting with energy-efficient LEDs and implementing an electric-first vehicle policy. We have also begun working with our supply chain to source materials with lower-embodied carbon.

In addition to improving energy use and sourcing, we will also continue to measure and **improve resource use and waste production** as a whole. Our main manufacturing site at York has been zero waste to landfill since 2013.



EMISSIONS	2019 tCO <sub>2</sub> e	2021 tCO <sub>2</sub> e	2022 tCO <sub>2</sub> e	2023 tCO <sub>2</sub> e	2024 tCO <sub>2</sub> e
<b>SCOPE 1</b>					
Vehicle fleet	2,446	2,534	2,975	3,351	3,361
Gas use	1,250	1,830	1,783	1,524	1,648
LPG use	157	137	980	1,537	1,394
Refrigerants	Not calculated	Not calculated	Not calculated	52	54
<b>SCOPE 2</b>					
Purchased electricity (market-based)	434	390	475	709	467
<b>SCOPE 3</b>					
1. Purchased goods (water use)	32	34	37	-	-
1a. Purchased goods	33,297	32,229	28,632	141,757	153,803
1b. Purchased services	-	-	-	6,327	8,992
2. Capital goods	Not calculated	Not calculated	Not calculated	3,263	3,780
3. Fuel-and energy-related activities (T&D losses)	281	1,646	1,884	1,611	1,895
4. Upstream transport and distribution	Not calculated	Not calculated	Not calculated	27,315	19,548
5. Waste generated in operations	129	611	507	244	1,404
6. Business travel	90	10	33	469	755
7. Employee commuting	Not calculated	Not calculated	Not calculated	959	1,953
9. Downstream transport and distribution	1,458	1,999	2,675	Reclassified to upstream	Reclassified to upstream
11. Use of sold products	Not calculated	Not calculated	Not calculated	41,899	32,561
12. End-of-life treatment of sold products	Not calculated	Not calculated	Not calculated	68	26
13. Downstream leased assets	126,359	134,826	123,198	76,169	89,165
<b>TOTAL SCOPE 1, 2 AND 3</b>	<b>165,934</b>	<b>176,247</b>	<b>163,178</b>	<b>307,255</b>	<b>320,806</b>
<b>EMISSIONS INTENSITY (TCO<sub>2</sub>E/£1M TURNOVER)</b>	<b>523</b>	<b>495</b>	<b>415</b>	<b>645</b>	<b>518</b>

## Portakabin greenhouse gas emissions by category from 2019 to 2024

Our first carbon footprint was completed in 2019, but the first calculation containing all relevant Scope 3 categories was only carried out in 2023. This was also the year that Darwin Group was acquired, and these emissions are included in the 2023 calculations. Significant reductions in Scope 2 emissions were made in 2023 due to a major shift toward procuring electricity from 100% renewable sources. Despite YOY turnover growth from 2023 to 2024 of just under 30%, emissions, while our absolute emissions increased, our emissions intensity decreased.





# Community engagement

## Objective:

Engage with the communities in which we operate and provide a meaningful contribution to society.

## KPIs to be reported in the future:

- + Number of volunteering days taken by employees
- + £ donations from the Community Support Fund
- + £ benefit-in-kind from building donations and free building hire

With hire centres, offices and operational sites in over 70 locations, we have a great opportunity to create a positive impact on multiple communities through our charitable donations, employee activity and customer projects.

Donations are made through the **Portakabin Community Support Fund** for charities and organisations working in the following areas:

- + Poverty, homelessness and hunger
- + Mental health and addiction
- + Grassroots sport
- + Hospices and hospitals
- + York and North Yorkshire-based organisations

In 2025 we donated more than £228k to charities and community organisations through the Community Support Fund.

We offer all employees a paid **volunteering day** each year, and we encourage all colleagues to use this day to support their local community, whether it's helping their local scout group, animal charity, primary school or even a litter pick, we want all employees to make a difference in a way that's meaningful to them. In 2025, our employees volunteered 208 days during their regular working hours.

We also create **social value** through our customer projects. In order to deliver meaningful social value on customer projects, we work with our customers to conduct a local needs analysis to understand the challenges and opportunities of the local area and create programmes to deliver meaningful impact.

As part of our ongoing commitment to support local communities, we provide annual sponsorship for three key organisations in York:



## York Cares

An independent employee-volunteering charity which brings businesses, employees and communities together to make York a better place. Portakabin has been a member of York Cares since 2014.



## FOUNDATION

## The York City Football Club Foundation

A charity that supports the community in York using the power of sport as a vehicle for making a positive difference to people aged 4-90. The foundation delivers physical activity or uses sport as a starting point to draw people together to tackle key issues of health, mental wellbeing, isolation, loneliness, community cohesion and anti-social behaviour.

## The Place

## The Place

A charity based in the Westfield area of York which provides a safe space for local families to grow ambition and supports young people to meet their full potential.



# People and development

## Objective:

Incorporate social responsibility at the centre of employment practices.

## KPIs to be reported in the future:

- + Employee engagement score
- + Number of Responsible Business, Wellbeing and Safety Champions
- + Number of apprentices
- + Number of T-level students
- + Gender pay gap

**We have created a workplace built on four core values: Teamwork, Integrity, Commitment, and Innovation.**

We aim to build a supportive and safe environment and an open culture for our people, to help them balance their lives between work and home, offer opportunities to grow in a way that suits their personal circumstances and encourage everyone to contribute to the Portakabin business. Employee engagement is important to us, and in our last **annual "Your Voice" employee survey** we achieved an engagement score of 7.4 based on 74% participation. Our average employee tenure is 9.5 years, much higher than the UK average of 3.7 years.

To provide structure to career development, in 2025 we launched our **Career Framework** which includes a comprehensive catalogue of standard roles across Portakabin and their associated job families and functions.

To support growth and development we have also shared Individual Development Plan templates and guidance, and a job shadowing programme, In Your

Shoes, which is designed to give employees a deeper understanding of other roles they may be interested in to support career planning.

We support all employees at all stages of their careers, and we have a **learning and development platform** which has a wide range of digital learning content. In addition, we can create company-specific learning modules and pathways, this will include a broad range of sustainability modules. We launched development programmes in 2025 to support our first line leaders and those in individual contributor roles who need to influence others.

In terms of broadening development, we have multiple **employee champion groups** including our Wellbeing Champions, the Women's Network, Mental Health First Aiders and Responsible Business Champions. We want all employees to have the opportunity to shape the business for the better.



Portakabin employs an average of 33 apprentices each year, offering opportunities from Level 2 through to degree apprenticeships, spanning construction trades such as plumbing, joinery and electrical, through to product design, engineering, marketing, finance and project management. 98% of our apprentices are offered permanent jobs at the end of their training.



# Health and safety

### Objective:

Create a culture where everyone is engaged to look after themselves and one another.

### KPIs to be reported in the future:

- + Accident frequency rate (AFR)
- + Lost time incident frequency rate (LTIFR)
- + Number of Safety Champions
- + % employees attending safety culture workshops

**Portakabin has a simple vision for health and safety: we want to create a culture in which everyone is responsible for not only their own safety, but the safety of those around them too.**

We treat legal and industry standards as a minimum through our commitment to, and compliance with, all relevant Health, Safety and Environmental legislation and best practice.

We created two key initiatives in 2025 to champion health and safety in our workplaces: safety culture workshops and a Safety Champions programme. **Safety culture workshops** are designed to be delivered to different audience across the business: operatives, site workers, office workers and leaders. More than 200 colleagues attended these workshops by the end of 2025.

The **Safety Champion programme** is designed to bring in trusted voices across the business from outside the central HSE team to help shape how we approach health, safety and wellbeing. By equipping the Safety Champions through structured training, we have enabled them to identify and implement local and business-wide proactive safety initiatives as well as leading investigations and recommending preventative measures. We now have 42 safety champions across the UK, Ireland, France and Germany. The programme has demonstrated measurable improvements in local safety engagement and operational awareness – more people are talking about safety, and we are seeing changes happen locally, driven by the people on the ground.



# Combining Ethical Sourcing with Health and Safety Hand Injury Reduction Initiative

**Hand injuries consistently account for over 30% of all accidents year on year. As a result of this trend, a project was initiated to review injuries and implement meaningful change. When looking for a solution we followed the Hierarchy of Controls:**

1. We removed hazardous tasks by redefining workflows.
2. We introduced tools that were better suited to use while wearing gloves.
3. We reviewed the suitability of our current gloves.
4. We rolled out an awareness and training campaign.

Employee feedback identified that our previous gloves were uncomfortable, were not providing sufficient protection and demonstrated limited durability. To tackle this issue, we partnered with Traffi, a UK based hand protection specialist and the industry-leading provider of cut resistant work gloves.

Working with Traffi, we identified a range of gloves that would be suitable for all tasks across the organisation. These gloves were then trialled with employees in different areas of the business and in different working environments. Each of these areas had their own set of challenges that needed to be overcome (e.g. cold weather and tasks that required a greater level of dexterity).

Environmental impact was a vital consideration in our partnership with Traffi – one that was reassured by their dedication to prioritising recycled and responsibly sourced materials and in particular, their range of gloves, one of which is the first ever industrial hand protection glove with an Environmental Product Declaration, demonstrating Traffi's commitment to understand its environmental impacts. Traffi's gloves are also the first to be certified carbon neutral, meaning any emissions associated with their gloves are offset through verified third-party offsetting schemes. Our first six months of purchase have resulted in around 2.4 tonnes/CO<sub>2</sub>e avoided from entering the atmosphere.

Following feedback, we made some final adjustments, developed an educational video explaining the new glove types, usage and replacement frequency and launched the range to the wider business as part of a safety focus event.

The initiative has had a very positive impact – including a 56% reduction in hand and finger injuries compared to the first half of 2024.

We are continuing this positive trend by engaging employees and our subcontractor supply chain to educate them on the benefits of wearing the right type and size of cut resistant work gloves. By partnering with a hand protection specialist like Traffi, we have reduced our impact on the environment, raised awareness and



understanding of hand safety across the business, enhanced our culture of safety and, most importantly, improved the safety and wellbeing of our employees.

The initiative has had a very positive impact – including a 56% reduction in hand and finger injuries compared to the first half of 2024.



# Ethical sourcing

## Objective:

Understand the social and environmental impacts of the materials and services we source and seek those with minimum negative impacts and maximum positive impacts

## KPIs to be reported in the future:

- + % supply chain (by spend) risk assessed
- + % supply chain (by spend) with EcoVadis Ratings scorecard
- + Average time to pay suppliers

We require suppliers to agree to our Supplier Code of Conduct and are using EcoVadis to better understand and improve the ESG risks and performance of key parts of our supply chain.

We aim to assess the majority of our supply chain through this platform and are increasingly receiving product-level information through **Environmental Product Declarations (EPDs)**. We use the information in supplier EPDs to inform the embodied carbon measurements for our own buildings.

We have begun **collaborating with our suppliers** on improving their environmental impacts and will increase this as time goes on. Areas for improvement could include greenhouse gas emissions, waste, water use, chemicals of concern and biodiversity impact.





# Responsible governance

## Objective:

Reflect the importance of sustainability to the business through strong governance and an increased role of the board in overseeing strategy, management and reporting of sustainability and impacts.

## KPIs to be reported in the future:

- + % employees who have completed cyber security training
- + % employees who have completed ESG training
- + % employees who have completed ethical compliance training
- + EcoVadis Ratings score
- + MSAT score



**We have established an executive governance structure for ESG within the business which includes the CEO, executive management team, Head of Governance and Head of Sustainability. They meet quarterly to discuss business performance against KPIs and key projects related to sustainability and provide high-level oversight of the sustainability programme.**

We have achieved **EcoVadis "Committed"** status, as a measure of our sustainability management system across four themes: labour and human rights, environment, sustainable procurement and ethics.

We have a zero-tolerance approach to any form of conduct that may give rise to breach of ethical compliance laws. By conducting our business in an honest and ethical manner, we not only minimise the risk of failing to comply with ethical compliance laws we also create the foundation for the long-term, sustainable success of the company - including enhanced reputation, increased customer confidence and delivery of our commercial strategy. We are continuously improving our performance against the group's

**ethical compliance programme**, including our approach to fraud, bribery and corruption, tax evasion, money laundering, anti-competitive behaviour and modern slavery.

We are also committed to protecting all data held by the business from attack or improper use through the implementation of robust **cyber security protocols**.

In 2026, we'll produce our first **sustainability impact report** with details of our progress against this strategy.



# Portakabin<sup>®</sup>

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