



CARBON : CAPTURED

SUSTAINABILITY REPORT 2024–2025



oco.co.uk

Executive Summary



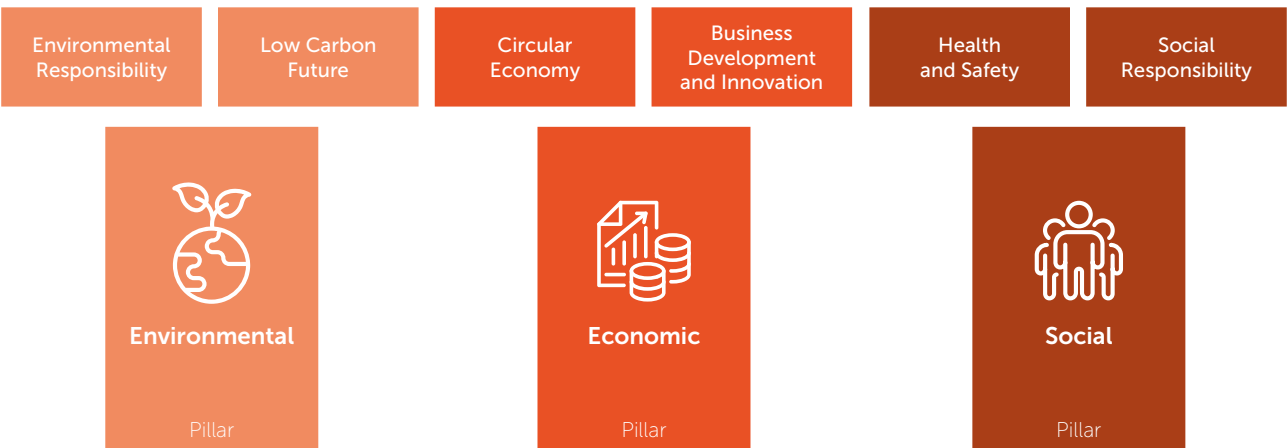
The past twelve months have been just as exciting as ever, as we have expanded our business internationally, grown our UK operations, and continued to support our colleagues throughout this journey.

Building on last year's achievements, most notably receiving the King's Award for Enterprise in Sustainable Development, we remain exceptionally proud of all we have accomplished.

We are pleased to share our sixth sustainability report which demonstrates how our three pillars - environmental, social and economic, stand strong, supporting our six themes for sustainability across our business.

These are:

O.C.O Sustainability Themes



In 2024/25, we saw strong growth in our international business development. Through our newly formed joint venture with Repsol, Biscay Eco Aggregates, construction began on mainland Europe's first carbon mineralisation plant, which is scheduled to begin operations in 2026. Our partnership with Kobelco Eco Solutions in Japan has continued to deliver positive results, with additional facilities added to the construction pipeline.

We also established strong relationships with a major North American waste management company to deploy our technology across the country, with the first facility expected to begin operations in 2026.

Closer to home, our UK business has continued to thrive, achieving another record-breaking year in the volume of waste recycled. We have also maintained high standards in environmental performance, health and safety, and the wellbeing support we provide to our ever-growing team.

We are excited by what the near future holds and look forward to sharing further progress in our next report.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Steve Greig'.

Steve Greig – Managing Director

Executive Summary



Scope and boundary

This report covers the fiscal year 2024–2025 and covers all our operational sites within the UK, alongside the strategic development phase of our international expansion into Spain, the United States and Australia.

Our reporting covers Scope 1 and Scope 2 emissions across all UK processing plants in the UK.

Recognising our role as a sustainable exception in construction, we also include material Scope 3 categories, with a particular focus on upstream haulage logistics and the downstream carbon sequestration impact of our mineralised aggregate.

Objectives

The primary objective of this report is to provide a high-integrity, data-driven account of how O.C.O aligns industrial growth with sustainability boundaries. We aim to demonstrate Transparency to validate carbon removal, we provide audited proof of our carbon mineralisation process through Puro.earth standards and site-specific Environmental Product Declarations (EPDs).

Governance

Governance is anchored by compliance leadership adhering to a robust CMS, ensuring strict alignment with BES 6001 for responsible sourcing, ISO 45001, ISO 9001, and ISO 14001 and Digital Intelligence utilises a unified data approach. Circular governance is shifting from a linear waste processor model to a Resource Mastery model, where tech lifecycle modularity and internal disposal audits protect our long-term margins and reputation.



Executive Summary



O.C.O Technology is a leading pioneer in carbon mineralisation, built upon more than twenty years of award-winning research into Accelerated Carbonation Technology (ACT).



About O.C.O

We are the architects of a patented process that permanently sequesters carbon dioxide into industrial residues, transforming what was once classified as hazardous waste into a high-quality, carbon-neutral manufactured limestone aggregate. By achieving permanent, commercialised carbon capture, we provide a dual benefit to the planet: we divert hundreds of thousands of tonnes of waste from landfills while simultaneously supplying the construction industry with a sustainable, high-performance alternative to virgin materials. Our identity is rooted in the sustainable exception in construction, proving that industrial processes can be a force for environmental restoration.

The core of our operation involves treating waste from Energy from Waste facilities. At our flagship production sites in Wretham, Avonmouth, and Leeds, we utilise liquid carbon dioxide to stabilise these residues, creating a chemically stable manufactured limestone (M-LS) that serves as a vital component in masonry, concrete and asphalt. This transition from waste to resource is validated by the Environment Agency's "End of Waste" approval, a rigorous standard that ensures our aggregate is recognised as a valued product rather than a waste material. This technical mastery allows us to offer a circular solution that solves two challenges at once: the management of complex industrial outputs and the growing demand for low-carbon building blocks.

In the context of the global climate crisis, O.C.O serves as a critical bridge to a net-zero future. We operate at the intersection of carbon capture, utilisation, and storage, providing a scalable model for Carbon Capture and Utilisation that is operational today rather than a theoretical future concept. By mineralising CO₂, we ensure that the captured gas is never re-released into the atmosphere, offering a permanent carbon removal solution. This mission is currently expanding globally, with our first European facility in the Bilbao, Spain, and new subsidiaries in the United States and Australia, all designed to export our sustainability practices to regions where waste-to-energy infrastructure and carbon removal demand are rapidly accelerating.

Our strategy is deeply aligned with the United Nations Sustainable Development Goals (UN SDG), forming the bedrock of our sustainability dialogue. We contribute directly to Goal 9 by fostering resilient infrastructure through innovation and Goal 11 by making cities and human settlements more sustainable through the use of carbon-negative materials. Furthermore, our commitment to Goal 12 ensures responsible consumption and production by keeping resources in use for longer, while Goal 13 drives our relentless pursuit of climate action through measurable carbon sequestration. By turning the built environment into a carbon sink, O.C.O is not just participating in the green transition; we are leading it, proving that the industrial sector can be the primary driver of a circular and climate-positive economy.

Business Development and Innovation



Objective:

Protect, develop, and secure the business by exemplary compliance, continual improvement, and innovation

Business Development

Our business production slightly decreased in output production, (see figure No.1) This has been greatly due to closing our site in Brandon. However, we have added a new line in Wretham, increasing to three-line operation.

Our international growth has continued as we develop existing projects in Spain with the creation of a joint venture company, Biscay Eco Aggregates, with Repsol.

We have continued to promote our technology in Japan with our partners at Kobelco Eco Solutions, and have created a new brand 'Carbonel'.

We formed O.C.O Technology Group Ltd as a parent company to the many subsidiaries we are creating.

O.C.O continues to collaborate and develop the use of our M-LS aggregate in low carbon asphalts and concretes. As part of our collaboration with Aggregate Industries, a new low carbon asphalt product called 'Foamix Eco' has been launched. Furthermore, this year we formed a partnership with Total Aggregates Ltd to market a carbon friendly construction product called ReCO₂, which combines O.C.O's Manufactured LimeStone with natural limestone.

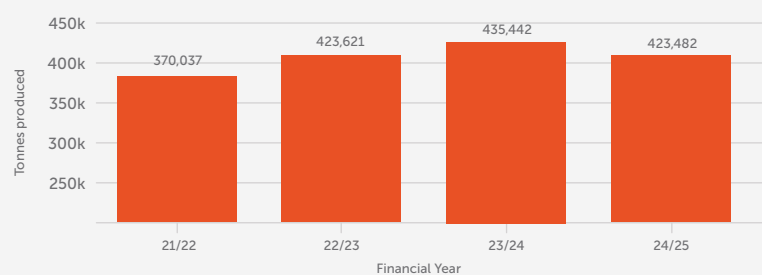
Business Growth:

O.C.O Technology Group formed

**Biscay Eco-Aggregates (BEA).
New joint venture**

Kobelco Eco Solutions - new brand 'Carbonel'

Figure No.1 Aggregate production



*plant not operational when photo taken

Quality

Objective:

Policies, processes and procedures to achieve business objectives.

Quality of our product is paramount to our business. Policies, processes and procedures to achieve business objectives.

To guarantee the highest standards (see Figure No.2) of safety and performance, our manufactured aggregate undergoes rigorous environmental and structural testing. The product is strictly benchmarked against British Standards and fully complies with our regulated End of Waste specification to valorise waste for aggregate production. To ensure absolute material integrity, we proactively execute a testing regime that exceeds regulatory requirements. This includes advanced analytical testing such as Inductively Coupled Plasma Optical Emission Spectroscopy (ICP-OES), Ion Chromatography for anions, and X-ray Fluorescence and other test for leachate heavy metals, solid-state heavy metals, levels of chlorides & sulphates strength, density and water absorption.

The instruments are regularly calibrated and certified to assure precision and accuracy to ensure highest quality of the results. By consistently surpassing these compliance thresholds, O.C.O ensures that our circular aggregate offers a safe, reliable, and high-performance alternative to virgin materials as we scale our operations globally.

This year the number of non-conformances per 1000 tonnes aggregate was 0.28 (see Figure No.3). This decreased from last year and overall represents nearly a 75% reduction in three years. We continue to be certified to ISO 9001 for quality management.



Figure No.2 Aggregate tests completed compared to number of tests required

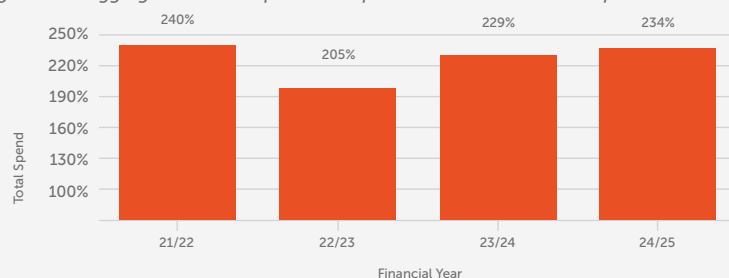
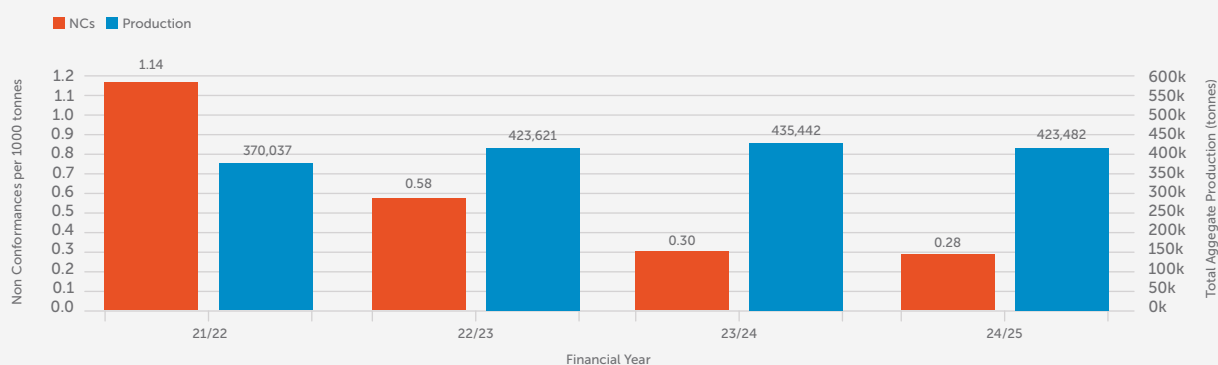


Figure No.3 Non-conformances and Aggregate Production



Business Development and Innovation



Our Commitment to Transparency

At O.C.O, transparency isn't a compliance box we tick; it is the foundation of our entire global operation. As we scale our sustainability framework from the UK to the international stage, we believe that true environmental leadership demands radical honesty and data that stands up to the closest scrutiny.

We don't ask our partners, customers, or communities to take our green credentials on faith. Instead, we subject our operations to a rigorous ecosystem of independent, third-party validation. Our carbon removal data is verified against some of the world's strictest global standards, including Puro.earth, ensuring our impact is real, measurable, and permanent. Our core operational, environmental, and safety frameworks are strictly audited and certified by Alcumus ISOQAR (covering ISO 9001, 14001, and 45001), alongside continuous external evaluations from trusted bodies like 350Solutions, CM Environmental, and Achilles Audits.

Every data point we share is traceable, every claim is verified, and every milestone is earned. By opening our doors to multiple auditing stakeholders, we ensure that as O.C.O grows globally, our integrity remains uncompromised.



Business Development and Innovation



£250k state of the art laboratory

Evaluating new UK feedstocks

Supporting international development

Over 100 projects

Innovation and R&D

Our business is built around the innovative process that allows waste materials to be treated to create carbon negative products.

R&D has remained a priority, consuming nearly 3% of our annual gross profit. Research includes developing enhanced products and harnessing direct from flue gas carbon dioxide capture.

Our new £250k R&D laboratories at our Avonmouth site continuously being upgraded and innovated with the latest technologies and equipment. This is enabling us to do more quality testing and even more cutting-edge research. Our new state of the art laboratory led to decreased cost of external analysis as we can do most of the testing internally.

At O.C.O, we believe that truly transformative sustainable innovation requires a diverse range of perspectives and experiences. That is why we are deeply committed to advancing gender equality across our global operations, ensuring that the individuals shaping our future technologies represent the diverse world we serve. A proud reflection of this commitment is our R&D team, where women make up 60% of our workforce. In the historically male-dominated STEM sectors, this benchmark underscores our dedication to breaking down traditional barriers. By cultivating an inclusive, gender-balanced research environment, we unlock the full creative and analytical potential of our work force.



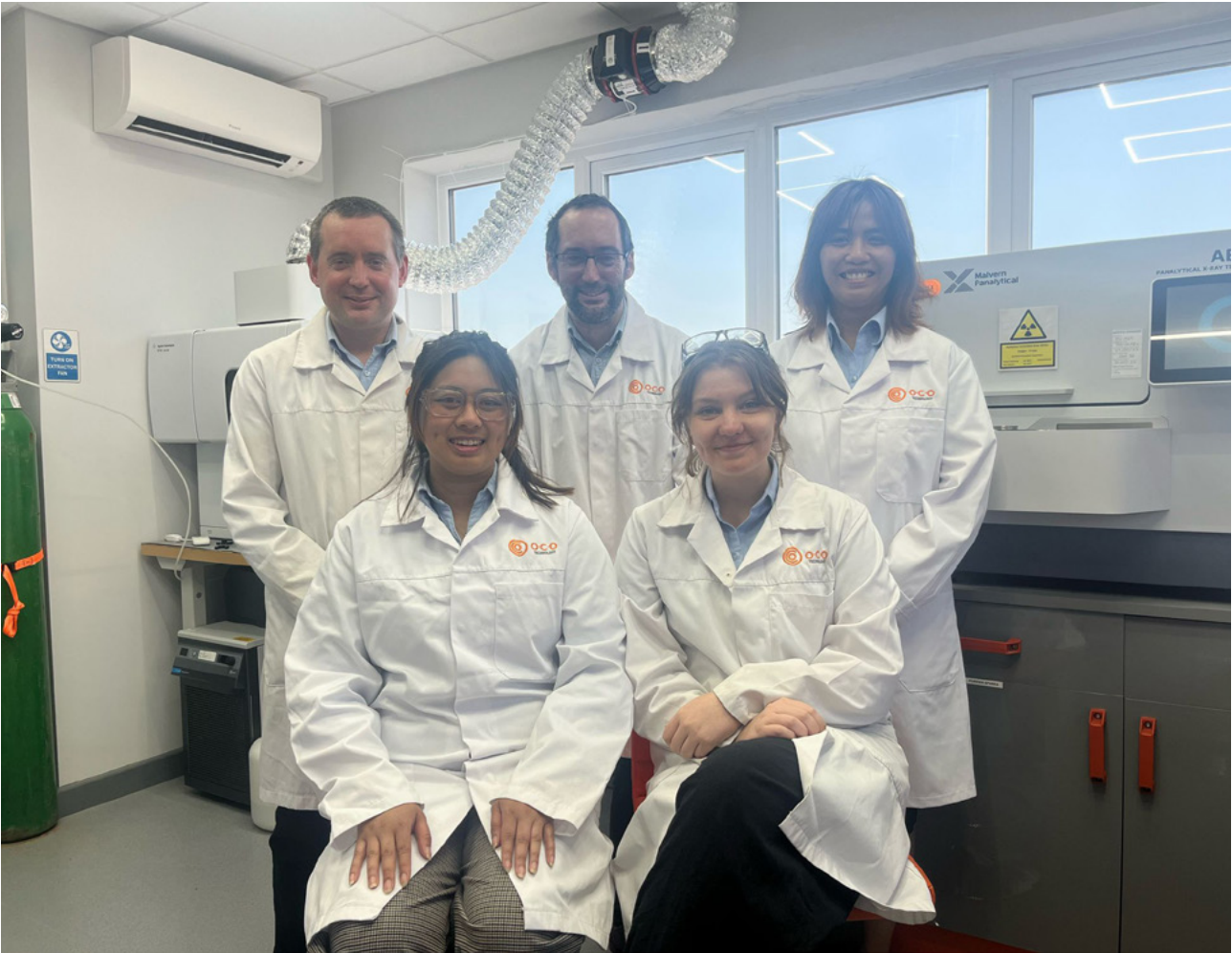
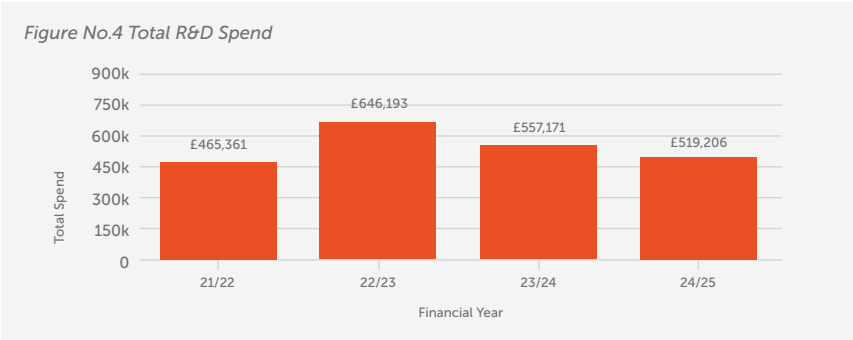
*plant not operational when photo taken



Supporting international development

The laboratory continues to test a wide variety of new materials as potential feedstocks for our factories. This includes waste materials that can be valorised as our Manufactured LimeStone (M-LS) aggregate.

International project support is a major part of our R&D program, including the projects in Australia, Spain, Japan and the USA.



*No active laboratory testing was underway at the time of photography.

Business Development and Innovation



Developing process enhancements

Responsible AI

O.C.O Technology approaches Responsible AI as a critical pillar of digital governance, ensuring that innovation never compromises data integrity or ethical standards. To manage this integration safely, we have identified potential issues related to AI use, formed committee to address these issues and implemented staff training and weekly reminders that turn AI literacy into a persistent organisational habit. This proactive stance allows us to enhance data analysis and operational efficiency through a human-in-the-loop model that protects our proprietary mineralisation data and aligns with our commitment to transparency.

Furthermore, we are addressing the under-researched environmental footprint of AI, specifically the energy and water intensity of large-scale computation. In line with our carbon-negative mission, the environmental impact of our digital tools is currently under review to ensure that the efficiencies gained through AI do not counteract our sustainability milestones. By prioritising this evaluation, we ensure that O.C.O remains a leader in holistic sustainability, from the factory floor to the cloud.





Transport

Objective:

Responsible management of transport

Haulage of raw materials into the business is mostly carried out by the material suppliers themselves together with Grundon Waste Management Ltd, who have a carbon neutral truck fleet including new tankers carrying biogenic CO₂ from suppliers including The Carbon Removers.

We search for opportunities to minimise the haulage of incoming raw materials by using suppliers who are closest to each of our sites and apply the same principle to the distribution of our aggregate. We prioritise hauliers with FORS certification (the Freight Operator Recognition Scheme) with a level of social responsibility and environmental standards. Currently, 87% of hauliers are certified; with a significant increase of Gold certified hauliers from 8% to 20%.

Level of FORS certification:

Gold
20%
(+12%)

Level of FORS certification:

Silver
23%
(-10%)

Level of FORS certification:

Bronze
43%
(-2%)

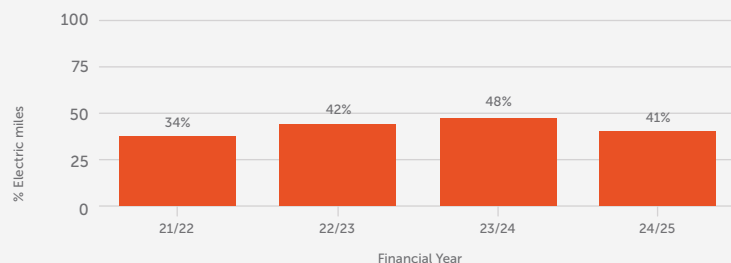
Percent of hauliers (17 used)

Total
87%
(0%)



We have also introduced a target to increase year on year the percentage of contracted outgoing haulage loaded to 90% or above of load capacity to minimise the transport impacts; this year over 81% of loads met this target, which is an increase from last year. O.C.O. continues to strive to minimise transport by careful planning to decrease the distances for deliveries and dispatches by careful choice of UK site involved.

Figure No.5 Electric vehicle usage



Employee business mileage averaged 315 miles per 1000 tonnes aggregate. This is a decrease compared to last year (381 miles per 1000 tonnes). O.C.O.'s number of electric vehicles used now accounts for 41% of the total business mileage.



Resource Use – Efficient Use of Constituent Materials

Objective:

Protect natural resources by efficient use of constituent materials, maximising recovery, reuse and recycling

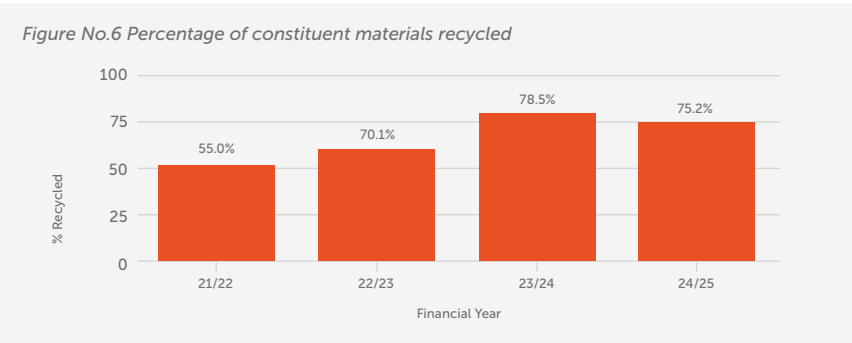
Over 75% of our M-LS aggregate constituent materials are recovered, recycled or by-products. By using these materials, we are safeguarding virgin materials for the future and avoiding the environmental impacts associated with their production processes.

The energy from wastes residues that comprise nearly 68% of our constituent material is typically destined for landfill. By recycling this material, O.C.O enables these facilities to achieve 100% recycling of all their waste residues.

The business recycled over 193,000 tonnes of waste this year, which is a steady increase over the previous year.

Operations continue to increase the extent and range of recovered and recycled materials used in our production process. Through extensive trials and testing, materials such as crushed concrete and steel slag residues have been incorporated into the process as substitutes for natural materials and further substitutes are being researched to decrease portion of virgin, emission extensive virgin materials. The company now uses lower carbon cements (CEMIII) as well as carbon dioxide from a biogenic source.

We are continuously innovating our technologies to increase the proportion of recycled material in our product. Our R&D team is currently looking into multiple substitutes of virgin material.



Waste Prevention and Waste Management

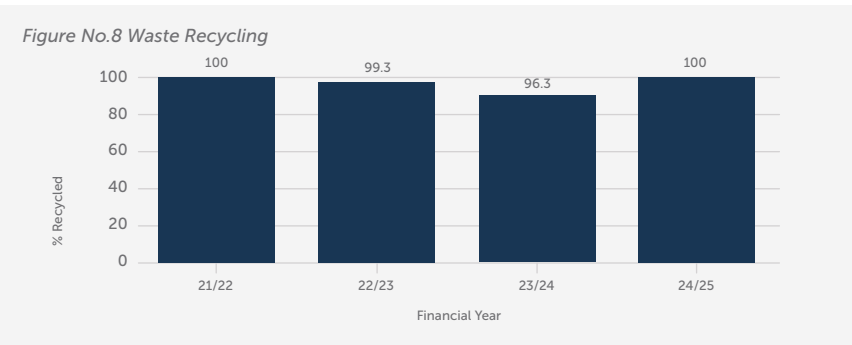
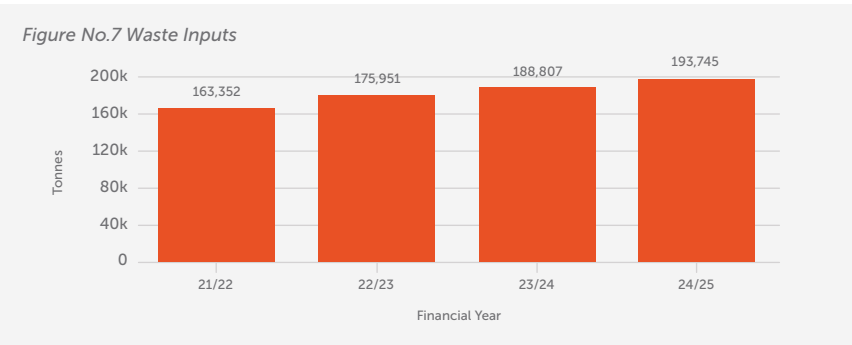
Objective:

Minimise waste and avoid landfill

We are a net user of waste with, as noted above, the majority of our process inputs comprising recovered, recycled and by-product materials.

This year we recycled over 190,000 tonnes of wastes that would have otherwise been destined for landfill.

A small amount of waste arises from maintenance and administration activities, of which 100% was recycled.



Environmental Responsibility



Environmental Management

Objective:

**Maintain
exemplary
environmental
performance**

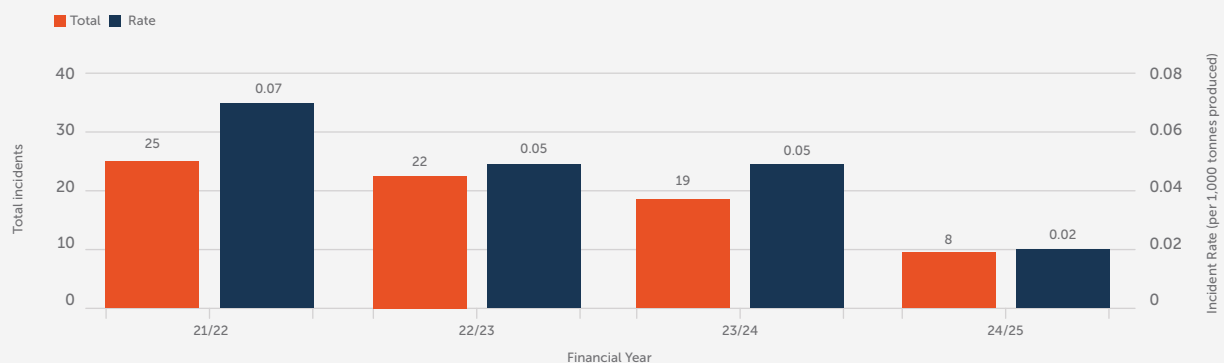
All our sites hold Compliance B or higher classification from the Environment Agency (EA). According to the EA, sites in compliance bands A and B have demonstrated an expected level of permit compliance.

During the year, eight incidents were reported internally. These were mostly minor events involving small amounts of dust release that have been suppressed due to new dust barrier and dust suppression system

This is a significant decrease compared to the previous years, and the overall environmental incident rate was maintained at 0.02 per 1000 tonnes of product manufactured.

All incidents were contained in the controlled permitted areas within the sites. Over 15,000 deliveries were completed without any issues.

Figure No.9 Environmental incident rates



Environmental Responsibility



Water

Objective:

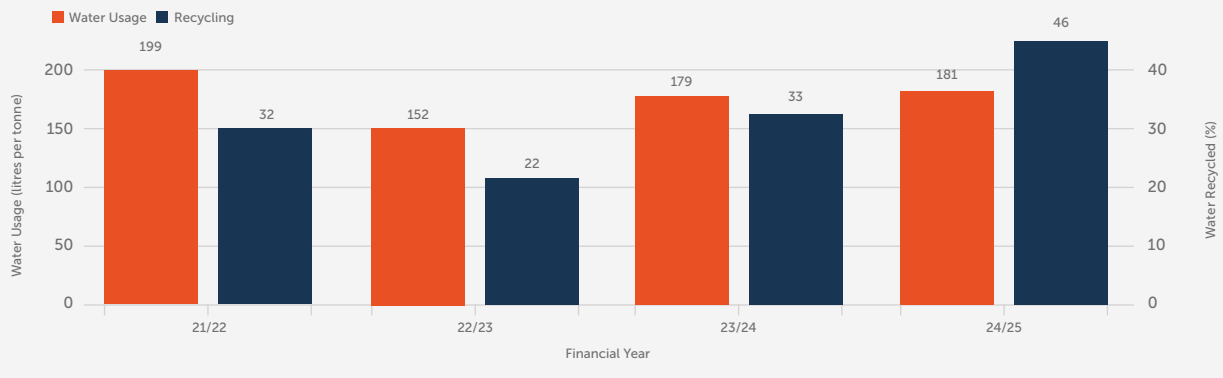
Minimise overall water consumption using captured water where practicable

Our biggest use of water is in the manufacturing process for which it is an essential ingredient. Some water is also used for dust suppression and in the offices at each site. We harvest rainwater at all three plants and are working to maximise the use of this and minimise the use of both mains water and abstracted borehole water.

Water management plans were established for all three sites this year, significantly advancing our understanding of operational flows, usage patterns, and precise data requirements. As part of this initiative, recent installation of meters on the Leeds borehole has been completed. The newly active meters will now provide real-time data to drive our targeted reduction strategies moving forward.

Our water consumption currently stands at 180.8 litres per tonne of aggregate produced. Demonstrating our commitment to circular resource management, 46% of this total water usage is driven by recycled water, significantly reducing our reliance on raw freshwater sources as we scale our operations.

Figure No.10 Water usage & recycling





Objective:

Maximise carbon capture and minimise CO₂ emissions from raw materials and energy

Nearly twenty thousand tonnes of CO₂ were captured in our aggregate this year, as calculated by using the EPD carbon footprint of nearly -86 kilograms CO₂ per tonne of aggregate produced and our production of 423,482 tonnes aggregate.

The breakdown of the carbon footprint is shown in Figure No.11 below.

Figure No.11 Carbon Footprint Summary

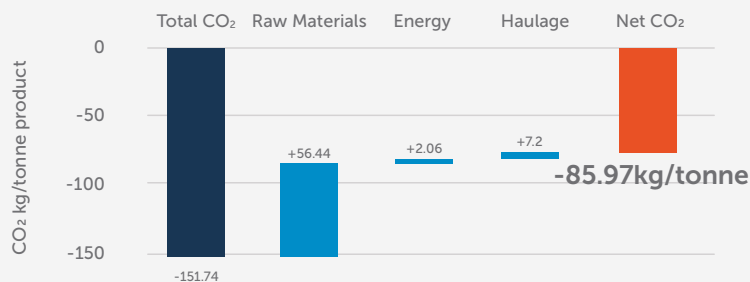
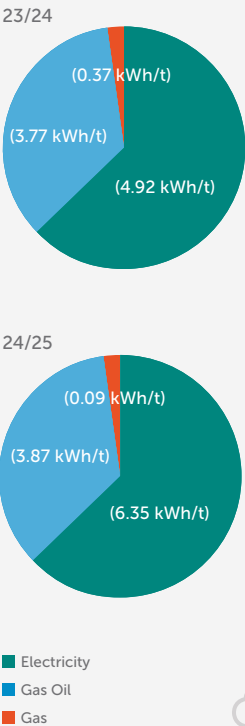


Figure No.12 Analysis of energy consumption across all three plants



	CO ₂ Produced				Mean Sequestered CO ₂	CO ₂ Footprint
	Raw Materials	Haulage	Energy	Total		
CO ₂ kg/tonne product	56.44	7.27	2.06	65.77	-151.74	-85.97

Raw materials are the main source of embedded CO₂ with the greatest intensity coming from the relatively small amount of cement that is used. Low clinker cements are now being used at all three sites and further cement substitutes, and lower impact materials are being researched to maintain emission reduction. All sites are now using biogenic liquid CO₂ from suppliers including The Carbon Removers. These changes, together with an overall increased use of recycled materials maintain continuous environmental impact reduction.

While energy consumption represents a minor component of O.C.O's total carbon footprint, we maintain a strict management framework dedicated to the continuous monitoring, optimisation, and minimisation of our operational energy intensity. Our main source of energy is electricity, which is now obtained from only renewable sources. Gas oil is our second largest energy source being used by vehicles on site. Gas is used for heating the offices at Leeds. Figure No.12 shows the analysis of energy consumption.

Energy use is monitored and discussed in monthly team meetings. The company has a perpetual management target to reduce energy consumption, by continual investment in process improvements to increase efficiency. Solar panels have been installed at Leeds, Avonmouth, and expanded in our Wretham site.

O.C.O continues to offer high quality carbon credits via the Puro.earth registry. Major corporations such as Microsoft and Swiss Re are using these to help meet their carbon reduction targets.

Health and Safety



Objective:

Continuous Improvement to Health and Safety Performance

The health and safety of everyone involved with the business is our highest priority.

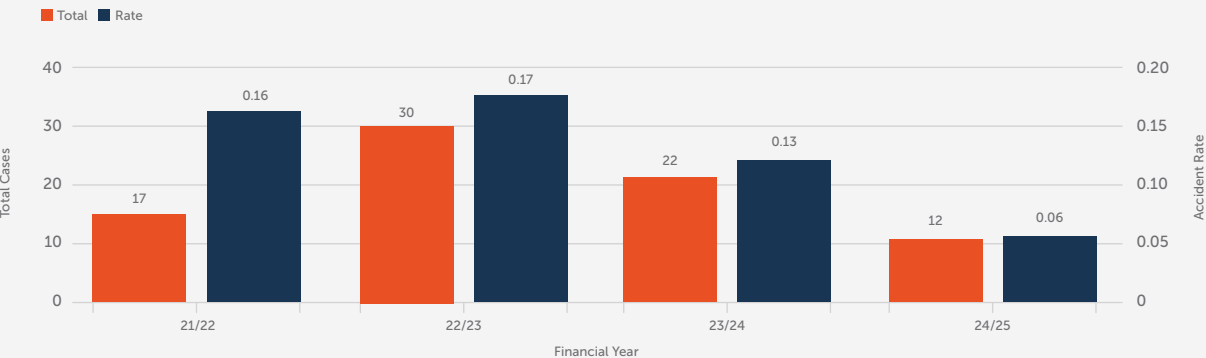
The total number of accidents this year was 12, the vast majority being simple first aid treatment cases. The accident frequency rate of 0.06 accidents per 1000 hours worked is lower than the previous year at 0.13.

We strive to have everyone in the business engaged with our health and safety systems. All sites have elected employees acting as representatives for health and safety for their teams. Committees meet each month to discuss opportunities and share best practice.

The company also continues to have regular health and safety surveys to ensure employee views are captured, and actively encourages and rewards staff suggestions.

The business has maintained a clean bill of health from its annual ISO 45001 audits, with no non-conformances.

Figure No.13 Health & Safety



Social Responsibility



Staff Engagement

Objective:
Staff to be positively engaged with the business

The annual survey was undertaken to help understand the views of staff about the Company. The response rate was 93% and valuable feedback was gained, identifying strengths and some areas for improvement. More than three quarters of those participating felt O.C.O is a great place to work and would recommend us to a friend.

The staff engagement scores remain positive. We continue to support and develop our teams through training and upskilling.

Statement	22/23	23/24	24/25
I am proud to work at O.C.O	8.00	7.99	8.28
I plan to still be working here in a years' time	7.66	7.91	8.20
I would recommend O.C.O to a friend	7.66	7.71	8.05
Overall O.C.O is a great place to work	7.75	7.72	8.15

1 POOR – 10 HIGH SATISFACTION



Social Responsibility



Community and Engagement



*plant not operational when photo taken

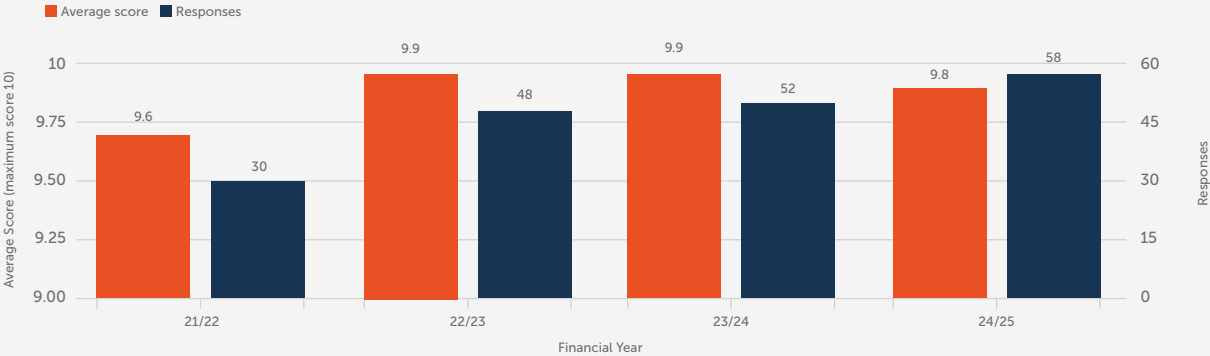
We operate a system to record and act upon any complaints from the local community; this year six complaints were received.

Feedback forms are provided to site visitors – the average summary score from the 58 completed questionnaires was 9.8 (on a scale of 1 – 10, with 10 being the highest level of positive feedback). We are committed to continuous improvement of our rating and steadily increase the number of the forms filled in to respond to any feedback stakeholders provide.

External communications have been maintained this year; news stories have been routinely posted on the O.C.O website to improve communication with external stakeholders and several of these stories have been re-published externally. The business is also developing a social media strategy.

Building on this positive momentum, we paused operations and safely shut down the plant to bring our teams and their loved ones together for a fantastic Family Day event, celebrating the community that drives our success. Furthermore, our competitive spirit and commitment to sustainability collided in our annual Waste World Cup team football tournament; a highlight of the year that fosters camaraderie while keeping our environmental mission at the heart of our culture.

Figure No.14 Stakeholder feedback



Social Responsibility



Employment and Skills

Objective:

Training programmes that equip staff to excel in their role and develop their full potential

O.C.O introduced a new training system, HandsHQ, to assist in the management of role specific training, for new starters and refreshers for existing staff. The system provides numerous e-learning packages on core topics including manual handling, equality and diversity, mental health, and driver awareness.

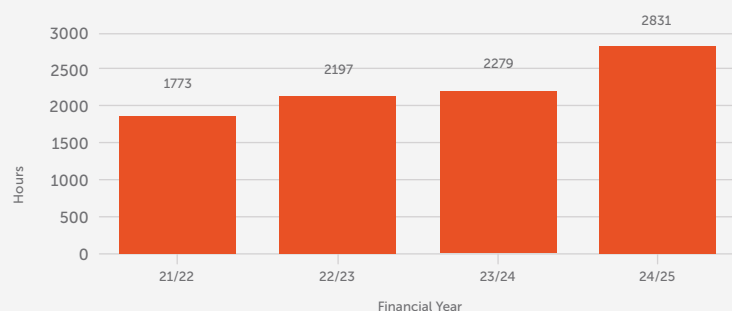
We have started producing our own e-learning packages, to help educate our team about topics specific to the Company. We introduced an apprenticeship scheme, and several members of the team have enrolled. A number of employees have successfully completed professional development qualifications including NEBOSH and CIMA.

We are committed to fostering a culture of continuous professional development and knowledge transfer across our workforce. To cultivate internal expertise, we actively empower our experienced team members to design tailored training packages and educational media. This collaborative approach is further supported by our structured mentorship, where senior staff teach sustainable operational habits and industry best practices in new starters and apprentices. By prioritising both foundational onboarding and long-term career progression, we ensure our teams are equipped to grow alongside our expanding global footprint. 2831 training hours were completed this year including both internal and external provision. This is an increase over the previous years hours of 2279. See figure No.15.

When asked about skills and development in the employee engagement questionnaire, all respondents agreed that they had the skills to do their job well. When asked if they received sufficient training to be competent in their role, 90 % of respondents agreed they had. 78% of respondents felt they had opportunities to develop and/or progress in their careers (see figure No.16).

Training Sessions	4539
Skills to do the job well	90%
I feel I have the opportunity to develop my skills further if required	81%
I am encouraged to explore new learning opportunities	75%
O.C.O encourages people to develop and/ or progress in their career	78%
Training received from O.C.O	79%
Training received from External Trainers	79%
Average develop and/ or progress in their career	78%
Quality of Training	79%

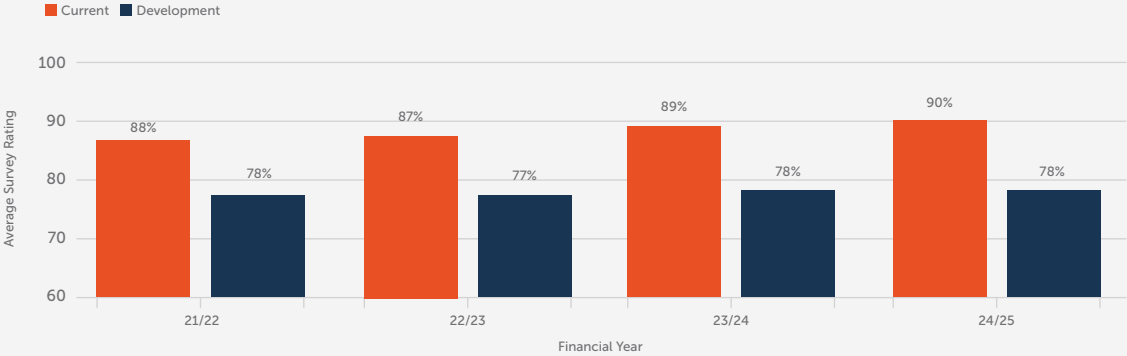
Figure No.15 Training Hours





Employment and Skills

Figure No.16 Employment skills and development



United Nations Sustainable Development Goals

	GOAL 1: NO POVERTY	End poverty in all its forms everywhere
	GOAL 2: ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	GOAL 3: GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages
	GOAL 4: QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	GOAL 5: GENDER EQUALITY	Achieve gender equality and empower all women and girls
	GOAL 6: CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all
	GOAL 7: AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all
	GOAL 8: DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	GOAL 10: REDUCED INEQUALITIES	Reduce inequality within and among countries
	GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient and sustainable
	GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns

United Nations Sustainable Development Goals

	GOAL 13: CLIMATE ACTION	Take urgent action to combat climate change and its impacts
	GOAL 14: LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	GOAL 15: LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	GOAL 16: PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	GOAL 17: PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development