

Engineering a Sustainable Digital World

2026 GLOBAL ESG REPORT

Black&White[®]

This report covers Black & White Engineering's sustainability performance for the calendar year 1 January to 31 December 2025, the period for which our carbon footprint data was independently assured for the first time. Company profile figures (headcount, office locations, services) reflect our position as at the date of publication in 2026. Where figures refer to a specific reporting period, this is noted in the text.

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1,300+
PROFESSIONALS
WORLDWIDE

21
OFFICE LOCATIONS
GLOBALLY

8GW+
OF DATA CENTRE
CAPACITY DELIVERED
ACROSS EUROPE, THE
MIDDLE EAST AND ASIA



A message from our Chairman and CEO

Welcome to our first Global Sustainability Report. Black & White has grown rapidly. Since 2020, our team has grown over **500%**, and in 2025 we passed 1,000 colleagues across our offices worldwide. Growth on this scale brings new responsibilities, and this report is our first step toward being open about how we are meeting them.

Sustainability is not separate from our engineering. It shapes how we design data centres, how we run our offices, and how we work with our people and partners. This year, we carried out our first materiality assessment with a third party auditor, identifying the topics that matter most to our business and the people we work with. It has given us a clear, honest picture of where we are strong and where we still have work to do.

Our commitment to be Carbon Neutral by 2030 sits at the centre of that work.

This report is the start of an ongoing conversation. We look forward to sharing our progress, year on year, as we build a sustainable digital future together.

Mick Cairns
Chairman and CEO

**WE PRIORITISE INTEGRITY,
QUALITY AND ACCOUNTABILITY
IN EVERYTHING WE DO**

About Black & White

Built on over 19 years of engineering excellence, Black & White Engineering have become one of the world's leading data centre design specialists, delivering some of the largest and most technically challenging data centre projects globally.

From a founding team of four in 2007, we have grown into a global community of over 1 300 people across 21 office locations worldwide. Many of our founding members are still with us today, alongside colleagues who have shaped our story for ten years or more.

Vision

We lead in advanced engineering and design for critical buildings and infrastructure. We solve complex challenges with innovative thinking, whilst delivering solutions as clear and simple as Black & White.

Mission: People. Projects. Progress.

Our mission is clear: bringing the right people together, delivering complex projects with certainty, and driving progress through technical excellence and sustainability. It is how we keep our solutions as clear and simple as Black & White.

Our Values



ACCOUNTABILITY

We own our commitments. If we say it, we do it, and we take responsibility for the outcomes we create.



INTEGRITY

We communicate honestly, act fairly and build trust through transparency in everything we do.



SIMPLICITY

Complex problems deserve simple, innovative solutions with clear, direct communication.



SUPPORTIVE

We show up as human first, for our clients and each other. Inclusive, empathetic and action orientated.



QUALITY

On time, on budget and built to last. We focus on getting it right the first time, every time.

**BLACK & WHITE IS
A GLOBAL AWARD-
WINNING CRITICAL
BUILDINGS AND
INFRASTRUCTURE
ENGINEERING
CONSULTANCY**

Sustainability The Black & White Way

At Black & White, sustainability is the lens through which we view our business, our projects and our people. The Black & White Way is a holistic integration of environmental consciousness, engineering excellence and social responsibility into every decision we make. It is our blueprint for delivering high performance infrastructure that respects the limits of our planet.

**WE DON'T JUST
MITIGATE IMPACT,
WE DESIGN FOR
POSITIVE OUTCOMES**

A culture of conscious engineering

The Black & White Way is defined by a shift from reactive to proactive stewardship. We do not just mitigate impact, we design for positive outcomes. This is brought to life through three pillars.

INTEGRATED EXPERTISE

By uniting our Global Engineering Team (GET) with our R&D specialists, every design is scrutinised for its environmental performance, pushing the boundaries of Power Usage Effectiveness (PUE) so that sustainability is a primary measure of a project's success.

OPERATIONAL INTEGRITY

We practise what we preach. From our 90% paperless workflows to our cloud first digital strategy, our internal operations reflect the efficiency we advocate for in client projects, optimising our own global offices to lead by example.

SUSTAINABLE PARTNERSHIPS

Our influence is amplified through our network. The Black & White Way involves mentoring and partnering with subcontractors who share our Sustainability ambitions, so our commitment to the environment remains unbroken across the entire supply chain.

Empowering a Green Workforce

The best engineering solutions come from a workforce deeply connected to our environmental mission. Through specialised sustainability training, we equip our people with the technical expertise to navigate green building certifications and renewable energy integration, so that every Black & White engineer is an advocate for the planet.

Our promise: Carbon Neutral by 2030

The Black & White Way is driven by a clear, time bound destination. Our roadmap to Carbon Neutral by 2030 is the ultimate expression of this commitment. By locating our offices near public transit, reducing travel through regional hubs and pioneering low carbon data centre designs, we are turning our philosophy into measurable reality.

The Black & White Way means recognising that the infrastructure we build today must serve the generations of tomorrow. We are not just building for data, we are building for a sustainable digital future.

Edmar Cabra
Regional Sustainability Lead, APAC & ME

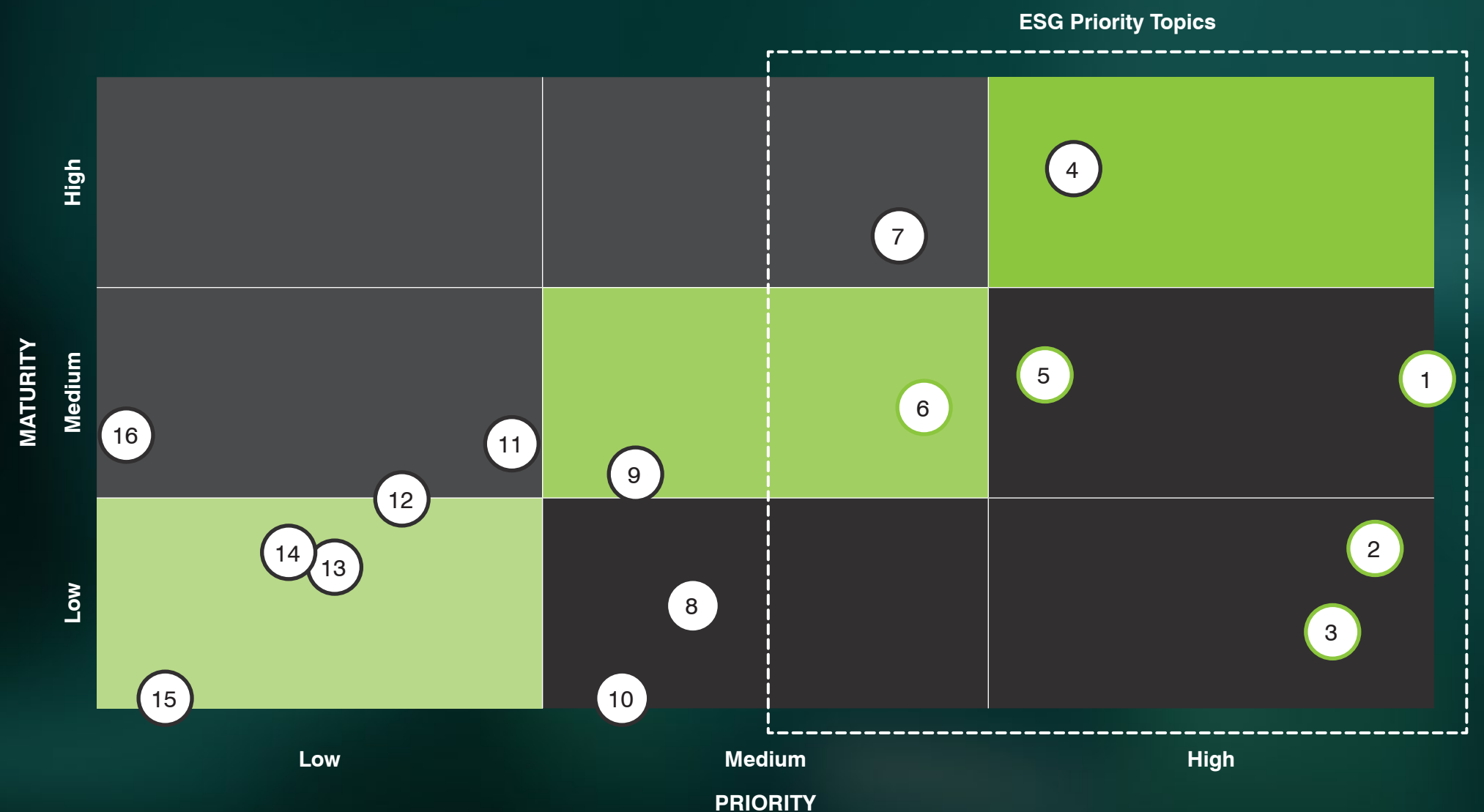
THE BEST ENGINEERING
SOLUTIONS COME FROM
A WORKFORCE DEEPLY
CONNECTED TO OUR
ENVIRONMENTAL MISSION

How this report is structured

Our sustainability journey started by identifying the ESG topics most relevant to Black & White. A materiality assessment, ranked 16 topics by priority and maturity. Of these, seven were identified as priority topics, marked with an asterisk in the table below. We are aware of all 16 identified topics and have commitments in place for many of them, though our current management maturity is low to medium, with gaps in setting targets against commitments and in monitoring and reporting performance internally.

Relevant ESG Topics (order based on priority score)

- 1 Health and safety*
- 2 Products/services quality and safety*
- 3 Downstream environmental impact of products and services*
- 4 GHG emissions*
- 5 Business ethics, bribery and corruption*
- 6 Data and cyber security*
- 7 Employee engagement and retention*
- 8 Community engagement and affected communities
- 9 Supply chain working conditions
- 10 Downstream social impact of products and services
- 11 Employee diversity and inclusion
- 12 Labor practices
- 13 Waste
- 14 Climate change adaptation
- 15 Supply chain environmental practices
- 16 Energy



Our ESG Performance Dashboard Summary

The key performance indicators (KPIs) shown overleaf provide at-a-glance feedback on how effectively we are meeting our goals in the areas listed. The KPIs help us stay on course and highlight the areas where we can improve.

The table below is a summary of the priorities we are focusing on and how we performed during 2025.

Priority Topic	Status	
Health & Safety		Strong
Product Quality & Safety		Strong
Environmental Impact		Developing
GHG Emissions		Developing
Business Ethics		Strong
Data & Cyber Security		Developing
Employee Engagement		Strong



Our ESG Performance Dashboard Summary

Health & Safety

Strong governance framework with ISO 45001 certification and dedicated HSE leadership. Focus remains on reducing recordable injuries to zero.

Key Performance Indicator	2025
Health & Safety Policy	✓
ISO 45001 Certified	✓
Dedicated GHSE Manager	✓
Work-Related Injuries	2

Product & Service Quality

No ESG-related incidents reported. Environmental and project governance systems are established.

Key Performance Indicator	2025
ESG Incident	0
Climate Risk Assessments	✓
EMS Procedure	✓

Downstream Environmental Impact

Environmental management framework is in place, but green aviation fuel or lower energy uptake remains a key opportunity area.

Key Performance Indicator	2025
EMS Established	✓
Climate Risk Assessments	✓
Sustainable Aviation Fuel	0

GHQ Emissions

Strong measurement and governance foundation established, with the next step being external target validation and Scope 3 reduction pathway.

Key Performance Indicator	2025
Scope 1, 2, 3 Reporting	✓
Third-Party Verification	✓
Decarbonisation Strategy	✓
SBTi Validation	✗

Business Ethics & Anti-Corruption

Comprehensive governance framework supported by zero reported ESG incidents during the reporting year.

Key Performance Indicator	2025
Dedicated GHSE Manager	✓
Dedicated GHSE Manager	✓
Dedicated GHSE Manager	✓
Dedicated GHSE Manager	0

Data & Cyber Security

Core cyber controls are implemented. Software development lifecycle security testing remains the principal gap.

Key Performance Indicator	2025
Data Privacy Policy	✓
Vulnerability Scanning	✓
Penetration Testing	✓
SDLC Security Testing	✗

Employee Engagement & Retention

Strong engagement levels demonstrated by a 91% survey participation rate and positive workforce growth.

Key Performance Indicator	2025
Employees	1,030
Survey Response Rate	91%
New Hires	407
Departures	84

Independent Assurance and Data Verification

To strengthen transparency, accountability and stakeholder confidence, Black & White Engineering commissioned an independent assurance review of selected Environmental, Social and Governance (ESG) Key Performance Indicators (KPIs) reported for the 2025 reporting period. The assurance engagement was undertaken by ERM CVS, an independent certification and verification body accredited by UKAS and operating in accordance with recognised international assurance standards.

ERM CVS provided limited assurance with the assurance engagement conducted in accordance with ISAE 3000 (Revised). Under this standard, ERM CVS independently assessed whether the reported achievement status of the selected KPIs was fairly presented, in all material respects, against Black & White’s defined reporting criteria. The scope of assurance covered three core ESG areas that form part of the company’s sustainability framework: environmental performance, employee development, and ethics and compliance.

The assured KPIs included:

- **Environmental KPI:** Confirmation that Scope 1, Scope 2 and relevant Scope 3 greenhouse gas emissions were calculated and covered 100% of Black & White’s revenue.
- **Social KPI:** Verification that a company-wide employee training programme had been formally established and implemented

- **Ethics & Compliance KPI:** Verification that a Code of Conduct / Code of Ethics had been developed and approved by the company’s senior decision-making body.

As part of the assurance process, ERM CVS evaluated the appropriateness of the reporting criteria, interviewed management and key personnel responsible for ESG data collection and reporting, reviewed governance processes and internal controls, examined samples of supporting evidence, assessed assumptions and emission factors used in greenhouse gas calculations, and reviewed the presentation of the disclosed information for consistency and completeness.

Based on these procedures, ERM CVS concluded that nothing had come to their attention that would indicate the selected ESG KPIs were not fairly presented, in all material respects.

This independent assurance represents an important milestone in Black & White Engineering’s ESG journey and supports the company’s commitment to transparent reporting, robust governance and continual improvement. It also aligns with the ESG roadmap outlined in the company’s inaugural global sustainability report, which identified external assurance as a key step in maturing ESG governance and reporting processes. The assurance provides stakeholders with additional confidence that the reported ESG information is supported by documented processes, evidence-based reporting and independent verification.



Independent Limited Assurance Report

ERM Certification and Verification Services Limited (“ERM CVS”) was engaged by Black and White Engineering Holdings Limited (“B&W”) to provide limited assurance in relation to the Selected Information set out below and presented in B&W’s Sustainability-Linked Loan (“SLL”) Disclosure for 2025 (the “SLL Disclosure”) included here as Appendix 1.

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the ‘Achieved / Not Achieved’ for the following Selected Information is fairly presented in the SLL Disclosure, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the SLL Disclosure.
Selected Information	KPI 1 Environment • Scope 1,2 and 3 GHG emissions have been calculated and cover 100% of the revenue (Yes / No) KPI 2 Social • A training Program has been defined (Yes / No) KPI 3 Ethics and Compliance • A Code of conduct/Code of Ethics has been written and validated by the first decision-making body (Yes / No)
Reporting period	2025 (1 st January 2025 – 31 st December 2025)
Reporting criteria	B&W’s Basis of Reporting for the Selected Information, as set out in Appendix 2, prepared by B&W, to this Independent Limited Assurance Report.
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	B&W is responsible for preparing the SLL Disclosure and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information. ERM CVS’ responsibility is to provide a conclusion to B&W on the agreed assurance scope based on our engagement terms with B&W, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the ‘Achieved / Not Achieved’ for the ‘Selected Information’ is not fairly presented in the SLL Disclosure, in all material respects, in accordance with the reporting criteria.

Our ESG Roadmap, 2024 to 2030

Our ESG journey is a staged roadmap from establishing governance foundations through to our 2030 Carbon Neutral and industry-leading ambitions.



2026 Highlights

Carbon Footprint

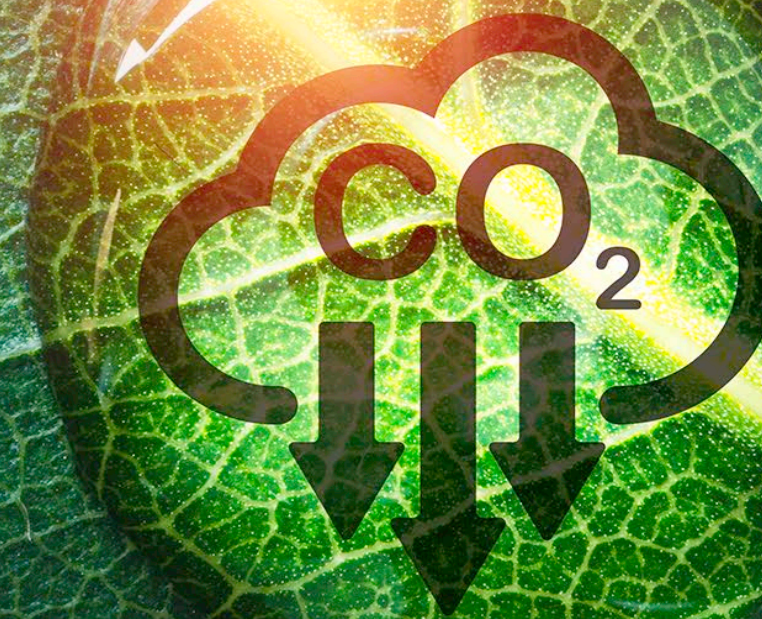
Our 2025 carbon footprint saw a reduction of 0.7 tCO₂e per head across our global offices, from our 2024 emission data.

Policies and Governance

Our Integrated Management System now spans four ISO certifications: ISO 9001 (Quality Management), ISO 45001 (Health and Safety), ISO 14001 (Environmental Management) and ISO 19650 (Building Information Modelling), each independently audited annually by a UKAS approved certification body. Our full suite of governance policies, including our Environmental, Social and Governance Policy Statement, is reviewed and signed at Director level every year.

Innovation

In 2025, our Global Engineering Team was established, helping clients achieve industry leading PUE across the portfolio. Our R&D pipeline is also progressing with five white papers related to low-carbon technologies, from advanced heat-rejection systems and alternative energy storage, for deployment on live projects.



Training

Sustainability is part of our mandatory training. In 2025, we launched our bespoke Induction and Onboarding pathway, featuring over 70 videos from our own subject matter experts.



480

TOTAL TRAINING
SESSIONS



942

HOURS OF
IN-PERSON TRAINING



68

DISTINCT TOPICS
COVERED



5,257

TOTAL
ATTENDEES

Our three pillars

To keep this report focused and easy to navigate, all 16 topics are grouped into three pillars. The remainder of this report follows these three pillars in order, so each topic appears once, in the pillar where it has the strongest fit.

Our seven priority topics (as identified on page 7) are marked with an asterisk in the pillars below.

Pillar 1

Engineering a Sustainable Digital Future

MATERIAL TOPICS COVERED:

- Energy
- Downstream environmental impact of products and services*
- Products / services quality and safety*



ENVIRONMENT

Pillar 2

Operational Integrity & Excellence

MATERIAL TOPICS COVERED:

- GHG emissions*
- Waste
- Climate change adaptation
- Business ethics, bribery and corruption*
- Data and cyber security*



ENVIRONMENT



GOVERNANCE

Pillar 3

Empowered Partnerships & People

MATERIAL TOPICS COVERED:

- Health and safety*
- Employee engagement and retention*
- Community engagement and affected communities
- Supply chain working conditions
- Downstream social impact of products and services
- Employee diversity and inclusion
- Labor practices
- Supply chain environmental practices (sustainable procurement)



SOCIAL

Pillar 1

Engineering a Sustainable Digital Future

The digital infrastructure of tomorrow cannot be built with the methods of yesterday. Pillar 1 represents our technical commitment to decarbonising the data centre industry through specialised expertise, rigorous data analysis and a culture of continuous innovation. By placing sustainability at the inception of the design phase, we ensure that high performance computing does not come at a high environmental cost.



ENVIRONMENT

Pillar 1

A critical part of our environmental strategy is the collaboration between our Global Engineering Team (GET) and our Research & Development department (R&D).

Together, they form the technical engine driving our vision for the next generation of sustainable data centres. While R&D scans the horizon for emerging technologies, from liquid cooling advancements to long duration energy storage, GET serves as the bridge to reality, translating these innovations into scalable, site specific engineering designs.

The synergy of our Global Engineering Team and R&D

INNOVATION PIPELINE:

R&D identifies emerging low carbon technologies, from advanced heat rejection systems to alternative energy storage solutions.

GLOBAL STANDARDISATION:

GET translates these innovations into standardised, high level engineering blueprints that can be deployed across our global offices, ensuring a consistent standard of sustainability regardless of project geography.

Advanced modelling and precision engineering

We move beyond assumptions, using industry leading software and advanced modelling techniques to simulate real world performance before a single piece of steel is laid.

COMPUTATIONAL FLUID DYNAMICS (CFD):

Used to optimise airflow within the data hall, eliminating hot spots and reducing the energy required for cooling.

PUE & WUE OPTIMIZATION:

Through predictive engineering, we design facilities that achieve industry leading Power Usage Effectiveness and Water Usage Effectiveness ratios, minimising resource consumption even in the most challenging climates.

EMBODIED CARBON ANALYSIS:

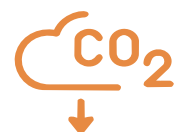
Our expertise extends to the building itself, using data driven modelling to select materials with lower embodied carbon, such as recycled steel or low carbon concrete.

**WE SIMULATE REAL WORLD
PERFORMANCE BEFORE A
SINGLE PIECE OF STEEL IS LAID.**



Pillar 1

Key areas of sustainable design



MAXIMIZING RESOURCE EFFICIENCY

Advanced modelling optimises PUE and WUE, refining airflow dynamics and heat rejection systems to reduce the energy required to keep servers operational.



EMBODIED CARBON REDUCTION

Beyond operational energy, our teams research low carbon construction materials and modular design techniques that minimise waste and transport related emissions during the build phase.



INTEGRATING RENEWABLE SYSTEMS

Our approach prioritises onsite renewable energy and grid interactive technologies, with GET designing microgrid capabilities that allow data centres to act as assets to the local energy ecosystem rather than just consumers.

Through GET and R&D, we are moving from standard engineering to environmental engineering. We are not just building data centres, we are designing the sustainable backbone of the global digital economy.

Charlie Bater
Chief Technical Officer



Pillar 1

Case Study: 20 MW IT Data centre in Dubai

This project in Dubai showcases how a holistic approach to sustainability can achieve a high performing data center with optimised energy performance, reduced carbon footprint and reduced ESG risk.

Black & White was the Lead Design Consultant on this 20 MW IT data centre where MEP, controls, CFD and LEED / sustainability input were integrated into a coordinated design delivery model.

245.68 GWh
Annual
Energy Use

99.23 ktCO₂e
Scope II
Emission

13.2%
POWER AND
EMISSION REDUCTION
FROM BASELINE

8,210 tCO₂e
Upfront Emission
GWP (A1-A3)

9,010 tCO₂e
WBLCA

21%
EMISSION
REDUCTION
FROM BASELINE

263k m³/yr
Annual
Water Use

657.5 tCO₂e
Indirect Emission
from Water Use

37.4%
INDIRECT EMISSION
REDUCTION FROM
BASELINE

Pillar 2

Operational Integrity & Excellence

Operational Integrity and Excellence reflects our internal commitment to walking the talk. The high standards we set for our engineering projects must be mirrored in our own daily business conduct. This pillar focuses on radical efficiency, the decarbonisation of our corporate footprint and the elimination of operational waste across our global offices.



ENVIRONMENT



GOVERNANCE



Pillar 2

Decarbonising our global operations

With a presence spanning the UK, EU, MENA and APAC, our operational footprint is significant. To be Carbon Neutral by 2030, we will be implementing structural changes in how we work in addition to offsetting our carbon emissions.

STRATEGIC TRANSIT FIRST POLICY:

Our offices are located near major public transport hubs, reducing the carbon intensity of employee commuting and encouraging sustainable mobility.

REGIONAL HUB CONNECTIVITY:

Hosting major engineering conferences within each region maintains technical excellence and cross-office collaboration while cutting flight related emissions, one of our largest Scope 3 contributors.

CLOUD FIRST INFRASTRUCTURE:

By transitioning offices to the cloud, we remove the need for energy intensive on-site servers, leveraging the efficiency and renewable energy profiles of hyperscale providers.

SMART RESOURCE MANAGEMENT:

Advanced power management protocols on all hardware, and platforms such as BIM360 and SharePoint, keep our resource consumption lean, tracked and transparent.

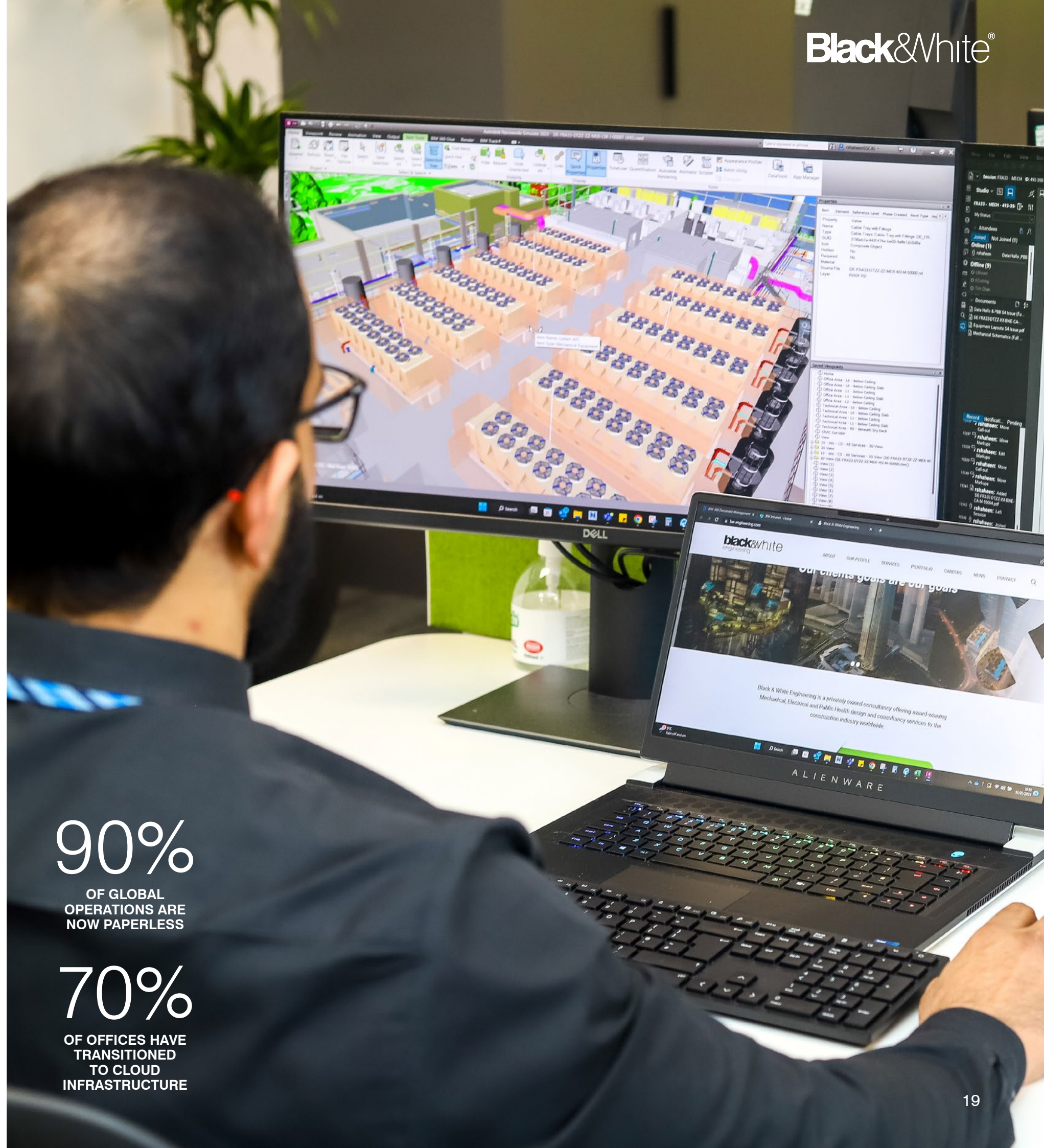
**OUR TARGET IS ZERO WASTE
TO LANDFILL ACROSS ALL
OFFICE FIT-OUTS BY 2028**

90%

OF GLOBAL
OPERATIONS ARE
NOW PAPERLESS

70%

OF OFFICES HAVE
TRANSITIONED
TO CLOUD
INFRASTRUCTURE



Pillar 2

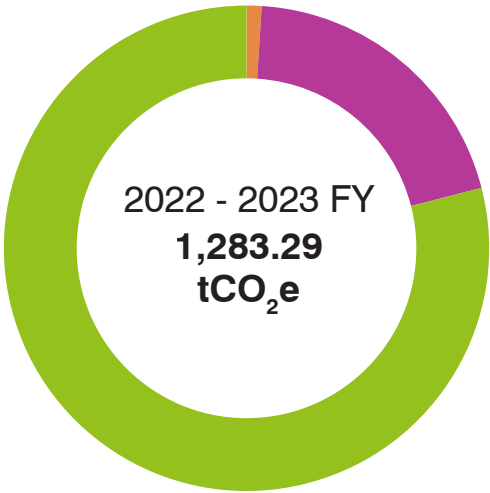
2025 emissions performance

In 2025, our total carbon footprint across all operations was 2,126.87 tCO₂e. The majority of our impact lies within Scope 3 (indirect emissions), accounting for 1,713.35 tCO₂e, 81% of our total emissions. Scope 2 emissions (purchased electricity) followed at 405.79 tCO₂e, while Scope 1 (direct emissions) remained the smallest contributor at 7.73 tCO₂e.

Black & White has been assessing its global carbon footprint since 2022, initially reporting by financial year before moving to a calendar year basis from 2024 onwards. 2025 marked the first year our data was assured by a third party. For both the 2022-23 and 2024 reporting periods, business travel was our largest emissions source, at 37% and 43% respectively.

In 2025, as our we fine tuned our carbon reporting process purchased goods and services now the largest single category at 32%.

Since we began reporting, the business has grown rapidly, from 471 employees at the end of the 2022-23 financial year, to 623 at the end of 2024 and 1,030 at the end of 2025. While total emissions have risen with this growth, emissions per employee have fallen, down 0.66 tCO₂e per head since 2022-23 reporting period.



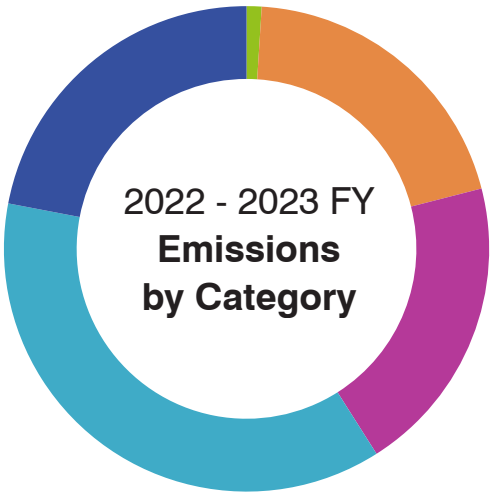
Total Scope 1	1%
Total Scope 2	20%
Total Scope 3	79%



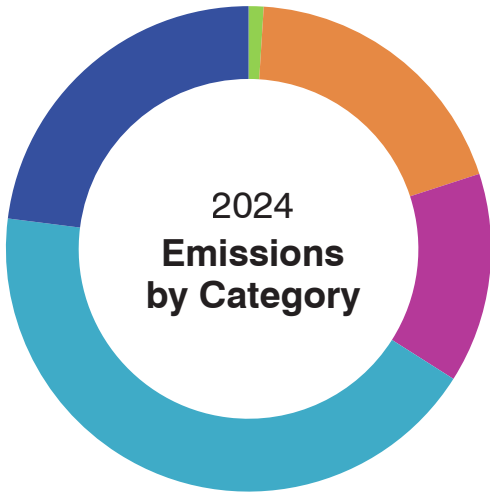
Total Scope 1	1%
Total Scope 2	19%
Total Scope 3	80%



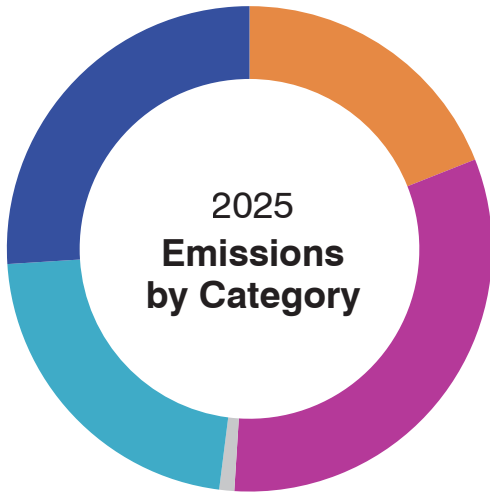
Total Scope 1	0%
Total Scope 2	19%
Total Scope 3	81%



Natural Gas	1%
Electricity	20%
Purchased Goods & Services	20%
Waste	0%
Business Travel	37%
Employee Commuting	22%
Upstream Leased Assets	0%



Natural Gas	1%
Electricity	19%
Purchased Goods & Services	14%
Waste	0%
Business Travel	43%
Employee Commuting	23%
Upstream Leased Assets	0%



Natural Gas	0%
Electricity	19%
Purchased Goods & Services	32%
Waste	1%
Business Travel	22%
Employee Commuting	26%
Upstream Leased Assets	0%

Pillar 2

Climate and transitional risks

We identify physical risks, such as extreme weather impacts on our global offices, and transition risks, including upcoming compliance with EU CSRD legislation as we grow toward 1,500 employees.

Although Black & White is not yet required to comply with legislation such as the EU CSRD, we take part in two yearly ESG campaigns for our investors, disclosing our global carbon footprint across Scopes 1, 2 and 3. Participating in these campaigns has helped us establish internal ESG reporting processes, reducing transitional risk ahead of mandatory compliance. As sustainability certification requirements continue to evolve across the built environment, for example BREEAM ratings forming part of UK planning requirements in many councils, our specialists in LEED, BREEAM, WELL and Part L help guide clients and teams through these requirements.

Sustainability governance and oversight

BOARD OVERSIGHT:

A dedicated ESG committee, overseen by the CEO and Directors, meets quarterly to review climate related risks and progress toward our Carbon Neutral 2030 roadmap.

STRATEGIC ALIGNMENT:

Our Sustainability Team, Legal and Commercial, IT, HR and EHS departments collaborate to ensure ESG performance is integrated into business functions.

ETHICS AND INTEGRITY:

Our Code of Conduct mandates transparency across the supply chain, supported by formal policies on anti-bribery and whistleblowing to ensure ethical compliance at every level.

Wherever in the world a client works with us, the accountability and quality they can expect are the same. That consistency is built into how we operate.

Mandy Byworth
Regional HSEQ Manager



Pillar 3

Empowered Partnerships & People

Our greatest assets are not just our technical designs, but the people who create them and the partners who help us deliver them. By fostering a culture of continuous learning, nurturing the next generation of engineering talent and aligning our supply chain with our values, we ensure that Black & White's impact is both positive and enduring.



SOCIAL



Pillar 3

Nurturing talent: The Graduate Programme and CSR

The future of sustainable engineering starts with the next generation. Our Graduate Programme is a cornerstone of our Corporate Social Responsibility efforts, bridging the gap between academic theory and sustainable practice.

MENTORSHIP

Graduates are paired with senior leaders, including from GET and R&D, gaining hands-on experience in high level sustainable design.

FRESH PERSPECTIVES

Graduates are empowered to challenge the status quo, often integrating their research and thinking into live projects.

COMMUNITY INVESTMENT

We engage with universities globally to promote STEM careers and advocate for environmental stewardship within engineering curricula.

A culture of sustainability and inclusion

At Black & White, sustainability is a shared language. We have cultivated a people culture where every employee, regardless of role, feels a personal responsibility toward our 2030 Carbon neutral target.

COLLABORATIVE ENVIRONMENT

Our global offices operate as a single, cohesive network. Regional hubs encourage knowledge sharing and local problem solving, so our culture of excellence is felt from the UK to APAC.

WELL-BEING AND PURPOSE

Employees are empowered to make green choices, from using public transport to paperless workflows, fostering pride in our collective mission.

**THE FUTURE OF SUSTAINABLE
ENGINEERING STARTS WITH
THE NEXT GENERATION**



Pillar 3

Bringing the data centre community together

Our social responsibility extends beyond our own projects and people. We are active participants in the data centre community, creating spaces where the people who build this industry can connect, collaborate and give back.



TITANS

DC Titans is a golf networking series that brings the data centre community together on the course, creating space for genuine connection across the industry. Running three times a year across the UK, Singapore and Dubai, with more locations to follow, DC Titans has grown into one of the sector's most valued community platforms.



THE CONSTRUCTION CUP

Held annually in the UK, the Construction Cup brings together players from across the data centre and construction industry, competing on the pitch, connecting as a community and raising money for charity. The 2026 event, hosted by Black & White at AFC Wimbledon, welcomed over 250 attendees for a day of five-a-side football, raising £20,000 for Adoption UK, supporting adopted children, families and professionals across the UK.

Each year, the industry comes together to support something bigger than the game itself. To see the industry rally behind Adoption UK and achieve such an incredible result is something I'm hugely proud of.

Chris Hayward

Associate Director, Construction Cup organiser

Pillar 3

Listening to our people: 2025 Employee Engagement Survey

In partnership with WorkBuzz, our 2025 Employee Engagement Survey achieved a **91%** global response rate, our highest yet, with a global engagement score of **87%**, the proportion of colleagues who told us they feel engaged and proud to work at Black & White.

93% of colleagues are proud to work for Black & White, and **91%** would recommend Black & White as a great place to work. Teamwork (**87%**), Diversity & Inclusion (**87%**) and Working Arrangements (**87%**) were our strongest categories.

When asked to describe our culture in three words, 'collaborative', 'innovative',

'supportive' and 'inclusive' were among the most common responses from colleagues.

For the fourth consecutive year, Black & White has been recognised as a 5 Star WorkBuzz Employer. Building on this year's results, our areas of focus include talent retention and career development, work-life balance and flexible working arrangements, manager-employee communication and support, managing rapid growth while maintaining culture and quality, diversity and inclusion enhancement, and policy alignment between front office and global design hub teams.

Four consecutive years of 5-Star Employer status is something I'm incredibly proud of. What it truly represents is the strength of the culture we've built together. Attracting the best engineering talent in the world is essential to underpin our growth, but retaining that talent is even more important. This recognition reflects our commitment to giving every one of our people the environment, support and opportunities they need to build lasting careers with us.

Mick Cairns
Chairman and CEO

91%
RESPONSE
RATE

87%
ENGAGEMENT
SCORE



Pillar 3

Black & White Global Academy

The Global Academy was established in 2022 to support our rapid growth and ensure that technical excellence, culture and capability continue to scale with the business. Since 2020, Black & White has grown significantly as a global organisation, and the Global Academy plays a central role in maintaining consistent, high quality delivery across all teams.

Technical development

Our engineering conferences bring together colleagues from across our global teams to focus on technical excellence, continuous improvement and process development. Alongside this, a global CPD programme delivered in partnership with external providers gives all employees access to high quality learning wherever they are based. Our technical learning is further supported by an internal video library of over 70 Knowledge Share recordings created by our own subject matter experts.

Young workforce

We take pride in our vibrant, young workforce and provide the structure needed to turn potential into expertise.

Our Graduate Programme offers a clear, global pathway combining digital learning, interactive sessions and practical experience, supported by regular mentoring from line managers.

Additional training covers prioritising time and managing stress, working across boundaries, seeking and using feedback, and regular mentor Q&A sessions. Our graduates and apprentices can also join our Global Design Hub in Manila for a 3–4 week assignment: working hands-on on complex projects, and building relationships with colleagues who will be part of your network for life.

Global learning culture

Our global learning culture creates consistent, inclusive development opportunities across all regions. Regular learning weeks offer multiple topics and session times to accommodate different time zones, alongside in-person learning residencies and workshops that bring teams together, including tailored support for colleagues where English is a second language.

My biggest learning experience so far has been the amazing opportunity to work in the Manila office for three weeks. I was able to see firsthand how teams collaborate and understand their workflows.

Elliot Dickinson
BIM Trainee



Pillar 3

Empowering our people and communities

Sustainability is mandatory for all employees. In 2025, we delivered 480 training sessions and 942 hours of personal-led learning, reaching 5,257 attendees across 68 distinct topics. We are now tracking average training hours per employee to provide more granular, GRI-compliant reporting.



ATTRACTION AND RETENTION

Our Graduate Programme pairs new talent with senior leaders from GET and R&D for specialised mentorship, supporting employee engagement during this growth phase.



HEALTH & SAFETY

As a priority for site-visiting engineers, we maintain rigorous ISO 45001 standards and are committed to reporting our Lost Time Injury Frequency Rate (LTIFR) for transparent safety performance.



Black&White[®]

Engineering a Sustainable Digital World

OFFICE LOCATIONS
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