









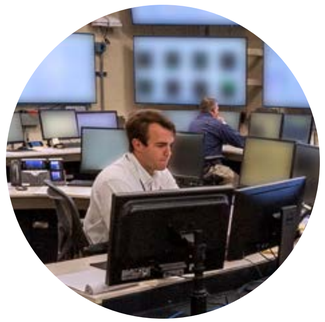


Sustainability Report

The Future of Energy

2025

Westinghouse

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A Letter From Our CEO

In 2025, we saw demand for electricity accelerate globally, leading more countries to advance secure and reliable nuclear energy solutions. Utilities, governments and industry leaders are making real decisions, launching projects and investing in nuclear energy's future. Across our business — from operating plant services and fuel to new plant deployment and advanced technologies — Westinghouse is ready now to meet the growing demand.

Throughout the year, we made meaningful progress with our customers and stakeholders to deliver on that demand. The AP1000® plant design received a U.S. licensing extension through 2046, strengthening the foundation for future deployment. We advanced new build projects worldwide, supported customer outages, delivered critical fuel solutions and helped utilities extend fleet life and performance.

In 2025, we strengthened our culture of safety, quality and environmental stewardship through programs that reinforce accountability, continuous improvement and operational excellence. We advanced operational efficiency through energy assessments at three key sites to identify opportunities to reduce greenhouse gas emissions and support our long-term environmental objectives. These initiatives guide our sustainability journey and the belief that how we operate is just as important as what we produce.

Our people remain the foundation of our success. More than 12,100 employees worldwide bring the expertise, dedication and commitment needed to serve customers and care for one another and our communities as we advance nuclear energy's future. We were proud to be recognized as a U.S. Top Employer for the second consecutive year while continuing to attract and develop the talent needed to meet growing demand.

We also reinforced our commitment to the highest standards of ethics, including responsible use of artificial intelligence and expanded supplier engagement through regional symposiums to build local capabilities, strengthen partnerships and support the long-term growth of the nuclear industry.

The future of nuclear energy is brighter than it has been in decades. The opportunities before us are real, momentum is growing and Westinghouse is uniquely positioned to help shape what comes next.

This is our moment, and I am excited about what we will accomplish together.



Dan Sumner
President and Chief Executive Officer

Westinghouse 2025 Highlights

















Awards & Recognition









About Westinghouse

Westinghouse Electric Company is a global provider of safe, leading nuclear technology and services that are shaping the future of carbon-free energy. For more than a century, we have led the industry with innovation and trusted experience, which positioned us as the preferred partner for advanced technologies covering the complete nuclear energy lifecycle. As the world addresses the challenges of energy security, reliability and a changing climate, we are deploying advanced nuclear technologies that will enable us to share the benefits of this reliable, carbon-free, safe and economical source of energy for generations to come.

Our Business Units

In late 2025, we announced a reorganization, consolidating five business units (BU) into two global businesses—Operating Plants and New Plants—better positioning the company to serve existing plant customers and capitalize on growing demand for new nuclear power.



Operating Plants

Delivers products and services to nuclear plant customers worldwide, including outage and maintenance services, engineered solutions, instrumentation and control systems, parts and capital project execution.



New Plants

Focuses on the industrialization and execution of new plant projects across the globe, ranging from our proven, advanced AP1000 pressurized water reactor (PWR) to our AP300™ small modular reactor (SMR).

Westinghouse Corporation was formed in **1886**

HQ: Cranberry Township, Pennsylvania (USA)

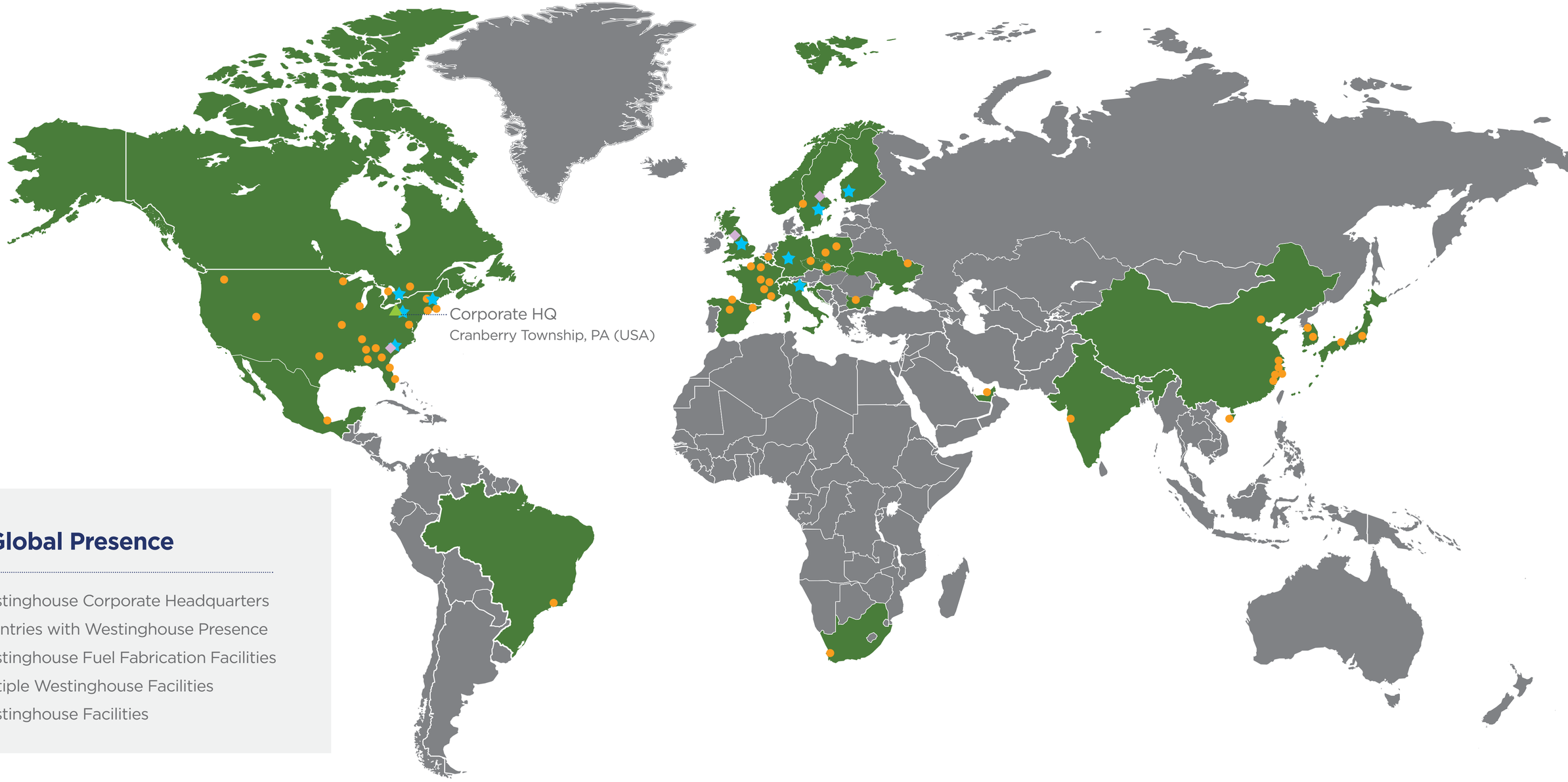
100+ facilities globally in **23** countries

~12,100 employees worldwide and **~5,000** project workers

~57% of the global nuclear reactor fleet is based on Westinghouse technology

7+ million square feet of operations





Our Global Presence

- Westinghouse Corporate Headquarters
- Countries with Westinghouse Presence
- Westinghouse Fuel Fabrication Facilities
- Multiple Westinghouse Facilities
- Westinghouse Facilities







New and Expanded Locations

Västerås, Sweden

Our Västerås fuel fabrication facility broke ground in September on a new 53,000-square-foot uranium pellet production building. Once complete, it is expected to nearly double the annual output of uranium pellets, strengthening the security of nuclear fuel supply for customers across Europe.

Local Spotlight

Springfields Location Recognized for Manufacturing Excellence

In September 2025, our Springfields location received the Be Inspired Business Awards Manufacturer of the Year award. These awards are Lancashire County's premier business awards, celebrating the top local companies, entrepreneurs and business community.





Approach to Sustainability

At Westinghouse, our Vision & Values serve as the core of who we are and how we operate to advance technology and services to power a carbon-free future. Our core values include safety, quality, integrity and trust, which come to life in our customer focus & innovation, speed & passion to win and teamwork & accountability. These values don't just guide how we work — they shape how we approach our responsibilities to our people, communities and the planet.

This foundation is reflected in every aspect of our sustainability approach. Our Sustainability Policy documents our aspirations and commitments for integrating sustainability throughout our global operations. While our products and services support decarbonization globally, we are equally committed to reducing our own environmental impact, upholding strong ethics and governance, investing in our people and communities, and working with our partners to do the same.

Our sustainability priorities are grounded in a third party-led materiality assessment, which reflected insights from both internal teams and nuclear industry stakeholders. The process identified 10 material topics that form the foundation of our strategy.

- Community Engagement & Transparency
- Ecosystems & Biodiversity
- Employee & Public Safety
- Greenhouse Gas Emissions (GHG)
- Inclusion & Belonging
- Material Handling & Operational Risk
- Regulatory Compliance, Reform, Trust
- Oversight of Storage & Decommissioned Assets
- Training & Human Capital Development
- Waste Management

Our Sustainability priority areas align with 10 of the United Nations Sustainable Development Goals (UN SDGs):



For documents related to our sustainability programs, please visit our website.



At Westinghouse, sustainability is rooted just as much in who we are as it is in what we do: providing safe, reliable, carbon-free energy.

Margaret Cosentino
Executive Vice President, External Affairs

Sustainability Oversight

The Board of Directors and Sustainability Steering Committee provide top-level oversight of Westinghouse's sustainability program. The Board receives regular briefings on the progress of our sustainability initiatives and goals. The Sustainability Steering Committee, chaired by our Executive Vice President (EVP) for External Affairs, sets strategic direction and establishes both long- and short-term goals. The Committee includes our most senior leadership: CEO, Chief Financial Officer (CFO), Chief Legal Officer (CLO), Chief Human Resources Officer (CHRO) and EVP for Quality, Environment, Health and Safety (QEHS).

Topic-specific working groups, led by senior leaders, bring together subject matter experts from across our business to drive progress on our sustainability objectives.



Enabling a Secure and Reliable Energy Future

Nuclear energy plays a vital role in meeting the world's growing energy demands while advancing decarbonization efforts. Westinghouse drives the carbon-free energy transition through advanced nuclear technologies that deliver reliable, safe and affordable power. Through advanced automation, transformative technology and strategic collaboration, we help utilities, industries and communities worldwide achieve their carbon-free energy and decarbonization objectives—fostering energy independence, economic growth and a carbon-free future.

As a founding member of the Net Zero Nuclear Pledge launched at COP28 in Dubai, Westinghouse joins leading nations—including the U.S., U.K., Canada, Sweden, Poland and others—in recognizing nuclear power's essential role in reaching global net-zero greenhouse gas (GHG) emissions by 2050 and in keeping a 1.5°C limit on temperature rise. In 2025, Westinghouse became a founding member of the Texas Nuclear Alliance. This is the first and only industry association in Texas dedicated to the advancement of nuclear technology in the state, with the mission of making Texas the Nuclear Capital of the World.



UK Government Tours our Springfields Facility

In September 2025, Westinghouse welcomed members of the Department for Energy Security & Net Zero (DESNZ) Communications and Ministerial Events team to tour the Springfields, U.K., facility. DESNZ is a ministerial department leading the government's mission to advance clean energy in the U.K., responsible for energy security, protecting billpayers and achieving net zero. As part of the visit, the DESNZ team toured the Oxide Fuel Complex, Component Manufacturing Plant and the Apprenticeship Learning Academy. Westinghouse showed our guests how our operations are helping deliver carbon-free and secure nuclear energy.

A Global Voice for Nuclear Energy

In 2025, Westinghouse continued our work educating governments and communities around the world about the important role nuclear energy plays in helping meet rising low-carbon energy demands. From conferences to industry meetings, Westinghouse leaders discussed nuclear innovation and the latest technological developments in our nuclear fleet.







Some of the notable events we actively participated in include:

Americas

- Nuclear Trade & Technology Exchange (Rio de Janeiro, Brazil)
- AI Horizons Pittsburgh Summit (Pittsburgh, Pennsylvania)
- Pennsylvania Energy & Innovation Summit (Pittsburgh, Pennsylvania)
- New York Climate Week (New York, New York)
- Nuclear Utility Obsolescence Group Annual Meeting (Pittsburgh, Pennsylvania)
- CERA Week (Houston, Texas)

Europe

- Spanish Nuclear Association (Cáceres, Spain)
- World Nuclear Exhibition (Paris, France)
- World Nuclear Symposium (London, U.K.)
- Ukraine Recovery Conference (Rome, Italy)
- International Nuclear Utilities Obsolescence Group (Warsaw, Poland)

Asia-Pacific

- Korea Atomic Power & International Nuclear Expo (Seoul, South Korea)
- China International Exhibition on Nuclear Power Industry (Beijing, China)









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Our Technology & Innovation

Leading the next frontier of nuclear.



At Westinghouse, innovation is more than an idea - it's how we bring our vision to life. By empowering our people to think boldly and work together, we are shaping what's possible for the next frontier of nuclear.

Dr. Lou Martinez Sancho
Chief Technology Officer

Approach

Westinghouse was founded in 1886 by one of history's greatest innovators, George Westinghouse, to solve a challenging electricity transmission problem just as the world was embracing electrification. Every day, our employees across the world work to honor this legacy by embracing new ideas, challenging the status quo and investing in research and development to meet our customers' needs and solve today and tomorrow's pressing dilemmas.

At Westinghouse, innovation is integrated into how we support the existing global operating fleet and develop the advanced energy systems of tomorrow. Led by our Chief Technology Officer (CTO), our Artificial Intelligence (AI) & Innovation organization drives our research & development (R&D) portfolio and product innovation strategy through materials research, digital transformation, advanced repair technologies, modular construction methods and new energy applications.

Read more about our innovation programs in the inaugural issue of the Westinghouse Innovation Review.



2025 **Recognition**

World Nuclear Exhibition (WNE) Innovation award for a new VVER-440 Fuel Design for Energy Security in the European Union (EU) and Ukraine.

The International Atomic Energy Agency (IAEA) International Network on Innovation to Support Operating Nuclear Power Plants (ISOP) award for advanced manufacturing, recognizing our additively-manufactured boiling water reactor (BWR) fuel debris filter that prevents fuel damage and improves reactor safety.

The Nuclear Energy Institute (NEI) Top Innovation Practice (TIP) award, along with Southern Nuclear, for the installation of next-generation fuel technologies at Vogtle Unit 2 after years of research and development through the U.S. Department of Energy's (DOE) Accident Tolerant Fuel program.

2025 Data and Intelligence award for Energy & Utilities at the Databricks Data & AI Summit, recognizing the development of HiVE™ and bertha™ AI systems for the nuclear industry.









Our Technology & Innovation

New Plant Technologies

We're developing nuclear technologies across the full spectrum—from microreactors to large-scale plants—to meet diverse energy needs and expand carbon-free energy deployment. In 2025, we achieved key regulatory and technical milestones:

- **AP1000 Large-Scale Reactor Leadership:** In August 2025, the Nuclear Regulatory Commission (NRC) extended design certification for the AP1000® reactor to February 2046, positioning it as the leading solution for new large-scale reactors in the U.S. This licensing approval enables domestic and international deployment while meeting all regulatory and safety requirements.
- **eVinci Microreactor:** Received U.S. DOE approval for the eVinci microreactor Preliminary Safety Design Report—the first microreactor approved for the National Reactor Innovation Center's Demonstration of Microreactor Experiments test bed.
- **eVinci Transportability:** Successfully demonstrated transportability using the purpose-built Reactor Transport Cask across road, water and rail, showcasing multiple package handling systems.





AP1000 Pressurized Water Reactor

Capacity: ~1,200 megawatt electric (MWe)

The AP1000 reactor is the most advanced Generation III+ plant in commercial operation. It provides fully passive safety systems and is an ideal solution for base load power generation.

7 million metric tons of CO_2 emissions avoided per year, per reactor*.



AP300 Small Modular Reactor

Expected Capacity: 330 MWe

The AP300 SMR is expected to deliver flexible carbon-free power in a more compact footprint with a simplified design that reduces construction timelines. It is the only SMR based on an operating and advanced reactor, the AP1000 technology.

2 million metric tons of CO_2 emissions can be avoided per year, per SMR*.



eVinci Microreactor

Expected Capacity: 5 MWe**

A factory-built, transportable microreactor that is expected to operate like a battery to deliver reliable, carbon-free electricity and heat generation to remote locations for a variety of defense applications.

55,000 metric tons of CO_2 emissions can be avoided per year, per microreactor*.

*Illustrative avoided emissions calculations represent a new nuclear power plant offsetting the use of a blend of natural gas and coal power and use of U.S. Energy Information Administration emissions factors, and does not include lifecycle emissions related to the construction, fuel production, operation, and decommissioning of the plant. Actual avoided emissions will vary by location, operating profile, and the generation displaced.

** For commercial non-space and non-military applications.

Expanding Nuclear Energy Capacity

From new builds to fleet support, our work spans the full nuclear lifecycle—designing new plants, delivering advanced fuel, maintaining existing reactors and pioneering plant restarts.



New Plant Development

Poland AP1000 Project: The Westinghouse-Bechtel consortium and Polskie Elektrownie Jądrowe (PEJ) signed an Engineering Development Agreement for a three-unit AP1000 project in Choczewo, witnessed by Polish Prime Minister and the U.S. Energy Secretary. The agreement advances site development, regulatory documentation and geological studies needed for construction permits.

Advanced Fuel Deployments

VVER Fuel Delivery: Completed first VVER fuel delivery from Västerås, Sweden, to two Czech nuclear plants, supporting Czech Energy Company's (CEZ) energy security and fuel diversification strategy.



ATLAS Fuel for Finland: Produced first ATLAS nuclear fuel for Finnish nuclear energy company Teollisuuden Voima Oyj's (TVO) Olkiluoto 3 reactor, enhancing security of supply and optimizing reactor performance.

LEU+ Commercialization: Deployed Lead Test Assemblies with Low Enriched Uranium (LEU+) at Vogtle Unit 2 in Georgia—the first U.S. commercialization of LEU+ fuel, supported by the U.S. DOE Accident Tolerant Fuel (ATF) Program and Southern Company.

Read more



Nuclear Fleet Operations Support

Pressurizer Heater Replacement at Koeberg Nuclear Power Plant: In May 2025, we completed the replacement of 68 pressurizer heaters at South Africa's only nuclear power plant. By consolidating all replacements into a single outage, Westinghouse minimized plant downtime and supported Koeberg's continued safe operation as it enters an extended 20-year license period.

Training to Restart Palisades Nuclear Plant: Westinghouse Training Resources Solutions led training for Palisades Nuclear Plant's training department, achieving full Institute of Nuclear Power Operations (INPO) accreditation—a key prerequisite for restarting Palisades in Michigan, the first decommissioned U.S. plant pursuing restart.

Read more



Decommissioning at Sellafield Nuclear Site: Westinghouse is part of The Decommissioning Alliance joint venture, which was awarded a contract to support the safe cleanup of radioactive waste at the Sellafield nuclear site in northwest England.

Fuel Feasibility Studies Evaluating Extended Power Uprates (EPU): Westinghouse recently completed customer-funded Nuclear Steam Supply System and fuel feasibility studies for a U.S. four-loop and three-loop PWR, evaluating EPU+ (uprates significantly beyond traditional power uprate levels).

Artificial Intelligence Innovation

At Westinghouse, the use of nuclear-specific AI is poised to drive efficiency to deliver value faster. AI is quickly changing how the world operates—and the energy sector is no exception. As AI creates unprecedented demand for new energy generation, Westinghouse is helping to meet the moment. As a transformative technology, we're committed to using AI responsibly and transparently as we integrate it into our operations and solutions. Our AI Governance Program (AIGP) establishes frameworks for its use and helps to ensure AI supports our engineers with decision-making in alignment with our ethical standards by auditing AI models regularly, collaborating across functions and raising concerns early.

Westinghouse's AI advantage stems from unmatched data depth. Having industrialized more reactors than any other company globally—with over half the world's operating reactors based on our technology—we've captured proprietary knowledge from building and servicing the global fleet. Our AI tools draw on this experience to empower over 12,100 employees worldwide to make smarter, safer and more cost-effective decisions.

Westinghouse AI

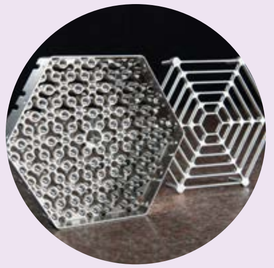
In 2024, Westinghouse introduced HiVE™, a nuclear-specific AI system that's built off of 75 years of proprietary industry knowledge. HiVE is at the core of our AI systems at Westinghouse, which includes tuned and trained models, methods and tools. Through these technology advancements, our AI models will enable improved cost and scheduling throughout the entire reactor lifecycle for Westinghouse and our customers, helping optimize maintenance planning, improve inspections and streamline information delivery to operational teams.

An important part of our HiVE AI system is bertha™, a nuclear-specific large language model trained on our proprietary data that powers both a generative AI assistant and purpose-built applications for the nuclear industry. Our nuclear engineers use bertha to securely access and leverage business knowledge to support learning, enhance decision-making and improve efficiency. It is named after Bertha Lamme, the first U.S. woman to receive a mechanical engineering degree and the first female engineer hired by Westinghouse.

HiVE™ bertha™

Applying AI to the Nuclear Lifecycle

We are applying HiVE and bertha across the entire nuclear lifecycle to streamline processes, enable knowledge management, improve operations and maintenance and extend plant operations.



AI-Driven Manufacturing Efficiency

Westinghouse AI models deployed at our Columbia Fuel Fabrication Facility eliminated a 17-hour fuel manufacturing step, delivering measurable cost savings across operations. The technology removes scrap from every pellet lot, reduces cycle time and continuously improves performance by learning from its own predictions and results—accelerating time to market while maintaining quality standards.



Reenergizing Nuclear Power With and For AI

For decades, nuclear construction management relied on spreadsheets and paper documents to coordinate thousands of interdependent tasks—an approach where delays in any single area could cascade across entire projects. With construction representing 60% of reactor costs, these inefficiencies directly impacted project economics and timelines.



Westinghouse saw an opportunity to turn this challenge around. In 2025, we partnered with Google Cloud to develop specialized AI models designed to de-risk AP1000 construction and transform our extensive documentation history into a strategic asset. The system combines models from both companies with WNEXUS, our 3D digital twin technology, creating a platform that predicts construction bottlenecks, optimizes task sequences and adjusts for real-world constraints like supply chain delays.

The results from early pilots showed substantial improvements in both time and cost efficiency. More importantly, the platform's modular design enables applications across our operations. The same technology is being adapted for licensing processes, maintenance planning and refueling schedules—consistently finding faster paths through complex operational sequences.

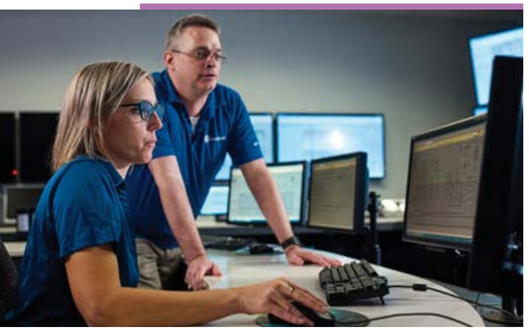
2025 Technology & Innovation Partnerships



Activated 85 tech agreements, building a network with companies, research institutions and universities to open doors for joint innovation and co-development opportunities to shape the future of our industry.



Signed a Memorandum of Understanding (MOU) with Spie Batignolles in France to promote **3D concrete printing** and other advanced construction capabilities for the nuclear industry, including development of nuclear-grade 3D-printed modular designs that enable rapid manufacturing, are easily stored and simplify transportation and handling onsite.



In partnership with the Idaho National Laboratory, **demonstrated a new simulator** showing how a nuclear power plant can be leveraged beyond electricity generation by using thermal energy to produce clean hydrogen and provide district heating to communities.

Read more

In March 2025, Westinghouse and Enusa marked 50 years of partnership by signing the **Westinghouse and Enusa Technology Cooperation Agreement (WETCA)**, extending their license agreement for 10 years. The companies also contracted for Enusa to fabricate VVER-440 fuel assemblies for Fortum's Loviisa Nuclear Power Plant in Finland.

Read more



Westinghouse and the Institut National des Sciences Appliquées (INSA) Lyon signed an **MOU to advance material science for fostering nuclear innovation**, and providing four test rigs for research in cold spray coating, high-temperature materials performance, and erosion and corrosion testing.

Read more



Westinghouse and the National Center for Nuclear Research (NCBJ) **signed an MOU to expand nuclear innovation and workforce development across Europe**, combining NCBJ's deep nuclear research expertise in Europe with Westinghouse training experience and its unique Churchill, Pennsylvania, research facility.

Read more



George Westinghouse Signature Awards

A culture of continuous improvement is fundamental to operational excellence. By encouraging employees to identify opportunities, solve problems at their source and continuously improve our processes, we strengthen safety, quality, customer satisfaction and business performance. The George Westinghouse Signature Awards recognize the individuals and teams who demonstrate these behaviors while delivering lasting value across the organization.

GWSA **by the Numbers**

104 projects were submitted recognizing **703** employees

41 winning projects recognized **328** employees across **25** locations in **10** countries

Award **Categories:**

- Process Improvement or Optimization
- Infrastructure Project
- Customer Support
- Implementation of Innovation/ Development Projects
- Industry Influence



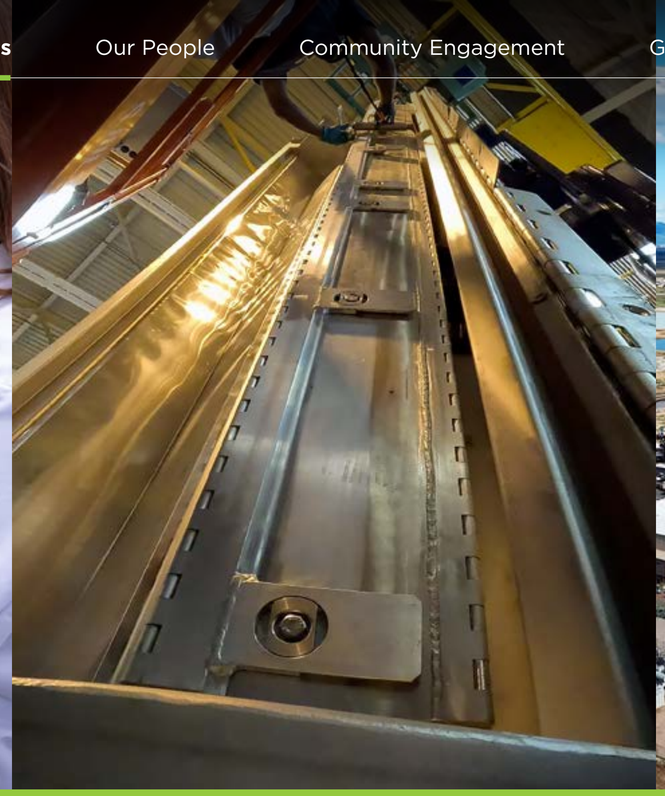














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Our Operations

Integrating quality, environmental stewardship, and health and safety into all we do.



We uphold the highest standards of quality, environmental stewardship, and health and safety. Guided by our QEHS Vision, we go beyond compliance by embedding accountability, continuous improvement and a strong safety culture into how we work to create a safer, more sustainable world.

Johan Lundberg
Executive Vice President, Quality, Environment, Health & Safety

Approach

Operational excellence at Westinghouse means integrating safety, environmental stewardship and quality into everything we do. Formally launched in 2025, our QEHS vision, "We Create a Safer World," offers a framework and philosophy for how Westinghouse can achieve the highest standards of quality, environmental stewardship, health and safety—both with individual employees and collectively as a team. We developed the QEHS Vision based on our employees' feedback: outlining the *how* and *why* each of us support and create a strong culture of safety and quality.

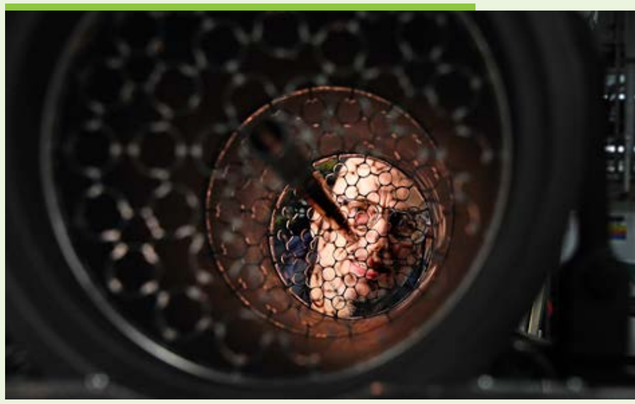
The program is led by the EVP of QEHS, who oversees strategy, governance and performance across the organization. All employees and partners uphold our Integrated QEHS Policy, ensuring we operate safely, reliably and responsibly while protecting our workforce, contractors, customers and communities. Our incident management framework covers everything from near-misses to environmental events, with thorough investigation, corrective action and knowledge sharing across the organization.

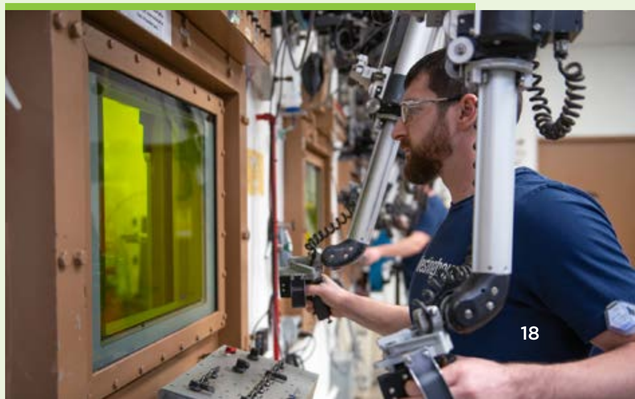


2025 **Highlights**

- Launched our new QEHS vision, **"We Create a Safer World."**
- **Achieved 18% reduction in GHG emissions** from our 2019 base year and procured 32% of electricity from carbon-free energy sources.
- Completed **2 energy treasure hunts and 1 energy assessment,** covering **11% of our total square footage.**
- Launched a new **Life Critical Process (LCP) program** to prevent serious injuries and fatalities.
- **Renewed our International Organization for Standardization (ISO) 19443 multi-site certification** and our Corporate **American Society of Mechanical Engineers (ASME) certifications (WCAP-12308).**
- **200 new leaders** received our Safety Conscious Work Environment "New to Nuclear" instructor-led training.







EHS Management

Our commitment to Environment, Health & Safety (EHS) stewardship reflects both Westinghouse's values and the high expectations that come with operating in the nuclear industry. Our global EHS Management System aligns with both ISO 14001:2015 for environmental management and ISO 45001:2018 for occupational health and safety management.

The Westinghouse EHS ISO Certification Policy establishes expectations for specific sites in maintaining certification:

- **15** sites are ISO 45001 certified—**44%** of our total square footage, covering a majority of our European manufacturing and services facilities.
- **24** sites are ISO 14001 certified—**80%** of our total square footage, including all large manufacturing and services facilities.

Our Global EHS Audit process ensures conformance with our EHS Management System and applicable legal requirements. We conduct audits to evaluate EHS performance and verify that a site conforms or complies to its applicable regulations, codes, standards and other requirements. The frequency of audits is determined by evaluating a site's complexity of compliance obligations—including legal and other requirements—and level of EHS risks and performance.

Our real-time incident tracking and QEHS Corrective Action Program (CAP), available to all employees, enables rapid response to potential issues and drives systematic improvement.



Westinghouse 2025 EHS Summit

In October 2025, we organized our first global EHS Summit at Westinghouse's Cranberry headquarters. This three-day event brought together more than 35 EHS, quality and nuclear safety culture colleagues from across the globe to discuss a range of topics, including EHS strategy, injury prevention, root cause technique training, industrial hygiene, environmental compliance and decarbonization.

Westinghouse EHS Internship Program

In 2025, we continued our EHS Internship Program, working directly with universities with strong EHS programs to recruit talent and highlight Westinghouse's role in a carbon-free energy future. Nine interns gained experience across EHS functions, including energy assessments, developing employee communications, EHS auditing and EHS risk reduction measures. We established a full-time position specific for EHS professional development that includes three eight-month site rotations with an emphasis on leadership and exposure to the many responsibilities of an EHS professional.

Environmental Management

Westinghouse's Environmental Compliance and Sustainability Council supports the implementation of our environmental practices across our global operations. Working under our corporate EHS Steering Committee, the Council brings together global and site-level leaders to drive environmental strategy and collaborate on best practices. It also serves as the Environmental Working Group within our Corporate Sustainability governance model, addressing air compliance, water and waste management, decarbonization planning and other environmental topics.

More than **550,000 square feet** of facilities are LEED certified.

29% of our buildings by square footage uses janitorial services certified under the CIMS-Green Building standard for environmentally responsible cleaning.

Protecting Ecosystems

Westinghouse is committed to protecting natural habitats at sites with substantial land footprints or materials requiring special environmental consideration. Our Springfields, U.K., facility—part of which is designated as a Biological Heritage Site by Lancashire County—maintains an active biodiversity plan to preserve local ecosystems.

Earth Day Employee Photo Contest

For Earth Day 2025, Westinghouse organized an employee photo contest, challenging participants to share photos they had taken of their favorite nature scenes. Employees voted on the winning photos. Here are the winners:



Grand Prismatic Spring, Yellowstone National Park, USA

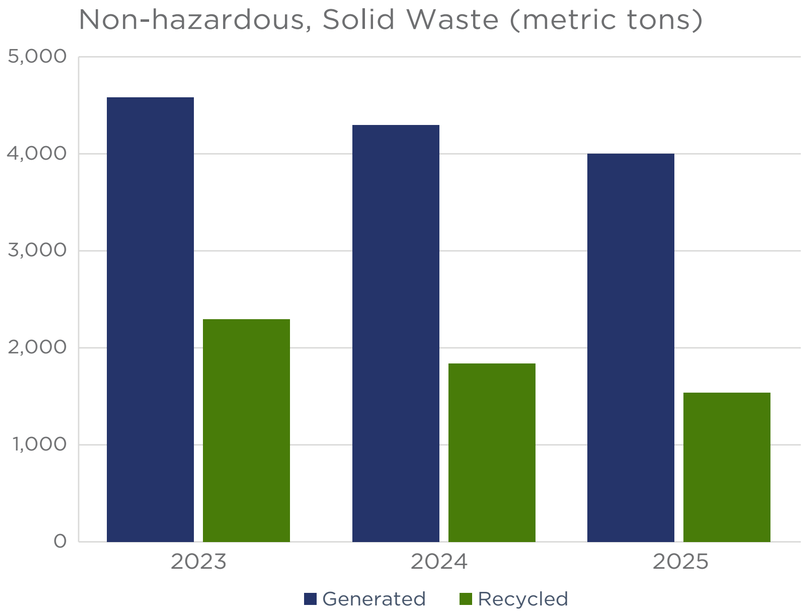


Parvati Valley, Kasol, Himachal Pradesh, India

Waste Management

Non-Hazardous and Hazardous Waste

Westinghouse works to address waste reduction at its source by managing both municipal solid waste and hazardous materials, and by maintaining rigorous oversight of hazardous waste through our EHS audit program. Through our ongoing partnership with Roadrunner™, we are working to standardize waste management services across U.S. facilities by enhancing recycling opportunities and providing a support structure to assist with waste management compliance.



Non-hazardous, municipal solid waste data represents all sites greater than 100,000 square feet and where Westinghouse has operational control, representing approximately 81% of total square footage.

Nuclear Waste

Responsible radioactive waste management is central to our reactor services and fuel processing operations. We minimize waste through decontamination, material recycling and volume compaction—supported by advanced monitoring and specialized equipment.

This expertise also serves our customers. Our deactivation, decommissioning and removal (DD&R) process maximizes recycling opportunities during plant decommissioning while ensuring compliance in spent fuel storage and site remediation.

Spain Waste Diversion Initiative

Our locations in Spain are pursuing a zero-waste goal, supported by ongoing employee education on recycling practices and responsibilities. As of year-end 2025, more than 80% of waste generated on-site, including both hazardous and non-hazardous streams, is diverted from landfill to recycling facilities. They are also focused on upstream impacts of waste to reduce their footprint, and began procuring personal protective equipment manufactured from recycled materials.

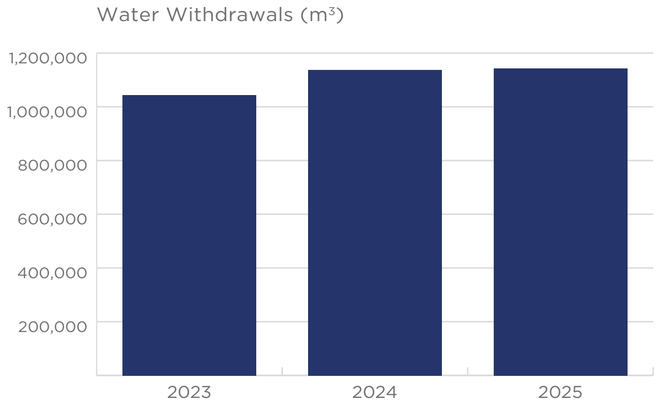




Water Management

Westinghouse promotes water stewardship through active monitoring and conservation across our facilities. With our emphasis on internal data management systems, we are continuing to work with our sites to improve data on wastewater treatment and discharge in the aggregate.

Improved data visualization is already delivering results. At our Waltz Mill facility, monthly trend analysis revealed water use had increased nearly 400%—more than 700,000 gallons on average per month above prior years. The team was unable to find any visible signs of a water leak and had to bring in an external consultant to identify the general location of the leak in the underground piping, but further excavation was required to determine its exact location. Once repaired, the fix eliminated the water waste and saved the site at least $50,000 per year.



Water withdrawal data represents all sites greater than 50,000 square feet and where Westinghouse has operational control, representing approximately 88% of total square footage.

Decarbonization

As a global leader in advanced nuclear technologies, Westinghouse helps customers achieve their net-zero goals through safe, efficient and cost-effective carbon-free power solutions. We have our own goals of achieving net-zero emissions by 2050, reducing emissions by 2030 on a science-aligned 1.5°C pathway and being a part of the larger solution to decarbonizing the nuclear energy value chain.

2025 progress includes:

- Increasing our percentage of carbon-free electricity use (32.4%).
- Continued refinement of our Scope 3 calculations and achieving limited assurance on our Scope 3 emissions inventory for the first time.
- Partnered with our Enterprise Risk Management organization to further assess and define our climate-related risk management processes, which will continue throughout 2026.

Methodology

Westinghouse's GHG inventory aligns with our Inventory Management Plan, which follows the GHG Protocol Corporate Standard, Scope 2 Guidance and Corporate Value Chain (Scope 3) Standard, established by the World Resources Institute and the World Business Council for Sustainable Development. Our reporting covers operational control across Westinghouse's global facilities spanning 7.97 million square feet.

We received third-party limited data assurance on our Scope 1 and 2 emissions, and for the first time received limited data assurance on our Scope 3 emissions categories 1-8, 10-13 and 15. Our Basis of Reporting summary and the full assurance statement are available on our website.

We continuously work to improve our data collection processes to increase accuracy and reduce the reporting workload. In 2025, we conducted a comprehensive multi-year data review with improved site-level engagement. As a result, we implemented a new process to provide sites with detailed datasets for validation, and we are working to automate this process through internal dashboards going forward.

Scopes 1 and 2 Emissions

From our 2019 base year, we achieved an 18% reduction in GHG emissions. Performance continues to be supported by our sustained investment in carbon-free electricity, which now represents over 32% of our total electricity use — double the share from our base year. A reduction in total energy use of more than 4% from the prior year also contributed.

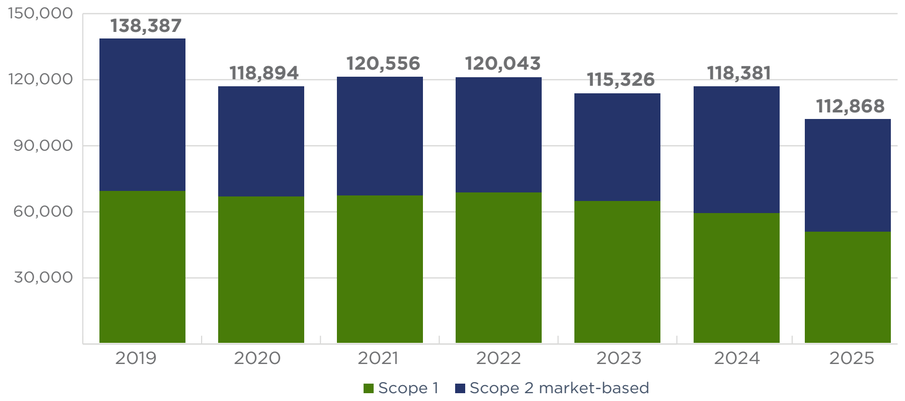
From our 2019 base year, we achieved an **18%** reduction with over **32%** of our electricity use from carbon-free energy sources.

Scope 3 Emissions

Purchased goods and services account for the vast majority of our Scope 3 emissions. Other significant contributors include end-of-life treatment of sold products, processing of sold products, and fuel- and energy-related activities. We calculate these emissions using advanced supply chain categorization and third-party software. We continue to refine our methodology for downstream impacts from product use and end-of-life treatment. Customer-supplied uranium falls outside our Scope 3 boundary.

In 2025, Westinghouse strengthened the data foundations behind these efforts. Our goal is to improve data fidelity and methodologies for each Scope 3 category, shift from spend-based to mass-based calculations where possible and ultimately reduce Scope 3 emissions. Working with our purchasing leads, our supply chain team continued to work through the approved supplier list process to ensure all suppliers were accurately categorized in the system to allow for the most accurate application of emission factors. We also made improvements to other Scope 3 category calculations, including our parts team developing an internal process to collect and monitor Scope 3-relevant data in real time, as well as mid-year updates to fuel data. We will make additional improvements to these processes to ensure consistent and accurate information is used in determining the full extent of our Scope 3 footprint over the coming years.

Annual Scope 1 & Scope 2 GHG Emissions (metric tons CO_2e)



Scope 3 Emissions by Category		Metric Tons CO_2e
1	Purchased goods and services	475,207
2	Capital goods	21,381
3	Fuel- and energy-related activities	25,650
4	Upstream transportation and distribution	13,847
5	Waste generated in operations	9,194
6	Business travel	15,035
7	Employee commuting	19,391
8	Upstream leased assets	312
10	Processing of sold products	47,243
11	Use of sold products	364
12	End-of-life treatment of sold products	160,415
13	Downstream leased assets	1,308
15	Investments	35
	TOTAL Scope 3	**789,381**

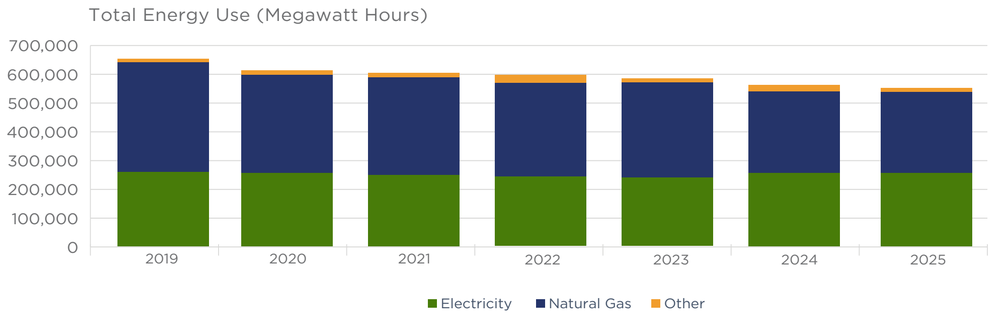
The following categories were determined to be not applicable:
9) Downstream transportation and distribution and 14) Franchises.

Energy Management

Energy consumption, primarily natural gas and electricity, makes up the majority of our Scope 1 and 2 emissions and present an opportunity for operational efficiency and cost savings. Energy assessments are central to our Scope 1 and 2 reduction strategy and a key lever in our decarbonization roadmap. We engage with industry leaders through the DOE's Better Plants program and the U.S. Environmental Protection Agency's Energy Star for Industry program. Leveraging these resources drives progress in our energy efficiency and decarbonization efforts.

Carbon-free Energy Procurement

In support of our decarbonization goals, Westinghouse has procured carbon-free electricity since 2019, sourcing from nuclear generation facilities where available. In 2025, 32.4% of our electricity use comes from carbon-free sources—up from 31.4% the prior year. We continue to pursue opportunities to expand carbon-free energy use across our global facilities.





Energy Assessments and Efficiency Improvements

Improving energy efficiency across our operations requires detailed insight into site- and equipment-level energy consumption. In 2025, we conducted energy treasure hunts leveraging the DOE Better Plants tools and hosted third-party energy assessments to identify energy-saving opportunities. We also piloted energy monitoring technologies for potential deployment across multiple facilities and implemented targeted measures to drive energy conservation.

Blairsville, Pennsylvania, Treasure Hunt

In June 2025, 18 Westinghouse employees at our Blairsville facility participated in a three-day "Energy Treasure Hunt" training hosted by the DOE. The event brought together corporate team members from Facilities and QEHS across the region to identify efficiency improvements in lighting, HVAC, compressed air, furnaces and insulation. Participants uncovered opportunities for approximately 6% energy savings—an estimated $115,000 in annual cost reductions. Identified low-cost, high-impact improvements included lighting upgrades, thermostat adjustments, pipe insulation and compressed air leak repairs.

Churchill, Pennsylvania, Treasure Hunt

Following the success at Blairsville, we organized a second Energy Treasure Hunt using the DOE methodology at our Churchill facility in October 2025. Within two hours, 13 employees identified opportunities to reduce energy costs by 6% by addressing inefficiencies in HVAC, lighting, compressed air and water systems. Recommended fixes ranged from compressed air leak repairs and temperature setpoint adjustments to larger capital projects such as upgrading recirculation and chiller units.

Ogden, Utah, Energy Modeling

Building on a 2024 student-led assessment, we continued energy efficiency work at our Ogden facility, which accounts for approximately 25% of our total Scope 1 and 2 emissions. We took a deeper dive and engaged a third party to build an energy model and identify and quantify savings opportunities across the site that can immediately be put into the facility's capital improvement plans.

Madrid, Spain, Energy Audit and Efficiency Measures

In 2025, we completed an energy audit and implemented several initiatives at our Madrid location, including LED lighting installation, warehouse roof replacement, window upgrades with enhanced insulation and EV charging stations for employees.

Churchill, Pennsylvania, Submetering Pilot

Equipment energy metering represents a significant opportunity across our operations. However, installing traditional meters on some older and larger equipment can be difficult, expensive and require significant downtime. In 2025, we launched a pilot project at our Churchill facility to test a new system that closely tracks how electricity is used within the building. The pilot demonstrated ease of installation and provided data on when and where high energy use and issues occur. It revealed that only a small portion of electricity use was from the equipment targeted for monitoring, with the majority of use associated with heating and cooling systems. The project confirmed that technology-enabled energy monitoring can support energy efficiency and environmental goals while also helping reduce outages and control costs.







Occupational Health & Safety

Our people are the heartbeat of our business, and we care for each other through safe, healthy and inclusive behaviors. We take a proactive approach to equip and empower employees to advance our safety culture as active participants, coaches and mentors.

Our Health & Safety Council, part of the executive-level EHS Steering Committee, meets monthly and guides strategy and facilitates global collaboration on safety, industrial hygiene, ergonomics, fire protection, radiation protection and emergency response. In 2025, we initiated the Westinghouse Leadership Team Safety Committee. This committee meets monthly to discuss events, trends, corrective actions and strategic program rollouts.

We provide employees with training, tools, personal protective equipment and written procedures to work safely. Employees report safety concerns through our QEHS CAP, and our Health and Safety Center of Excellence shares best practices across operations.

In 2025, we launched our **LCP program**, developed in 2024, to prevent serious injuries and fatalities (SIF). The LCP team—comprised of business unit representatives and EHS subject matter experts—identified 10 high-risk activities and strengthened controls within each related safety and health program. We launched toolkits, procedures, observation forms, gap analyses and a dedicated SharePoint hub to support implementation. The LCP program has become foundational to our SIF prevention efforts.



Westinghouse Summer of Safety

During the summer of 2025, we organized a “We Care” tour as part of our “Summer of Safety.” On a quarterly rotation, Westinghouse Leadership visited select locations to reinforce our safety vision and open a direct line of engagement and communication with employees about workplace safety.

Our Global Operating Services business unit rolled out a five-week Hand Safety Campaign focused on eliminating hand injuries. Weekly program materials were disseminated through the organization to highlight best practices with hand protection, hazard awareness and utilization of the correct tools.

We also conducted surveys to solicit employee feedback to help us better connect the dots between our QEHS Vision, LCP and SIF programs.

Health & Safety Metrics

Westinghouse's Total Recordable Injury Rate (TRIR) is 0.34—low by global standards. While year-to-year fluctuations reflect our increased focus on reporting and LCP implementation, overall performance remains strong. We also track our industrial safety accident rate (ISAR) and are working to add additional proactive, SIF-focused metrics in 2026.

Metric	2020	2021	2022	2023	2024	2025
TRIR	0.29	0.42	0.32	0.27	0.26	0.34
ISAR	0.10	0.16	0.18	0.12	0.14	0.12

Ergonomics

Ergonomics are important for maintaining a safe workplace for employees and is documented in our Safety Code of Practice. In 2025, we initiated a focused review of our full Industrial Hygiene and Ergonomic program to ensure that all aspects are aligned with regulatory and best-in-class elements. We expect to implement these revised programs in 2026 across the organization.

Tool Safety and Ergonomics at Blairsville

In 2025, at our Blairsville location, we worked to improve operator safety and efficiency by introducing standardized handmade hand tools to replace operator-made tools being used on the floor. As part of this effort, we hosted a "hand tools hunt," which involved identifying any tools that operators or maintenance craft had created, modified or repaired. By locating and documenting these non-standard tools, we were able to assess associated risks and help transition operators to appropriate, ergonomically designed tools that support safer and more consistent work practices.

For example, our team developed standardized tools for inserting and removing tube plugs in our non-fuel department, as well as a tool that allows operators to safely remove lubricant from production dies.



Product Quality

Our new QEHS Vision, *We Create a Safer World*, reflects our commitment to delivering products and services that fully satisfy customer, industry and regulatory requirements while protecting the environment. Through our Quality Management System (QMS), we recognize that nuclear technology demands safe, reliable deliverables—and we hold ourselves to that standard globally.

Our products comply with applicable international requirements and standards and are delivered in alignment with our customers' expectations. For nuclear power plants subject to U.S. NRC regulations, Westinghouse complies with the requirements of 10 CFR 50 Appendix B by implementing the guidance of NRC Regulatory Guide 1.28, which endorses ASME NQA-1. Westinghouse complies with global standards and holds quality certificates for ISO 9001 and ISO 19443 (quality management systems in the nuclear sector). For nuclear steam supply systems and pressure-retaining components and related services, Westinghouse supplements the QMS by implementing the quality assurance program requirements such as WCAP-12308, ASME Quality Assurance Program or WCAP-17281, Quality Assurance Program for N1 Pressure Equipment and their Components under ESPN Regulations and RCC-M Code.

Our nuclear safety culture and safety-conscious work environment programs are key foundations for achieving best-in-class quality performance. Conforming with all applicable legal and compliance obligations and maintaining customer satisfaction is key to ensuring customer confidence and enabling our future success.

Recognizing that having a strong culture of quality helps us outperform our peers, in 2025, Westinghouse hired an external partner to conduct an employee survey to evaluate how we rank on key quality characteristics. Our Culture of Quality score placed Westinghouse above the global benchmark in the second quartile of companies surveyed. This indicates Westinghouse is in a strong starting position, while also having identified areas where we can continue to further strengthen our quality programs.

We also rolled out a training course to all employees emphasizing the importance of our QEHS CAP and the importance of identifying the causes of issues to reduce the potential for recurrence. The training introduced the Three-Legged Five Why (3L5W) problem-solving tool, which ensures we understand why a problem occurred, why it wasn't detected and what systemic failures need to be addressed. Additionally, we introduced a training session that defines the Eight Disciplines (8D) problem-solving methodology to help identify, correct and eliminate recurring issues. We expect that broader adoption of both of these tools will drive higher-quality analysis, reduce recurring issues and ultimately improve customer satisfaction.







Outage & Maintenance Services Kaizen Week

Over the course of five days, teams from across our Americas Outage & Maintenance Services (AOMS) group, responsible for outage, inspection, maintenance, welding and refurbishment services at nuclear power plants, came together to tackle six critical areas that impact safety, quality, efficiency, collaboration and customer satisfaction. More than 70 employees participated in the Kaizen event to focus on continuous improvement opportunities that affect safety, quality, delivery and cost.

Our Nuclear Safety Culture

Advancing the highest standard for nuclear safety goes beyond governance, technology and processes to building a culture of nuclear safety with our people. Our Nuclear Safety Culture (NSC) program promotes comprehensive safety and quality across all operational areas. Our Safety Conscious Work Environment (SCWE) empowers employees to raise concerns without fear of retaliation, knowing their issues will be promptly addressed.

We follow the U.S. NRC's definition of NSC:

> *The core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.*

Our sites operate under nuclear safety regulatory licenses worldwide, requiring strict compliance, advanced training and programs that reinforce NSC values while identifying and addressing potential issues. We also voluntarily follow safety best practices and standards set by the INPO and the World Association of Nuclear Operators (WANO).

Our NSC Executive Committee provides oversight through annual reviews of program performance, employee feedback, Nuclear Employee Concerns Program (ECP) reports and actions taken to address specific safety concerns. Our NSC program works in partnership with our Global Nuclear Safeguards Program to ensure that we meet both IAEA requirements and country-specific regulations.

200 new leaders received SCWE "New to Nuclear" instructor-led training in 2025.

Nuclear Safety Culture in Action

We operationalize our NSC framework through mandatory employee and leadership training and a set of nuclear safety behaviors that align with and complement INPO NSC traits. Our ECP, backed by our Compliance organization and Global Ethics and Concerns Helpline, thoroughly investigates all nuclear safety concerns.

We gather NSC insights through our employee engagement survey, which includes dedicated safety culture metrics. In 2025, we developed a simplified survey for our outage (project) workers operating at customer locations, paired with AI tools to deliver more data and timely insights into the health of our NSC. Results will be used to predict and monitor high-activity areas and keep management informed of ECP trends.

A monthly NSC/ECP newsletter features case studies, program updates and practical resources for employees. Our CAP follows both global and country-specific standards and captures internal NSC feedback and customer safety and quality concerns. Dedicated radiation safety officers at our facilities monitor and maintain exposure and contamination levels well below legal thresholds and we maintain dedicated funding for environmentally responsible cleanup and decommissioning of our facilities.

NSC Training in Poland

Ahead of AP1000® plant construction in Poland, Westinghouse developed a new nuclear safety culture course for construction. Led by a former NRC Office of Investigations Criminal Investigator, now a Westinghouse Senior Lead Investigator, the training was delivered both virtually and in person to our teams in Warsaw and Kraków, as well as several of our suppliers, along with NSC procedural development support.

Nuclear Energy Institute's Radiation Protection Forum

In August, Westinghouse's Radiation Protection team exhibited at the NEI's Radiation Protection forum in Georgia. Our team exchanged information about current developments in radiation protection with Electric Power Research Institute, INPO and other industry leaders, covering conversations such as lessons learned, best practices, performance trends and regulatory updates.









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Our People

Creating a culture where our employees grow and thrive.



Behind every Westinghouse achievement is a team of dedicated people. We invest in their growth, cultivate future nuclear talent and foster a culture of inclusion—because when our people thrive, so does our mission.

Anne Naqi
Chief Human Resources Officer

Approach

At Westinghouse, the strength of our people fuels our collective success. Since our founding, we've led the way in workplace innovation—from pioneering paid time off and helping more women enter the workforce to creating company-funded retirement and disability programs. Today, as we enter a new era of growth driven by rising global demand for nuclear energy, we're deepening that commitment.

Maintaining our position as an industry leader requires attracting, retaining and continuously upskilling top talent. In 2025, we realigned our organization to enable better deployment of our people and invested in creating a work environment where employees feel supported throughout their careers. Central to this effort was launching a new HR ServiceNow platform that fundamentally improved the employee experience—delivering faster support, greater transparency and real-time visibility into request status. Enhanced search capabilities help employees quickly find answers to HR questions on their own.

As Westinghouse continues to grow and evolve, employee engagement remains a strategic priority. When our people have the tools and support they need, they're better equipped to deliver for our customers and advance our mission of providing safe, reliable carbon-free energy.

2025 **Highlights**

Named a U.S. Top Employer by the Top Employer Institute for the second consecutive year, recognizing excellence across people strategy, employee engagement, talent acquisition, development, wellbeing, culture and more.

top EMPLOYER United States of America 2025 FOR A BETTER WORLD OF WORK

81% engagement survey participation, a significant improvement from the prior year.

3,000+ positions filled in 2025.

More than 400 interns hosted in 2025 with over 100 returning to Westinghouse in 2026 as interns or full-time employees.







Human Capital Development

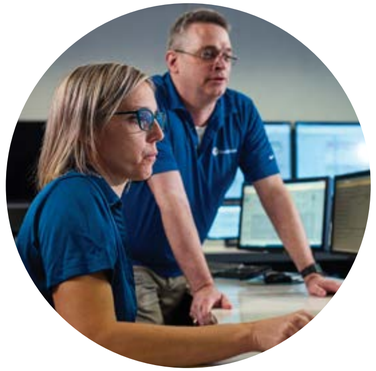
Our people are the driving force behind Westinghouse's innovation. We've assembled a global team of specialists whose diverse perspectives and deep expertise enable us to solve complex challenges, prioritize safety and deliver value for customers and stakeholders.

We invest in that team through comprehensive training and development programs spanning from technical skills to leadership capabilities. Led by our CHRO and with regular oversight from senior leadership, our talent development strategy evolves to meet emerging business needs—focusing on workforce planning, succession management, organizational design and competency building to create a strong leadership pipeline.

The growing demand for new plant construction and life extension projects requires expanded project management capabilities. In 2025, we focused on developing a comprehensive job matrix and clearly defined role profiles aligned with the scale and complexity of these large projects.

Early-career professionals now have a dedicated pathway into Westinghouse through Catalyst, a 24-month rotational program that launched in the summer of 2025. Eleven employees in the inaugural cohort are rotating through Engineering, AI & Innovation, eVinci, HR, Marketing and QEHS—gaining broad business exposure while developing technical and professional skills. Created in response to employee engagement feedback, Catalyst strengthens our talent pipeline and helps new employees find the career path that fits them best.





Westinghouse Digital Development Tools

Our digital platforms help employees maintain technical excellence, meet safety standards and grow professionally—ensuring consistent competency across our global workforce.

Book of Skills – Organizes 800 skills across 14 disciplines and 92 sub-disciplines required for Westinghouse program execution.

Discipline Technical Manuals – Provides standardized learning content including articles, presentations and training resources.

TeamTrac™ – Manages qualification records with analytics for centralized visibility into workforce credentials.

Technical Leadership Models – Defines roles and maintains a repository of technical leaders who certify staff on skill requirements.



Talent Acquisition

Westinghouse's continued growth requires a steady pipeline of skilled professionals across every function. Our talent acquisition strategy focuses on three priorities: data-driven workforce planning, building a strong employer brand and optimizing our recruiting processes.

We're expanding university partnerships globally and deploying AI-enabled tools — with human oversight — to identify and assess candidates more efficiently. These investments help us move faster while maintaining high standards in talent selection. In 2025, we filled over 3,000 positions across the company.

We assessed our current project management talent to identify development opportunities and succession needs, while also creating recruiting profiles to attract the additional expertise required to support our continued growth.

Global Internship Program

Westinghouse's Global Internship Program prepares the next generation of nuclear professionals through structured, real-world learning. We recruit interns from diverse academic backgrounds to work at facilities across the globe, connecting early-career talent development directly to our workforce strategy.



In 2025, we hosted 408 interns across 30 sites in 10 countries, who gained hands-on technical experience, toured operating nuclear facilities and developed skills critical to the industry's future. More than 100 of these interns are returning to Westinghouse in 2026 for a second internship or as a full-time employee.

Our internship engagement also extends into markets where new nuclear is taking shape. In Poland, for example, five students completed their six-month internship in early 2025, and four have since transitioned to full-time engineering positions within Westinghouse. We welcomed another five Polish students later in the year.

Investing in Tomorrow's Talent

Westinghouse develops next-generation nuclear professionals through strategic partnerships with universities, industry organizations and training programs worldwide. In 2025, we expanded these efforts across multiple areas:

University and Academic Partnerships

- **Nebrija University, Spain –** Partnered to launch a new Master's Degree in Nuclear Technology, preparing professionals for careers in long-term operations, advanced reactors and decommissioning.
- **University of Pittsburgh –** Hosted 32 Katz Business School MBA students for an innovation session featuring our AI & Innovation team, bertha AI model and AP1000 reactor simulator.
- **Chattanooga State Community College –** Sponsored 13 American Nuclear Society (ANS) chapter students to attend the ANS National Student Conference, supporting future nuclear engineers and radiation protection specialists.

Hands-On Learning Experiences

- **Waltz Mill, Pennsylvania –** Welcomed 45 future trades professionals from 11 area high schools for workshops on ultrasonic examination, radiation protection and nuclear fuel—led by 30 employee volunteers and our Women in Nuclear (WIN) Pittsburgh chapter.
- **Västerås, Sweden –** Hosted 20 students from the Ruter Dam leadership network for tours and presentations on the nuclear industry.
- **Springfields, U.K. –** Trained the U.K. Environment Agency's Learning and Development cohort on nuclear fundamentals and fuel manufacturing, helping prepare future regulators.

Industry Leadership

- **WiNFin –** CTO Dr. Lou Martinez Sancho co-established this WIN Global initiative for nuclear finance knowledge sharing. Launched at WNE in Paris, WiNFin fosters collaboration through events and resources across the nuclear lifecycle.
- **Hiring Veterans –** In 2025, Westinghouse's Veterans Employee Resource Group (ERG) partnered with Human Resources and VetJobs to host the third annual Veterans Career Fair at our headquarters.

Benefits & Wellness

Supporting our employees means offering benefits that address the full spectrum of their needs—health, financial security and personal well-being. Our Total Rewards team benchmarks our offerings against the market and makes continuous improvements to ensure we remain competitive while advancing equity, inclusion and overall workforce well-being.

In 2025, we enhanced our benefits package with several key changes:

- **Expanded Global Employee Assistance Program (EAP) –** Extended the EAP to employees worldwide to provide employees and their families with free, confidential counseling, coaching, financial expertise and dependent care resources.
- **New Value-Based Medical Plan Option –** For regular non-union employees in the U.S., we launched a lower-cost medical plan that delivers guided, convenient care through app-based tools—making it easier to access high-quality medical support.
- **No-Cost Generic Preventive Medications –** To reduce barriers to essential care, we introduced $0 cost generic preventive prescription drugs for U.S. regular non-union employees.
- **U.S. On-site Biometric Screening — Expanded MyHealth Rewards Support –** As part of our U.S. wellness incentive program, we hosted biometric screening events across many locations, making it more convenient for employees to complete their screenings and engage in preventive health.
- **Broadened Access to Hinge Health –** We expanded Hinge Health to all regular U.S. employees enrolled in Westinghouse medical coverage—and their eligible family members (18+). This no-cost digital exercise therapy program provides personalized plans, motion-tracking technology and unlimited one-on-one health coaching to help reduce back and joint pain.
- **Strengthened Benefits Communication –** To help employees better understand and navigate their benefits, we introduced a more robust communication plan designed to increase awareness, improve decision-making and make it easier to access available resources.

Belonging & Inclusion

A workforce rich in diverse perspectives and experiences strengthens how we innovate, solve problems and serve customers worldwide. At Westinghouse, every employee's journey matters—from their first application through their ongoing career development. We're building a workplace where everyone feels valued and empowered to contribute.

Our inclusion strategy is led by our CHRO and supported by executive sponsors and ERG representatives. Strategic champions across business units drive implementation through communications and community engagement—ensuring we stay connected to the needs of our customers, communities and partners while maintaining compliance with applicable laws.

Equal Opportunity Employment

We work to ensure equal opportunities in all aspects of employment: hiring, promotions, training, compensation and benefits. Our commitment to fairness extends across all dimensions, including but not limited to race, color, religion, sex and all other legally protected characteristics. We maintain a zero-tolerance policy for harassment of any kind. Our comprehensive compliance process actively monitors and addresses concerns, ensuring every employee can thrive in a respectful, inclusive environment.



Employee Resource Groups

Westinghouse is committed to cultivating an inclusive culture where every employee feels valued, connected and empowered to contribute their unique perspectives. Our eight Employee Resource Groups (ERGs)—representing more than 1,500 employees globally—are open to all employees and play a vital role in advancing this commitment. These employee-led, centrally-funded communities strengthen our employee value proposition by fostering belonging, elevating voices of all employees and supporting the engagement and retention essential to long-term success.

Acting as catalysts for cultural engagement, ERGs partner closely with executive leadership to translate ideas into meaningful action. Through advocacy, education and collaboration, they ensure our decisions reflect a broad spectrum of experiences and viewpoints. Whether championing women in nuclear energy, supporting veterans and working parents/caregivers, nurturing early career talent or advancing cultural awareness, our ERGs serve as powerful engines of connection and continuous learning.

In 2025, our ERGs deepened engagement, expanded allyship and strengthened community impact. Their leadership in delivering global cultural events, professional development opportunities, STEM outreach and essential support networks has helped create a more engaging and resilient workplace. Their influence extends beyond Westinghouse—building community partnerships, inspiring future energy leaders and reinforcing our commitment to a culture where everyone can thrive.



Westinghouse Wins the U.S. WIN's Chapter Excellence Award for Having a Culture of Inclusion and Belonging
In 2025, Westinghouse's Women in Nuclear (WIN) Pittsburgh chapter was awarded the U.S. WIN's Chapter Excellence Award for Large Chapter-Culture of Inclusion and Belonging. The award recognized the chapter's community work and collaboration with other Westinghouse ERGs.



Championing Employment of People with Disabilities
Our Villejust, France, office celebrated European Week for the Employment of People with Disabilities by hosting two members from the "Comme les Autres" association and donating to the organization. This is the fourth year the site has supported the event, and this year, we hosted an intern on Duo Day to explore the roles of executive assistant alongside two site employees.



Raising Awareness of Neurodiversity
In 2025, our Working Parents and Caregivers Alliance hosted a "Neurodiversity at Work" webinar featuring guest speaker and author Theo Smith, raising awareness about the benefits of neurodiverse teams and how to build workplaces that support everyone's potential.



The Westinghouse ERGs



North American Young Generation in Nuclear (NAYGN)

NAYGN develops emerging professionals and connects them with industry expertise through structured learning, leadership development and networking.

- Hosted monthly “Ask Me Anything” and “Lunch & Learn” sessions featuring senior leaders and cross-functional experts, drawing 80+ participants per session.
- Expanded to six chapters with the addition of Chattanooga and New England, building a pipeline of future energy leaders.



Veterans ERG

Veterans ERG strengthens connection and support for employees with military experience through site-based engagement and community-building initiatives.

- Organized Veterans Day recognition events, mentorship programs and community service initiatives connecting veteran employees with local outreach opportunities.
- Provided hiring and referral support along with transition resources for service members entering the civilian workforce.



Women in Nuclear (WIN)

WIN delivers talent and community impact through service, advocacy and STEM outreach.

- Reached 250+ students through “Introduce a Girl to Engineering” and “Engineer Your Future” programming, while U.S. chapters supported special needs classrooms and hosted site events such as our Columbia facility bake sale.
- Supported advocacy efforts including the WIN Shoreview letter-writing campaign related to Minnesota’s moratorium on new nuclear builds.



European Young Generation in Nuclear (EYGN)

EYGN, established in 2025, is our newest ERG, empowering early-career professionals across Europe through leadership development, mentorship, networking and community engagement while advancing nuclear advocacy and supporting recruitment of emerging talent.

The Westinghouse ERGs (Continued)



LGBTQIA+ Alliance

This alliance advances inclusion, visibility and advocacy for LGBTQIA+ employees and allies across Westinghouse.

- Achieved 50% global membership growth, expanding representation across sites and remote communities.
- Delivered 10+ hybrid events, including HIV awareness education, lunch & learns, book clubs, anti-bullying roundtables and Pride parade participation.



Asian Heritage and Allies Alliance ERG

This ERG strengthens belonging and cross-cultural engagement through initiatives focused on inclusion, well-being and community impact.

- Hosted an AAPI Heritage Month leadership sharing session and expert-led well-being workshops on work-life balance and family bonding.
- Participated in Pittsburgh's Dragon Boat charity event, deepening community connection.



Working Parents and Caregivers Alliance

This ERG provides community and practical support for employees balancing work and caregiving responsibilities.

- Developing caregiver resource guides and parenting and caregiving forums to address common employee needs.
- Planning manager education on flexibility and benefits feedback loops to strengthen organizational support.



Quarterman ERG

This ERG advances heritage celebration, professional development and community engagement for African-American employees and allies.

- Delivered programming for Black History Month and Juneteenth, along with conference representation and volunteer initiatives.
- Hosted an executive roundtable at the internal Quarterman Conference, connecting senior leaders with ERG members and informing action planning across the organization.

Employee Engagement

Understanding what matters most to our employees helps us build a stronger Westinghouse. Our approach to employee engagement directly supports business resilience, operational excellence and long-term value creation. By systematically measuring and responding to employee voice, we strengthen the organizational capabilities required to deliver safe, reliable nuclear energy solutions while meeting the highest standard of operational performance.

Employee Voice

Westinghouse operates a multi-channel feedback ecosystem designed to capture employee sentiment, identify emerging risks and drive continuous improvement. Our approach integrates three complementary mechanisms:

- Enterprise-wide engagement diagnostics that provide annual benchmarking of organizational health and track progress on cultural initiatives over time.
- Executive forums such as global and regional town halls, open Q&A sessions, leader-led roundtables and structured dialogue sessions that connect employees directly with senior leadership.
- Manager-led dialogues through one-on-ones, performance conversations and team feedback loops that convert enterprise insights into local action.

In 2025, we expanded our feedback channels by implementing a global exit survey designed to strengthen retention strategies and inform workforce planning. We also deployed specialized safety and quality culture assessments to ensure our organizational culture sustains the rigorous standards required in the nuclear industry.

PowerUP
What We Do Matters

Global Employee Recognition: PowerUP

A culture of recognition is central to supporting employee well-being and engagement. Our global program, PowerUP, remained a strong driver of that culture this past year. PowerUP celebrates employees who demonstrate our company values and nuclear safety culture behaviors, and it is open to all employees globally, enabling recognition to flow across functions, teams and geographies.

Engagement Survey

Our global employee survey gives us insight into workforce sentiment across 23 countries and allows us to track trends at every level of the organization. These insights are integrated into executive decision-making frameworks, and each year, we take meaningful steps to be responsive and improve employee experience. BU and functional leaders, partnering with nominated survey champions and HR business partners, drive accountability by communicating results and implementing targeted improvements.

In 2025, we saw meaningful progress: Participation reached 81%, a 20% improvement from the prior year, and our overall engagement index rose two points to 68, with notable strengths in manager performance, collaboration and communication.

In response to employee feedback, we:

- Launched our Reimagined Performance Management initiative, improving feedback practices, clarifying expectations and enabling more meaningful career development conversations.
- Introduced a new Employee Engagement SharePoint site as a central hub for survey results, people-leader tools and visibility into ongoing actions—strengthening transparency and trust.
- Published enterprise-wide and BU-specific results booklets, including messages from the CEO, CHRO and BU leaders.
- Advanced strategic alignment of team priorities by improving communication and equipping people leaders with tools to better connect organizational strategy to daily work.

2025 Engagement Survey Highlights

81% participation rate across 23 countries

9,100+ employees responded

25,000+ qualitative comments

Engagement index: **68 (up 2 points)**

Key Strengths:

Strong manager performance

A collaborative culture

Open communication

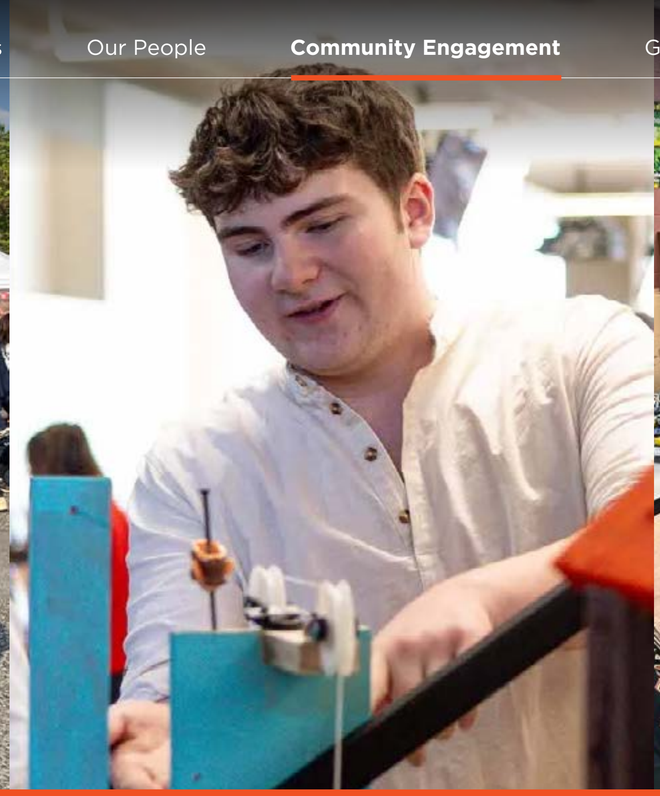
Notable Opportunities:

Enhancing individual alignment with company strategic goals

Clarity on how an individual can succeed in the company

More opportunities for professional development and career advancement







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Community Engagement

Strengthening the communities that make our success possible.



Strong communities are essential to a strong energy future. Through education, local engagement and long-term partnerships, Westinghouse is helping inspire the next generation of innovators while creating lasting impact where we live and work.

Candice Simons
Community Liaison, Columbia Fuel Fabrication Facility

Westinghouse has worked to benefit our communities since our founding nearly 140 years ago.

Today, we continue to honor George Westinghouse's legacy of good by empowering our people to give back to the communities where we live and work. We do this by donating to good causes, providing volunteer opportunities for employees and encouraging our ERGs to engage in their communities. Our support spans STEM education, local culture, healthcare and environmental stewardship.

Supporting the United Way

For more than half a century, Westinghouse has been a committed partner of the United Way in support of its mission to help every person in every community thrive and reach their full potential. The annual Westinghouse United Way Campaign organizes our employees to raise money for local United Way chapters. In 2025, Westinghouse raised $209,000 through employee donations and our corporate dollar-for-dollar match.

Other ways our employees supported the United Way in 2025 Include:

- More than 80 interns and employees from our Pennsylvania locations assembled 600 senior care kits for adults in the surrounding area, which were provided to organizations like Meals on Wheels and Life Steps. Kits included handwritten notes from employees, word searches, first aid supplies and other items.
- Over the course of three days, volunteers from our Cranberry Woods Headquarters and New Stanton locations assembled 600 bicycles that were donated to children through the United Way's partner agencies.

Enterprise Supply Chain Volunteer Month

In May 2025, our Enterprise Supply Chain Culture Council organized a volunteer month spanning six countries—the U.S., U.K., France, Poland, Sweden and China. Employees contributed to environmental cleanups, food drives and animal shelter assistance. In total, 110 employees participated in 23 events for 291 hours of service in their local communities.



Inspiring Future STEM Leaders

As a company of scientists, engineers and technical experts, we naturally support STEM education opportunities in our communities to nurture the next generation of innovators and problem solvers.



Science Honors Institute

The Westinghouse Science Honors Institute continues a nearly 70-year tradition of connecting Pittsburgh-area high school students with STEM professionals and real-world learning experiences. In 2025, Westinghouse hosted a six-month lecture series featuring industry experts who shared insights into their career paths. The program culminated with a visit to Penn State University's Breazeale Nuclear Reactor, where students explored nuclear engineering firsthand and witnessed a reactor "pulse."



Chain Reaction Contraption Competition

In 2025, Westinghouse hosted 13 teams at our Cranberry Township headquarters for the annual Chain Reaction Contraption Competition, where local high school students built Rube Goldberg-style machines using physics and mechanical principles. Students also heard from Westinghouse leaders about engineering and STEM careers in nuclear energy. This year, we introduced a "Most Green" award recognizing teams that used recycled and repurposed materials.



Awarding Scholarship at Pittsburgh Riveters' STEM Night

Westinghouse partnered with the Pittsburgh Riveters to support its "Field of the Future" STEM competition for local high school girls. We awarded $500 to a student for creating an innovative, forward-thinking stadium design.



BrainSTEM Without Borders

Our support for BrainSTEM Without Borders advances STEM education across Pittsburgh through activities such as providing supplemental computer science classes at disadvantaged schools, creating maker spaces at regional hospitals and developing and launching learning tools for children with Cortical Visual Impairment. The program also creates a positive impact globally by supplying robot kits, training educators in Belize, providing material support to traveling medical clinics in Haiti and giving coding lessons to childhood leukemia patients in Türkiye.

Global Community Engagement

Across Westinghouse, our employees actively engage with their local communities through volunteer events, charitable giving and hands-on support. In 2025, highlights included:







STEM & Education

Waltz Mill, Pennsylvania, USA

Our Pittsburgh chapter of NAYGN welcomed 64 high school students for "Engineer Your Future," a hands-on STEM day featuring stations on radiation science, technology and coding, engineering design and data analysis.

Columbia, South Carolina, USA

Westinghouse, through our Columbia Fuel Fabrication Facility, donated $45,000 to Richland "One Schools" to fund STEM programs, school supplies and classroom needs. Employees also partnered with Hopkins Middle School to support the AVID college prep program, instructing students on 3D printing, flight simulation and STEM career planning.

Madrid, Spain

Employees led a STEM workshop, "Energía Nuclear en Wesville," at the Spanish Nuclear Society's annual meeting, guiding high school students through AP1000 reactor design, resource planning and plant siting.

Health & Human Services

Blairsville, Pennsylvania, USA

Our Specialty Metals Plant Emergency Brigade hosted its 18th annual Make-A-Wish® campaign, raising more than $16,000 through lunches, bake sales and raffles—funding three wishes for children in the region. To date, the site has raised over $150,000 and helped grant 34 wishes.

Kraków, Poland

Our Employee Engagement Focus Group supported the Mam Marzenie Foundation to help a 14-year-old during his battle with cancer, raising funds for a gaming laptop and providing homemade preserves and donations to the family.

Villejust, France

In partnership with the Disability Mission, we hosted a Christmas market at our Villejust office featuring products made and sold by adults and children with disabilities. The event supported their personal and professional development while raising awareness and fostering community engagement.

China

Six Westinghouse contestants and over 30 volunteers participated in the annual "Egg Walk" to raise money for children's health and education programs.













Culture & Community Connection

Pittsburgh, Pennsylvania, USA

Pittsburgh Dragon Boat Festival - Led by our Asian Heritage and Allies Alliance, employees competed in the annual event celebrating culture and raising funds for Pittsburgh Hearts of Steel Charity. The Westinghouse team took second place.

Wills for Heroes - Employees from Legal & Compliance participated in the Wills for Heroes program hosted by the Allegheny County Bar Association, providing basic estate planning documents to first responders and veterans.

Kraków, Poland

Westinghouse hosted 11 in-person teams and three virtual teams (75 employees total) for the Poland Business Run, raising awareness for individuals facing mobility challenges and women recovering from mastectomies.

Port Elgin, Canada

Westinghouse sponsored and participated in the annual Gran Fondo Lake Huron bicycle race. As a returning co-sponsor of the Kids Community Champion, Westinghouse provided 20 new bikes and helmets for youth through the Port Elgin Salvation Army Foodbank and the Saugeen First Nation Youth Centre.

Västerås, Sweden

Westinghouse Sweden is a partner to Lokala Hjälpen, a local charity focused on social responsibility. We donated 100,000 SEK to the organization, participated in the annual Christmas fundraiser, and employees helped to deliver food and presents to those in need.

Environmental Stewardship

Newington, New Hampshire, USA

Employees participated in a beach cleanup at Odiorne Point State Park with the Seacoast Science Center. Westinghouse has been a supporter of the center since 2012.

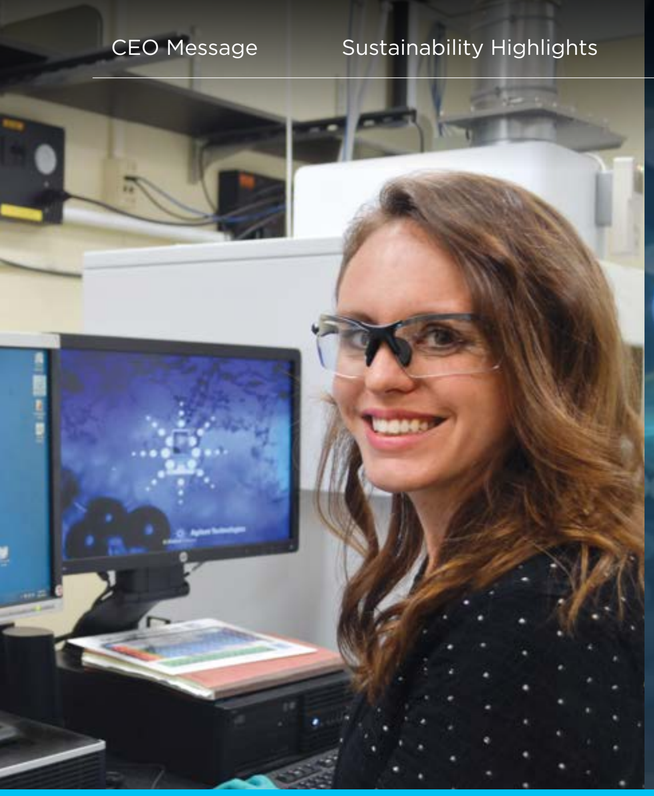
Ogden, Utah, USA

In celebration of Earth Day, employees participated in a cleanup day at Ogden Nature Center.















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Governance

Integrity at our core. Always.



Westinghouse goes beyond compliance to ensure a culture of integrity in our operations and supply chain. Prioritizing transparency and accountability creates long-term value for our business, strengthens governance and builds organizational resilience.

Nate Harsch
Vice President & Chief Compliance Officer

Approach

At Westinghouse, our legal and ethical responsibilities extend beyond contracts and regulations—they are woven into the fabric of how we operate, innovate and lead with Integrity at Our Core. Our unwavering commitment to ethical conduct, safety and transparency allows us to build and maintain trust with our customers, partners and other stakeholders in a way that drives business value and allows us to lead the nuclear industry in innovation and effectiveness.

Board-level oversight ensures enterprise risks receive focused attention from the right committees, while our Governance Working Group keeps our practices aligned with evolving expectations. The result is a governance framework built not just for compliance, but performance.

Our 2025 governance strategy focused on addressing several emerging business and sustainability challenges. We further enhanced our responsible AI governance with new policies and enterprise-wide training. We rolled out a global Data Classification Program to streamline global collaboration and sharpen our cybersecurity posture. Recognizing the specialized expertise our industry demands, we also created a Nuclear Safeguards Professional Development Program to grow talent from within.

100% of employees completed our annual ethics training in 2025

2025 **Highlights**

Established **responsible AI Governance Committee.**

Completed **employee training across ethics, data privacy and AI literacy.**

Onboarded first cohort to **Nuclear Safeguards Professional Development Program.**

Launched **Data Classification Program** to strengthen information governance.





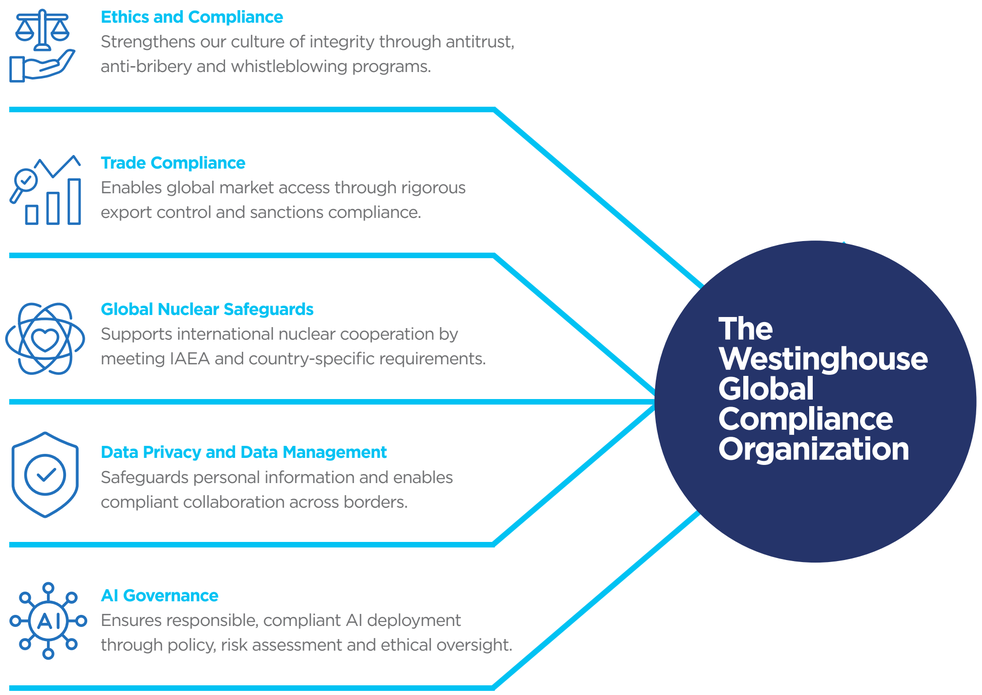


Global Compliance

Global Compliance is foundational to how Westinghouse conducts business worldwide, ensuring that every transaction, partnership and decision reflects our commitment to operating with integrity across a complex regulatory landscape.

Our Chief Compliance Officer (CCO) leads our Global Compliance organization, which oversees critical areas such as Ethics and Compliance, Trade & Sanctions Compliance, Global Nuclear Safeguards, Data Privacy, Data Management, and Responsible AI and AI Governance.

The Audit Committee of our Board receives quarterly updates from our CCO. Westinghouse uses independent auditors to ensure that our Global Compliance Program aligns with all applicable global laws and regulations. We also conduct comprehensive risk assessments after acquisitions to integrate new entities into the program.



The Global Compliance Ambassador Program is a key initiative we use to foster a compliance-first culture by embedding employees in our business operations to serve as compliance resources. Nominated by senior leadership, these highly-trained ambassadors help standardize compliance policies, support communications and identify local compliance risks.



Global Compliance & Ethics Week and Compliance Champion Awards

In November 2025, we organized Westinghouse's Global Compliance & Ethics Week, which celebrates our compliance culture through a speaker series and on-site activations across our global operations. Events included topics such as navigating the shifting global tariff landscape, changing U.S. government policies, data management, and AI risks and opportunities.

As part of this, we also honored four Westinghouse employees from our IT, Supply Chain, Nuclear Fuel and Instruments & Controls organizations with the Compliance Champion Award for regularly going above and beyond to ensure we remain in compliance with applicable laws, regulations and policies.



"At Westinghouse, our legal and ethical responsibilities extend far beyond contracts and regulations—they are woven into the fabric of how we operate, innovate and lead," wrote Mike Sweeney, Executive Advisor and former Executive Vice President and Chief Legal Officer, in a letter to Westinghouse employees during Global Compliance & Ethics Week. "As stewards of a global business in a highly regulated industry, we each have a role to ensure that our decisions reflect both what the law requires and what is ethical."

Ethics & Compliance

Our Global Ethics Code operationalizes Integrity at Our Core by establishing clear ethical expectations across our entire operational ecosystem. The Code applies to all Westinghouse employees, officers and Board members; domestic and foreign wholly-owned or controlled affiliates, subsidiaries and joint ventures; and all contractors, consultants, agents, suppliers and business partners working with or on behalf of Westinghouse.

To ensure that the Code is understood and applied in their daily work, each year we organize mandatory ethics training for employees, contractors, employees of newly acquired entities and employees of majority-owned and controlled joint ventures. Annual ethics training includes topics such as speak-up culture and reporting, global trade compliance, data privacy, antitrust and fair competition. This annual process includes compliance with our Conflicts of Interest (COI) policy and completion of a COI disclosure at the time of hire and annually after that.

“Integrity Link,” our compliance mobile application, is available to all employees with corporate cell phones. This provides convenient access to valuable compliance resources and is available in multiple languages.

To uphold strong corporate governance and ethical standards, Westinghouse reviews and updates its Global Ethics Code each year.

In 2025, key updates to our Global Ethics Code included:

- Updating contact information to include streamlined, one-step dialing for all country-specific helpline numbers, improving accessibility.
- Revising the QEHS section to reflect updated program goals, reinforcing our commitment to quality, environmental, health and safety standards.
- Refreshing Q&A content throughout the Code to ensure clarity, relevance and alignment with current policies and practices.

Anti-Bribery and Corruption Program

Westinghouse has zero tolerance for bribery and corruption. Our Anti-Bribery and Corruption (ABC) Policy provides guidelines for managing corruption risk and applies to all employees and third parties working on our behalf. We strive to comply with applicable anti-corruption laws worldwide, including the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act. All salaried employees complete annual ABC refresher training online. Employees in sensitive roles—including sales, marketing, supply chain, government affairs, accounting and finance—receive live advanced training every two years. We marked International Anti-Corruption Day with an enterprise-wide communication reinforcing our ABC policy and resources.

Human Rights, Anti-Slavery and Human Trafficking

Westinghouse respects the human rights of persons involved in or impacted by our business activities and this commitment is documented in our Anti-Modern Slavery and Human Rights Policy. Our compliance programs for human rights are modeled in accordance with the United Nations Guiding Principles on Business & Human Rights. Annually, we publish our Modern Slavery Statement in compliance with the U.K. Modern Slavery Act and the California Transparency in Supply Chains Act. Our Global Ethics Code includes our commitment to respect human rights and to identify, prevent and mitigate human rights-related risks in our operations. Our Supplier Code of Conduct also sets the expectation that our suppliers similarly respect human rights.

Global Ethics and Concerns Helpline

Our Global Ethics and Concerns Helpline allows all Westinghouse stakeholders, including employees, contractors and business partners, to privately request information and report compliance violations on topics such as antitrust issues, bribery of government officials, commercial corruption, financial fraud or falsification of records. The Helpline is independently administered and available 24/7, year-round, online or toll-free in the reporter's local language. Reports can be made confidentially and anonymously, with zero tolerance for retaliation against good-faith concerns.

Every concern submitted to the Global Ethics and Concerns Helpline or Help Chain is reviewed and investigated as appropriate, with anonymized reports and outcomes shared quarterly with executive leadership and the Board. Our annual Helpline reporting volume significantly exceeds benchmarks, while our anonymous reporting rate remains considerably lower—an indication that employees trust our reporting channels and feel safe raising concerns without anonymity. Benchmark data is derived from a third-party dataset, comprising thousands of companies across industries and geographies.

2025 **Ethics and Concerns Helpline Highlights**

686 total reports

40% substantiation rate

5.86 average reports per 100 employees

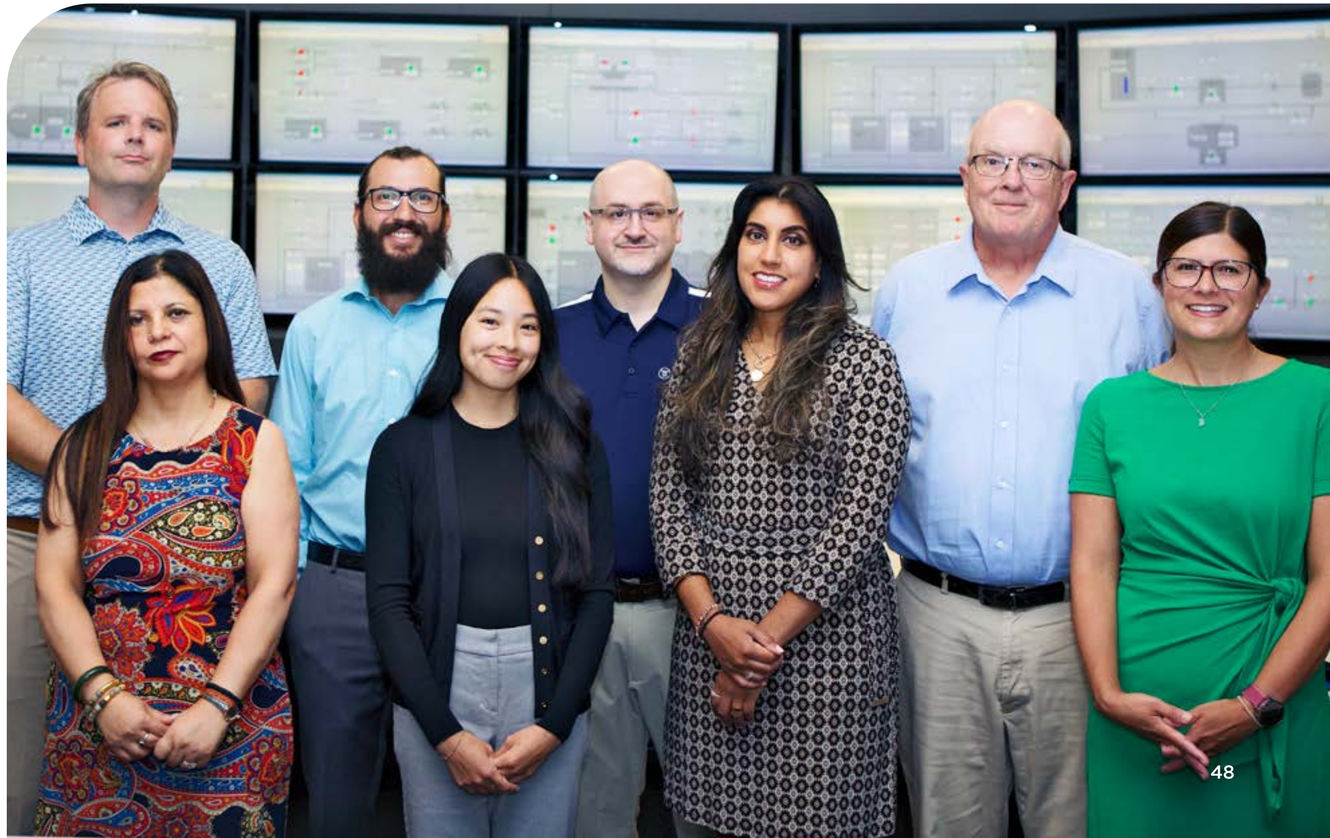
28% employment-related allegations

80% reporting from North America

16% anonymous reporting rate

Trade Compliance

Westinghouse's Trade Compliance Program is designed to promote global regulatory adherence for export controls, import compliance, anti-boycott compliance, and sanctions laws and regulations. Our comprehensive Global Trade Compliance Company Directive establishes compliance expectations across our global operations, supported by country-specific compliance manuals. As a global nuclear power company, we maintain hundreds of export control licenses and trade authorizations, ensuring compliant product and technology delivery worldwide while rigorously following national export control, sanctions, embargoes and anti-boycott regulations. In 2025, we emphasized navigating the evolving U.S. tariff and tax laws as well as coordinating with our EU locations on the management approach for the EU's Carbon Border Adjustment Mechanism.



Data Privacy and Protection & Responsible AI

Westinghouse advances data privacy and protection through comprehensive programs, policies, procedures and technology to ensure all data—especially highly-regulated information related to privacy, export controls, safeguards, intellectual property and ethics—is handled securely and lawfully. We invest in industry-leading solutions to protect the systems and data of our clients, partners and enterprise.

Our Chief Privacy Officer leads the data privacy program and actively assesses new privacy regulations for business impact. We support employees, contractors and business partners in applying core data protection principles: collecting only what is strictly necessary, using it solely for its intended purpose, ensuring transparency about processing and maintaining security throughout.

In 2025, we launched our data classification program and took further steps to operationalize our AI governance program. We also launched a data incident playbook and commenced an enhanced data retention program.

Responsible AI: Artificial Intelligence Governance Program

As Westinghouse works to improve efficiency through the use of AI, we have adopted a new AI Governance model to help us comply with the regulations in the jurisdictions where we operate and guide organizations that use our AI technologies.

Our Artificial Intelligence Governance Program (AIGP), launched in 2024, promotes the responsible use of AI throughout our business. In 2025, we established an AI Governance Committee. This cross-functional committee is focused on policy and governance issues, technical deployment and ongoing business cases for use of AI. We expanded the AIGP to address emerging regulations, including the EU AI Act, and launched two new policies and a training initiative:

- **Responsible Use of Artificial Intelligence Policy –** Establishes a framework for evaluating AI use based on risk criteria and sets expectations for employees before initiating AI projects.
- **Global Artificial Intelligence Human Oversight Policy –** Ensures AI systems are developed responsibly with a focus on human rights, transparency and accountability. A multi-disciplinary Data Ethics Committee reviews higher-risk AI model proposals, and we launched formal AI governance training to support employee compliance.
- **AI Literacy Training –** Focuses on raising employee awareness of the risks, opportunities and responsible use of AI technologies.

Data Classification Program

In September 2025, we launched an enterprise-wide Data Classification Program to strengthen information governance and our cybersecurity posture. Data classification is now embedded in daily workflows through seamless integration with Microsoft 365 applications, with automated prompts and built-in guidance helping employees make appropriate classification decisions without impacting productivity.

Compliance and IT Security teams monitor adoption and effectiveness through reporting and audit capabilities, while training resources and support materials are available to all employees with additional sessions planned to reinforce best practices. This initiative enhances data protection, reduces risk exposure and supports secure collaboration both internally and externally.



Nearly 100% of employees completed the annual Data Privacy Training in 2025

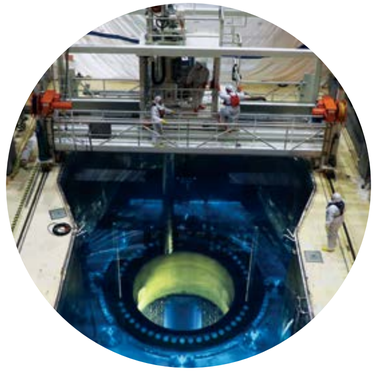
97% of Westinghouse employees globally completed AI Literacy Training in 2025

Nuclear Safeguards

Nuclear energy remains one of the world's safest, most reliable and highly resilient sources of clean power. Its uniquely sensitive nature, however, requires rigorous oversight to ensure nuclear materials and technologies are used solely for their intended, peaceful purposes. At Westinghouse, we take this responsibility seriously and embed our commitment to nuclear safeguards in every aspect of our operations, from how we design our technologies to how we manage materials and partner with global regulators.

International nuclear safeguards encompass a broad spectrum of activities supporting the secure and peaceful use of nuclear technology. These safeguards are formalized through domestic regulations, the IAEA's verification role and the framework of treaties and agreements controlling the transfer and use of nuclear materials and technologies. Together, they establish a comprehensive framework governing the transfer, use and oversight of nuclear materials worldwide.

Our Global Nuclear Safeguards (GNS) Program provides a unified, company-wide approach to meeting and exceeding these requirements. The GNS Program oversees our safeguards practices as defined in our Global Nuclear Safeguards Policy and further articulated by the Global Nuclear Safeguards Material Control & Accountancy Standard. Our Safeguards by Design approach proactively integrates safeguards considerations into technology design from the outset. This ensures that systems deployed in the field inherently support IAEA verification activities and align with global best practices for transparency and compliance. We collaborate closely with the IAEA on technical safeguards approaches and provide industry input into the future of international safeguards implementation. Our Material Control & Accountancy Center of Excellence establishes common standards and maintains a bench of experts to address operational safeguards needs and strategic outlook within the Westinghouse operational footprint.







Nuclear Safeguards Professional Development Program

Westinghouse's Nuclear Safeguards Professional Development Program helps ensure that we develop a strong bench of nuclear safeguards professionals. Nuclear safeguards are regulatory requirements established by the IAEA, Euratom and national governments to ensure strict control and accurate accountancy of special nuclear material. These measures enable effective monitoring to verify that nuclear materials are used solely for peaceful purposes.

Westinghouse's nuclear fuel facilities must maintain safeguards programs to retain their operating licenses, and safeguards design is required when building new plants. This skill set is critical for new reactor and facility designs and nuclear material handling and processing, yet there are limited career pathways for individuals to learn these skills. Professionals are typically trained into the role rather than educated through formal programs, with mathematicians and statisticians often proving the strongest candidates.

The three-year program addresses a significant talent gap by hiring recent graduates or early-career professionals and placing them at our fuel fabrication sites:

- **Year 1 –** Participants learn fundamental safeguards concepts, international safeguards frameworks and material control and accounting (MC&A).
- **Year 2 –** Cohort members rotate internationally between our Columbia, U.K. and Sweden fuel sites.
- **Year 3 –** Participants return to their original location to perform safeguards activities independently before permanent placement.

Key Program Highlights:

- Each cohort of three young professionals rotates through our nuclear fuel facilities, receiving on-the-job training, shadowing, apprenticeship opportunities and a curriculum covering international safeguards, MC&A, and advanced MC&A and statistics.
- Designed as a certification program aligned with IAEA and NRC expectations, with potential for future external offerings.
- First cohort onboarded in the last quarter of 2025.
- Program recognized by the Institute of Nuclear Materials Management, IAEA and several U.S. National Labs.

Cybersecurity

The Westinghouse Chief Information Security Officer (CISO) leads the strategy, policies, standards and solutions to defend our enterprise information technology and personnel around the world. The cybersecurity program partners closely with compliance, legal and internal audit teams to deliver effective and forward-leaning protections in multiple regulatory frameworks and operating environments. Cybersecurity is also a key stakeholder in the company's AIGP, ensuring responsible deployment of AI within the company. Our Board reviews key cybersecurity metrics on a quarterly basis in partnership with the Chief Information Officer (CIO) and CISO.

Responsibilities include:

- Maintaining 24/7 incident monitoring and response, active vulnerability management, robust endpoint detection and response, along with data-centric identity and access credential management.
- Retaining one of the world's leading incident response firms; our managed security service provider operates out of their state-of-the-art security operations center.
- Adopting zero-trust principles to isolate and segment traffic, limiting exposure and implementing least privilege communications.
- Operating a mature cyber assessment and audit program to hold ourselves accountable to the highest standards via third-party assessors.
- Organizing a cybersecurity awareness program, which educates and empowers our workforce to be vigilant. Each year we celebrate Cybersecurity Awareness Month through coordinated messages on key topics to raise awareness with employees.



In 2025, nearly 100% of employees completed cybersecurity training

Labor Relations

Westinghouse respects the right of its employees to bargain collectively. Approximately 15% of our employees are union members, and we are committed to building and maintaining relationships with the local unions that represent them.

Public Policy Engagement

Nuclear energy is essential to the global energy transition, helping meet climate goals, accelerate decarbonization and strengthen energy security and independence. Westinghouse engages with government officials and policymakers globally to advocate for policies that recognize nuclear energy's vital role in energy security and carbon reduction domestically and globally. Our political activities are overseen by the EVP for External Affairs and comply with applicable laws and our Anti-Bribery and Corruption Policy. Our Global Ethics Code and Global Procedure on Political Contributions further guide how employees participate in the political process.

U.S. Nuclear Regulatory Commission Tours Monfalcone Site

In May 2025, a delegation from the U.S. NRC and the U.S. General Consulate in Milan toured our Monfalcone site in Gorizia, Italy, to understand its organization, capabilities and capacity. The focus was on the Reactor Steam Generators project for Dominion's Surry Nuclear Power Plant in Virginia, which are manufactured at Monfalcone. During the visit, Westinghouse and the U.S. officials discussed future opportunities for collaborating to advance nuclear power in the U.S.



Risk Management

Westinghouse maintains a robust Enterprise Risk Management (ERM) program based on global standards, including ISO 31000 and the Committee of Sponsoring Organizations (COSO) Enterprise Risk Management Framework. Our ERM program addresses strategic and operational risks with an emphasis on proactive management of both current and emerging threats. The program also provides material threat assessments on emergent risks from internal and external sources.

Our ERM and internal audit teams regularly conduct risk interviews with the Westinghouse Leadership Team and gather feedback through annual surveys from senior leadership on potential risk focus areas. Each risk focus area has an executive sponsor and owner within the business who provides quarterly updates to the ERM team, and a summary of these updates is reported to the President & CEO, CFO and the Audit & Risk Committee of the Board.

In 2025, we strengthened our risk management approach in two key ways:

- **Improving risk assessment methodology** by incorporating quantitative logic to determine residual risk based on inherent risk and the assessed strength of mitigating controls, enabling more precise risk evaluation.
- **Enhancing board-level reporting** by adding objective data points—including key metrics and related audit findings—to provide greater context for quarter-over-quarter risk updates.

Global Internal Audit & Controls

At Westinghouse, our Internal Audit (IA) team works to verify the effectiveness of governance, risk and controls frameworks across the global organization. IA performs risk-based reviews focused on financial, operational, project management, information technology and operational technology controls. With support and oversight from the Board's Audit & Risk Committee, IA provides checks and balances across our operations and compliance efforts. Second-line assurance functions, including Compliance, QEHS and Global Financial Controls also perform monitoring and assessment activities to evaluate risks in areas requiring specialized knowledge.

In 2025, IA performed several audits across our operating locations, business processes and technology applications. IA also conducted reviews of customer projects to evaluate project management practices and adherence with policies, procedures and company standards.

The Global Financial Controls organization leads the in-house effort to evaluate mitigation of financial risks and adherence to internal controls over financial reporting. An independent firm audits Westinghouse's financial statements and internal controls over financial reporting to further validate the accuracy and completeness of our annual and interim financial statements.

Business Continuity

Protecting the continuity of critical operations is essential to our customers and stakeholders. Our Global Security and Real Estate organization manages the Business Continuity Management (BCM) Program, which establishes planning requirements across site-level and enterprise-wide functions.

Our BCM Policy defines expectations for at-risk locations and stakeholders, ensuring preparedness to prevent interruption of critical goods and services. During crisis events, the BCM Team coordinates response and recovery efforts in alignment with our Crisis Management Policy.

Our Business Continuity Focus Areas:

- **Building Operations**
- **People**
- **Company Reputation**
- **Supply Chain Management**
- **Information Technology**









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Supply Chain

Building a responsible and resilient value chain.



Our supply chain is foundational to delivering safe and reliable technology and services to our customers. By building responsible, resilient and locally rooted partnerships, we strengthen energy security, support communities and help enable the future of nuclear energy.

Christopher Mapes
Senior Vice President & Chief Procurement Officer

Approach

A resilient, capable and responsibly-managed supply chain is fundamental to delivering on Westinghouse's commitments to our customers. In 2025, our supply chain comprised approximately 6,300 suppliers across 21 countries, with $2.8 billion in annual spend, supporting our operating fleet customers and our growing new-build project portfolio. Our supply chain strategy focuses on delivering customer-focused, efficient and cost-effective solutions that reduce supply risks, lead times and logistics costs while supporting local and diverse business growth. The Enterprise Supply Chain (ESC) organization is committed to continuous improvement and sustainability, taking strategic steps to integrate these principles throughout its operations.

The ESC organization is led by our Senior Vice President and Chief Procurement Officer, and sits within our Finance organization. ESC is structured around functions covering supplier qualification and performance, supply chain risk management and resiliency, supplier development and logistics. A Supply Chain Sustainability Lead supports the management of sustainability principles across the ESC organization.

2025 **Highlights**

Over **6,300 suppliers** across **21 countries** with **$2.8 billion** in annual spend.

Signed MOUs with **32 Polish, 22 Bulgarian** and **6 British suppliers** to support new plant builds.

430 direct supplier risk assessments completed in 2025.

Hosted supplier symposiums in Poland, Bulgaria and the U.K., engaging hundreds of local suppliers.







Supplier Expectations and Responsibility

At Westinghouse, we understand the importance of partnering with suppliers as we advance the technology and services that power a carbon-free future. Operating with integrity, ethics and compliance and integrating sustainability into how we do business is essential to building resilient operations and creating long-term value for our stakeholders. We expect our suppliers to share this commitment and to uphold the same high standards of safety, quality and integrity that define how Westinghouse operates.

As a global company conducting business with suppliers around the world, we recognize that our partners operate across a range of legal and regulatory environments, but we believe the fundamental principles are common to all. Our Supplier Code of Conduct embodies these principles and provides detailed clarity on our expectations. It applies globally to all direct suppliers, including contractors, subcontractors and suppliers with whom Westinghouse has contractual relationships. It addresses topics including ethics and compliance, anti-bribery and corruption, human rights, responsible use of AI and environmental responsibility.

To further establish a common understanding of the expectations and requirements for doing business together, we maintain our Supplier Requirements Manual (SRM-24), which is invoked through Westinghouse purchase orders. The SRM-24 defines the requirements that ensure the activities, items and services provided by our supply chain support and maintain the integrity of Westinghouse nuclear quality standards.





Supply Chain Risk Management

We continue to strengthen the resilience of our supply chain through a structured approach to identifying and mitigating risk across our direct supplier base. Our focus remains on managing single- and sole-source supplier risk and capacity risk, while building toward broader, multi-tier risk management in the years ahead.

We conduct structured supplier risk evaluations and ratings across 12 key risk areas to confirm that suppliers continue to meet Westinghouse standards, addressing capacity, quality, geopolitical, financial and other dimensions. In 2025, we updated supplier risk assessment scores for approximately 430 suppliers, with continued emphasis on single- and sole-source exposure. When suppliers are rated medium or high risk, we develop and actively manage targeted mitigation plans; at year-end 2025, approximately 12 mitigation projects were underway, of which 8 were completed during the year. The growth of our Supply Chain Resiliency Team enables more consistent execution, stronger cross-business alignment and greater visibility through standardized processes, formal escalation mechanisms and improved dashboard reporting.

For critical and nuclear safety-related supply, we conduct Supplier Technical Evaluations (STEs) to assess each supplier's capability and capacity to deliver on schedule, within budget and in compliance with Westinghouse quality requirements. STEs address areas including cybersecurity, workforce readiness, product requirements and environmental, health and safety, and are conducted for new suppliers and on a three-year cadence for existing suppliers.

Enterprise Supply Chain Culture Council

As part of Westinghouse's focus on culture and engagement, ESC established a Culture Council consisting of 28 volunteers representing all pillars of the organization. The Council meets bi-weekly to address employee concerns, improve the working culture, facilitate networking and development, and drive volunteer opportunities in our communities.
In May 2025, the Council organized a volunteer month spanning six countries—the U.S., U.K., France, Poland, Sweden and China. Employees contributed to environmental cleanups, food drives and animal shelter assistance. In total, 110 employees participated in 23 events for 291 hours of community service in their local communities.

Supplier Development and Training

We invest in the long-term capability of our supply base through development and training programs for both existing direct suppliers and prospective new partners, helping them remain aligned with evolving industry standards and expectations. Engagement with existing suppliers may be prompted by STEs, performance issues, Quality Program Audits or the introduction of new products and processes. Depending on the need, we work with suppliers on targeted training—covering areas such as quality assurance program requirements, nuclear safety culture, human performance and lean manufacturing—or on development efforts that close program gaps, build manufacturing process capability and improve on-time delivery.

In 2025, we continued to expand the capabilities of our Supplier Performance Engineering (SPE) team to deepen our partnerships and improve supply chain performance. Key advances during the year include:

- **Sales, Inventory and Operations Planning (SIOP) –** Fully deployed across our nuclear fuel supply chain, SIOP is expanding to the rest of the Westinghouse supply chain on a priority basis through 2026. A dedicated team is ramping up to support supplier capacity planning for our AP1000 new-build program.
- **Design-to-Value (DTV) –** Launched in 2025, our new DTV team applies cost modeling, manufacturing planning, digital-twin simulation and supplier process improvement to drive efficiency and capacity across the supply base. The program contributed $16 million to our ESC cost reduction portfolio in its first year and supports AP1000 capacity modeling within SIOP.
- **Supplier Performance Improvements –** SPE works directly with suppliers to drive continuous improvement, guided by leading and lagging performance metrics that include supplier scorecards, on-time delivery, quality performance and corrective action effectiveness.

Buy Where We Build

At Westinghouse, "Buy Where We Build" is more than a sourcing principle; it reflects our commitment to the communities that host our operations and welcome our advanced nuclear technology.

The communities around the globe where we deploy our technology deserve to benefit beyond access to safe, abundant and affordable carbon-free energy. We partner closely with local and certified diverse suppliers to source the materials, services and labor that drive economic growth and create high-quality skilled jobs for years to come.

We respect each community in which we operate and actively engage small and diverse businesses across our projects and operations. Supporting these suppliers strengthens our supply chain, broadens our markets and contributes to the long-term economic success of our customers, suppliers and communities. We maintain supplier diversity policies for our U.S. and Canada operations, and our Supplier Diversity Program provides small and certified diverse businesses with equal access to procurement opportunities, in compliance with applicable U.S. state and federal laws and regulations.

Expanding Local Supplier Capacity

Kraków, Poland – Westinghouse and Bechtel welcomed more than 174 attendees from 74 companies to our seventh Supplier Symposium in Poland, creating opportunities for local suppliers to support the Poland AP1000 project for the Polish utility PEJ. We now hold 32 MOUs with Polish suppliers.

Sofia, Bulgaria – Our third Bulgarian Supplier Symposium drew more than 200 attendees from 80 companies in support of the two-unit AP1000 new-build project at Bulgaria's Kozloduy Nuclear Power Plant. We hold MOUs with 22 Bulgarian suppliers, issued our first purchase order to a local company and continue to form new in-country partnerships.

U.K. – Westinghouse signed MOUs with six British suppliers to support new-build projects based on AP1000 and AP300 technologies in the U.K. and globally, bolstering the local supply chain behind the U.K.'s goal of increasing nuclear generation by up to 24 gigawatts by 2050.



Engaging Policymakers and the Nuclear Supply Chain

Westinghouse convened more than 30 supply chain partners to meet with members of the U.S. Congress to discuss how advancing nuclear energy can generate reliable energy and create tens of thousands of jobs in local communities. We held over 80 meetings where suppliers shared their experience working on the AP1000 projects at Plant Vogtle and the benefits it brought to their communities. They also discussed how nuclear energy can meet the rising demand for energy from utilities and hyperscalers.

Global Logistics

Our Global Logistics organization is responsible for the safe, compliant and economically efficient transportation and handling of high-value and high-consequence materials across our sites and for international Class 7 radioactive material projects. We maintain strong carrier relationships to ensure the continued availability of licensed Class 7 carriers on land and sea, and we continue to identify opportunities to advance sustainability within our logistics network.

Building on the partnership introduced in 2024, we continue to work with a Swedish transport supplier to leverage a Maritime Carbon Inset program designed to address GHG emissions associated with our ocean-based and airfreight deliveries of nuclear fuel and conventional materials. Under this program, the transport supplier purchases an equivalent volume of liquefied biogas, produced from manure, that is used by a third-party vessel to power other deliveries across Europe. The insetting process is independently verified and accredited by the Smart Freight Centre.

We now have two years of shipping data to help understand our GHG impact and how the program would be implemented. In 2025, our shipments with this provider generated approximately 900 metric tons of CO_2e and in 2024 generated approximately 730 metric tons of CO_2e. In 2026, we will be further evaluating the inset program, the costs of purchasing insets and benefits to our long-term objectives.

Radioactive Material Transport

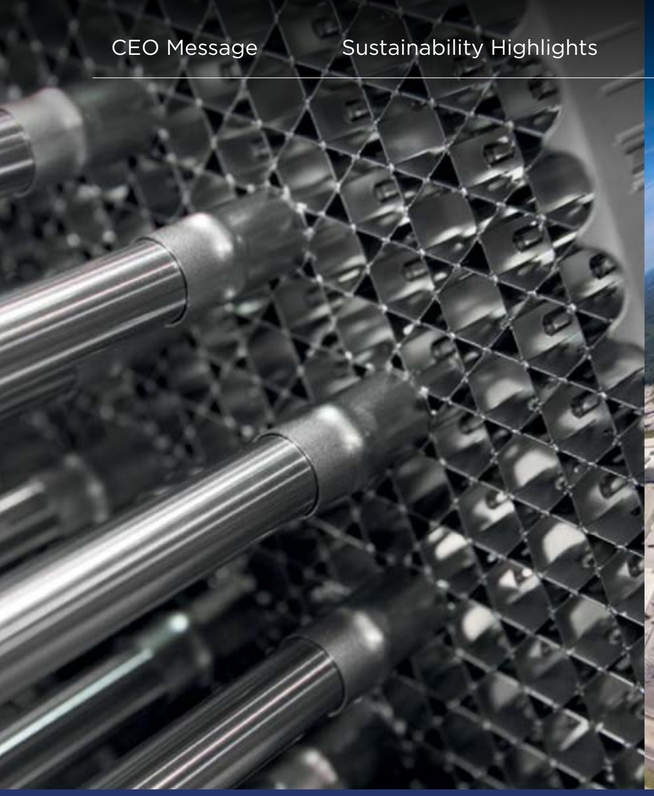
Managing the “door-to-door” transportation of radioactive materials is a core responsibility that demands exceptional diligence, expertise and care. Our Global Logistics organization applies rigorous procedures and established best practices to protect human safety, environmental integrity and property during every shipment. We maintain comprehensive compliance with national and international transportation standards, meet the specific requirements of regulatory agencies in each jurisdiction in which we operate and utilize proprietary, reusable containers for nuclear fuel and radioactive equipment. Our approach balances safety with operational efficiency, focusing on minimizing costs and reducing waste without compromising regulatory compliance or transportation security. Through disciplined planning and continuous improvement, we remain committed to upholding the highest standards in responsible radioactive material logistics.

















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Appendix

Performance Metrics

METRIC	UNIT	2023[A]	2024	2025
Environmental Management				
Sites with ISO 14001 certification	#	18	25	24
Greenhouse Gas Emissions[B]				
Scope 1	MTCO2e	64,386	59,511	56,525
Scope 2 (Location-based)	MTCO2e	65,234	72,447	66,600
Scope 2 (Market-based)	MTCO2e	50,940	58,870	56,343
Total Scope 1 and 2 (Market-based)	MTCO2e	115,326	118,381	112,868
Scope 3[C]	MTCO2e	545,550	643,254	789,381
Energy[B]				
Total energy use	MWh	582,058	565,063	540,346
Total electricity use	MWh	237,853	256,748	250,966
Carbon-free electricity use	MWh	52,573	80,504	81,333
Carbon-free electricity use	%	22.1	31.4	32.4
Water[B, D]				
Water withdrawals - total	M^3	1,043,806	1,137,429	1,143,090
Solid Waste[B, E]				
Non-hazardous waste generated[E]	MT	4,582	4,371	4,034
Non-hazardous waste recycled[E] (including energy recovery)	MT	2,293	1,810	1,513

Performance Metrics

METRIC	UNIT	2023[A]	2024	2025
Employee Demographics				
Number of employees	#	9,504	11,093	12,130
Employee Engagement				
Engagement index score	%	77% Favorable	66% Favorable	68% Favorable
Social Governance Policies				
Do you have a Code of Conduct?	Yes/No	Yes	Yes	Yes
Do you have an Anti-Harassment Policy?	Yes/No	Yes	Yes	Yes
Do you have a Human Rights Policy?	Yes/No	Yes	Yes	Yes
Are you subject to any Modern Slavery disclosure regulations?	Yes/No	Yes	Yes	Yes
Do you have an Anti-Bribery & Corruption (ABC) Policy?	Yes/No	Yes	Yes	Yes
Health & Safety				
Sites with ISO 45001 certification	#	14	15	15
Total Recordable Injury Rate	-	0.27	0.26	0.34
Industrial Safety Accident Rate	-	0.12	0.14	0.12

Performance Metrics

METRIC	UNIT	2023[A]	2024	2025
Ethics				
Employees who have completed annual Global Ethics Code Training	%	100	100	100
Global Ethics and Concerns Helpline—total reports	#	702	717	686
Global Ethics and Concerns Helpline—reporting rate per 100 employees	%	7.76	6.86	5.86
Global Ethics and Concerns Helpline—anonymous reporting rate	%	15	19	16
Cybersecurity				
Employees who were assigned annual Cybersecurity training	%	100	100	100
Supply Chain				
Annual supply chain spend	$ billion	1.6	2.6	2.8

Footnotes

A) 2023 includes data for BHI Energy and not Tecnatom. Data for 2024 and beyond includes both BHI Energy and Tecnatom, unless otherwise noted.

B) Data includes BHI Energy and Tecnatom for all years.

C) Scope 3 data for 2023 and 2024 does not include Category 10) Processing of sold products, Category 11) Use of sold products, or Category 12) End -of-life treatment of sold products; more information is provided in the Decarbonization – Scope 3 Emissions section.

D) Water withdrawal data represents all sites greater than 50,000 square feet and where Westinghouse has operational control, representing approximately 89% of total square footage.

E) Non-hazardous waste data represents all sites greater than 100,000 square feet and where Westinghouse has operational control, representing approximately 81% of total square footage.

GRI Content Index

Statement of Use: Westinghouse Electric Company has reported the information cited in this GRI content index for the period January 1, 2025, to December 31, 2025, with reference to the GRI Standards.

GRI 1 Used: GRI 1: Foundation 2021

GRI Sector Standards: Not applicable

Disclosure Number	Disclosure Title	Location and Information	SDG Reference
GRI 2: General Disclosures 2021			
The organization and its reporting practices			
2-1	Organizational details	Westinghouse Electric Company LLC is a privately held corporation and headquartered in Cranberry Township, PA (USA). Go to the About Westinghouse and Our Global Presence section of the report for information on countries of operation.	
2-2	Entities included in the organization's sustainability reporting	Westinghouse Electric Company LLC and its global affiliates. See About This Report.	
2-3	Reporting period, frequency and contact point	The reporting period is January 1, 2025, to December 31, 2025, and our Sustainability Report is published annually. For questions, please see our website section, **Contact Us**. (https://www.westinghousenuclear.com/contact-us).	
Activities and workers			
2-5	External assurance	Decarbonization – Methodology	
2-6	Business activities, value chain and other relationships	About Westinghouse; Our Business Units; Our Global Presence; Expanding Nuclear Energy Capacity; Supply Chain – Approach	
2-7	Employees	Performance Metrics	
2-8	Workers who are not employees	About Westinghouse; Supplier Expectations and Responsibility	
Governance			
2-9	Governance structure and composition	Approach to Sustainability; Global Compliance; Risk Management	16
2-12	Role of the highest governance body in overseeing the management of impacts	Approach to Sustainability	16
2-13	Delegation of responsibility for managing impacts	Approach to Sustainability	16
2-14	Role of the highest governance body in sustainability reporting	The Sustainability Report was reviewed and approved by the Sustainability Steering Committee, President & CEO, and Board of Directors	16
2-16	Communication of critical concerns	Global Ethics and Concerns Helpline; Our Nuclear Safety Culture	16
2-15	Conflicts of interest	Ethics & Compliance – Global Ethics Code and Conflicts of Interest (COI) policy and annual disclosure	16
2-30	Collective bargaining agreements	Labor Relations	8

GRI Content Index

Disclosure Number	Disclosure Title	Location and Information	SDG Reference
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	A Letter From Our CEO; Approach to Sustainability; Enabling a Secure and Reliable Energy Future	3, 7, 9, 13, 15, 16
2-23	Policy commitments	Approach to Sustainability; EHS Management; Environmental Management; Our People; Occupational Health & Safety; Global Compliance; Anti-Bribery and Corruption Program; Cybersecurity; Human Rights, Anti-Slavery and Human Trafficking; Supplier Expectations and Responsibility	8, 16
2-24	Embedding policy commitments	Approach to Sustainability; Our Operations — Approach; EHS Management; Occupational Health & Safety; Our People — Approach; Global Compliance; Ethics & Compliance; Anti-Bribery and Corruption Program; Human Rights, Anti-Slavery and Human Trafficking; Data Privacy and Protection & Responsible AI; Nuclear Safeguards; Supplier Expectations and Responsibility; Supply Chain Risk Management	8, 16
2-25	Processes to remediate negative impacts	Global Ethics and Concerns Helpline; EHS Management; Our Nuclear Safety Culture; Supply Chain Risk Management	16
2-26	Mechanisms for seeking advice and raising concerns	Global Ethics and Concerns Helpline; EHS Management; Our Nuclear Safety Culture	16
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Approach to Sustainability	
3-2	List of material topics	Approach to Sustainability	
3-3	Management of material topics	Approach to Sustainability	
GRI 205: Anti-corruption 2016			
3-3	Management of material topics	Anti-Bribery and Corruption Program; Global Compliance; Ethics & Compliance	16

GRI Content Index

Disclosure Number	Disclosure Title	Location and Information	SDG Reference
GRI 401: Employment 2016			
3-3	Management of material topics	Our People – Approach; Talent Acquisition; Benefits & Wellness	8
GRI 403: Occupational Health & Safety 2018			
403-3	Occupational health services	Occupational Health & Safety; Ergonomics; Our Nuclear Safety Culture	8
GRI 415: Public Policy 2016			
3-3	Management of material topics	Public Policy Engagement; Anti-Bribery and Corruption Program	16
GRI 413: Local Communities 2016			
3-3	Management of material topics	Community Engagement; Buy Where We Build	4, 8
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Performance Metrics; Energy Management	7, 13
302-4	Reduction of energy consumption	Energy Management; Energy Assessments and Efficiency Improvements	7, 13
GRI 303: Water and Effluents 2018			
303-3	Water withdrawal	Performance Metrics; Water Management	12
GRI 304: Biodiversity 2016			
3-3	Management of material topics	Approach to Sustainability; Protecting Ecosystems	15
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting Ecosystems	15
304-2	Significant impacts of activities, products and services on biodiversity	Protecting Ecosystems	15
GRI 305: Emissions 2016			
3-3	Management of material topics	Approach to Sustainability; Environmental Management; Decarbonization; Energy Management	7, 13
305-1	Direct (Scope 1) GHG emissions	Performance Metrics; Scopes 1 and 2 Emissions	13
305-2	Energy indirect (Scope 2) GHG emissions	Performance Metrics; Scopes 1 and 2 Emissions	7, 13
305-3	Other indirect (Scope 3) GHG emissions	Performance Metrics; Scope 3 Emissions; Decarbonization – Methodology	13
305-5	Reduction of GHG emissions	Decarbonization; Scopes 1 and 2 Emissions; Carbon-free Energy Procurement; Enabling a Secure and Reliable Energy Future; Our Technology & Innovation	7, 13
GRI 306: Waste 2020			
3-3	Management of material topics	Approach to Sustainability; Waste Management	12
306-2	Management of significant waste-related impacts	Waste Management	12
306-3	Waste generated	Performance Metrics; Waste Management	12
306-4	Waste diverted from disposal	Performance Metrics; Waste Management	12

GRI Content Index

Disclosure Number	Disclosure Title	Location and Information	SDG Reference
GRI 403: Occupational Health & Safety 2018			
3-3	Management of material topics	EHS Management; Occupational Health & Safety; Our Nuclear Safety Culture	8
403-1	Occupational health and safety management system	EHS Management; Occupational Health & Safety; Our Nuclear Safety Culture	8
403-2	Hazard identification, risk assessment and incident investigation	EHS Management; Occupational Health & Safety; Our Nuclear Safety Culture	8
403-4	Worker participation, consultation and communication on occupational health and safety	Occupational Health & Safety; Our Nuclear Safety Culture	8
403-5	Worker training on occupational health and safety	Occupational Health & Safety; Our Nuclear Safety Culture	8
403-6	Promotion of worker health	Benefits & Wellness	8
403-8	Workers covered by an occupational health and safety management system	EHS Management; Occupational Health & Safety	8
403-9	Work-related injuries	Health & Safety Metrics; Performance Metrics	8
GRI 404: Training and Education 2016			
3-3	Management of material topics	Human Capital Development; Talent Acquisition	8
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	8
GRI 405: Diversity & Equal Opportunity 2016			
3-3	Management of material topics	Belonging & Inclusion; Equal Opportunity Employment; Employee Resource Groups	10
Community Engagement & Transparency			
3-3	Management of material topics	Community Engagement	4, 8
Material Handling & Operational Risk			
3-3	Management of material topics	Our Nuclear Safety Culture; Risk Management; Global Logistics; Radioactive Material Transport	12
Oversight of Storage & Decommissioned Assets			
3-3	Management of material topics	Waste Management; Our Nuclear Safety Culture	9, 15, 16
Regulatory Compliance, Reform, Trust			
3-3	Management of material topics	Governance; Global Compliance; Trade Compliance; Nuclear Safeguards	16

About This Report

This fourth annual sustainability report highlights Westinghouse's ongoing commitment to excellence in environmental stewardship, social responsibility and corporate governance. The report primarily covers our activities during calendar year 2025, with select initiatives from early 2026 included where relevant.

The scope encompasses all global Westinghouse locations under our operational control, except where specifically noted. We have developed this report in alignment with the Global Reporting Initiative (GRI) framework, with a complete GRI index provided in the Appendix. We obtain third-party assurance for our Scope 1, Scope 2 and Scope 3 GHG emissions inventory to a limited assurance level in accordance with the International Standard for Assurance Engagements (ISAE 3000).

Throughout this report, "Westinghouse," "we," "us," "our" and "the Company" refer to Westinghouse Electric Company and its global affiliates, and "carbon-free" refers to electricity generated without direct GHG emissions at the point of generation, including nuclear and renewable sources.

We value your feedback on this report and our sustainability initiatives. Please direct any questions to media@westinghouse.com.

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