

SUSTAINABILITY REPORT 2023

Ashtead
group



ABOUT THIS REPORT

Sustainability remains a priority for the Group and we believe renting equipment, rather than owning it, brings environmental benefits. However, sustainability is broader than the environment and this sustainability report provides our stakeholders with insights into our sustainability-related activities, targets and performance. In addition to an overall picture of our activities, this report has dedicated sections on our people, the environment, our communities and governance.

This report covers the period from 1 May 2022 to 30 April 2023, as well as providing some narrative as to ongoing activities. Data included represents Ashtead Group plc and its subsidiaries unless otherwise stated. It should be read in conjunction with the disclosures provided within our Annual Report and Accounts 2023, which includes our disclosures in accordance with the standards and recommendations of the Task Force on Climate-related Disclosures.

INTRODUCTION	2	OUR PEOPLE	12
Introduction from our CEO	2	THE ENVIRONMENT	24
Environmental benefits of a sharing economy.....	3	OUR COMMUNITIES	31
Partners in innovation	4	GOVERNANCE	35
Developing our workforce.....	5		
Benefitting our communities.....	6	APPENDICES	39
2023 Highlights	7	1. GRI Index.	39
What sustainability means to Ashtead	8	2. SASB disclosure	47
Our business model.....	10	3. Approach to Scope 3 estimation	48
Material topics.....	11		





INTRODUCTION FROM OUR CEO

BRENDAN HORGAN
CEO



Ashtread has never been in better shape as we approach the end of Sunbelt 3.0 and look forward to our next strategic plan, Sunbelt 4.0, and the years ahead. 2022/23 was our best year ever with record revenue and profits. This strong performance is only possible through the dedication of our team members who deliver for all our stakeholders every day, while ensuring our leading value of safety remains at the forefront of what we do.

Sustainability has always been a priority for us. We are passionate about improving the lives of our people, contributing in a positive way to the environment, and engaging in the communities in which we live and work. Sustainability is embedded throughout our business and this

report demonstrates the ongoing strengthening of our efforts in this crucial area.

We are a growing, thriving business with sustainability at its core. We made significant progress towards our goal of reducing our Scope 1 and 2 greenhouse gas emissions intensity by 35% by 2030 from a 2018 baseline, achieving a reduction of 29% in 2022/23. A further area of focus this year has been quantifying our Scope 3 emissions. Our preliminary estimation of our Scope 3 emissions are 5.9m tCO₂e, approximately 16 times our Scope 1 and 2 emissions. Estimating our Scope 3 emissions has been no easy task given the nature of our equipment and its longevity, with the end result inherently dependent on a significant degree of estimation. As such, we are participating in an industry initiative to develop industry guidance relating to the measurement of Scope 3 emissions to provide consistency between industry participants.

Other sustainability highlights across the business include:

- **health and safety:** our safety performance remains excellent, with our total recordable incident rate ('TRIR') in North America again being less than one, and our wellbeing initiatives are making work life ever better for our colleagues. Our TRIR result is even more impressive when you take into account our rate of growth through greenfields and bolt-ons, where we have to embed our safety culture from scratch. Our 'Engage for Life' programme was "amplified" this year, taking the programme to the next level in terms of embedding it deeper within our culture;
- **employee engagement:** our senior leadership team held 12 'Town Hall' meetings across North America, engaging with over 4,500 team members over a three-week period and discussing many topics, including sustainability. In the UK, senior management also held a series of regional meetings. We engage with all employees through regular employee surveys with our latest Express Yourself Survey in North America receiving an 88% engagement score. In the UK, the latest employee engagement score was 80%;

- **military recruitment:** I am especially proud of the care we take of our veterans and the initiatives we have in place to make us an employer of choice for them through our work to engage with and empower our veteran community. We won awards in both the US and UK last year for our veteran employment demonstrating the commitment we make to this area;
- **inclusion:** the development of our Employee Resource Groups is enhancing awareness and communication across the business of the importance of diversity and inclusion to broaden candidate pools, promote a sense of belonging and improve retention;
- **own operations:** across our own operations, we are taking steps to reduce our emissions through vehicle route optimisation programmes, sourcing of renewable energy and installing LED lighting and we continue to work to explore more ways in which we can reduce the emissions generated by our business; and
- **supply chain:** we are ramping up the work we do with our supply chain to increase the amount of recycling of our equipment that can be done to avoid even obsolete equipment going to landfill. At all stages of the rental equipment life cycle, we are driving change.

I am excited about the future development of our sustainability strategy and believe that the recent appointment of a SVP, Sustainability for the Group will accelerate our achievements across all aspects of sustainability, but particularly in relation to how we work in conjunction with our customers and suppliers.

Finally, the safety and wellbeing of all our employees will remain our key priority, as well as supporting the communities in which we operate. We want to be leaders in sustainability and as we progress towards our goals, we will continue to be guided by our long-standing desire to do the right thing.

Brendan Horgan
Chief executive
January 2024

Responsible sustainability continues to be core to the Group's day-to-day operations, including in relation to the following areas:

1. Environmental benefits of a sharing economy

[READ MORE ON PAGE 3](#)

2. Partners in innovation

[READ MORE ON PAGE 4](#)

3. Developing our workforce

[READ MORE ON PAGE 5](#)

4. Benefitting our communities

[READ MORE ON PAGE 6](#)

ENVIRONMENTAL BENEFITS OF A SHARING ECONOMY



The rental industry supports the sharing and circular economies – shared use of equipment, efficient and reduced use of resources, high levels of maintenance and repair, and ensuring further use or recycling of equipment at the end of its useful life. Many people renting one piece of well-maintained and safe equipment is far more sustainable in today's world."

Brendan Horgan, CEO



Rental makes environmental sense across the value chain

The rental sector supports many of the principles of a circular economy. These include shared use, efficient and reduced use of resources, high levels of maintenance and repair, and ensuring further use or recycling of equipment at the end of its useful life. At the end of its service life with us, our equipment has many years of use remaining and, as such, we sell it in the secondary market. This results in:

- lower emissions generated in the manufacturing phase and fewer natural resources being utilised;
- lower emissions from the transportation of equipment given our geographical footprint and equipment availability means that fewer miles are incurred in getting equipment to site;
- more efficient use of assets as the optimal asset can be used for a customer's job with assets maintained to a higher standard; and
- consequently, fewer assets reaching end of life and requiring disposal.



SUPPLY CHAIN

We source responsibly from leading manufacturers, investing in electric, hybrid and low- or zero-emission technology. We are driving new product development with suppliers and working to reduce waste



OPERATIONS

High utilisation of rental assets that comply with the latest environmental regulations and are maintained to high standards. Rental processes optimised through use of cutting-edge technology



CUSTOMER

Ensure the right equipment for the job. Solutions designed with the environment in mind, including zero- and low-emission options. Regulatory and safety compliance outsourced to Sunbelt



END OF RENTAL LIFE

Optimal maintenance and refurbishment extends rental life and ensures equipment has further use beyond its rental life

PARTNERS IN INNOVATION



We want to lead and influence the transition to a more sustainable rental industry, not just buy the latest low- or zero-emission equipment. We work closely with our customers and suppliers to develop, trial and bring to market innovative, efficient and environmentally sustainable equipment applications in order to accelerate the availability, reliability and adoption of cost effective solutions."

Brad Coverdale, VP, Fleet and Procurement



Positioned to influence the market

Working in the space between major equipment manufacturers and hundreds of thousands of rental customers, we are able to influence the market for innovative and low- or zero-emission products and provide ever more optionality to our customers in meeting their equipment needs.



We understand customer expectations and provide this insight to manufacturers to help them meet customer needs and to provide more detail as to the operational efficiency of the equipment they use.



By investing in, demonstrating and renting out, electric, hybrid and other equipment, we enhance customer acceptance of innovative products.



By committing investment to electric and hybrid technology, as well as through innovative combinations of existing technologies, we show manufacturers there is demand for lower carbon emitting products, supporting their commitment to develop new products.



By developing innovative ease-of-use applications, we drive uptake of new technology facilitating sustainability.

IMPROVING ENERGY EFFICIENCY AND REDUCING EMISSIONS

Through our Power & HVAC business, we provide temporary energy use management solutions that combine utilising load data and appropriately sized rental equipment to achieve an optimal, sustainable solution, improving energy efficiency and reducing emissions.

We have worked closely with a range of customer teams to demonstrate the capability of this technology and the benefits to the customer, in terms of reduced emissions. These solutions use a combination of traditional power sources, solar and wind assets together with battery energy storage system solutions and, we anticipate in the future, there will be an opportunity to incorporate hydrogen powered assets.



These assets also have the latest telematics reporting, enabling enhanced monitoring from a service, efficiency and emissions perspective.

DEVELOPING OUR WORKFORCE



Our team members are front and centre in our operations and are fundamental in the successful delivery of our strategic goals. We aim to provide the learning and development our team members need to improve their skills and progress their careers.”

Monica Ziegler, EVP, Chief People Officer



Growing company, growing workforce

We are very much in growth mode and this means that we need a skilled and committed workforce that can support our expansion plans and adapt to the ever-changing skills required as new technologies become available. Investment in the training and development of our employees is therefore essential, in addition to the onboarding of new team members so that we maintain our culture and business values, which are fundamental to our success.

Clearly defined career pathways

Providing our team members with optionality in their careers with us, and supporting them through different stages of their career, is important to us. We provide clear yet flexible promotion pathways within the business, so that ambitious employees can see routes

available to develop their careers with us.

We offer ways to progress for those that want to stay in their specific job area. With training and evaluation, these employees, such as technicians, fitters and drivers, can enhance their skills, ability and experience within their area of expertise.

Keeping our growing workforce safe

Health and safety is a cornerstone of our business and we are committed to safety, for our employees and the communities we serve. Our Engage for Life programme is a key aspect of this focus and this year we increased its impact through our Engage for Life 'Amplified', doubling down on the need for ongoing improvement. As we grow, so does the need for a stringent focus on health and safety.

THE SUNBELT SIX

Our culture and business values are important to us and we believe are a critical component of our success as they guide our team members to success and support our customers. As such, we remain focused on maintaining and investing in our culture at all levels of the business through training and development, being mindful that we are continuing to grow.

The 'Sunbelt Six', which we have recently launched, embodies this culture and our values: safety always, teamwork, respect, accountability, customer focus and results driven. The Sunbelt Six considers all aspects of the team member life cycle and provides every team member with a framework for our common goal and purpose.

sunbelt

BENEFITTING OUR COMMUNITIES



As we grow our network, the communities we are part of also expand. We want to have a positive impact through jobs, volunteering, supporting local causes and responding to emergencies.”

Karen Beadle, SVP, Sustainability

The community benefit we bring through local recruitment, economic activity linked to our operations and support in the form of volunteering, emergency response and charity work is considerable.

Recognised for our veteran recruitment

We are committed to supporting veterans and aspire to be an employer of choice for military veterans. Our goal is for veterans to be able to find a fulfilling workplace at Sunbelt where they can enrich our culture and contribute to achieving our goals. Our efforts were recognised through the award of a gold military friendly employer award and a gold award from the US Department of Labor under their 'HIRE Vets' programme.

We were also awarded the UK gold Armed Forces Covenant in recognition of our support for the defence and armed forces community, and for demonstrating flexibility towards training and mobilisation commitments for Reservists and Cadet Force Adult Volunteers.

Supporting emergency response

We are often a first responder in the event of natural disasters, extreme weather events or other emergencies, bringing equipment and power to aid clean-up operations and get communities back up and running. Our Emergency Response Team coordinates our crisis support, is ready to deploy at a moment's notice and supports up to 20 or more major responses each year.

Working with young people

In addition, we seek to provide opportunities for young people across our business, through technician apprenticeship and training programmes in North America and an established apprenticeship programme in the UK offering a route to a formal NVQ qualification. We are also proud of our work in the UK with Weapons Down, Gloves Up, a charity which seeks to provide work opportunities for young people not in education, employment or training.



SKILLBRIDGE

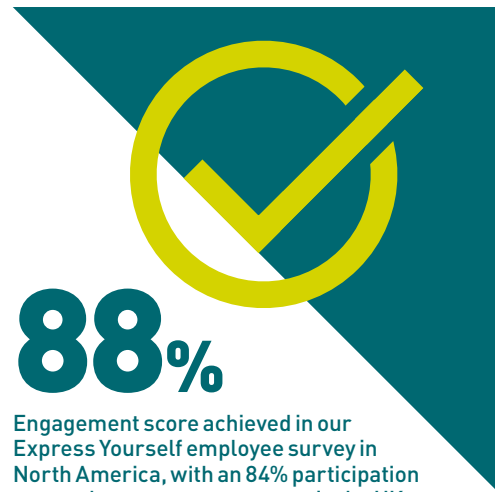
The Skillbridge programme enables US service members to gain civilian work experience during their last 180 days of military service. Funded by the US Department of Defense, the programme gives us a cost-effective way to bring veterans into the organisation. The partnership includes valuable real-world job experiences where we train, teach and mentor service members on Sunbelt-specific roles. The programme also helps service members make an easier transition from military service into a new career. We have two retired military team members leading this effort and giving us an advantage, as they can easily relate, and help to translate military experience into Sunbelt roles.

2023 HIGHLIGHTS

OUR PEOPLE

AMPLIFIED

Safety is our first priority, and we have amplified our Engage for Life programme driving a culture of health and safety throughout the business. We maintained our total recordable incident rate ('TRIR') of less than 1.0 in North America



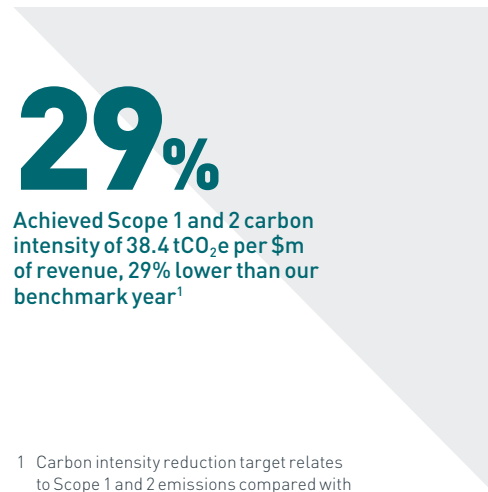
Engagement score achieved in our Express Yourself employee survey in North America, with an 84% participation rate and an engagement score in the UK of 80%, with an 86% participation rate

[READ MORE ON PAGE 12](#)

THE ENVIRONMENT



Working with key suppliers and customers to support the development and roll-out of lower carbon emission fleet options across all our territories



Achieved Scope 1 and 2 carbon intensity of 38.4 tCO₂e per \$m of revenue, 29% lower than our benchmark year¹

¹ Carbon intensity reduction target relates to Scope 1 and 2 emissions compared with a benchmark year of 2018, calculated on a constant currency basis.

[READ MORE ON PAGE 24](#)

OUR COMMUNITIES



We added 165 new locations in North America of which 77 were greenfield locations. Each location provides a positive impact on the communities in which we operate through job creation, volunteering, supporting local causes and responding in times of need

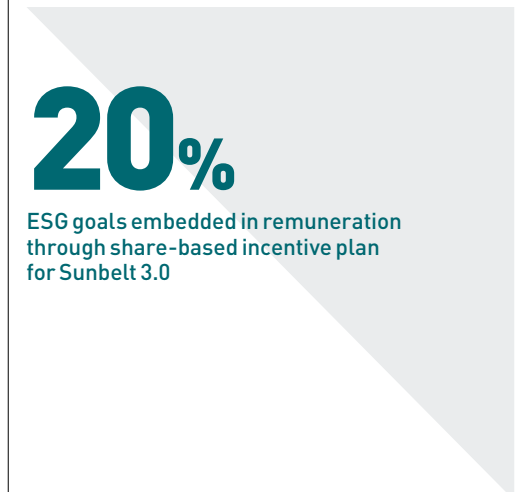


Awarded a gold military-friendly employer award and a gold award from the US Department of Labor under their 'HIRE Vets' programme. Also awarded the gold UK Armed Forces Covenant in recognition of our support for the defence and armed forces community

[READ MORE ON PAGE 31](#)



Proportion of our board of directors who are female



ESG goals embedded in remuneration through share-based incentive plan for Sunbelt 3.0

[READ MORE ON PAGE 35](#)

WHAT SUSTAINABILITY MEANS TO ASSTEAD

We are an international equipment rental company with national networks in the US, Canada and the UK. We rent a broad range of construction, industrial, general and specialty equipment across a wide variety of applications to a diverse customer base, operating through over 1,400 stores and supported by a team of more than 25,000 individuals.

At Ashtead, we have always prioritised our people and their safety, while providing our customers with a reliable alternative to ownership, supporting the communities we serve across our store network, limiting the environmental impact of our operations and ensuring a strong governance framework.

As part of our Sunbelt 3.0 strategy, we formalised our sustainability commitments in relation to our people, the environment and our communities, as well as focusing on the opportunities that sustainability brings to rental. Our sustainability priorities are one of five actionable components in the Sunbelt 3.0 strategy. For Ashtead this means operating in the most sustainable and responsible way in all areas of our business.

This is about engagement, action and results; pushing Ashtead to be the most sustainable company it can be. We have analysed the issues and impacts that are most important to our business and stakeholders and defined our areas of focus: our people; the environment; our communities; and our governance.

– Investing in our people

We are a growing business, and investing in our people is core to being a sustainable company and a way to attract and retain talent in a labour market which continues to be constrained, particularly within our skilled workforce. Safety is our first priority and has been for many years. However alongside our focus on safety, we are also intent on providing our people with opportunities to develop

their skills and experience, and therefore enable career development through clearly defined, yet flexible, career pathways. We believe that this is the right thing to do, but it is also key in delivering superior performance and customer service and maintaining our culture.

We believe that the culture within our business underpins our success, delivering our mantra of Availability, Reliability and Ease to our customers, and maintaining our culture as we grow organically, both through same-store growth and greenfield openings, and through acquisition is a continued area of focus for leadership and the business as a whole.

– Environmental benefits of rental

As we have commented upon previously, we believe that the environmental benefit of renting equipment rather than ownership is clear. Many customers using one piece of well-maintained and safe equipment as part of a sharing economy is better for the planet as it results in: the manufacture of fewer assets, therefore using fewer natural resources; more efficient use of assets as the optimal asset can be used for a customer's job; lower emissions through both transportation and use; and fewer assets reaching end of life and therefore requiring disposal. Maintaining our equipment to the highest standards and investing in the newest and most eco-efficient technology reduces emissions further during its use and extends the life of equipment.

At the end of its service life with us, our equipment has many years of use remaining and, as such, we sell it in the secondary market. With shared use, reduced resource use, maintenance and repair, and recycling into the secondary market, rental meets many of the principles of a circular economy.



Sustainability is embedded into everything we do at Ashtead and is a core component of how we do business. The world is changing rapidly, and we want Ashtead to remain at the forefront of sustainable change.

WHAT SUSTAINABILITY MEANS TO ASSTEAD CONTINUED

– Working in our communities

Our network of nearly 1,400 stores is a natural extension of our communities and our responsibility to these communities increases as we grow. We provide jobs, training and career paths and aim to be a force for good in the communities in which we live and work. It is crucial to us that we recruit locally when we can, including a focus on young people and military veterans. We are a leading recruiter of veterans and have won awards for our veteran programmes in both the US and UK.

We also support local community needs, and respond in times of emergency or natural disaster, often as a first responder with equipment needed in crisis situations.

– Governance

A robust approach to corporate governance is the foundation for delivering our strategy and ensuring our growth is responsible and sustainable.

The tone from the top, risk management and transparency are all elements that are essential to our business performance and its sustainability. In further strengthening our governance relating to sustainability, we have appointed a SVP of Sustainability for the Group to drive our progress in this area.

The inclusion of 'Lead with ESG' in Sunbelt 3.0 is an indicator of the importance we assign to sustainability and our direction of travel. We are laying the foundations for how Ashtead can sustain itself far into the future, to stand the test of time and remain relevant within an increasingly fast-changing world. As we start to contemplate the next iteration of our strategy, we are assessing how we can drive more progress, more quickly for ourselves, our customers and our wider stakeholders.

We understand that identifying metrics in measuring our performance is important and have a number that we monitor, including health and safety incident rates, employee engagement, staff turnover and carbon intensity. We review our performance on these in this report.

United Nations Sustainable Development Goals

The Group's activities help advance the United Nations Sustainable Development Goals ('UN SDGs'). We have identified the eight goals where we believe we can make the most contribution through our focus on recruitment and training, diversity, equity and inclusion, the development of our products and management of our operations:

DEVELOPMENT GOAL

OUR ACTIONS



Ensure healthy lives and promote wellbeing for all at all ages

We have built a culture that prioritises the health, safety and wellbeing of our team through our extensive programmes, training and continuous support.

+ Further details are provided on pages 13 to 15.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Investing in our people is core to our business and we are committed to investing in the training and development of all our people to provide them with the skills and opportunities for career development, to enable them to be the best they can be.

+ Further details are provided on pages 16 to 18.



Achieve gender equality and empower all women and girls

We are focused on providing equal opportunities and are committed to supporting opportunities for all across the business, regardless of gender. 12% of our total workforce are female, while 44% of our board of directors are female.

+ Further details are provided on pages 21 to 23.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Our goal is to continue to expand the business, opening new locations, providing inclusive and productive employment, and ensuring sustainable growth. During 2022/23, we recruited c. 9,500 new team members and supported individuals across our business in the development of their careers.

+ Further details are provided on page 33.

DEVELOPMENT GOAL

OUR ACTIONS



Reduce inequality within and among countries

We believe in providing equal opportunities for all and are striving to make the business more diverse through our diversity, equity and inclusion programmes across the business and, as commented above, we are committed to supporting opportunities for all across the business, regardless of gender, ethnicity or other protected characteristics.

33% of our US workforce identify as non-white and we seek to represent the communities in which we operate.

+ Further details are provided on pages 21 to 23.



Make cities and human settlements inclusive, safe, resilient and sustainable

We have the opportunity and responsibility to impact positively the communities in which we live and work through employment, skills development and community support. In addition, our work on the emerging 'mega projects' in relation to energy, climate and healthcare initiatives supports this further.

+ Further details are provided on pages 31 to 34.



Ensure sustainable consumption and production patterns

Rental rather than ownership reduces the environmental impact of equipment through enabling many customers to share a single piece of equipment. Furthermore, the development of more sophisticated telematics will better enable us to provide feedback to customers on their use of equipment.

+ Further details are provided on pages 24 to 30.



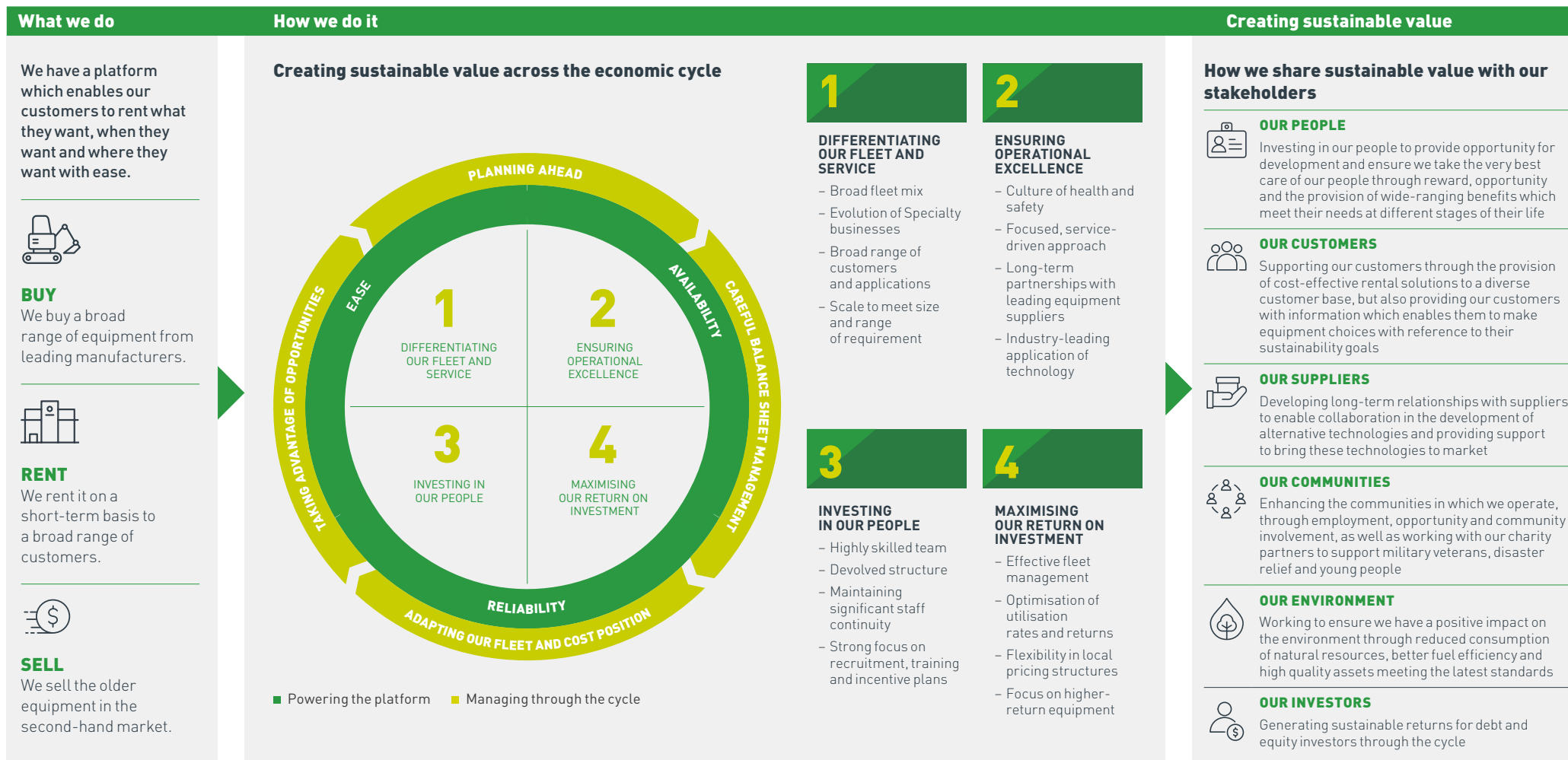
Take urgent action to combat climate change and its impacts

We are focused on reducing the environmental impact of our business, through our own direct operations and through bringing low-or zero-carbon emission equipment to the market. Our current GHG emission target is to reduce our Scope 1 and 2 carbon intensity by 35% by 2030 and we expect to meet this target ahead of time.

+ Further details are provided on pages 24 to 30.

OUR BUSINESS MODEL

We create value through the short-term rental of equipment that is used for a wide variety of applications and the provision of services and solutions to a diverse customer base through a broad platform across the US, Canada and the UK. Our rental fleet ranges from small hand-held tools to the largest construction equipment.



MATERIAL TOPICS

The Group's risk management framework enables us to identify, assess and manage our risks from both a top-down strategic and a bottom-up business perspective. Although the Board has overall responsibility for risk management, setting of risk appetite and implementation of the risk management policy, our risk management framework is designed to enable our employees to take advantage of attractive opportunities, yet to do so within the risk appetite set by the Board.

As part of our risk management process, we assess regularly the most material matters to the Group, including those related to sustainability, and assess their potential impact on our business and the generation of long-term value. We have segmented our commitments into four key areas: our people; the environment; our communities; and governance. The most material sustainability matters identified impacting the Group's future sustainability and prospects include:

- **people:** health and safety is fundamental to our culture and is at the forefront of everything we do, underpinned by the next phase of our Engage for Life programme, Engage for Life: Amplified. Retaining and attracting good people is key to delivering superior performance and customer service and progressing our culture. A skilled and committed workforce is fundamental to the Group's long-term success and key to this is treating everyone fairly and with respect;

- **the environment:** rental is a prime example of the circular economy with significant benefits to the environment from rental versus ownership at all stages of the business life cycle, from supply chain and operations, to customer use and end-of-life of equipment. We prioritised our environmental commitment as part of Sunbelt 3.0 to drive performance and enhance transparency regarding our activities and achievements;
- **our communities:** with our ever-increasing scale, we are present in many local communities with the opportunity to be a force for good through community support, job creation and recruitment, charity support, volunteering and responding to emergencies; and
- **governance:** we are committed to the highest standards of governance with further details provided in this report.

Further detail as to the Group's prioritised matters are set out within the Group's sustainability wheel. In each section of this report, we detail our current achievements and initiatives across these topics. In addition, our GRI index provides further details.



OUR PEOPLE

Why it matters

Our team members bring enthusiasm and passion every day they come to work. We want to reward their input with a safe work environment, opportunities to develop and grow, and a workplace where everyone is accepted and has a sense of belonging.

UN SDGs:



OVERVIEW

Key actions and initiatives

Our focus on safety through our Engage for Life programme continues to drive improvement across the business. Our people are our key asset and we aim to help them in improving their skills through training, and match their career aspirations. In addition, our diversity, equity and inclusion work continues apace, led by the work of our women's group, WISE (Women: Inspired, Supported, Empowered).

Progress

- ▶ **Amplified** – Safety is our number one priority and we have further amplified our Engage for Life programme driving a culture of safety throughout the business. We maintained our Total Recordable Incident Rate ('TRIR') of less than 1.0 in North America.
- ▶ **88%** – Engagement score achieved in our Express Yourself employee survey in North America, with an 84% participation rate and an engagement score in the UK of 80%, with an 86% participation rate.

Looking ahead

- Safety will always be our leading priority, with the Group's success built on a culture which places health and safety at its core. We will maintain this focus through our Engage for Life programme across the Group, but will look for ways in which we can enhance further our safety policies and procedures. For example, through continuing to enhance how we monitor and measure performance, and how we can use technology to improve safety across the business.
- We promote diversity across our business and deliver training to our leaders and team members on diversity topics across the Group.
- Obtaining employee feedback is crucial to maintaining a happy and fulfilled workforce. We aim to maintain high levels of participation and engagement across the Group.

Our people have always been first on the priority list. Ours is a culture committed to employee safety, engagement, diversity, equity and inclusion, and providing a Leading / Living Wage. Putting our people first allows them to give us enormous competitive advantage and our skilled workforce is instrumental to the Group's long-term success.



OUR PEOPLE CONTINUED



Health and safety

We are committed to improving continually our safety performance, both in how we operate and the equipment and services we provide for customers. We target safety improvement through health and safety programmes, engaging employees to always keep their own safety and that of their colleagues in mind. Our safety training for employees, managers and leaders reinforces the importance of a safety-first mindset and we pay particular attention to near misses as a way of continuing to understand and focus on safety risks. All incidents and near misses are investigated and responded to swiftly.

Our health and safety mindset goes beyond core safety programmes. For example, our 'Power Up' initiative ensures our employees are 'ready to go' every morning, encouraging our team members to have a broader view of their wellbeing.

Safety initiatives

We encourage team members to take responsibility for their own safety but have core safety processes across all our stores. These include:

- our team members are trained regularly on the safe use of relevant equipment for their role;
- the near miss programme, which provides insights into our exposures across our business;
- the pre-task planning programme (Take 10 Programme), which requires everyone to take at least 10 seconds to think through the job they are about to do using a pre-task planning checklist. Examples of tasks where this is applied are loading/unloading, wash bay work, checking equipment in, and technicians repairing or conducting routine equipment maintenance;
- the Safety Committee engagement programme, which ensures all stores hold safety meetings and engage in topics such as near miss reporting, being more observant in looking for exposures, corrective action closure, etc.. Weekly safety communications and briefings are also issued to all team members, further encouraging continual dialogue in relation to safety matters at all levels of the organisation, via email and through our employee engagement app; and

- Regional Safety Managers present in our business, who engage on a daily basis with team members. Their role includes truck inspections, facility assessments, training and listening to feedback from our people.

In addition, senior leadership teams have weekly safety meetings to provide focus towards developing solutions that can be replicated across the Group. We hold annual safety weeks designed to increase awareness of the importance of safety across the business.

Safety on the road

Our fleet of company vehicles drives more than 300 million miles every year delivering our rental fleet and servicing the needs of our customers. Covering this distance means safety on the road for our drivers and other road users is paramount. While we have one of the safest fleets in the equipment rental industry, we continue to focus on improvement through our commercial vehicle training programme and defensive driving courses so as to target ways in which we can reduce our incident rate.



GREEN GUIDE

This year we rolled out our Green Guide to Engage for Life. While predominantly focused on safety, the guide also covers a range of environmental matters relevant to our team members within our store network. The guide aims to help our team members to understand exposures and key actions required. The environmental aspects of the guide include consideration of water usage, waste, chemical storage and environmental permits and help our team members to consider the environmental impact of our activities.

Our success is built on a culture which places health and safety at its core. We believe being recognised for excellence in health and safety provides us with significant competitive advantage.

OUR PEOPLE CONTINUED

Our driver safety programmes use onboard telematics to help us prevent unsafe behaviours or activities on the road. Through this programme, we are introducing cameras into our delivery and service vehicles, with c. 3,000 cameras installed to date. The use of this technology enables real-time feedback on behaviours which could lead to vehicle incidents (e.g. lane departures, critical distance or in-cab behaviours). It also enables recognition of positive actions and a job well done. While the use of onboard technologies is designed to improve driving behaviour, it also provides incremental benefits through reduced fuel use, enhanced engine and vehicle maintenance and fewer accidents.

In addition, drivers participate in online risk assessments that identify safe and unsafe behaviours through interactive driving modules. By identifying the risk profiles of our drivers, we are able to develop specific adaptive learning programmes for them.

Safety performance

We monitor and analyse health and safety incidents and 'near misses', investigating and analysing root causes to help identify recurrent issues and risks, and implement preventative controls. The importance of health and safety is reflected in the fact that the number of reportable accidents is one of our group-wide KPIs.

Recordable accidents

		Year ended 30 April			
		2023		2022	
		TRIR	RIDDOR	TRIR	RIDDOR
US	Recordable accidents	253	73	190	74
	Incident rate	0.97	0.15	0.90	0.17
Canada	Recordable accidents	18	5	25	5
	Incident rate	0.89	0.12	1.49	0.15
UK	Recordable accidents	n/a	23	n/a	18
	Incident rate	n/a	0.25	n/a	0.22

RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable rate is the number of major injuries or over seven-day injuries per 100,000 hours worked.

We continue to develop and improve our incident management system which enables us to manage incidents while allowing us to investigate, analyse root causes and track corrective/preventative actions. The tracking and reporting of 'near misses' is an area we are looking to improve as the lessons learnt are as instructive, or often more so, than from actual incidents. For the purpose of our internal tracking, the term incident does not necessarily mean our employee was hurt or injured. Instead, it represents an incident that we want to track and report for monitoring and learning purposes.

Safety is measured differently in North America and the UK due to different regulatory frameworks. In the US and Canada, reportable accidents are reported in accordance with OSHA (Occupational Safety and Health Administration), referenced as a Total Recordable Incident Rate ('TRIR'), whereas in the UK, reportable accidents are reported in accordance with RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Under the different definitions, more incidents are generally identified in the US as being reportable than in the UK.

To compare performance between our main operating countries we measure incidents using RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), as shown in the table below. All safety and health reporting is made through our online safety reporting system.



ENGAGE FOR LIFE: AMPLIFIED

Our Engage for Life health and safety programme is built on three pillars: culture, community and commitment. We are focused on building a culture that eliminates serious injuries or fatalities ('SIFs'), aligns our best practices, and ensures we all have the right skills to complete work safely. An important component of Engage for Life is that we demonstrate the dedication to the wellbeing of our team members, their families and communities, while supporting and encouraging team members' safety development. We were recognised by the Board of Certified Safety Professionals ('BCSP') as a Diamond Class Certification Sponsor,

for supporting our team members in achieving safety certification, with over 185 team members having completed the programme. This year saw the launch of Engage for Life in the UK and, in North America, Engage for Life: Amplified, taking the programme to the next level in terms of embedding it deeper within our culture.



OUR PEOPLE CONTINUED



We now offer dedicated full-time safety trainers for our customers in 145 markets across North America and have 31 accredited training centres in the UK.

We remain committed to reducing these rates as much as possible and continue to see progress across the business.

In addition to monitoring reportable incidents, we have developed a set of performance predictors. These are a set of six leading indicators that monitor each month's activities supporting our safety culture and performance. The leading indicators are mostly centred on engagement and include topics such as safety meeting attendance, safety committee participation and defensive driving programmes. These are recorded in our online safety, health and wellness reporting system.

Supporting our customers and suppliers on safety

We share and promote our safety culture with our customers and suppliers whenever possible. We have the highest safety expectations for all our equipment suppliers. For our customers, we have

dedicated mobile elevated work platform, forklift and earth moving operator trainers, and we offer customised training programmes to meet their needs. We work with customers' safety teams to develop customised training courses, sometimes for a specific jobsite and participate in training days for major customers, demonstrating safe use of equipment and running training seminars. This is in addition to the routine safety briefings that accompany equipment rental.

We see this as an area of added value and a way to enhance safety with those we work with and across our sector more widely. We now offer dedicated full-time safety trainers for our customers in 145 markets across North America and have 31 accredited training centres in the UK.

Our customer training covers a broad range of topics including:

Operator training	Train the trainer	Scaffolding
<ul style="list-style-type: none"> – Mobile elevating work platforms, boom lifts and scissor lifts – Forklifts, warehouse and telehandler rough terrain – Earth moving equipment, loaders, excavators, backhoes – Traffic control management 	<ul style="list-style-type: none"> – Mobile elevating work platforms – Forklifts – Earth moving equipment – Fall protection 	<ul style="list-style-type: none"> – User hazard awareness – Competent person – Suspended platforms hazard user awareness – Suspended platforms competent person – Customised courses available – Working at height safely

OUR PEOPLE CONTINUED



Human capital

Developing our people

The skills of our workforce contribute directly to our success. Whatever level an employee is at in the business, we aim to train them to improve their skills and give them opportunities for career development. To keep the best talent in the business, we need to match our people's career ambitions by providing a clear route for progress and development, recognising that our people's priorities may change over the course of their careers with us due to different stages of their life. We offer a wide range of technical, sales, management and leadership training to all employees, as well as increasing flexibility in how individuals work with us.

For our largest group of employees, skilled trades, we have two main approaches to develop talent within Ashtead – career pathing and career progression:

- career pathing is about providing employees with a clear promotion pathway within the business. For example, for a driver or technician to become a store manager, we have a career pathway with associated training courses that provide the skills needed for the next step on that particular career pathway. With this option, an ambitious employee can see the route they need to take to develop their career towards a more senior, management role; and

- for those that want to progress within their specific job area, we offer career progression. Within our skilled trades employee group, this provides a clear progress path that will enhance an employee's skills, ability and experience within their trade or job role. For example, technicians can achieve four skill levels, with each level requiring progressively more in-depth and expert skill and knowledge. To pass from one level to the next, the employee has to pass an evaluation that shows their skills match the next step on the ladder.

For front-line leaders in our store network and other leaders in central operations, we offer a range of leadership or senior leadership training. These courses ensure our leaders are equipped with the skills to deliver on our business strategy. These include inclusive leadership, coaching, performance and financial management, training skills and customer experience.



EXAMPLE CAREER PATHWAYS:

DRIVER TO BRANCH MANAGER



Driver

Understanding all aspects of the business, including being part of high-performance teams, safety and customer service.

To prepare for becoming a dispatcher, employees complete a development programme on basic leadership skills.



Dispatcher

12-month period of education, experience and exposure, with leadership and team development training.

To prepare for becoming a store manager, employees complete a development programme on team leadership.



Store manager

The Sunbelt leaders programme provides leadership skills and helps staff focus on operational and financial performance goals.

OUR PEOPLE CONTINUED



Our career development and training initiatives include:

- technician apprenticeship and training programmes – designed to provide individuals with the opportunity to learn in a practical setting, getting on-the-job training alongside their classroom-based learning, as well as experiencing the Sunbelt culture and knowledge of the rental industry;
- the Jumpstart Sales programme – focused on providing individuals the opportunity to develop internal and external sales experience in the rental industry, through developing a thorough understanding of how a branch operates, the rental industry and equipment knowledge;
- the Jumpstart Manager In Training programme – designed to provide individuals with the opportunity to develop the skills and behaviours necessary to be an effective leader through on-the-job training, mentoring and formal learning events and projects;
- intern programmes both in stores and at the support office – providing an opportunity for individuals to learn about Sunbelt, the rental industry and the roles which we offer;

- a leadership curriculum for all store managers – provided to ensure store managers have the skills and knowledge to be an effective store manager. They work alongside experienced managers, as well as receiving formal training so that participants can develop the operational and leadership skills to create a safety culture, drive strategy, guide rental operations, manage financials, lead teams, innovate and manage change;

- an Executive Leadership Development programme – executive leadership development programme run in conjunction with the UNC Kenan-Flagler business school to invest in our next generation of leaders across the business; and
- coaching skills training for store managers to enable better coaching and mentoring of staff.

Furthermore, we have mapped skills against a qualification framework so team members and leaders can identify learning and development needs, whether for annual compliance purposes or to support career progression.

SUNBELT UNIVERSITY

The Group's career development and training programmes are managed through an online Learning Management System (Sunbelt University or 'SBU') that delivers, tracks and manages all our training. Its primary functions include:

- streamlining the management of required and compliance training throughout the organisation. This type of training is assigned based on defined criteria for each course requirement and the platform automatically adjusts assignments as team members onboard and move within the organisation. Recurring critical training is automatically re-assigned on appropriate cycles to ensure compliance with all safety, regulatory, and legal requirements;

- integrating with critical business systems to prevent safety incidents related to equipment operation. Team members who are not certified cannot be assigned to work in downstream systems;
- managing classroom registration for live training events and virtual live events;
- providing assessment of team members performance in their functional roles, knowledge of safety topics, and equipment operation;
- assisting field management in managing their training requirements through robust email and reporting capabilities outlining what training is due and when; and



- offering team members a catalogue of over 40,000 courses from which they can self-select training to meet their needs.

SBU helps us ensure our team members are adequately trained and equipped to perform their job functions safely and effectively.



OUR PEOPLE CONTINUED



84%

participation rate in the Express Yourself Survey (North America)



86%

participation rate in the Express Yourself Survey (UK)

Employee engagement

Obtaining ongoing feedback on how our staff are feeling and then making any changes necessary, is crucial to maintaining a happy and fulfilled workforce. We pride ourselves on having a strong culture, with a strong sense of purpose amongst our team members who take their responsibilities to assist customers and communities seriously. There is also a strong sense of satisfaction in a job well done such as when we are helping people get back to normal after a natural disaster. We hold regular employee surveys in North America and the UK, which have received excellent levels of response and have been delighted with the results so far, which show a high degree of employee engagement and satisfaction but highlight areas where we can improve.

In North America, our latest Express Yourself Survey received an 84% participation rate with an 88% engagement score. In the UK, participation in the latest survey was 86% with an 80% engagement rating. Responses to the surveys were overwhelmingly positive. We analyse the results and identify areas for improvement, developing action plans down to a local level.

We are looking to understand how we can better engage with our team in a more frequent manner in the future through the use of pulse surveys, so that we can rapidly engage with our team members on specific topics and respond in a more agile manner.



INTERACT WELLBEING PROGRAMME



Building on the success of our employee engagement app in the UK, our North American Interact employee engagement app offers a voluntary wellbeing programme providing an opportunity to join habit-changing activities throughout the year. The app provides tools and resources focused on four wellbeing categories: physical, emotional, financial and professional.

The programme can be accessed from desktop or mobile, and participants earn points from engaging in activities, which can then be exchanged for a gift card. Participants can choose activities they are passionate about or engage in topics to learn more. This includes activities such as a group step challenge and volunteer opportunities. This is a proactive way in which we seek to promote whole-life wellbeing for our staff.

OUR PEOPLE CONTINUED

Workforce turnover

We aim to hire the best people, train them well and look after them. This ensures our employees provide the best customer service. We invest in our employees and aim to retain them in the Group so we can build on the skills base we have in the business. You will find detail about our recruitment in the section on Communities on page 33.

Our sector generally suffers from high turnover rates, especially in some of our skilled trades, such as drivers and mechanics. Our staff turnover is summarised below.

Our analysis shows that around two-thirds of turnover happens within the first two years of an employee starting to work for us. As a result, we are putting our effort into improved recruitment, which means finding the right employees for the right openings. We are also reviewing and redesigning our employee onboarding to ensure new recruits get the support and guidance they need from the very beginning of their career with us. This includes the development of more detailed role profiles so as to provide candidates with better insights into the nature of roles within Sunbelt and to the nature of a career at Sunbelt during the recruitment process, available on the Group's career websites.

Staff turnover by country	2023		2022	
	Voluntary	Total	Voluntary	Total
US	17%	21%	18%	21%
Canada	20%	29%	22%	28%
UK	20%	23%	22%	25%
Total	18%	23%	19%	22%

Staff turnover by tenure and gender	% of voluntary turnover	Voluntary turnover %
By tenure		
– Less than two years	69%	32%
– Two to six years	13%	13%
– Six to ten years	14%	7%
– More than ten years	4%	4%
	100%	18%
By gender		
– Male	88%	18%
– Female	12%	17%
	100%	18%

Recognising our people's contribution

Pay and benefits is one of the most significant factors in attracting and retaining the best people. Our employees' pay and benefits are made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business' success. Sunbelt UK is an accredited Living Wage Employer while in North America we have adopted a Leading Wage approach to ensure all employees are paid an hourly rate in excess of the State and Federal recommended rates and at a level which is competitive to the market.

These rates are reviewed regularly to ensure they remain competitive and adjustments to the rates are made in order to remain competitive to the market. In addition, while the US lags the UK on parental leave, we are a leader in the US rental industry in this area and introduced a Paid Parental Leave ('PPL') benefit to US team members last year. This policy applies to either parent and at any time during the first year for births, adoptions or placements of foster children.

In addition, we provide a comprehensive package of benefits ensuring they represent affordable and smart choices for employees. Each benefit offering has been designed to work with another, providing a financial safety net that serves those employees in need, as well as providing us all with a proper sense of security. In the US we offer robust and comprehensive medical coverage and have limited increases in member contribution rates despite the increasing costs of healthcare. By continuing to promote wellness, we intend to maintain a fair and balanced health plan that is considered one of the best in our industry. Our retirement plans are well received with a 95% enrolment rate in our US 401(k) plan, 91% enrolment rate in Canada and 91% of UK employees participating in the pension plan.

Furthermore, we have an employee assistance helpline which offers free confidential support and advice to those in need. We also have other benefits to promote good health amongst our employees. In the UK we have a flexible holiday arrangement enabling employees to purchase additional holiday entitlement or sell unused or unwanted holiday back to the company, giving the employee more flexibility and choice in how they use their contractual benefits.

As part of our Sunbelt 3.0 strategy, we introduced an incentive arrangement for which a component is directly related to ESG performance. Under this arrangement, 10% of the reward opportunity relates to maintaining our excellent level of employee engagement, and a further 10% of the reward opportunity relates to achieving a 15% reduction in our Scope 1 and 2 carbon intensity metrics by April 2024, compared with a base year of 2018. The incentive opportunity includes team members throughout the business.

OUR PEOPLE CONTINUED



Social opportunities

Diversity, equity and inclusion

Providing equal opportunities for all is a priority for Ashtead and we do not discriminate on the basis of a protected status, such as sex, colour, race, religion, native origin or age. In the US we are required by law to monitor ethnicity in our workforce, and we maintain a diverse workforce with 33% of the US workforce identifying themselves as being non-white, as shown in the table below.

We also gather diversity data as part of the recruitment process in Canada and the UK and seek to monitor our diversity, although the information held is less complete than data in the US where information has been gathered over a longer period. We are committed to providing opportunities for people across our organisation regardless of gender, ethnicity or other characteristic.

Our goal is to respect our collective experiences and unique perspectives from across the Group. Despite working in a traditionally white, male-dominated sector, we are striving to make our workforce more

diverse and want our people to reflect the communities which we work in and recruit from. With this in mind, we continue to strengthen our approach to diversity, with the continued roll-out of diversity, equity and inclusion training across the business. Our employee resource groups seek to advance an inclusive culture that empowers individuals and provides equitable opportunity for team members and the communities we serve.

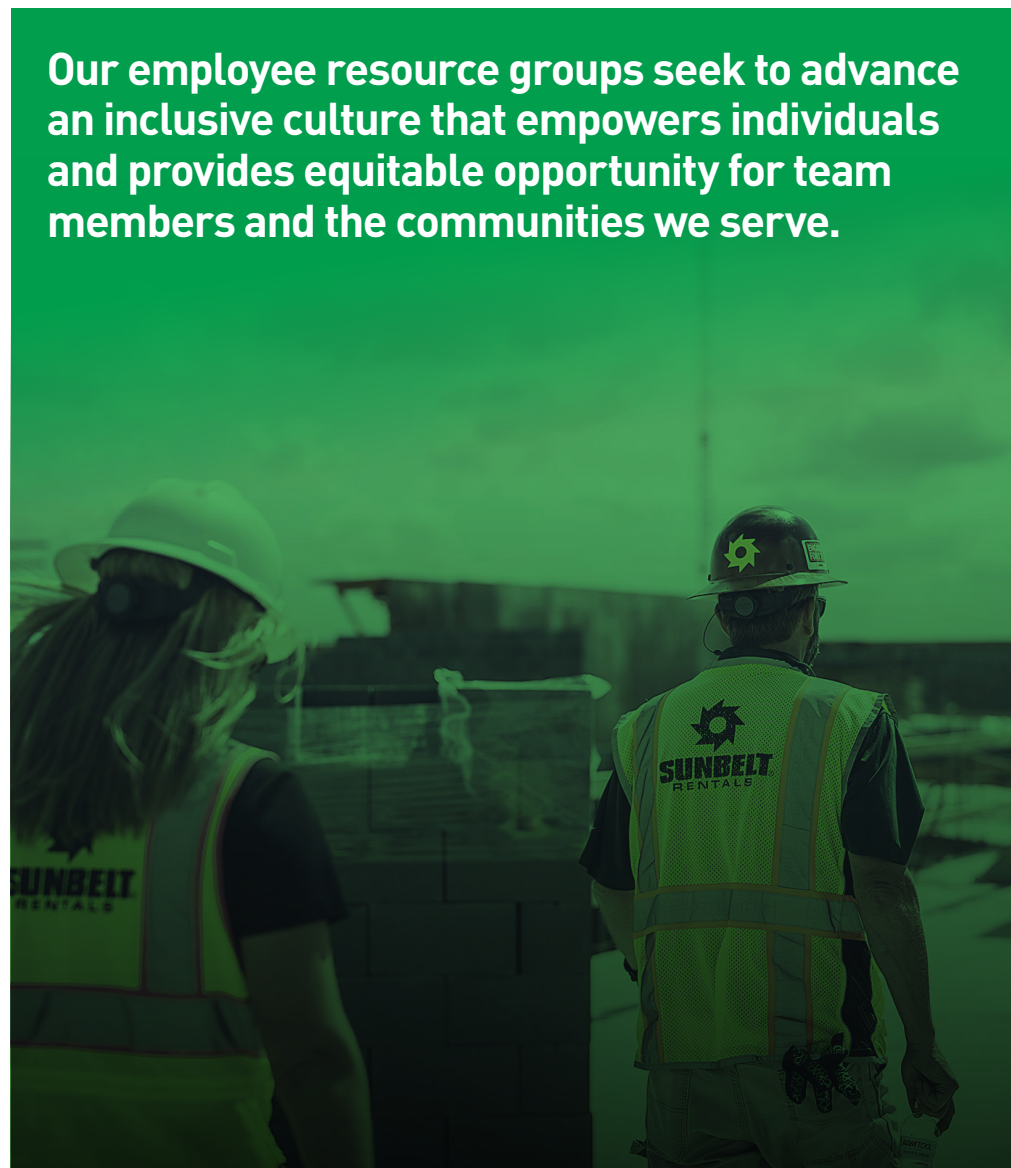
We continued our roll-out of DEI initiatives and training across the Group, tailored for the needs of the individual geographies in which we operate, and will be expanding this further in the future. An example of our work is our women's network which operates in the US, Canada and the UK, which is promoting and supporting women across the organisation. Its mission is to advance an inclusive culture that empowers women through providing a forum for mentoring and networking, promoting relationships with allies to support women across the business and provide resources for leaders and team members.

US diversity by job type

	Women	Non-white	Overall diversity
Senior and mid-level managers	13%	16%	26%
Professionals	36%	32%	53%
Sales team	17%	22%	34%
Administrative support	49%	29%	62%
Skilled trades	2%	43%	44%
Total	11%	33%	40%

Data provided is for the US only, based on the Group's most recent Equal Employment Opportunity submission as at 30 April 2023. Overall diversity represents the percentage of employees who identify as women and/or as Hispanic or Latino, Black or African American, Native Hawaiian or Pacific Islander, Asian, American Indian or Alaskan Native or Two or More Races.

Our employee resource groups seek to advance an inclusive culture that empowers individuals and provides equitable opportunity for team members and the communities we serve.



OUR PEOPLE CONTINUED

Workforce by gender

Our workforce reflects the nature of our business, the industry in which we operate and the markets we serve, with just 12% of the Group's workforce being female. A significant proportion of our workforce are mechanics, technicians and drivers, virtually all of whom have been male historically. Therefore, while across our workforce we seek to promote increasing proportions of women in the business, and we have seen success in some areas of our business such as within professional functions, sales and customer service, we recognise that some roles will continue to attract fewer women.

Nevertheless, while our industry has traditionally had many more men than women, we do have women at all levels of the Group, from the Board to store level. While four members of our Board (44%) are female and we have women on our senior management teams and as store managers and sales executives, we realise we have work to do to increase the number of women throughout the business.

We continue to prioritise recruiting the best people for every role but are working to make it easier for more women to join the organisation. We believe that in doing so, we will move towards achieving a greater level of female representation across the Group at all levels starting from the grassroots of our organisation.

At 30 April 2023	Male	Female	Female %
Number of employees			
Board directors	5	4	44%
Senior management	28	9	24%
All staff	22,226	3,129	12%
Full-time	21,946	3,046	12%
Part-time	280	83	23%
By region			
US	16,906	2,081	11%
Canada	1,781	313	15%
UK	3,539	735	17%



EMPLOYEE SPOTLIGHT:

HOLLY ROGERS, DIRECTOR OF OPERATIONS, FLOORING SOLUTIONS

Holly joined Sunbelt eight years ago as a store manager in the Charlotte area and has subsequently progressed through the organisation. Holly says that the most rewarding part of working in the construction industry has been the ability to provide financially for her family. "I have been able to set a positive example through building a rewarding career and accomplishing my personal goals. In seeing these opportunities, my son and both of my daughters have embarked on a career path in construction." Today, Holly's two daughters are

both with Sunbelt. "My hope for the future for women in the construction industry is that the old-school gender stereotypes will continue to dissolve, and women will be welcomed for the unique skillsets they bring to the table. I believe female leaders bring several strengths to the table that are important to have in any industry. Showing compassion, being empathetic, and having the ability to work out compromises creates a culture of trust where employees want to stay and grow."

OUR PEOPLE CONTINUED

Ashtead pays men and women the same salary for the same role with the actual remuneration being based on skills, experience and performance.

However, as a result of our mix of employees and the roles they undertake, the average pay of men and women differs across the business. Summarised in the table below is the amount by which average pay and bonus pay for men exceeds that for women in each of the geographies in which we operate.

Having an engaged and diverse workforce, where our people feel motivated and valued to fulfil their potential and support our customer base is critical to the continued success of our business. We closely monitor industry pay, and benchmark our salaries, to ensure a competitive package is offered to attract, retain and appropriately reward our employees.

Our gender pay statistics demonstrate that the Group does not have a significant pay gap. Furthermore, the gender pay gap should not be confused with equal pay, and our commitment to ensure individuals carrying out similar duties are paid fairly compared to one another. We are committed to ensuring equal pay and our reward policies are designed to ensure this. The bonus pay gap reflects that within our organisation, fewer women are employed at more senior levels of our business. While we are working to encourage greater diversity across the business, including gender diversity, it will take time to close this gap.

Gender pay gap and bonus pay gap

	Pay gap	Bonus pay gap
US	4%	29%
UK	1%	38%
Canada	4%	37%

Gender pay gap and bonus pay gap calculated in accordance with the UK Government's gender pay gap requirements, details of which are available on the UK's gov.uk website. Gender pay gap information is not the same as equal pay information. Instead, it is a measure of the difference between men and women's average earnings in an organisation but does not consider people's roles or seniority.

Employee wellbeing

We recognise how important it is that our workforce is a healthy one, both physically and mentally, and we work hard to support our people and help them look after themselves. This is the right thing for our people, but also assists them in providing the best service to our customers. We are also there to help when they find themselves facing difficulties in life, whatever that may be.

In the UK our 'Let's Talk' wellbeing programme started with 'Let's Talk Mental Health' volunteers completing a two-day professional Mental Health First Aider course (MHFA England) and we plan to train more staff in this important area. In North America, mental health support is available through our employee engagement app and via the Employee Assistance Programme.

In North America, the Sunbelt Rentals Employee Relief Fund was created to support employees who are facing financial hardship after a natural disaster or other life-changing events. The fund was established initially to help the victims of Hurricane Charley in 2004 and is now a part of our long-term strategy to assist team members through catastrophic financial hardship. Any employee of Sunbelt Rentals is eligible to receive relief from this fund for the benefit of themselves or their immediate family members living in their household.

EMPLOYEE ASSISTANCE PROGRAMME



We recognise the need to support our team members in times of need, and our Employee Assistance Programme ('EAP') offers compassionate support to staff, whatever challenges they face.

Employees can contact the EAP directly and will be given the option for up to six sessions of either telephone or face-to-face counselling. Line managers can also refer team members, with

their consent, by using the referral form. This is in addition to the financial, legal and health advice which is already available through the EAP and comes at no cost to the employee. We also have professional trained Mental Health First Aiders available to help and care for anyone needing support.

THE ENVIRONMENT

Why it matters

Protecting the environment is not just the right thing to do; we believe it will also bring us significant competitive advantage. As we have already discussed, renting is the most environmentally friendly way to use equipment and investment in greening our fleet will meet increasing demands from customers for the lowest environmental impact solutions.

UN SDGs:



OVERVIEW

Key actions and initiatives

We continue to work hard to reduce our Scope 1 and 2 carbon intensity from our direct operations through a range of initiatives, such as the sourcing of electricity from renewable sources and undertaking a LED retrofit programme across our store network, with c. 300 locations completed to date. Furthermore, while subject to a range of estimation uncertainty, we have now completed our preliminary estimation of our Scope 3 emissions, which we report for the first time within this sustainability report on page 29.

We are working as a partner in innovation with our equipment suppliers to develop more efficient, electric and lower-impact machines. We are also delivering integrated and environmentally responsible rental solutions for our customers and generating our own energy where possible.

Progress

- ▶ **29%** – Our Scope 1 and 2 carbon intensity of 38.4 tCO₂e per \$m of revenue was 29% lower than our benchmark year¹.
- ▶ **Leadership** – Working with key suppliers and customers to support the development and roll-out of lower carbon emission fleet options across all our territories.

Looking ahead

We are working to develop emissions reporting based on the telematics within our equipment to provide our customers with greater insight as to their use of equipment, while also working closely with our suppliers and customers to continue to test and bring to market a range of lower carbon equipment, providing our customers with optionality in selecting equipment to meet their needs.

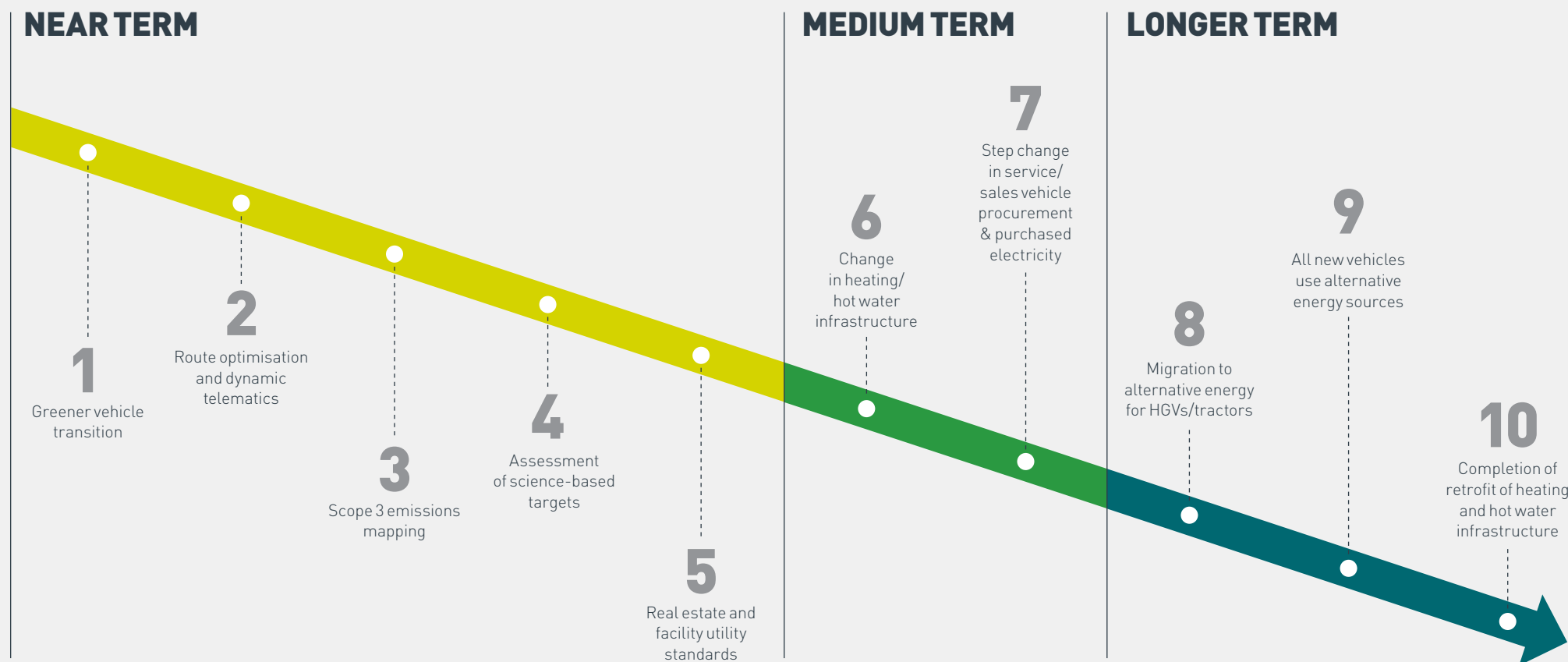
Furthermore, as we look towards the next iteration of our strategy, we are working to model what our Scope 1, 2 and 3 emissions may look like as we continue to grow, and what actions we can take to minimise and reduce our emissions, ultimately to achieve a Net Zero goal.

¹ Carbon intensity reduction target relates to Scope 1 and 2 emissions compared with a benchmark year of 2018.

Climate change is important to Ashtead and we are working hard to reduce emissions wherever possible. We believe that renting is the most environmentally friendly way of using equipment and that prioritising the environment can be a source of competitive advantage for our business.

THE ENVIRONMENT CONTINUED

OUR SCOPE 1 AND 2 ENVIRONMENTAL ROADMAP



Continuous innovation of rental fleet to reflect latest environmental standards minimising our carbon footprint



THE ENVIRONMENT CONTINUED



Climate change

Leading and partnering in innovation

As well as maintaining one of the most modern fleets of rental equipment in the industry, we have invested heavily in one of the widest ranges of green equipment on the market, including electric and low- or zero-emission models.

Approximately 20% of our rental fleet comprises battery, electric and hybrid options, with a further 15% representing non-powered assets. In relation to our diesel-powered assets, the large majority also meets the most stringent North American and European emissions standards, with 80% comprising of Tier IV/V engines.

We work closely with our key suppliers to help them design, develop, trial and bring to market innovative, environmentally sustainable equipment, including electric versions of the most widely used pieces of rental equipment.

Influencing the market

We are in a good position to influence how new products are developed and used. We have hundreds of thousands of rental customers and are a major buyer of equipment from large manufacturers. We are therefore in a perfect position to understand customer demand for greener equipment, appreciate the everyday demands made of equipment and support manufacturers to meet these requirements with their product development. At the same time, our desire to invest in new and greener technology demonstrates to manufacturers there is demand for their new products. Finally, by bringing new products to a wide audience of customers in the rental market, we help develop acceptance of new equipment and drive further demand.

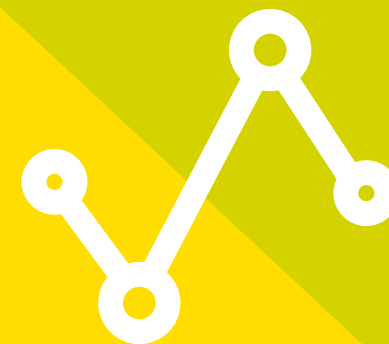
Working with customers

Our focus on innovation does not only relate to working with suppliers on new equipment. Increasingly, we are helping our customers with rental solutions that minimise their environmental impact. In this way we help our customers meet their own environmental and climate goals.

Our solutions include: solar, hybrid and battery-powered generators, lights and charging facilities; energy storage solutions; battery and electric-powered tools and machinery; ecological

accommodation units; smart power solutions that reduce emissions from project sites; and ground protection that reduces the environmental impact of foot and vehicle traffic.

We are also focused on how we can work with our customers to use existing technologies to reduce environmental impact. For example, through combining diesel generators with battery storage units to enable optimum generator usage over shorter periods, and therefore significantly reduce fuel usage and emissions.



INVESTING IN TELEMATICS

We have been investing in equipping our rental assets with telematics capabilities, not only to provide operational efficiencies through the potential to monitor asset health, but also to enable higher quality reporting of asset use and emissions for our customers. To date, we have equipped 245,000 assets in North America with telematics units, with a range of levels of equipment intelligence from basic location tracking to enriched data sets which monitor asset health and fuel consumption. We recognise that it is our more sophisticated assets where there is greatest value from telematics for both customers and ourselves, and are working to build these capabilities more widely and to develop automated customer reporting capabilities.

In addition, we recently announced a new partnership with Skoon in the UK, an online software platform that offers clean energy solutions and software tools to the film and TV, electricity grid and construction industries. We are partnering to provide a seamless booking system to access sustainable clean energy products and easily report on energy usage and savings.

THE ENVIRONMENT CONTINUED

Benefits of a sharing economy

We have talked already about how the rental industry embodies the sharing economy and the clear benefits of rental over ownership from a cost and convenience point of view. Rental allows companies to concentrate on their core business without the need to invest capital in assets, maintenance, transport and employees for a fleet of equipment.

The growth in our business and increasing rental penetration rates in our markets show that customers are increasingly convinced of these benefits. More recently, climate change has brought the environmental benefit of rental into the spotlight. Our belief is that rental, and the sharing economy more widely, is critical to addressing some of today's environmental challenges.

Our carbon impact

Our industry has an important role to play in reducing energy consumption and hence carbon emissions, both through bringing low carbon technologies to market and delivering the benefits of a sharing

economy. We continue to evaluate how best we can limit that increase and mitigate the impact and, while our absolute carbon emissions may increase in the near term as we continue to grow, we are committed to a significant reduction in our carbon intensity.

Energy consumption

The Group's direct energy consumption arises predominantly from the diesel and petrol used in our vehicle fleet, the gas consumption used in our facilities and our purchased electricity.

In the current year, we have started a programme in North America to source electricity from sources which are REC (renewable energy certificate) backed, supplementing the sourcing of the majority of our electricity in the UK from renewable sources which are REGO (renewal energy guarantees of origin) backed. We will continue to explore the options available to us to extend the sourcing of purchased electricity from renewable sources where market regulation allows.

MWh

	2023			2022		
	Renewable sources	Non-renewable sources	Total	Renewable sources	Non-renewable sources	Total
Consumption of fuel	–	1,398,341	1,398,341	–	1,239,489	1,239,489
Consumption of electricity	21,625	91,354	112,979	8,346	77,640	85,986
Total energy consumption	21,625	1,489,695	1,511,320	8,346	1,317,129	1,325,475



HELPING REDUCE THE RISK OF FLOODING



As part of the UK's ongoing flood alleviation plans, the Environment Agency committed to and invested in over 1,000 schemes across the country. These schemes will better protect homes and businesses at risk of flooding.

We provided clean energy solutions to the project between Penketh and Whittle Brooks, near residential and business areas. This was in the form of an integrated hybrid power solution,

a battery storage unit and energy management system alongside a fuel-powered generator. We assisted the contractor in introducing cleaner energy solutions and significantly reduced running costs for their temporary power solution, lowered their emissions and provided silent power over the night and at weekends when the project was in progress.

THE ENVIRONMENT CONTINUED

Greenhouse gas emissions

Our Scope 1 (fuel combustion and operation of facilities) and 2 (purchased electricity) GHG emissions are reported below.

In order to calculate the GHG emissions and total energy consumption in MWh, we have used a 'market-based method' in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), together with emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2022, the latest available emission factors from the US Environmental Protection Agency and the Environment and Climate Change Canada. In addition:

- in the US and Canada, due to the size of our operation and range of fuel and electricity providers, we collect data from the significant vendors and then use this to estimate emissions attributable to the balance. In addition, we are required to estimate electricity usage between the most recent meter reading and the year end date. As such, for the year ended 30 April 2023, approximately 9% of the North American emissions balance was estimated; and
- in the UK, we collect data from all Scope 1 and 2 suppliers and hence, there is no estimation involved.

We are focused on reducing the carbon emissions which arise from the use of our assets. However given the lack of alternative assets available today and limited manufacturing capacity, we expect any transition to lower carbon products to happen gradually. We will seek to manage this transition in a similar manner to how we managed the transition from Tier 0 to Tier IV/V diesel engines from 1994 to 2018. On average, we own assets for seven to eight years and therefore expect the full transition of our fleet will only occur over the longer-term.

At this stage, our key performance metric is carbon intensity as we look to mitigate our environmental impact. Our level of GHG emissions varies with our activity levels which are reflected in our revenue levels. Accordingly, we have concluded that the most appropriate intensity ratio for Ashtead is revenue intensity. Our intensity metric is therefore carbon emissions per million dollars of revenue (tCO₂e/\$m).

On a constant currency basis (using this year's exchange rates) our intensity ratio has reduced by 29% from 54.0 in our baseline year of 2018 to 38.4 in 2022/23.

Expanding our emissions reporting

We have undertaken a preliminary quantification of our Scope 3 emissions so we can monitor them and report on them in the future. By their nature, Scope 3 emissions are difficult to quantify and based on data and assumptions that are inherently uncertain, as

Greenhouse gas emissions (tCO₂e/year*)

	2023				2022
	US	Canada	UK	Total	Total
Scope 1	286,533	22,961	31,288	340,782	302,843
Scope 2	28,342	1,262	776	30,380	26,977
	314,875	24,223	32,064	371,161	329,820

* tCO₂e/year defined as tonnes of CO₂ equivalent per year.

	2023	2022
Carbon intensity ratio – emissions per \$m of revenue (tCO ₂ e/\$m)	38.4	42.2



THE ENVIRONMENT CONTINUED

described in more detail below. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty and not necessarily comparable to other organisations which may have taken an alternative approach to their estimation.

In calculating our Scope 3 emissions, we have followed GHG Protocol guidance. Where data sources are incomplete, we have sought to extrapolate our emissions based on the data available to us to reflect the Group's entire Scope 3 footprint. Further details as to the approach taken in estimating our Scope 3 emissions is set out in Appendix 3 to this document. We are also participating in an industry initiative to develop industry-specific guidance relating to the measurement of Scope 3 emissions.

As expected, the majority of our Scope 3 emissions arise through our customers' use of our equipment on their sites and projects (category 13), emissions from the use of sold rental equipment subsequent to our ownership (category 11), all of which are required to be accounted for in the year of disposal, and the embedded carbon in our supply chain (category 2).

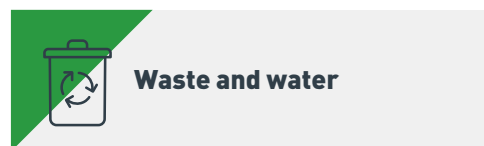
As commented above, emissions for each of these categories are calculated based on broad assumptions across a huge number of assets which are inherently difficult to validate, including annual hours of use,

average fuel consumption, average engine load factor and, for category 11, the total lifetime hours of use of assets subsequent to our ownership, where we have assumed we consume approximately half of an asset's total lifetime hours of use during our ownership. Accordingly, our Scope 3 emissions will always be subject to a significant application of judgement and hence a high degree of estimation uncertainty. We will work to refine our estimation approach over time, including through the use of ever greater amounts of machine telematics data as it becomes more readily available across our asset base. Furthermore, the estimation of emissions from use of sold products will be impacted in future years as alternative fuel sources, such as hydrotreated vegetable oil ('HVO'), become more readily available at a price point which is comparable to traditional diesel. We have not accounted for this in our estimations today given the uncertainty as to the timing and adoption of such fuels.

As we look to the future, we recognise that our Scope 3 emissions are likely to increase in the short to medium term as we continue to grow. Future reductions in our Scope 3 emissions will be dependent upon the development of technological solutions to allow for current equipment to be replaced by equipment with low- or zero-carbon emissions, the availability of renewable diesel, and the adoption of these options by customers.

Scope 3 emissions

	tCO ₂ e	2023 % of total	tCO ₂ e	2022 % of total
Downstream leased assets	2,504,134	42%	2,309,886	50%
Capital goods	1,359,344	23%	905,394	19%
Use of sold products	1,247,021	21%	750,352	16%
Purchased goods and services	456,982	8%	436,020	9%
Upstream transportation and distribution	159,113	3%	108,230	2%
Fuel and energy related services	84,518	1%	75,630	2%
Employee commuting	37,986	1%	32,216	1%
Business travel	22,078	–%	14,879	–%
Waste in operations	18,724	–%	14,021	–%
Downstream transportation and distribution	16,439	–%	15,167	–%
End-of-life treatment of sold products	12,578	–%	7,326	–%
	5,918,917	100%	4,669,121	100%



Waste and water

Reducing waste going to landfill, increasing recycling and reducing water use are all part of Lead with ESG. We are strengthening our processes in these areas and establishing metrics and targets.

Waste

To assess more accurately the volume of waste we generate and recycle, we are working with our waste contractors across each of our locations and are pursuing programmes to reduce the volume of waste we produce in all our territories. We are working with suppliers to reduce the packaging included with products we procure and are partnering with them to develop takeback programmes for equipment packaging and protective materials. We offer recycling at our rental sites, partnering with suppliers to enhance the recyclability of products.

Our business model necessarily promotes less waste overall going to landfill because we are renting the same piece of equipment to many customers and maintaining it to such an extent that it has a long product life. If each of our customers were buying all the equipment they need, perhaps using it only a few times and then disposing of it, there would be considerably more equipment going to waste than with a rental model. We are working proactively with our supply chain to increase the amount of recycling of our equipment that can be done to avoid even obsolete equipment going to landfill.

Millions of litres

	2023	2022
US	813.8	697.2
Canada	65.8	54.2
	879.6	751.4

Water

We are not a water intensive business with most of our water usage arising from washing our equipment. Nevertheless, we recognise the value in measuring our consumption and seeking to reduce water consumption across our operations.

In relation to water usage, our consumption for North America is detailed in the table below.

In calculating water consumption data, it has been necessary to extrapolate data for the US and Canada in 2021/22 as detailed data was only collected from part way through the year. In addition, we have estimated water consumption for those locations where detailed consumption records are not available. As such, approximately 22% of water consumption is estimated in 2022/23 (2021/22: 37%). We are working to obtain UK data in the future so that we can report for the Group as a whole.

Reducing water use where it matters

Our approach to water stewardship is to focus our efforts where water is scarce. We have used the World Resources Institute's Aqueduct tool, which helps organisations identify their water risks, to map where we are operating in areas of water stress or high-water stress.

Across the Group, 23% of our stores are in areas of water stress or high-water stress, specifically those in California and the south-west and central states of the US. This provides a blueprint for where we are targeting water-saving initiatives by introducing technology to help reduce water use in these areas.

Water saving initiatives available to us include the use of closed loop wash systems where we reuse water many times over, as well as water recovery systems where we capture water run-off for use within wash-bays.

THE ENVIRONMENT CONTINUED



Environmental opportunities

As we have noted elsewhere, there are significant opportunities for our business from an increased focus on the environment and sustainability in general. There are two main factors contributing to this opportunity.

Firstly, as regulations change requiring greater use of lower carbon technologies, companies will voluntarily choose to use more environmentally friendly equipment. However, emerging technology is more complicated, requiring a different skill set to maintain, and more expensive, at least initially, than existing technology. Consequently, it will be more efficient for companies to rent equipment rather than buy it, providing an additional impetus to the shift from ownership to rental.

Secondly, the more extreme weather events associated with climate change, such as hurricanes, wildfires, and extreme precipitation and flooding, lead to the kind of damage that requires a rapid response and clean-up operations in which we are experienced. Our disaster response capability is one area in which we are known to excel, and increased frequency of extreme weather events is likely to increase demand for our products and services.

Reducing emissions from our company vehicles

Approximately 80% of our Scope 1 and 2 carbon emissions come from our vehicle fleet. We drive over 300 million miles each year delivering and collecting our rental equipment with a fleet of over 14,500 vehicles. Tackling emissions from our vehicle fleet is the main way we will reduce our Scope 1 and 2 carbon intensity and ultimately, reduce our emissions. We are doing this in two ways:

- using our vehicles in the most efficient way possible. We do this through onboard telematics to monitor driving efficiency, fuel use and CO₂ emissions, speed limiters, route optimisation, load optimisation, optimal maintenance schedules and fuel-efficient tyres and tyre pressure monitors; and
- shifting our vehicle fleet away from traditional fossil fuels to alternative fuel types. For example, we have trialled a range of electric vehicles for the business across our sales, service and delivery fleet and are working to explore the options available to the Group in relation to renewable diesel.

Sourcing renewable energy

In the UK, we already use 100% certified renewable electricity across our store network. We are also looking to transition to renewable power sources in North America.

We are also exploring where it is effective to generate our own electricity and in the US have implemented our first solar power installation at our Warner Robins store in Georgia. Here, we have installed 108 photovoltaic solar panels, which produces almost 100% of the electricity needs of our Warner Robins store. Energy simulations for the installation estimate annual electricity production of 63.5 MWh, delivering savings of 45 tonnes of CO₂ emissions, which is equivalent to planting more than 1,000 trees.

Greening our rental fleet

Every year we invest millions of dollars in new equipment and fleet which produces less carbon, less particulate matter and needs less maintenance and servicing than the fleet it replaces. Consideration of maintenance and servicing requirements as well as what happens at the end of a product's useful life are a key part of this process, as we believe that true sustainability needs to consider a holistic, whole life cycle approach. We replace our rental assets every seven to eight years and as we retire older equipment, the new equipment we buy delivers efficiency improvements. But we do not simply rely on these incremental improvements.

The chart opposite shows the composition of our fleet today. While it will take time before a significantly greater proportion of our fleet moves away from diesel power, approximately 30% of our rental fleet is already powered by alternatives to traditional diesel power, including battery, electric and hybrid options. The large majority of our diesel-powered fleet also meets the most stringent North American and European emissions standards and we have one of the most modern fleets of rental equipment in the industry. We have focused on investing in next generation, low- and zero-emission technology including battery, electric, solar and hybrid options, and are committed to working closely with all our suppliers to help them develop the most environmentally sustainable equipment.

In addition, we have developed partnerships with suppliers to introduce alternative energy and fuel solutions for our customers. For example, HVO, also known as Renewable Diesel, is manufactured from 100% renewable and sustainable waste, ethically sourced and derived from raw materials. HVO can replace diesel with no changes required to the engine or operational infrastructure and is legal for road and non-road use. It has been shown to create a reduction in net carbon emissions (CO₂e) of 70-90%. Several of our UK national customers have already made the switch. We are working with suppliers in both North America and the UK to make renewable diesel more widely available. We are mapping our fleet with HVO availability in a number of US states, so that we are ready to accommodate our customers making the shift as soon as possible.

GROUP FLEET COMPOSITION



Electric.....	18%
Other, inc. non-powered	15%
Fossil fuel.....	67%

OUR COMMUNITIES

Why it matters

With almost 1,400 stores, we are present in many local communities. We strive to have a positive impact and do this through job creation, charity support, volunteering and responding to emergencies.

UN SDGs:



OVERVIEW

Key actions and initiatives

We have done significant work this year to expand our veteran recruitment, making it more attractive for veterans to join, and easier for them to thrive once part of the team. We continue to open new stores, bringing opportunities through recruitment and economic activity. We maintained our long-term charity partnerships aligned to our corporate priorities.

Progress

- **Gold** – Received a gold award from the US Department of Labor under their 'HIRE Vets' programme.
- **165** – We added 165 new locations in North America of which 77 were greenfield locations. Each location provides a positive impact on the communities in which we operate through job creation, volunteering, support for local causes and responding in times of need.

Looking ahead

We will continue our work with our charitable partners to support our communities.

We plan to increase our recruitment efforts in the communities we serve especially focusing on youth and veteran recruitment.

We will use our scale and influence to bring about positive community impact through volunteering.

As we grow our network, the communities in which we work and have an influence expand. We believe we have a responsibility to have a positive impact on our communities.



OUR COMMUNITIES CONTINUED



Our communities

With almost 1,400 stores, we are present in many communities. We continue to open new stores, bringing opportunities through recruitment, economic activity and a new avenue for local support into these communities. Our emergency response team continues to grow and we are able to support our communities, often as a first responder, in times of crisis. We maintain long-term charity partnerships, investing in key initiatives and supporting through employee volunteering days. As we open more stores in new locations, our opportunity to deliver positive impact in our local communities grows. Alongside community support and investment, we consider it our responsibility to recruit locally as much as possible, providing economic opportunity and skills development for local people, including a focus on veterans and people not in education, employment or training ('NEETs').

Community engagement

Working with local and national charities is important to us, but the value we can bring to communities is broader than just supporting charitable causes. The social value generated by our operations, our employees volunteering in local communities and providing disaster relief in times of crisis, are all ways that we support and engage with the communities we serve. A big part of our community impact comes from recruiting from the local community, especially young people and veterans.

Enhancing employee volunteering

We understand we can support our communities and transfer valuable skills through employee volunteering. We have always had a volunteering allowance for staff, but we have enhanced and clarified our volunteering policy, aligning and improving different pre-existing policies across the Group, enabling employees to take paid time off to

volunteer for causes which matter to them in their local communities. We also organise group volunteering events through our internal network groups to drive our community investment projects.

To further our volunteering activities, we are investigating ways to enhance the employee uptake of volunteering opportunities and how we can coordinate volunteering activities to have the greatest positive impact on our communities.

Emergency response in times of need

In the event of natural disasters or other emergency situations, we are often called in as a first responder. We provide equipment and power to restore services and support clean-up operations, with the aim of getting communities up and running again as fast as possible.

In North America, we have an Emergency Response Team ('ERT') which activates in response to weather-related disasters, such as hurricanes and tornadoes, fires, floods and snowstorms, or other emergency situations where communities need rapid support. Every emergency situation is different and members of the ERT are experts in their field and are able to respond with the right quantity and type of resources for the situation at hand.

Involvement in the ERT by our employees is voluntary and all are ready to deploy at a moment's notice in the event of an emergency. We support approximately 20 major responses each year.

The team is exceptionally fast at establishing operational teams on the ground and dispatching equipment such as generators, lighting, forklifts and excavators, drying, heating and cooling equipment, scaffolding and pumping solutions. The ERT coordinates our response from its command centre at our headquarters in Fort Mill, South Carolina. On the ground, team members often build a strong bond with the communities they are supporting, spending weeks, or even months, aiding in recovery efforts.

In the UK, we have similar capabilities which can be deployed to respond to a wide range of situations.

SUPPORTING THE KING'S CORONATION

Perhaps our biggest recent community contribution came in our support for the coronation of King Charles III. We were tasked with the deployment and management of services, installing and demobilising specialised equipment across 20 sites in London and Windsor, including a fully operational on-site command centre.

We worked with a number of organisations, including the Department of Culture, Media and Sport and the Metropolitan Police to deliver a full-service solution for the event. We felt immensely privileged to have been asked to help with such a historic event.



OUR COMMUNITIES CONTINUED

Recruitment

We are in growth mode as a Group. We targeted 298 greenfield store openings in North America during Sunbelt 3.0 and added 165 locations in 2022/23, 77 of which were greenfield locations. Recruiting the best new talent is critical for supporting these growth plans and this will benefit the communities we serve.

Our focus is on accurate recruitment which means finding the right people for the right openings and accurately communicating to candidates what the job entails alongside the benefits of working for Sunbelt. We are working to develop further our role profiles so as to provide candidates with better insight to the nature of roles within Sunbelt and to the nature of a career at Sunbelt during the recruitment process.

We have also reviewed our onboarding processes to enhance the employee experience in the first 18 to 24 months of working with Sunbelt. We experience the highest levels of employee turnover during this time frame, and beyond two years employee turnover drops drastically.

To support our recruitment efforts, we have a number of training and development programmes.

UK apprenticeship programme

Our award-winning apprenticeship programme in the UK continues to take on new trainees for one to three-year apprenticeships that usually include external training and a formal NVQ qualification in addition to on-the-job training with Sunbelt Rentals. We took on 49 trainees this year and we plan to recruit more in the coming year. We have six apprentice streams – plant maintenance, customer service, driver, electro technical, mechanical engineering and civil engineering. Our scheme boasts an 85% completion rate compared to the industry rate of c. 60%.

Military recruitment

We are committed to supporting veterans and aspire to be an employer of choice for military veterans. Around 9% of our workforce in the US is ex-military and this is a number we are aiming to grow. Our goal

is for former soldiers and sailors, airmen and marines, to be able to find a fulfilling workplace at Sunbelt where they can enrich our culture and contribute to achieving our goals.

We know the value veterans can bring to our business. The skills gained during active service match well with the skills we are looking for in positions across our business, from our skilled trades to leadership roles. With around 1.4 million people serving in the US military, the number of military personnel re-entering civilian life each year is in the hundreds of thousands. To benefit from this huge pool of talent while our Company grows, we have developed a robust programme for recruiting and retaining veteran employees, which is based on four foundational pillars: resources; recruitment; recognition; and retention. We actively recruit members of the armed forces through job fairs, strategic partnerships, and programmes such as the U.S. Chamber of Commerce's Hiring Our Heroes programme and our newest partner, the US Department of Defense, where we became an official Skillbridge provider.

In recognition of our work with veterans in the US, we were awarded a gold military-friendly employer award and a gold award from the US Department of Labor under their 'HIRE Vets' programme. We are also a 'top-50' Military Friendly Employer. Organisations achieving Military Friendly Employer status are assessed on their ability to meet and exceed standards for veteran recruitment in six categories: recruiting and sourcing, policies and compliance, support and retention, culture and commitment, opportunity and advancement, and hiring and onboarding.



Our commitment to employing military service leavers and veterans is the same in the UK as in the US and our businesses work together on veteran recruitment strategy, pooling our collective experience and resources. We were awarded the gold Armed Forces Covenant in recognition of our support for the defence and armed forces community, and for demonstrating flexibility towards training and mobilisation commitments for Reservists and Cadet Force Adult Volunteers.



We are working with the UK Ministry of Defence Careers Transition Partnership to recruit those leaving the UK armed forces into the Sunbelt family. We also work with the employment teams of two veterans' charities – Walking With The Wounded and Project RECCE – who work to support armed forces veterans in many ways, including finding sustainable employment. In addition, we launched our official network of veteran ambassadors across North America and the UK to support existing veteran staff and help attract more team members.

More details on our veterans programme can be found on our [website](#).



VETERAN SPOTLIGHT

Johnnie Sanders, branch manager

Johnnie Sanders is a store manager in the Dallas-Fort Worth area and a former sergeant in the US Army. He talks about feeling lost when he left the military, waiting tables to earn money, until he found a home at Sunbelt, where he has been for the last 19 years. He loves the support for veterans at Sunbelt, especially the role he now takes, helping other veterans match their military skills to civilian life in the rental industry. Johnnie recently volunteered in our partnership with Wreaths Across America, to lay wreaths at dozens of cemeteries across the US, including Dallas-Fort Worth National Cemetery. It was a moving occasion for all involved and a demonstration of our commitment to further the mission of Wreaths Across America, to remember, honour and teach: remember the fallen, honour their memory and teach future generations to do the same.

OUR COMMUNITIES CONTINUED

Charities

Gary Sinise Foundation

We are in the eighth year of our partnership with the Gary Sinise Foundation, which works to honour America's defenders, military veterans, first responders, their families and those in need. The Foundation does this by creating unique programmes designed to entertain, educate, inspire, strengthen and build communities. Through our partnership, we aim to raise funds for and awareness of the Foundation's work.

Specifically, we support the Foundation's R.I.S.E. (Restoring Independence, Supporting Empowerment) programme, which builds 100% mortgage-free, specially adapted smart homes for severely wounded heroes and their families. We also support the Foundation's First Responders Outreach programme, which provides critical funding for America's firefighters, police departments and emergency medical teams, and Snowball Express, a programme serving the children and surviving spouses of fallen military heroes. Our partnership includes the Foundation's Avalon Network, a cognitive health and mental wellness network that provides transformative care to veterans and first responders experiencing post-traumatic stress, traumatic brain injuries and substance abuse issues.

We supply the necessary equipment for each of the R.I.S.E. programme's projects to the contractors working on the home builds, at no charge. We also donate a portion of rental proceeds from co-branded Gary Sinise Foundation equipment and organise various localised fundraising efforts. Our goal is to bring heightened awareness to the Foundation's work through continued fundraising and outreach initiatives in an effort to impact positively the lives of veterans, defenders and first responders. This year we contributed \$1m to the Foundation through monetary and in-kind donations. In addition, we donated a customised 2021 Bronco First Edition which raised \$350,000 through auction for the Foundation.

Charity partners

We continue to work closely with our other designated charitable partners. In the US, we work with the American Red Cross and its affiliates such as the Second Harvest Food Bank for which we have a food drive every November in the US. In addition to financial donations made to the American Red Cross, we also often send equipment and support to disaster-affected areas within the US.

In the UK, we work regularly with a number of charities, including CRASH, the construction industry's charity that helps homelessness and hospice organisations with their construction projects. This is our 13th year as patrons of this charity.

We are also proud of our ongoing work in the UK with Weapons Down, Gloves Up, a charity which works to provide work opportunities for young people not in education, employment or training, often taking them off the streets and opening up opportunities through the power of sport. Since launching in November 2000 in the north-west of England, the project has created full-time employment with local companies for over 100 19-24 year-old NEETs with a success rate of 100% staying in work. The free programme consists of a six-week gym programme, four weeks of civil engineering labour training and a week of supported job interviews. At the end of the programme, participants receive an official Construction Skills Certification Scheme card and, ideally, a position in a local company. As a strategic partner, we are fully committed to using our national contracts to support Weapons Down, Gloves Up – helping to train more young people so they can find sustainable employment.

SUPPORT FOR JUNIOR ACHIEVEMENT

Junior Achievement ('JA') is a non-profit organisation whose purpose is to inspire and prepare young people for success in a global economy focused on financial literacy, work-career readiness and entrepreneurship.

Sunbelt has supported Junior Achievement of the Central Carolinas ('JACC') since 2013. Through our storefront partnership, we invest in JACC's BizTown and Finance Park programme by sponsoring two dedicated Sunbelt storefronts at their facility:

- JA BizTown is a simulated town in which students discuss roles within the community, develop an understanding of basic business practices, and build money management skills. Each student holds a job at a storefront, receives a pay check, and learns how to manage business operations. Within the

Sunbelt storefront, we have the ability to customise the student's experience so that they are working at a mini-Sunbelt Rentals branch – making reservations, determining the right equipment for local business needs and making equipment deliveries; and

- JA Finance Park is a programme focused on personal financial planning and career exploration. Each student receives a life scenario and uses the information to budget and make intelligent financial decisions across various categories. The Sunbelt storefront centres around the theme of philanthropy, highlighting the concept of giving back to the community, but also incorporating an engaging activity that challenges students with considering ways in which they could give back.

Additionally, Sunbelt team members can volunteer with JACC. Sunbelt's investment in JACC, both through programme funding and volunteering, serves Charlotte-area youth and helps them connect the dots between what they learn in school and the real world.



GOVERNANCE

Why it matters

Strong corporate governance supports us in delivering our strategy. To ensure our growth is responsible and sustainable, we apply the same governance standards to sustainability as we do to other parts of the business.

UN SDGs:



OVERVIEW

Key actions and initiatives

We continue to strengthen governance around sustainability with the Board of directors assisted in monitoring our sustainability-linked initiatives by the Group Risk Committee. The Group Risk Committee is chaired by Michael Pratt, our chief financial officer, and includes consideration of sustainability related risks relevant to the Group, further details of which are set out in the Group's Annual Report and Accounts. We have appointed a Group SVP of Sustainability which enhances further our focus on sustainability across the business.

Progress

- ▶ **20%** – Sustainability-related goals embedded in remuneration through share-based incentive plan for Sunbelt 3.0.
- ▶ **44%** – Proportion of our Board of directors who are female.

Looking ahead

We remain focused on the risks of modern slavery in our business and ways in which we can enhance further our efforts in this area. We continue to pay particular attention to those parts of our business where we have a higher reliance on temporary labour, such as in our scaffold business in North America or our traffic management business in the UK.

We continue to review the sustainability and diversity of our supply chain and prioritise this where possible. Enquiries of suppliers are made when we enter into supplier relationships and refreshed on an ad hoc basis depending upon the level of business we undertake.

GOVERNANCE CONTINUED



Corporate governance

Strong governance provides the backbone for success in any business. As a listed company on the London Stock Exchange, we are required to report on our compliance with the provisions of the UK Corporate Governance Code, issued by the FRC ('the Code'), and provide a summary of how we have applied the principles of the Code.

We have complied in full throughout 2022/23 with the provisions set out in the Code and have provided details within our Annual Report and Accounts 2023, available on the Group's website (Ashtead Group – annual reports). We have not sought to repeat those disclosures here in full, but highlight the following matters:

- **role of the Board:** the Board is responsible for setting the Group's strategy and ensuring the necessary resources and capabilities are in place to deliver its strategic aims and objectives. It determines the Group's key policies and reviews management and financial performance. The Group's governance framework is designed to facilitate a combination of effective, entrepreneurial and prudent management of the business;
- **composition of the Board:** the Board comprises an independent non-executive chair, two executive directors (the Group's chief executive and chief financial officer) and six independent non-executive directors. The chair is responsible for the

leadership of the Board and acts as a sounding board for the chief executive. The chief executive is responsible for developing the strategy for the business, in conjunction with the Board, ensuring it is implemented, and the operational management of the business. While we have not implemented mandated diversity metrics, maintaining the appropriate mixture of skills, experience and knowledge is important to the Board, including ensuring that we address issues of diversity in terms of skills, gender, ethnicity and experience relevant to our business;

- **delegated authority:** there is a schedule of matters reserved for the Board for decision, while other matters are delegated to Board committees. Matters reserved for the Board include: approving the Group's treasury policy; approval of acquisitions and disposals; appointment and removal of directors or the company secretary; appointment and removal of the company's auditor; and approval of share transactions; and
- **commitment to the Board:** the Board typically meets six times a year, with at least two of these meetings being held in North America, and additional meetings scheduled as required. The chair and chief executive maintain regular contact with the other directors to discuss matters relating to the Group and the Board receives regular reports and briefings to ensure the directors are suitably briefed to fulfil their roles.



GOVERNANCE CONTINUED

Oversight of sustainability matters

The Board has overall responsibility for the Group's strategy including in relation to sustainability matters, which are managed in an integrated manner. The Board receives updates at each board meeting as to the Group's progress against our strategic goals, with a formal strategic review undertaken on an annual basis. The Board of directors is assisted in monitoring the success of our sustainability initiatives through the work of the Group Risk Committee, which monitors the progress we make against our strategic sustainability objectives and the targets we have set. The Group Risk Committee is chaired by our chief financial officer and reports formally to the Audit Committee on an annual basis. In addition, sustainability metrics have been embedded in the Group's remuneration arrangements through the Strategic Plan Award and overseen by the Group's Remuneration Committee. The Group Risk Committee, chaired by our chief financial officer, supports the Board in providing oversight of sustainability matters.

On a day-to-day basis, the Group's response to climate-related risks and opportunities is led by Brendan Horgan, the Group's chief executive, who has over 25 years' experience in the rental industry through which he has developed an in-depth knowledge and understanding of current and emerging technologies as they apply to our business, including their environmental impact. Activities include overseeing the Group's work with suppliers and customers on developing and bringing more environmentally friendly equipment options to market, directing the business in relation to reducing emissions through direct operations and approving associated capital expenditure plans. The chief executive is supported in these activities by the Group's chief financial officer.

Our actions across each of these areas are embedded within our operational activities across the business, supported by the Group's SVP of Sustainability and dedicated specialists in North America and the UK. An ESG operating committee, including representation from across the businesses, has been established to monitor progress of our ESG-related initiatives and performance against the targets we have set for ourselves.

Further details as to the oversight of sustainability matters is provided in the Group's Annual Report and Accounts 2023, specifically our 'Task Force on Climate-related Financial Disclosures' section on pages 76 to 81, available on the Group's website at www.ashtead-group.com.

Incentivising sustainability performance

To support the delivery of our Sunbelt 3.0 strategic plan in April 2021, we launched a new incentive plan for the top 400 employees in Ashtead, from district managers up to executive vice president level.

In relation to the 'Lead with ESG' component of the Group's strategy, sustainability-related performance targets make up 20% of the incentive plan award, with 10% linked to environmental performance measured by achievement of our Scope 1 and 2 carbon intensity reduction target (15% carbon intensity reduction by 2024) and 10% linked to social metrics with reference to our employee engagement score. Full details are provided within the Group's remuneration report detailed within our Annual Report and Accounts 2023, which is available on the Group's website (Ashtead Group – annual reports).

Identifying sustainability risks

Identifying sustainability-related risks and opportunities follows the same process as all risk identification across the Group. Our process seeks to identify risks from both a top-down strategic perspective and a bottom-up business perspective. The Board holds overall responsibility for risk management, sets the risk appetite and implements our risk management policy. The Group Risk Committee identifies our risks and opportunities, and meets at least twice a year.

Sustainability-related risks and opportunities are also considered as part of the emerging risk identification process, which considers both third-party risk analysis as well as internal views of emerging trends that could have an impact on the business.

GOVERNANCE CONTINUED



Corporate behaviour

Business ethics

Our commitment to the highest ethical standards means that the Group Risk Committee works to ensure these are communicated and upheld throughout the business. We believe in the rights of individuals and take our responsibilities to all our employees seriously and those who may be affected by our activities. During the year we updated the Group's modern slavery and human trafficking policy,

business ethics and conduct policy and ethical sourcing policy, all of which are available on the Group's website. These policies form part of our way of doing business and are embedded in our operations. They are also communicated directly to employees through dedicated communication and training programmes. While we do not manage human rights matters separately, we continue to assess potential risks and do not believe they raise particular issues for the business.

Senior employees across the Group receive regular business ethics training to ensure they are aware of their obligations and responsibilities with regard to competing fairly, the UK Bribery Act and, in the US, the Foreign Corrupt Practices Act. This takes place

every two years in North America, while in the UK, it is undertaken annually. Completion of training is monitored and reported to the Group's Risk Committee. Anti-corruption and bribery policies are maintained and reviewed on a regular basis with relevant guidance incorporated into our employee handbooks and available on our intranet pages.

Human rights

At Ashtead we believe in the rights of individuals and take our responsibilities to all our employees and those who may be affected by our activities seriously. We do not manage human rights matters separately as they form part of our approach to overall business ethics.

Specifically, our ethical sourcing policy addresses matters such as child and forced labour, freedom of association, working conditions, equal pay, discrimination and harsh or inhumane treatment.

Modern slavery

Modern slavery is an abuse of human rights and we have a separate modern slavery policy that commits the Group to ensuring there is no modern slavery in our business or our supply chain. The policy applies to all Ashtead employees and our subcontractors, and we expect similar commitments from the suppliers we work with. Any suspicion that our policy is being breached or at risk of being breached can be reported through our anonymous whistleblowing lines in North America and the UK.

In the UK, we have entered into a partnership with the Slave-Free Alliance to help us keep up to date with the constantly evolving risks associated with modern slavery and to help the Group further strengthen actions taken in relation to modern slavery risks.

Our modern slavery policy and latest modern slavery statement can be found on our website, Ashtead Group - Modern Slavery.

Whistleblowing

Our fully confidential, third-party operated whistleblowing services are available to all employees and third parties to raise any concerns that they may have about unethical or illegal behaviour, or potential breaches of our ethical policies.

All whistleblowing matters are investigated and outcomes are reported to the Board together with any action taken. Our approach is one of non-retaliation and we confirm that no employee will suffer any detriment from raising genuine concerns about ethical conduct.

Cyber security

As the world continues to move online, awareness, monitoring and adaptability to cyber security issues is ever more crucial for us. We are prioritising the monitoring of any potential cyber security vulnerabilities and working to ensure business continuity under all potential scenarios. This year we held our fifth annual cyber security month. While securing hardware is an important facet of information security, protecting the data on our assets is critical to our success. We have encrypted email for all team members and our Information Security SharePoint site is also available for all team members. Full details relating to cyber security risk are provided in our Annual Report and Accounts 2023.



1. GRI INDEX

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 1: FOUNDATION 2021			
1-1	Statement of use	Ashtead Group plc has reported in accordance with the GRI Standards for the period 1 May 2022 to 30 April 2023.	
1-2	GRI 1 used	GRI 1: Foundation 2021	
1-3	Applicable GRI Sector Standards	GRI Standards 2021	
GRI 2: GENERAL DISCLOSURES 2021			
2-1	Organizational details	<ul style="list-style-type: none"> – Ashtead Group plc – Ownership and legal form: public limited company – Location of headquarters: 100 Cheapside, London, EC2V 6DT, United Kingdom – Countries of operation: nationwide networks across the US, Canada and UK <p>Further details are provided within the Group's Annual Report and Accounts 2023 available from the Group's website (www.ashtead-group.com).</p>	Annual reports – Ashtead Group
2-2	Entities included in the organization's sustainability reporting	<p>This report represents Ashtead Group plc and all its subsidiaries unless stated otherwise within the disclosures given, details of which are provided within Note 33(h) of the Group's Annual Report and Accounts 2023.</p> <p>On acquisition, acquired entities are consolidated from the point at which the Group gains control.</p>	Annual reports – Ashtead Group
2-3	Reporting period, frequency and contact point	<p>This sustainability report relates to the reporting period 1 May 2022 to 30 April 2023 and was published on 8 January 2024. The Group publishes a sustainability report on an annual basis, which should be read in conjunction with the Group's other disclosures, notably the Group's Annual Report and Accounts, which are available on the Group's website (www.ashtead-group.com).</p> <p>The relevant point of contact for any questions or comments in relation to this report is:</p> <p>Will Shaw, Director of Investor Relations Email: wshaw@ashtead-group.com Tel: +44 20 7726 9700.</p>	
2-4	Restatements of information	Not applicable, no information restated.	
2-5	External assurance	The Group is committed to reporting accurate and reliable non-financial information, and the information reported is subject to detailed and thorough internal review. In addition, the Group's Scope 1 and 2 carbon emissions have been subject to third-party limited assurance by an independent firm for the years ended 30 April 2022 and 2023.	
2-6	Activities, value chain and other business relationships	<p>International equipment rental company with national networks in the US, Canada and the UK. We rent a full range of construction, industrial and general equipment across a wide variety of applications to a diverse customer base.</p> <p>An overview of the Group's business model is provided within this report (see page 10), with further details of the Group's activities, products and services provided within the Group's Annual Report and Accounts 2023.</p>	See business model Annual reports – Ashtead Group

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE																																																																																
2-7	Employees	<p>The total number of employees as at 30 April 2023 was 25,355. Details of the total number of employees by employment type and gender for the year end 30 April 2023 can be seen in the table disclosed on page 22 of this report. Further details by region is set out below:</p> <table><tr><th></th><th colspan="2">United States</th><th colspan="2">Canada</th><th colspan="2">United Kingdom</th><th>Total</th></tr><tr><th></th><th>Male</th><th>Female</th><th>Male</th><th>Female</th><th>Male</th><th>Female</th><th></th></tr><tr><td>Permanent</td><td>16,883</td><td>2,077</td><td>1,718</td><td>301</td><td>3,381</td><td>714</td><td>25,074</td></tr><tr><td>Temporary</td><td>23</td><td>4</td><td>63</td><td>12</td><td>158</td><td>21</td><td>281</td></tr><tr><td>Total</td><td>16,906</td><td>2,081</td><td>1,781</td><td>313</td><td>3,539</td><td>735</td><td>25,355</td></tr></table> <table><tr><th></th><th colspan="2">United States</th><th colspan="2">Canada</th><th colspan="2">United Kingdom</th><th>Total</th></tr><tr><th></th><th>Male</th><th>Female</th><th>Male</th><th>Female</th><th>Male</th><th>Female</th><th></th></tr><tr><td>Full-time</td><td>16,805</td><td>2,068</td><td>1,711</td><td>301</td><td>3,430</td><td>677</td><td>24,992</td></tr><tr><td>Part-time</td><td>101</td><td>13</td><td>70</td><td>12</td><td>109</td><td>58</td><td>363</td></tr><tr><td>Total</td><td>16,906</td><td>2,081</td><td>1,781</td><td>313</td><td>3,539</td><td>735</td><td>25,355</td></tr></table>		United States		Canada		United Kingdom		Total		Male	Female	Male	Female	Male	Female		Permanent	16,883	2,077	1,718	301	3,381	714	25,074	Temporary	23	4	63	12	158	21	281	Total	16,906	2,081	1,781	313	3,539	735	25,355		United States		Canada		United Kingdom		Total		Male	Female	Male	Female	Male	Female		Full-time	16,805	2,068	1,711	301	3,430	677	24,992	Part-time	101	13	70	12	109	58	363	Total	16,906	2,081	1,781	313	3,539	735	25,355	See workforce by gender
	United States		Canada		United Kingdom		Total																																																																												
	Male	Female	Male	Female	Male	Female																																																																													
Permanent	16,883	2,077	1,718	301	3,381	714	25,074																																																																												
Temporary	23	4	63	12	158	21	281																																																																												
Total	16,906	2,081	1,781	313	3,539	735	25,355																																																																												
	United States		Canada		United Kingdom		Total																																																																												
	Male	Female	Male	Female	Male	Female																																																																													
Full-time	16,805	2,068	1,711	301	3,430	677	24,992																																																																												
Part-time	101	13	70	12	109	58	363																																																																												
Total	16,906	2,081	1,781	313	3,539	735	25,355																																																																												
2-8	Workers who are not employees	Not applicable																																																																																	
2-9	Governance structure and composition	<p>As a UK listed company, the Group reports against its compliance with the 2018 UK Corporate Governance Code as part of our public disclosures within the Annual Report and Accounts. These disclosures include an overview of our approach to governance, our governance structure and methods of engagement with stakeholders.</p> <p>Further details are provided within the 'Corporate governance report' section of our Annual Report and Accounts 2023, commencing on page 86.</p>	See Governance																																																																																
2-10	Nomination and selection of the highest governance body		Annual reports – Ashtead Group																																																																																
2-11	Chair of the highest governance body		Annual reports – Ashtead Group																																																																																
2-12	Role of the highest governance body in overseeing the management of impacts		See Governance																																																																																
2-13	Delegation of responsibility for managing impacts		Annual reports – Ashtead Group																																																																																
2-14	Role of the highest governance body in sustainability reporting																																																																																		
2-15	Conflicts of interest																																																																																		
2-16	Communication of critical concerns	The Group operates whistleblowing arrangements, details of which are communicated internally as well as being provided on the Group's website.	See whistleblowing																																																																																
2-17	Collective knowledge of the highest governance body	<p>As detailed above, further details of the Group's approach to corporate governance are provided within the 'Corporate governance report' section of our Annual Report and Accounts 2023, commencing on page 86.</p>	See Governance																																																																																
2-18	Evaluation of the performance of the highest governance body		Annual reports – Ashtead Group																																																																																
2-19	Remuneration policies	<p>The Group's approach to remuneration, including details of its remuneration policy, is included within the Group's Remuneration report set out in the Group's Annual Report and Accounts 2023, commencing on page 103.</p>	Annual reports – Ashtead Group																																																																																
2-20	Process to determine remuneration																																																																																		
2-21	Annual total compensation ratio	In addition, the CEO's annual total compensation ratio, calculated in accordance with UK legislation, is provided on page 112 of the Group's Annual Report and Accounts 2023																																																																																	
2-22	Statement on sustainable development strategy		See introduction from our chief executive																																																																																

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
2-23	Policy commitments	All policies and those responsible for them are on the Group website and detailed within the 'Governance' section of this report.	See Governance
2-24	Embedding policy commitments		
2-25	Processes to remediate negative impacts		
2-26	Mechanisms for seeking advice and raising concerns	The Group operates whistleblowing arrangements, details of which are communicated internally as well as being provided on the Group's website.	See whistleblowing
2-27	Compliance with laws and regulations	Across the Group, we monitor compliance with environmental laws and regulatory requirements. There have been no significant instances of non-compliance with any environmental laws or regulations within the Group in the year.	
2-28	Membership associations	The Group's subsidiary companies have memberships and corporate associations with multiple organisations including the American Rental Association ('ARA') and the European Rental Association ('ERA'). Depending upon the organisation, these are managed either at a corporate or a business level, dependent on nature and geographical location.	
2-29	Approach to stakeholder engagement	We have identified five stakeholder groups that we consider to be fundamental to our success and with whom we engage regularly. These are our employees, our customers, our suppliers, our local communities and our investors. Further details on the Group's stakeholders and our approach to engaging with them can be found within 'Stakeholder engagement' on pages 48-49 of the Annual Report and Accounts 2023.	Annual reports – Ashtead Group
2-30	Collective bargaining agreements	At 30 April 2023, our workforce consisted of 25,355 employees, of which 21,081 were located in North America and 4,274 were located in the UK. Of these, we had 1,168 employees in the US who are members of the laborers', teamsters' or operating engineers' unions.	

GRI 3: MATERIAL TOPICS 2021

3-1	Process to determine material topics	The Group has conducted an assessment to determine the most material matters in relation to sustainability and included the impact of these on the Group within this sustainability report. This has been reported alongside additional information which we believe is relevant to ensuring an understanding of the Group and its operations. In addition, we have identified some topics included within the GRI framework which are either not material or not relevant to the business and have therefore excluded these topics. Examples include GRI 301: Materials, GRI 417: Marketing and Labelling, etc. The Group will continue to review its relevant topics and update these going forward where appropriate.	See material topics
3-2	List of material topics		
3-3	Management of material topics		
3-3	Management of material topics	The relevant information in relation to each material topic identified is reported upon within this report.	

GRI 201: ECONOMIC PERFORMANCE 2016

201-1	Direct economic value generated and distributed	For the year ended 30 April 2023, the Group's revenue was \$9,667 million. Economic value distributed includes: – operating costs of \$5,256 million, including staff costs of \$2,222 million; – interest paid to providers of debt (including lease liabilities) of \$369 million; – total returns to shareholders of \$622 million, comprising dividends to shareholders and share buybacks; and – total tax contribution of \$1,494 million, comprising taxes borne by the Group of \$549 million and taxes collected on behalf of tax authorities of \$945 million. Further details are provided within the Group's Annual Report and Accounts 2023.	See business model Annual reports – Ashtead Group
201-2	Financial implications and other risks and opportunities due to climate change	See Task Force on Climate-related Disclosures provided within the Group's Annual Report and Accounts 2023.	Annual reports – Ashtead Group
201-3	Defined benefit plan obligations and other retirement plans	See Note 24 of the Group's Annual Report and Accounts 2023.	Annual reports – Ashtead Group
201-4	Financial assistance received from government	Not applicable – no financial assistance received from government entities.	

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 204: PROCUREMENT PRACTICES 2016			
204-1	Proportion of spending on local suppliers	<p>While the Group sources goods and services from a wide range of suppliers, the Group primarily buys new equipment from vendors with strong reputations for product quality and reliability (see supply chain).</p> <p>In North America, the five largest equipment manufacturers from which Sunbelt Rentals purchased equipment in 2022/23 were Clark Equipment, JCB, JLG Industries, John Deere and Multiquip. These suppliers accounted for approximately 50% of the Group's capital expenditure on rental equipment in North America in 2022/23.</p> <p>In the UK, the five largest equipment manufacturers from which Sunbelt UK purchased equipment in 2021/22 were Genquip, JCB, Leica, Terex and Thurston. These suppliers accounted for approximately 40% of the Group's UK's capital expenditures on rental equipment in 2022/23.</p> <p>Outside of the Group's expenditure on equipment, its key expenditure relates to its workforce and goods and services which are procured locally to its stores.</p>	
GRI 207: TAX 2019			
207-1	Approach to tax	<p>An overview of the Group's approach to tax is provided within the Group's Annual Report and Accounts (see pages 52 and 53). In addition, the Group's tax strategy, which is approved annually by the Board of directors, is available on the Group's website.</p>	Annual reports – Ashtead Group
207-2	Tax governance, control, and risk management		Tax strategy – Ashtead Group
207-3	Stakeholder engagement and management of concerns related to tax		
207-4	Country-by-country reporting	<p>The Group predominantly operates in the US, Canada and the UK, but full details of the Group's subsidiaries are provided in Note 33(h) of the Group's Annual Report and Accounts 2023, including location and principal activity. Analysis of financial information by location are also provided within the Group's financial statements. Furthermore:</p> <ul style="list-style-type: none"> – an explanation of the Group's tax charge and how it compares to the corporate tax rate of the parent entity is provided in Note 7 of the Annual Report and Accounts 2023; – details of the tax borne by type of tax and taxes by jurisdiction are provided on page 53 of the Annual Report and Accounts 2023 (see page 53); and – details of the Group's tax strategy and governance are provided on page 52 of the Group's Annual Report and Accounts 2023. <p>In addition, the Group publishes a tax strategy on an annual basis, available on the Group's website.</p>	Annual reports – Ashtead Group Tax strategy – Ashtead Group
GRI 302: ENERGY 2016			
302-1	Energy consumption within the organisation		See energy consumption
302-2	Energy consumption outside of the organisation	<p>In the current year, the Group has assessed Scope 3 categories and quantified total emissions for the categories assessed as being relevant to the Group for the years ended 30 April 2022 and 2023. The Group's estimation has been undertaken in accordance with the GHG Protocol methodology.</p> <p>Further details are provided on page 29 of this report.</p>	See expanding our emissions reporting
302-3	Energy intensity		See GHG emissions and carbon intensity
302-4	Reduction of energy consumption	<p>On a constant currency basis (using this year's exchange rates) our carbon intensity ratio reduced 11% during the year ended 30 April 2023 to 38.4 tCO₂e/\$m (2022: 42.9 tCO₂e/\$m).</p>	See GHG emissions and carbon intensity
302-5	Reductions in energy requirements of products and services	<p>As commented above, the Group has quantified and reported its Scope 3 emissions for the first time within this report which will better enable us to measure the impact of our rental equipment. Nevertheless, we have sought to reduce the environmental impact of our business through investments in low- or zero- emission technology and through innovative use of technology and will continue to work with suppliers and customers to deliver these solutions.</p>	See expanding our emissions reporting

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE												
GRI 303: WATER AND EFFLUENTS 2018															
303-1	Interactions with water as a shared resource		See water												
303-2	Management of water discharge-related impacts	The Group monitors compliance with environmental laws and regulatory requirements. There have been no significant instances of non-compliance with any environmental laws or regulations within the Group in the year.													
303-3	Water withdrawal	Across the Group, 23% of our stores are in areas of water stress or high-water stress, principally in California and the south-west and central states of the US. The Group does not track water withdrawn from sources other than municipal outlets.	See water												
303-4	Water discharge	The Group does not track water discharge information.													
303-5	Water consumption	Information on the Group's water consumption and areas of operation which are in water stressed areas is provided within the water section of this report.	See water												
GRI 305: EMISSIONS 2016															
305-1	Direct (Scope 1) GHG emissions	The Group's Scope 1 and 2 GHG emissions are reported on a market-based method on page 28 of this report. In addition, the table below sets out our Group emissions using both a market-based and a location-based method: <table><tr><th>tCO₂e</th><th>Location-based</th><th>Market-based</th></tr><tr><td>Scope 1</td><td>340,782</td><td>340,782</td></tr><tr><td>Scope 2</td><td>36,831</td><td>30,380</td></tr><tr><td>Total</td><td>377,612</td><td>371,161</td></tr></table> The difference between the Group's location-based emissions and market-based emissions is that the market-based method considers the specific sourcing of our fuel, and in particular the purchase of electricity from renewable sources.	tCO ₂ e	Location-based	Market-based	Scope 1	340,782	340,782	Scope 2	36,831	30,380	Total	377,612	371,161	See GHG emissions and carbon intensity
tCO ₂ e	Location-based		Market-based												
Scope 1	340,782		340,782												
Scope 2	36,831		30,380												
Total	377,612		371,161												
305-2	Energy indirect (Scope 2) GHG emissions														
305-3	Other indirect (Scope 3) GHG emissions														
305-4	GHG emissions intensity														
305-5	Reduction of GHG emissions														
305-6	Emissions of ozone-depleting substances (ODS)														
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	The Group does not engage in activities that result in significant emissions of ozone-depleting substances, nitrogen oxides, sulphur oxides, or other significant air emissions except as reported within our Scope 1 and 2 data.													
GRI 306: WASTE 2020															
306-1	Waste generation and significant waste-related impacts	The Group has performed analysis of waste disposal across the business. The waste produced is predominantly made up of general waste from the day-to-day activities within stores, together with a small number of speciality waste streams produced in the operation and servicing of the Group's rental fleet.	See expanding our emissions reporting												
306-2	Management of significant waste-related impacts														
306-3	Waste generated	The impact of waste generated from the Groups operations has been calculated within category 5 of our Scope 3 emissions. The Group has assessed the types of waste, tonnage and emissions produced. All waste is disposed of by third parties in accordance with local legal and regulatory requirements. However, due to the number of locations across which the Group operates and the limited granular waste data available, it has been necessary to estimate the Group's waste based on the data available. The Group is working to expand our detailed reporting in the future.													
306-4	Waste diverted from disposal														
306-5	Waste directed to disposal														

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE																																																																											
GRI 401: EMPLOYMENT 2016																																																																														
401-1	New employee hires and employee turnover	<p>The Group monitors both total and voluntary employee turnover, including turnover analysed with reference to the tenure of employees. In general, the rental industry suffers from high staff turnover, particularly within certain job categories such as mechanics and delivery truck drivers.</p> <p>The table below provides further analysis of employee hires and total staff turnover with reference to region, age group and gender:</p> <table><tr><th></th><th colspan="2">New hires</th><th colspan="2">Total turnover</th></tr><tr><th></th><th>Male</th><th>Female</th><th>Male</th><th>Female</th></tr><tr><td>US</td><td></td><td></td><td></td><td></td></tr><tr><td>Under 30 years old</td><td>3,123</td><td>356</td><td>36%</td><td>26%</td></tr><tr><td>30-50 years old</td><td>2,880</td><td>385</td><td>21%</td><td>17%</td></tr><tr><td>Over 50 years old</td><td>716</td><td>61</td><td>15%</td><td>17%</td></tr><tr><td>Canada</td><td></td><td></td><td></td><td></td></tr><tr><td>Under 30 years old</td><td>266</td><td>51</td><td>42%</td><td>39%</td></tr><tr><td>30-50 years old</td><td>249</td><td>39</td><td>29%</td><td>24%</td></tr><tr><td>Over 50 years old</td><td>85</td><td>8</td><td>19%</td><td>25%</td></tr><tr><td>UK</td><td></td><td></td><td></td><td></td></tr><tr><td>Under 30 years old</td><td>401</td><td>104</td><td>33%</td><td>29%</td></tr><tr><td>30-50 years old</td><td>485</td><td>120</td><td>25%</td><td>24%</td></tr><tr><td>Over 50 years old</td><td>176</td><td>41</td><td>18%</td><td>29%</td></tr><tr><td>Group</td><td>8,381</td><td>1,165</td><td>23%</td><td>19%</td></tr></table>		New hires		Total turnover			Male	Female	Male	Female	US					Under 30 years old	3,123	356	36%	26%	30-50 years old	2,880	385	21%	17%	Over 50 years old	716	61	15%	17%	Canada					Under 30 years old	266	51	42%	39%	30-50 years old	249	39	29%	24%	Over 50 years old	85	8	19%	25%	UK					Under 30 years old	401	104	33%	29%	30-50 years old	485	120	25%	24%	Over 50 years old	176	41	18%	29%	Group	8,381	1,165	23%	19%	See workforce turnover
	New hires		Total turnover																																																																											
	Male	Female	Male	Female																																																																										
US																																																																														
Under 30 years old	3,123	356	36%	26%																																																																										
30-50 years old	2,880	385	21%	17%																																																																										
Over 50 years old	716	61	15%	17%																																																																										
Canada																																																																														
Under 30 years old	266	51	42%	39%																																																																										
30-50 years old	249	39	29%	24%																																																																										
Over 50 years old	85	8	19%	25%																																																																										
UK																																																																														
Under 30 years old	401	104	33%	29%																																																																										
30-50 years old	485	120	25%	24%																																																																										
Over 50 years old	176	41	18%	29%																																																																										
Group	8,381	1,165	23%	19%																																																																										
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		See recognising our people's contributions																																																																											
401-3	Parental leave																																																																													
GRI 402: LABOUR MANAGEMENT RELATIONS 2016																																																																														
402-1	Minimum notice periods regarding operational changes	<p>Minimum notice periods are determined based on local legislative and contractual arrangements. In the case of a significant operational change which could impact employees, the maximum possible notice is provided to the affected team members.</p> <p>As at 30 April 2023, we had 1,168 employees in the US who are members of the laborers', teamsters' or operating engineers' unions and where specific contractual arrangements may be dealt with through collective agreements.</p>																																																																												
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018																																																																														
403-1	Occupational health and safety management system	Safety is our first priority, and details of our efforts in this area are included within this report.	See health and safety																																																																											
403-2	Hazard identification, risk assessment, and incident investigation																																																																													
403-3	Occupational health services																																																																													
403-4	Worker participation, consultation, and communication on occupational health and safety																																																																													
403-5	Worker training on occupational health and safety																																																																													
403-6	Promotion of worker health																																																																													
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships																																																																													
403-8	Workers covered by an occupational health and safety management system																																																																													
403-9	Work-related injuries																																																																													

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION		REFERENCE																																								
GRI 404: TRAINING AND EDUCATION 2016																																												
404-1	Average hours of training per year per employee	Training and development continues throughout the careers of our employees and we have many programmes in place to ensure they achieve their ambitions, reach their potential and remain safe. This starts with indication training when an employee starts with the Group and in the year ended 30 April 2023, 10,160 individuals completed induction training. To monitor employee training hours, a range of metrics are reviewed throughout the year, with details of training provided in North America detailed below: <table><thead><tr><th colspan="2">Training hours</th><th colspan="2">Training hours</th></tr></thead><tbody><tr><td>Executive Leader</td><td>103</td><td>Compliance</td><td>74,232</td></tr><tr><td>Senior Leader</td><td>7,132</td><td>Corporate, including diversity and inclusion</td><td>30,960</td></tr><tr><td>Manager</td><td>77,308</td><td>Functional</td><td>26,879</td></tr><tr><td>Skilled Trade</td><td>286,406</td><td>Leadership Development</td><td>20,443</td></tr><tr><td>Support Teammate</td><td>49,218</td><td>Onboarding</td><td>43,250</td></tr><tr><td></td><td></td><td>Operational</td><td>18,931</td></tr><tr><td></td><td></td><td>Safety</td><td>151,060</td></tr><tr><td></td><td></td><td>Technical</td><td>54,412</td></tr><tr><td></td><td></td><td>Total</td><td>420,167</td></tr></tbody></table>		Training hours		Training hours		Executive Leader	103	Compliance	74,232	Senior Leader	7,132	Corporate, including diversity and inclusion	30,960	Manager	77,308	Functional	26,879	Skilled Trade	286,406	Leadership Development	20,443	Support Teammate	49,218	Onboarding	43,250			Operational	18,931			Safety	151,060			Technical	54,412			Total	420,167	See developing our people
Training hours				Training hours																																								
Executive Leader	103	Compliance	74,232																																									
Senior Leader	7,132	Corporate, including diversity and inclusion	30,960																																									
Manager	77,308	Functional	26,879																																									
Skilled Trade	286,406	Leadership Development	20,443																																									
Support Teammate	49,218	Onboarding	43,250																																									
		Operational	18,931																																									
		Safety	151,060																																									
		Technical	54,412																																									
		Total	420,167																																									
404-2	Programs for upgrading employee skills and transition assistance programs																																											
		We are working to prepare similar data for the UK.																																										
404-3	Percentage of employees receiving regular performance and career development reviews	All employees undergo performance reviews annually.																																										
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016																																												
405-1	Diversity of governance bodies and employees			See workforce by gender and US diversity by job type																																								
405-2	Ratio of basic salary and remuneration of women to men	We report on our gender pay ratio within the Group’s Annual Report and Accounts in accordance with UK legislative requirements.		Annual reports – Ashtead Group																																								
GRI 413: LOCAL COMMUNITIES 2016																																												
413-1	Operations with local community engagement, impact assessments, and development programs	Playing a big role in our local communities is crucial in all of our markets and massively important to our sense of purpose as an organisation. As we expand our market share, particularly in the US and Canada, we have ever more impact and influence, enhancing the communities in which we operate, through employment, opportunity and community involvement. We have not however sought to quantify our impact.		See Our Communities																																								
413-2	Operations with significant actual and potential negative impacts on local communities																																											
GRI 415: PUBLIC POLICY 2016																																												
415-1	Political contributions	Reflecting the Group’s policy of not making donations of a political nature, no political donations have been made during the year.																																										

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 416: CUSTOMER HEALTH AND SAFETY 2016			
416-1	Assessment of the health and safety impacts of product and service categories		See customer safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		
GRI 418: CUSTOMER PRIVACY 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	A cyber-attack or serious uncured failure in our systems could result in us being unable to deliver service to our customers and / or the loss of data. The Group takes its customer privacy responsibilities seriously and investigates all potential breaches of customer privacy. Nevertheless, cyber security remains a continually evolving area and a priority for the Group.	See cyber security

2. SASB DISCLOSURE

CODE	TOPIC	RESPONSE	REFERENCE
SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS			
ENERGY MANAGEMENT			
RT-IG-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Details of total energy consumed and the percentage from renewable sources is provided as part of the Group's energy consumption disclosures. The purchase of grid electricity as a percentage of overall energy consumption is 7.5% for the Group.	See energy consumption
EMPLOYEE HEALTH AND SAFETY			
RT-IG-320a.1	(1) Total recordable incident rate (TRIR), (2) Fatality rate, and (3) Near miss frequency rate (NMFR)	Ashtead measures employee health and safety by reference to RIDDOR recordable accidents and incident rates. Details are provided within the 'Health and safety' section of this report.	See health and safety
FUEL ECONOMY AND EMISSIONS IN USE PHASE			
RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	These metrics are relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment		
RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators		
RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines		
MATERIALS SOURCING			
RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	This metric is relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
REMANUFACTURING			
RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	This metrics is relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
ACTIVITY METRICS			
RT-IG-000.A	Number of units produced by product category	The Group measures this metric with reference to the original equipment cost of our rental fleet. As at 30 April 2023, the total original equipment cost of the Group's rental fleet was \$16bn.	N/A
RT-IG-000.B	Number of employees	The total number of employees as at 30 April 2023 was 25,347.	N/A

3. APPROACH TO SCOPE 3 ESTIMATION

Measuring Scope 3 emissions involves a significant application of judgement, in particular in relation to the use of sold assets when we dispose of rental assets to the used equipment market and end-of-life treatment of these assets. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty

SCOPE 3 SUB-CATEGORY	APPROACH TO ESTIMATION	RELEVANCE
1 Purchased goods and services	Relates to emissions from the production of products purchased by the Group or services received by the Group in the reporting year. Examples include the purchase of parts in servicing the Group's rental fleet or goods for resale. We have used a spend-based methodology in quantifying Scope 3 emissions.	Not significant
2 Capital goods	Relates to emissions from the production of capital goods (rental and non-rental) acquired by the Group in the reporting year. As with category 1, we have used a spend-based methodology in quantifying Scope 3 emissions.	Significant
3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Relates to emissions associated with upstream extraction, production and transportation of fuel and energy purchased and consumed by the company (i.e. the emissions generated in the production of fuel and energy reported as part of the Group's Scope 1 and 2 emissions). We have used an average-data method in quantifying Scope 3 emissions.	Not significant
4 Upstream transportation and distribution	Relates to emissions from the transportation of products purchased by the Group between our suppliers and our operations, and transportation and distribution services purchased by the Group. We have used a combination of fuel-based and distance-based methods in quantifying Scope 3 emissions.	Not significant
5 Waste generated in operations	Relates to emissions from the third-party disposal and treatment of waste generated by the Group's owned or controlled operations. As an insignificant component of the Group's Scope 3 footprint, we have estimated our category 5 emissions based on waste volume data, where available, and then extrapolated this data across our remaining sites. We are working on developing more granular waste data across our business in conjunction with our third-party waste services providers and will refine our approach to estimation as this becomes available to us.	Not significant
6 Business travel	Relates to emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties. We have used a combination of a distance-based and spend-based methodology in quantifying Scope 3 emissions.	Not significant
7 Employee commuting	Relates to emissions from the transportation of employees between their homes and their worksites in vehicles not owned by the company. We have used an average-data methodology in quantifying Scope 3 emissions.	Not significant
8 Upstream leased assets	Not relevant to the Group's operations.	Not relevant
9 Downstream transportation and distribution	Relates to emissions from the transportation of sold products in vehicles not owned or controlled by the Group (i.e. where our customer arranges transportation). We have used a distance-based methodology in quantifying Scope 3 emissions.	Not significant
10 Processing of sold products	Not relevant to the Group's operations.	Not relevant
11 Use of sold products	Relates to the emissions from sold products by the Group, including from the sale of rental assets at the end of their useful economic life to the Group. As such, this is a significant component of the Group's Scope 3 emissions as we are required to estimate the entire life-time emissions which will arise from the asset after the Group's ownership in the year of sale. We have estimated our Scope 3 emissions based on asset category assumptions including annual hours of use, fuel consumption and estimated future asset life, and have assumed that we consume 50% of an asset's available hours over use during the period in which the Group owns an asset. We have not taken into account any potential future change in the type of fuel which will power traditional internal combustion engines.	Significant
12 End-of-life treatment of sold products	Relates to emissions from the waste disposal and end-of-life treatment of goods sold by the Group, including from the ultimate end-of-life treatment of rental assets sold. We have used an average-data methodology in quantifying Scope 3 emissions.	Not significant
13 Downstream leased assets	Relates to the emissions from the operation of assets rented to customers during the reporting year. As such, this is a significant component of the Group's Scope 3 emissions. We have estimated our Scope 3 emissions based on asset category assumptions including annual hours of use and fuel consumption. Nevertheless, there is a significant level of estimation involved in estimating these emissions. We are working to develop our estimation approach based on available telematics data and will refine our estimation approach in the future as more detailed data becomes available to us.	Significant
14 Franchises	The Group does not operate a franchise model.	Not relevant
15 Investments	The Group does make investments with the objective of making a profit.	Not relevant

Ashtead Group plc

100 Cheapside

London EC2V 6DT

Phone: + 44 (0) 20 7726 9700

www.ashtead-group.com